

- Speaker 1: This is the Rich Dad Radio Show. The good news and bad news about money. Here's Robert Kiyosaki.
- Robert Kiyosaki: Hello, hello, hello. It's Robert Kiyosaki, the Rich Dad Radio Show. The good news and bad news about money. We have a very important show for you, for all of you. I mean everybody. Especially though, if you're an entrepreneur, or you want to be an entrepreneur. What we're going to do is talk about the hardest part of not only entrepreneurship business, but corporate business, but also of life. The most difficult and important part of being an entrepreneur or growing a business, or wanting to be an entrepreneur, or taking that step, or just in life in general. What we're talking about today is about how you deal with people.
- You see, the hardest thing about my business is not the business, but dealing with people. That is one of the toughest, toughest parts of it. You grow a business and you find out that you have a bunch of Judases inside your camp. In the Vietcong era, we just hired a Vietcong to help fight for us, and then pretty soon you have treason, and treachery, and lying, and cheating, and stealing, and all that going on. That was my business partner. Anyway, ladies and gentleman, it could be one of the biggest lies ever told is, a couple ... The fairy prince meets the fairy princess. They get married, and they live happily ever after. Man, there's no such thing in relationships as living happily ever after, you know what I mean?
- Dealing with people, much less leading people in business or in combat, the hardest thing you can possibly do and possibly your most important skill. Today we have two distinguished guests. One is Jack Wesley Yoest Jr. He's a former captain in the United States Army. Jack directed research and testing, and recommended solutions to problems in night vision and electro optics. He's an author of a very important book, it's called *The Memo: How the Classified Military Document That Helped the U.S. Win WWII Can Help You Succeed in Business*.
- Our second guest is Gary Morton. He's a graduate of West Point with honors, served as a tank commander. After the Army, he joined the medical device manufacturer Striker, where he co-founded the EMS division. He's the author of *Commanding Excellence: Inspiring Purpose, Passion, and Ingenuity Through Leadership that Matters*. Welcome to the program, both Jack and Gary.
- Jack Yoest: Thank you, Robert.
- Gary Morton: Yes, as well. Thank you Robert, I'm glad to be here.
- Robert Kiyosaki: I started saying about how it's difficult to deal with people, and I think it's one of the challenges. One of the reason people stay small in business, is they'd rather do it on their own. Dealing with people is too damn tough, so they just do it on their own. They're small. They stay small. The only problem with that, as those of you who have followed Tom [Wheelwright 00:03:35], my advisor on taxes.

People who are self employed pay the highest percentage in taxes. Employees pay the next higher percentage in taxes. One of the things I had to learn was how to deal with people, especially people who ... You know, it's easy to lead a person, so-called, below you. How do you deal with accountants, and attorneys, and all those guys, much less your commanding officer, and your intermediate officer in front of you? That's one of the biggest challenges.

Gary, as a graduate of West Point ... What class again?

Gary Morton: 1984.

Robert Kiyosaki: How was the training on leadership at the West Point?

Gary Morton: The training was outstanding. You learned a ton through the experiences at the academy, but you learn really more from your classmates and from the day to day interaction that you had with people than you did necessarily from the leadership training. The training was good. As a matter of fact, from Jack's book, there were things that were taught about this memo that he writes about at the academy. Of how to do a decision a brief and how to properly staff things and whatnot. It was tremendous. The practical application of how you lead people, whether it's in a military or a business situation, you still have a ton to learn when you leave the academy.

Robert Kiyosaki: It never stops.

Gary Morton: No, it never stops.

Robert Kiyosaki: Dealing with people never stops.

Gary Morton: Well, you know, Robert, you brought up an interesting question there. A lot of people, particularly with dealing with individual human beings from a leadership standpoint ... Some of what the army taught, was it was kind of a spread like butter, everyone's kind of the same and here's how you lead them. What we did in 468, because we had a unique commander, and then as I learned and evolved in the process at Striker is, everyone's not the same. Everyone's very unique and very individual. If you can understand that, understand who you're going to bring your time, one. Then understand their strengths and weaknesses when they're on your team, and how they like to be rewarded, how they like to be recognized, and those types of things. Then you can do a lot more with what you learned about leadership by applying it very individualized to each person within your organization.

