



## How Outside the Box Marketing Led to 70% Growth in One Year

Steve Sanduski:

Hi everybody, welcome to another episode of On Your Mark, Get Set, Grow! This is the podcast of CEO Coaching International where we talk to the world's leading entrepreneurs CEOs, and coaches, who are looking to make big happen. I'm your host, Steve Sanduski, and our guest today is Anthony Geraci. Anthony is the founder and managing shareholder of Geraci, which is a fast-growing law firm in Southern California.

In today's conversation, we talk about how the firm grew 70% last year. Now what's really fascinating about this firm is that unlike traditional law firms where everyone is pretty much practicing law, and they don't really have a strong leadership team, Anthony actually moved out of being a practicing attorney over a period of time, and now is focused on essentially being the CEO of the company, helping set the strategy, the vision, and the culture of the organization. It's interesting that they've been able to grow dramatically as a result of what he's put in place here, and we're going to talk about that in at today's episode.

We'll also talk about why they set up a media company, and came out with a series of conferences, and a print magazine. We'll also talk about how he made the switch from being the practicing attorney to being the CEO, and some of the lessons that he learned along the way there. We'll also hear about the two biggest mistakes he made in building the company, and what he learned from them. And then, he also shares the key lesson that he learned from Ray Dalio's recent book, and how that lesson is helping him be a better leader. Now there's much more in today's conversation, so please enjoy our conversation with Anthony Geraci.

Anthony, welcome to the show.

Anthony Geraci:

Thank you for having me. I'm excited to be here.

Steve Sanduski: Well, I'm looking forward to the conversation here. One reason being that your firm grew about 70% last year, which is just phenomenal. Why don't we start there? Why don't you tell a little bit about how did your firm grow so fast in the past year?

Anthony Geraci: You know I give a lot of it to my team. Give you kind of an idea is two things happened in my mind. One, I got out of my own way. I think that's pretty important. Our management team took over a lot of the day-to-day operations with our clients, and that allowed me to take a step back, and really focus what I currently focus on now, which is our strategy, vision, and culture for the company as well. My full time job now is working on newer projects and moving forward. One of those was our marketing efforts, so we have a conference line, and a magazine that I believe really moved the ball forward from what I call dominating the conversation, and people find us a lot of easier through Google, or AdWords, or just hear our name from a variety of people talking about us kind of starting that conversation with anybody, and having that referral network with everybody as a result of that.

Steve Sanduski: Okay. Now you gave me a lot of things to go into there, so let me start with the first thing that you mentioned there, which was you got out of your own way. Now that's a phrase that I hear from people, but I'd love to get your take on what do you mean when you say, "I got out of my own way."

Anthony Geraci: I found that everybody kind of knew where to go especially our clients, and so I got out of the way as far as I let them take leadership. And so, it's easy especially for me anyway I can't speak for anyone else but myself, it's very easy for me to say, "No, you need to do A, B, and C." Well, if we hire the right people they already know to do A, B, and C. And then, they're also going to think of D, E, and F.

For me, I think it was just a lot of maybe in my way of controlling everything. And by getting out of my way I let go of a lot of respects. I didn't have to be the guy anymore, the client-facing guy. I'm the hero. Anything you need just come see me. And I was that guy a couple years ago. The problem with being that person though is everybody needs you, so that was the problem. Spending 50 hours a week taking care of problems there's no time spent on strategy, there's no time on culture, there's no time on a lot of the things that I'm doing today, which in my opinion is the reason why we grew so fast is I started taking the time to, "What should we be doing?" We should be doing a conference line, we should really start a conversation among our clients and our peers, and our customers. But without that time, without getting away with being the hero so to speak, I wouldn't have the time to focus on that.

Steve Sanduski: Now a lot of entrepreneurs, a lot of people who start their companies, found their companies, they find it hard to step back and let other people do their role. So, how did you step back? And there's that old saying, "Trust, but verify."

And you're essentially delegating and empowering the rest of your team to do these things-

Anthony Geraci: For sure.

Steve Sanduski: How did you let go and not still have that feeling like, "Oh, I just ... They didn't quite do it the way I would have done it."?

Anthony Geraci: I think you hit the nail on the head exactly like that. I would call it D=70% was kind of the formula, I'm sure I heard it from somewhere and I just stole it, but it's just been in my head for the last five years. What that D means is delegation, and that 70% recognizes these people are not going to do 100% of what I could do. Could I do it better and faster? Probably. But, at what expense? Well, the expense is I'm doing it myself. So I had to let go, and I had to say, "Here, here's delegation." And really what I came to find is after I delegated, and I would of course inspect what I expected. In the beginning, I would expect them to submit ... For us, we're a law firm. "Hey, submit the briefs. Submit the loan documents. Show what you're doing."

That 30% really comes down to stylistic parameters. I mean, does it matter that they use a different word than I would? Not really. Is the result the same? The result is a legally compliant set of documents, or a brief that the judge can understand what the point is across, and not be in my style. I think that's huge within your question is, was this what I expected? The expectation isn't that they cannot do what I do. But the expectation is, did we get the same result even if it's worded differently, even if it's approached differently? If the answer is yes, then keep delegating.

Steve Sanduski: Yeah. So it sounds like similar to what they say about real estate is that you are trying to focus on your highest and best use, and you know that, "Okay, somebody may have done it 70% the way that I would have done it, but it's still going to work, and that frees me up to work on the things where I can double, triple, and quadruple the results that we used to be getting because now I can focus on these things that really require your level of expertise, and experience, and skill set."

Anthony Geraci: Exactly. It wasn't just the next day everybody just magically delegated at 70%. There was a learning curve as well because not only if I used to do it then of course the only thing they're doing is edits if you will, but part of that delegating is training as well. "Hey guys, here's what you need to think about." So I moved from telling to more of asking questions.

Steve Sanduski: Okay. Now let's talk about some of the marketing. You guys as you say you're a law firm, and yet you grew 70% last year. What are some of the things that you guys have implemented here in recent times that are helping you from a marketing standpoint?

Anthony Geraci: Two years ago, we launched our media company. As it stands today we have two different products within it. We have our conference line, and that's a series of three different conferences that really are to network our clients together as well as other people in the industry as well as connect them with either service providers, or sources of capital, or sources of deals, or whatever their needs are. That's the heart of our conference line.

We also publish a magazine, and that's now nine months old, and that magazine goes to loan originators. The vision behind that is just to connect our personal clients with these loan originators, and hopefully they can do business together. So for lack of a better word these two different models have one real reason to exist, it's to add value to our clients. The hope is by adding value to our clients as they get bigger they of course need more and more of our services, and we can provide more services to them.

Steve Sanduski: Now you said you started a media company, so here you are as a law firm. You actually set up a separate legal entity, which is a media business. Now, is that designed to be a stand-alone for profit and it delivers services to your law firm? Does it offer services to other companies? Or how did you structure that?

Anthony Geraci: Great question. All the above, for lack of a better response. We restructured it separately for a variety of reasons. The number one thing is with law firms based on the current law only lawyers can own law firms. I knew at some point not necessarily today or tomorrow, but maybe three to five years from now we're going to want to hire somebody that is a rockstar to take over the entire media division of our company. But I also recognized that to attract great talent you may want to consider offering them equity, which would be impossible of offering them equity in a law firm unless they're a lawyer. So the reason behind creating a separate media company was that. We still consider it very much a division of the law firm itself even though it's a stand-alone entity. But it does operate for profit, not much. It's not designed to be 100% profitable. The whole design behind it is to dominate our conversation, and help us dominate the conversation by attracting business to our law firm.

Steve Sanduski: Okay. Now so you've got these two divisions here, this conference line, and the magazine, so let's talk a little bit more about each of those. As far as the conferences go you mentioned that one way is to connect clients, which I think is a terrific idea. You're really building that community among your clients. What were some of the results that you've seen as a result of doing these conferences? And then, maybe some of your clients meeting each other at a conference. What are some positive outcomes that spring from that?