Robert Kiyosaki: Okay, so Jack, what did you learn as being an army captain, in the army?

Jack Yoest: Yeah, let me underscore what Gary's saying, is that with any team that we have, either assigned to us or that we put together, we have to maximize their strengths and minimize their weaknesses. Because as Gary wisely points out,

everybody is not the same. We are accomplishing organizational goals to the active support of other people. That's the only way that managers, owners, business owners, leaders get things done. Robert, I like something that you pointed out, is that most small business owners, they're under the impression they have to do it all themselves. I know how to do it, and I know how to do it well, and I get it done. As you point out in your teaching, your writings, if you can do it yourself, that's not scalable. I've got to get things done through other people. I've got to identify, recruit, train them, get people to do things.

One of the great challenges is moving from an individual contributor of the people that do the doing, that do the work, then move to management, to a leadership position, where other people actually do the work of perfection. We do the work of leading, of managing, of getting things done, of the plan, organize, lead, and control. This is what real leadership is, especially as you pointed out in your question Robert, especially with accountants, and our boss, people that we can't fire. We can only persuade. We can only inspire. We can lead, but we can't really command them to do anything. That's what I like so much about being on with Gary here, is that everybody thinks that the military's easy. That you just issue an order, people snap, salute, click their heels, and instantly do as their commanded.

The initiation, prompt obedience to order is something we want people to do, but that's not always the case. It's more of persuasion than it is of command and control.

Robert Kiyosaki: Very well said. Before we go on, The Memo, the title of your book, how the classified military document that helped the US win WWII can help you succeed in business. Tell me more about that. What was the memo?

Jack Yoest: Well, the memo is based on the doctrine, a military doctrine called completed staff work. I saw it on the internet a decade ago, so I knew it had to be true. I did some research and found out that there was such a memo. It was originally published in the army/navy journal in the early 1940's. It was later redone by general MacArthur. It simply says that the memo, based on completed staff work, is where the manager, the boss, the chief, the leader, the commanding officer makes decisions. Staff work makes recommendations, anticipates what the boss needs, what the commander's intent is, formulates the options, does the research, and gives the boss a recommendation. So that all the boss has to do is make a decision. Staff makes recommendations.

I teach now at the Kaplan University of America, so I can make this real complicated, but it's just that simple. As Gary talked about decision briefs, that's all that this is. I think that Gary's work and my work, we're trying to bring this to the business world to see, this is how to get things done to other people.

Robert Kiyosaki: I believe you had an example of, was it George W or something? They just woke him up, and he said yes, and that was it?

- Jack Yoest: That's right, yeah. George Bush, the elder, was sound asleep, I think it was on Air Force One. John Sununu ... I visited his home up in New Hampshire a few years ago as he was working on the book. Governor Sununu, who was chief of staff, tells the story of where rebels are going to overrun the presidential palace in the Philippines. What the chief of staff, John Sununu did, he gathered all the national security people, came up and went through some research, developed some options. Hashed it out and vigorously debated on what to do. Came up with a recommendation, and then work the president up. Says, "Here's the situation. Here's what we recommend. We need your approval." George Bush the elder looked at it, said, "Yep, looks good to me." Thought about it a minute. Signed off on the approval, and John Sununu took that action. Got it done, and all it was, was simply fly some jets over the palace to show support for the present and that scared off the rebels. That required a signature from the president.
- The amazing thing though, Robert, is that he developed the options, came up with the recommendations. The president signed off on it, but the president then went back to sleep. He was so confident in his staff on the recommendation ...
- Robert Kiyosaki: I want everybody to hear that part. It's not only confident, he also trusted them.
- Jack Yoest: Exactly. We should all have staff like that. That's the great thing that I think that-
- Robert Kiyosaki: Let me put it another way. How many of you out there work with or associate with people you don't trust? That's one of the most horrifying feelings a person can have. When we come back, we'll be going more into how do you develop that. How do you develop a team, and most importantly, how do you develop that trust where you don't have to micro-manage like most small business owners do? When we come back, I'm going to ask Gary about task force 468, because unfortunately I'm a marine, I've never heard of that task force. You can explain it to me. We'll be right back.
- Speaker 1: You're listening to the Rich Dad Radio Show with Robert Kiyosaki.
- Commercials: Do you own an LLC or LP? Are you aware of the new rules? The IRS has mandated new audit rules that require every LLC operating agreement and LP limited partnership agreement be amended. This dramatic requirement has never before been experienced, and changes must be made by December 31st. Corporate Direct, owned by Rich Dad advisor Garrett Sutton, can guide you through these new rules. Call 800-600-1760. That's 800-600-1760, or visit corporatedirect.com. Contact Corporate Direct today to stay in IRS compliance.
- Speaker 1: Log on to RichDadRadio.com while you listen. Now back to Robert Kiyosaki.
- Robert Kiyosaki: Welcome back, Robert Kiyosaki. The Rich Dad Radio Show. Good news and bad news about money. Today's program is about the toughest part of business but