Anthony Geraci: The positive outcomes are we're attracting people that we haven't attracted before. What I mean by that is we're mostly a West Coast law firm just based on where we're located in California. We have the ability to do loan documents in all 50 states, but we're mostly in the West Coast. With the addition of our conference line, which is not necessarily legal practice, it's just connecting our

clients, we're able to attract more of the people from say the East Coast, or the Southeast, and they attend our conference line. And for some it's their first introduction to us. As a result they hire us to do limits things, or some of them hire us on to be their full lending counsel, and we've seen great results on that end.

The other part of course is what I call the intangibles. The fact that, I think it's a general marketing term, that it takes an average of seven touches before someone actually does business with you. To me our marketing company, or our media company, it takes those seven touches, and puts it out there faster, and more rapidly as a result. When people see our conference line, they see our logo as a result, so each of ours are branded with our Geraci logo, both our magazine as well as our conference line. You keep on seeing iterations of our logos and hopefully that puts us in front of your mind as far as any legal work you need in the lending industry.

Steve Sanduski: How are you promoting these conferences? These are in-person conferences, is that correct?

Anthony Geraci: They're in-person conferences, for sure. For me I think that's really the heart of the matter, and I don't know why it is though as I tell our people we're very much tribal in nature, humans I'm talking about, and for whatever reason whether it's fight or flight response, or we're hard-wired biologically, we still need that face-to-face interaction, you know? I still shake hands with people to make sure I can trust them, and I don't know why that is, I think that's very hard-wired in our brain, so I don't think true connections are meet until you're face-to-face. We could do it over webinar, and of course our law firm does webinars, and they're well-attended, but I don't think those relationships happen unless you're face-to-face. That's why we created a face-to-face conference line to engender those connections.

Steve Sanduski: How do you go about coming up with the ideas for these conferences? Is there like a set structure in terms of your topics, or how do you work that?

Anthony Geraci: There's a loose structure as far as a vision for each conference, so each of them are themed, and they're called Innovate, Activate, and Captivate, and each of them have a different theme. Our Innovate conference is really about innovation, and for the lenders themselves it's really, what are the latest trends in the lending industry? Our last Innovate just happened in February here in Orange County, and we talked about blockchain technology. Well, what does blockchain technology have to do with lending and banks? Well, right now it's just an idea. But there are a lot of different companies looking at blockchain technology and seeing how they can implement it within their businesses, so we brought that to the lending industry.

Cannabis, you've probably heard a lot about especially in the media as well. We talk a lot about cannabis especially as different laws that are coming about as a

result, so that's one of the things we talked about in our Innovation, what's going on in the cannabis industry nationwide? Recently Jeff Sessions, the Attorney General, revoked a memo in the cannabis industry. And so, that was a good topic of, what are the effects of that? And, how can we try to comply in this ever-changing world? We've brought in a few other speakers as well. Activate is more of a how-to conference].

Steve Sanduski: With these conferences do you find that the biggest benefit is that you end up with more business from existing clients, or that it just brings you new clients? I'm sure you get both of those benefits, but does one weigh more heavily than the other?

Anthony Geraci: For sure. I mean we do get both benefits, but the one that outweighs is more business from existing clients. Funny enough, it's just one of those things is we tell people at least the way we communicate, but I don't think they hear sometimes, but then when you present a topic on it. "Oh, these guys really know what they're talking about. I didn't know they did this." And so, as a result it's actually funny.

I see the experience in my life as well. A buddy of mine has a pool company, and his name is Infinite Pools, and I didn't realize that he does backyard construction. When I was telling him, "Yeah, I'm getting my backyard remodeled." He's like, "Why didn't you call me?" I was like, "Oh buddy, just in the name I just associated Infinite Pools with pool business, so I didn't think about it."

Steve Sanduski: Yeah. Yeah. Do you charge your clients to attend these conferences?

Anthony Geraci: We do, not a lot. The base ticket is \$500, and the most expensive ticket is \$1,000. That just helps us offset costs because these are not cheap to run with meetings, and we really try to put a high touch event there, so we have dinners and lunches all prepaid for, hosted cocktails, and just again trying to engender many opportunities for them to connect, network, and then learn as well. It profits slightly, but not much.

Steve Sanduski: Right. All right. Now tell me about the magazine that's really interesting. How does the magazine work for a law firm?

Anthony Geraci: For sure. Part of the magazine as well as our vision was, how do we get our clients message? It's not even our message. It's really our client's message in front of these loan originators. So with our clients, there's really two things they need, they capital, and they need DealFlow. And so, the capital is part of one of our conferences that when you get into Captivate, but then DealFlow is really the magazine. How do we get them in front of these loan originators? A lot of them are bank as well as non-bank originators. So with the banks they're going to have a lot of rejections that don't fit that small box that a bank loan has. And so, with our magazine we're targeting those people that hopefully they'll call

our sponsors of that magazine, which are our private lenders, and non-conventional lenders, and call them to do business.

Steve Sanduski: So a lot of people would say in this day and age with technology, the last thing any firm should do is start a magazine. Is this a print magazine?

Anthony Geraci: I hear you. It's a print magazine.

Steve Sanduski: It is print, okay. Like a glossy 20-page kind of thing? Or what are some of the mechanics there?

Anthony Geraci: You got it. Yeah, it's a 35-page magazine right now, and it's published monthly, and I hear you 100%. You know it's funny we made the active decision to publish it that way, and the reason for that is if you look at your mail over the last five years, it's gotten thinner. You just get all these junk ads, and everything like that. So, the mail that I get at least anymore isn't much, and I'm willing to bet that's the same for most people. And what I think when most people went digitally that opened an opportunity, if you will go retro for lack of better words and publish a print magazine because there's less people doing it, that means more attention to the magazine we have. And so far data has showed at least among our competitors the rate is higher than all of our competitors, so that theory so far is sound.

Steve Sanduski: Yeah. No. I think that's a great point. I've heard that as well that you're seeing some firms are now going back to direct mail because so many people dropped it when the digital piece became so popular, so I think that's some good contrarian thinking there. Now-

Anthony Geraci: For sure.

Steve Sanduski: You also talked about, you mentioned webinars. How are the webinars working?

Anthony Geraci: They work really well at a law firm, so we do a monthly webinar, and they have anywhere from 100 to 400 attendees just depending on what the topic is, and we measure that. We often asked, "Hey guys, what do you want to hear?" Sometimes we hear something, and sometimes we don't, so we really try to make sure that the content at least our belief is relevant, and we measure it against the attendees. People talk with their eyes. The more attendees we have, the more popular we know the topic is.

Steve Sanduski: Now, so you're doing conferences, you're doing magazines, you're doing webinars, I'm waiting for the podcast.

Anthony Geraci: Not yet. We have not broken into the podcast yet.

Steve Sanduski: Not, the podcast yet. Yeah.

Anthony Geraci: That sounds like something we should do for sure.

Steve Sanduski: Yeah. And with the webinars are you finding that of the people that attend those are maybe what's the mix between existing clients that attend versus potential clients?

Anthony Geraci: I'm sorry. Can you repeat that?

Steve Sanduski: Yeah. In terms of the webinars, what has your experience been as far as the mix between existing clients that are on those webinars versus potential new clients?

Anthony Geraci: Good question. It's really the same as our existing clients. 50% of them are not clients, and then 50% of them are. Some people come for just information. We do have those webinars for free 'cause they're just a lot lower cost to produce. And some just we'll get business as a result of the webinar topic. One of our litigators presented on title insurance, and the issues around that, and as a result he had a client sign up two days later just because for some reason that was the exact problem that this person was facing.

Steve Sanduski: Okay. Now let's go back to the strategy, so early in the conversation you talked about how you were also focused on the strategy, the vision, the culture. Tell me a little bit about, how this whole marketing piece developed as part of the strategy process, and maybe take me back to the strategy? When did you get serious about building a strategy for the firm? And then, how did the marketing piece fit into that? Because it sounds like you guys are really aggressive on the marketing side, and I say aggressive in a good sense, that you're really proactive probably much more than the typical law firm, and that's why you guys are growing 70% per year. So I'm really interested in hearing more about the strategy and how the marketing evolved from that.

Anthony Geraci: For sure, and I think a lot of it goes back to having the time to think about it, right? So we do a lot of things in my opinion different from most law firms. Most law firms have a managing shareholder for instance that still practices law, and this is almost like an afterthought, this position of thinking about strategy, and everything like that. We made an active strategy decision four years ago of instituting our management team, and I started transitioning from that time up until a year ago from not having any clients. But it was process, took it three years to get people trained, and then also expectations set, and then also transition the clients to our partners and associates rather than to me.

But over those three years we created a management team, really created our core values, our vision, and our mission, and our BHAG as well, and our outrageous targets as well. From that what we did is giving the partners more and more of the client time, and freeing up a lot more of my time. So I'm able to drive a lot of our marketing strategy with that giving some thought as far as, what should we do with our marketing arm?

We started our marketing department two years ago. We brought on Ruby, she's now our marketing director, at the time she was hired as marketing coordinator, and she supported me in kind of executing a lot of our thoughts and visions and moving forward. Now, she runs a team of six, marketing assistants, coordinators, as well as an account executive. We invested a lot into marketing. For me at least the belief is you could be the best attorney on earth, but if no one knows about you, no one's hiring you. So we want to make sure we got our message out there, but we also wanted to control the message. We wanted to make sure it was authentic, and it was who we were, and I didn't see any other way to do that than in-house.

Steve Sanduski: How did you as an individual make that shift from being a practicing attorney to being the managing shareholder, the CEO, the head of the leadership team? How did you switch from the practitioner to being the leader? Did you get additional training? Did you read a lot of books? Did it just come naturally to you? How did you make that shift?

Anthony Geraci: Good point. It was a lot, and part of it was also the buy-in of our team. As far as I know there's very few law firms that have this full time CEO mentality kind of what I was sharing, so first was definitely buy-in by our team. "Hey guys, I'm still going to be a very contributing person to the team. My time now is not going to be billing clients. That's what I'm relying on you for. My time will be spent moving stuff forward." Which is unheard of in the law.

I also needed more training. I was a great manager, but not necessarily a great CEO, so there was a variety of things. First thing, I joined Entrepreneurs' Organization, here in Orange County. It's a great organization, peer learning as well as creative events, and some learning as well.

My very first event was actually Mark Moses, and he was talking about the top performers of different companies, and that made a significant impact on me. I talked to him after the event and just said, "This is the best I've ever seen, and I really appreciate the feedback."

Fast forward a couple years as I start implementing some his feedback, and the other learning we had, I was finally ready to get my own business coach. I reached out to Mark, and I think he had as many as he could handle, but he said, "Look. I brought in a partner. He's name is David Sobel. I think you guys would be perfect." So David and I talked for I think over a period of a week if I remember correctly on a series of phone calls, and at the end we both agreed that we would be a good fit. So David Sobel has been my business coach ever since, and he's helped me grow.

One, at the time, and he'd probably tell you this too, at the time I had three different businesses, and he got me focusing on one which is our law firm. As a result of that focus I think is part of that growth as well.

Steve Sanduski: What mistake did you make along the way? Or what's an important learning or two? So as you make that transition from the practitioner to being the CEO you probably learned some important lessons along the way. What's maybe one or two things that stick out for you?

Anthony Geraci: Oh, gosh. I've made a lot of mistakes. I think I still continue to make them as well. The first thing is I delegated too much, if that makes any sense? I was in a hurry to really delegate these things, and move forward with our vision, but I hadn't adequately trained people. And so, it was really the advocacy rather than delegation that I was practicing, and advocacy doesn't work, for sure, so I slowed down, and made sure that our people had the training and experience to take care of our clients. So instead of course doing it a month it took about six months to 12 months to really, who is now, people who were in our various departments as well. And then, they trained their people. That was probably our biggest mistake.

The second biggest mistake, funny enough, it happened early on in my career, I didn't hire a bookkeeper. For fun, as silly as that sounds I was doing the books. I was wearing 20 hats. I realize as a startup you probably have to do that. But I think it's so important to have that bookkeeper even if you outsource it, or bring it in-house, it doesn't really matter in my mind as long as you have that person. That was probably a good portion of my time. And so, my mistake is probably I didn't fire myself fast enough from these various hats even as a beginning startup person. Even today, I'm now saying no a lot more.

Steve Sanduski: Okay. If you had to maybe look back over the past few years, what's some advice knowing what you know today that you would have given yourself earlier from a few years ago?

Anthony Geraci: Gosh, focus. Stop trying to be an entrepreneurial squirrel, and, "Hey, that business sounds good. Let's get that business, and this business, and do 30 things at once." With focus really comes the growth that I think everybody's expecting. That's the number one thing.

Number two is I probably wished I got everybody on board faster as far as I should have formed a management team even five years before instead of just four years, and really move forward with a lot of these different visions that we had, and putting them into reality. Those were the two biggest things in my mind.

Steve Sanduski: And as you talk about your leadership team, what are some traits that you look for in people that you want on your leadership team?

Anthony Geraci: I look for attitude rather than the skill set. I think that's huge. Our marketing director for instance, didn't have a marketing director's title or background before we found her, but she has an insatiable work-ethic, and that's what I'm really looking for in everybody. If you have the attitude, and you have the

hunger to learn and grow, I think it's only a matter of time that you're going to have the skill set. I'd much rather have the attitude than the skill set. That's the number one thing I look for. I don't even care if they've never done the job before. I feel like we could train somebody or hire someone to train them to do their job if they have that attitude and the hunger to do so, so that's the most important thing.

The other thing is being coachable, right? You could have the most hungry person in all, but if they know everything, it's going to be very difficult for you to teach them your ways, and how to get more clients in the door, and helping clients to succeed. So I think those are the top two things, being hungry, and having a great attitude as well as being coachable.

Steve Sanduski: Now I also understand that you wrote a book, so tell me about the book. What is the book about?

Anthony Geraci: That was part of our thoughts as well. There's not a lot of information on what we do, so what our clients do is they're really hard money lenders, private money lenders, or non-conventional lenders depending on how you want to terminology. Let me try that again. Depending on how you want to call them. And so, the book really is teaching investors if you will, or teaching entrepreneurs, or teaching people about what the non-conventional industry is. And so, we teach people in the book itself, "Here's the history of lending, and here's the investments that you could possibly make in non-conventional lending." We kind of teach them the entire industry in the book, and it's a good way to earn passive income. Tony Robbins wrote about it in MONEY Master the Game. And so, it's getting a lot of traction, if you will, nationwide as far as being a good way to invest, and be financially free. So that was what we were writing on, and trying to educate everybody on this particular space.

Steve Sanduski: Excellent. All right. Well, is there anything else that you want to share that we haven't talked about here? I'm going to wrap up with a few rapid-fire questions. But before I get to that, anything else you want to share?

Anthony Geraci: I probably didn't share, just a story of how important a business coach is for me at least. I hired David now, three and a half years ago, and he's been a godsend for sure. But probably the story that sticks most in my head is right when I first hired him really getting myself back to focusing on one business instead of 40. When I hired him I was going through a partner break-up, and anyway, it was not the prettiest. Basically, we realized we just couldn't be partners. I don't want to give you the sense that my business partner was a bad person. He's very ethical and with a lot of integrity. But it's funny how even with that, we could be so far distant in our visions.

David spent a lot time, the first few couple months getting to know the situation, getting to know my business partner, getting to know me, and at the end I was just telling David, I was like, "Look. I've got \$200,000 invested. Let's

invest it. Give it back to the investors and call it a day." And David's like, "Well, why would you do that? They knew what they were getting into when they signed the investment documents. You haven't lost them any money. Why would you just give them \$200,000." And he talked me out of it.

Basically, we came to an amicable settlement with my partner. Again, I kept the \$200,000, so in my mind David made me \$200,000 'cause he was saving me from myself, and I think that's kind of what a business coach does is really helping you along the way, and seeing my blind spots 'cause I do have many of them, and pointing them out, and just helping me be a better person every day.

Steve Sanduski: Well, and you mentioned blind spots there. So, what would be one of your blind spots?

Anthony Geraci: Oh gosh, several. My biggest blind spot is for me I expect something, but I don't communicate it well. I think there's a saying that the biggest illusion with communication is that it's actually taken place. So I had these expectations, but I didn't communicate them, and I saw this with my assistants, and with our managers as well. And so, I'm very careful now to articulate, and get buy-in and agreement as to what was said, and what was agreed to with each of my management team as well as my assistant. I need you to do X, Y, and Z. Can you do it?" "Yes." "What did I ask you to do?" Not to be condescending, but make sure we're on the same page. And I was not doing that before.

Steve Sanduski: Yeah. Well, I think that's a great example. We've got a couple of blog posts that we wrote on this idea of blind spots for CEOs, so we'll make sure that we link to those in the show notes @ceocoachinginternational.com. All right Anthony, let's wrap up here with a few rapid fire questions. Are you ready for those?

Anthony Geraci: I'm ready.

Steve Sanduski: Okay. All right. Now you mentioned some company values earlier that you do have some corporate values. How about from a personal standpoint, do you have one or two personal core values that you live by?

Anthony Geraci: I do. Integrity and honesty.

Steve Sanduski: Perfect. All right. How about is there a leader out there who has had a major impact on you?

Anthony Geraci: Absolutely. I kind of shared that story. I'd say David Sobel, my business coach. He's had the greatest impact on me as far as my business as well as my leadership style.

Steve Sanduski: Yeah. Well, I'm sure David will love to hear that. So David's a great guy-

Anthony Geraci: Absolutely.

Steve Sanduski: Thanks for sharing that. How about a business book or any book in general that you have found helpful?

Anthony Geraci: Ray Dalio just wrote one called Principles, and it's thick. It's about 600 pages, but filled with a lot of life lessons that he's gone through in his life, and things that just resonate with me, wholeheartedly recommend that book.

Steve Sanduski: Now his company Bridgewater has a rather unique corporate culture that certainly isn't a fit for everybody. So, is there one or two of his principles that stuck out with you?

Anthony Geraci: Yeah. The biggest principle that stuck out to me was the person that they just hired, which would be an intern. If he's making a presentation, they have a writing system in Bridgewater that even the intern can grade him and say, "You know Ray, you just didn't do your best work there." I really respect that. He's focused not on ego, but he's focused on results. I think that's something to remember for every business, but especially for myself is, "Don't worry about the ego. Worry about the results, and make sure you get the results." And as a result of those results work to improve. Again, Ray's a billion dollar guy, and he's getting feedback from a 24 year-old intern, that's huge to me. To be open enough, and comfortable with yourself to get that kind of feedback is huge. It's a reminder for me to make sure I do that as well.

Steve Sanduski: Excellent. All right. Well, I'm going to start a sentence and I'd like you to finish it. The sentence is, what I know to be true is ...

Anthony Geraci: What I know to be true is that grit is more important than talent. What I mean by that is you could have all the talent you want, but if you don't have the work-ethic behind it nothing's going to matter. But if you have the work-ethic, and even mediocre talent you can make anything happen.

Steve Sanduski: Excellent. Well Anthony, I think that's a great way to end today's show, so I really appreciate you taking some time here-

Anthony Geraci: Awesome.

Steve Sanduski: And sharing your thoughts and experiences with us.

Anthony Geraci: Steve, are you there?

Steve Sanduski: Yes, I'm here. Can you hear me?

Anthony Geraci: Yep, I can hear you now. Sorry about that.

Steve Sanduski: Let me wrap that again, and then we can stay on for just a second afterwards. Well Anthony, I think that's a great way to wrap up today's episode. I really

appreciate you taking some time to be with us today, and sharing your thoughts and insights.

Anthony Geraci: Thanks for having me. This has been a lot of fun and love what you guys do.

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