also of life. If you're married, you know what I'm talking about. I mean, how do you get your husband or wife to agree with you? If you have kids, you know that's an impossible task. It's really about leadership but inter-human communications, and many of us haven't had the training to know how to do that. You can listen to the Rich Dad program any time, anywhere on iTunes or Android. You can hear this program again, and all of our programs are archived at RichDadRadio.com. We archive them because repetition is how we learn, and if you want to be a great entrepreneur, going from small business to big business, this could be the most important program you listen to. You can't get big if you can't work with people. It's one of the most important things.

All of our programs are archived at RichDadRadio.com. Listen to it again, and then share it with friends, family, and business associates. Dealing with people, I don't think there's any harder task. Quickly, my experience is I had no money, and one way I could get into college, because my poor dad would not pay for my education, because I was such a screw up in school. I was a C- student, and so I just applied to United States Merchant Marine Academy at Kings Point, New York, because I really wanted to go to sea and travel the world as a merchant seaman. My congressman, Daniel [inaudible 00:14:21], who just passed away, he sent me a nomination to Naval Academy. I said, "I don't want to go to Naval Academy." He could not believe I would turn down Naval Academy and go to the Merchant Marine Academy. It was one of the best decisions of my life, because Kings Pointers are the highest paid grads, or they were the highest paid graduates in the world at that time.

I graduated in '69, and starting pay for many of my classmates was \$150,000 a year, \$120-150, which is not much money today, but back then, that was a lot of money. I gave it up, because the Vietnam War was on. I thought it'd be over by then, but I volunteered and joined the US Marine Corps. Went to Pensacola, Florida to learn how to fly. Went to Camp Pendleton, then straight to Vietnam. I took a huge cut in pay from about \$10,000 a month down to \$250 a month. It was painful, yet it was one of the best decisions of my life. The hard part was coming back to the world, as they say, back in '73. I couldn't believe what I saw in business. I have never seen so many rants, and cockroaches, and backstabbers, and liars, and fornicators.

I went, "Holy moly. I fought for you guys? Just give you the freedom of doing this?" I had a tough transition, whereas when I led my crew of 16 men as a helicopter squadron, we got things done. I'm back in Honolulu working at the Xerox corporation, and nothing gets done. It's a lot of, bunch of BS. It was a tough transition. Gary, graduate of West Point, do you ever find anything like that?

Gary Morton:

Well, you know, Robert, my experience was different. I was lucky, you know? I went from one great organization in the Army to another great organization at Stryker, the medical device company. I interviewed at 14 different companies and looked for the kind of environment that I had in the army and found it. Both

those organizations had an absolute clarity of purpose coming from the top, and both of them had a mission. It was very clear and people bought into it, so I-

Robert Kiyosaki: Wait, so Gary, once again. The most important word you just mentioned is the word mission. That's the most important word. That was the first word I learned at the academy. The mission.

Gary Morton: Yes.

Robert Kiyosaki: Then when I went for my MBA, I never heard that word again. That was really tough for me. I'm going, "What are we here for?" They said, "To make money." If you look at what's going on in the world today, greed, incompetence, and power are destroying our world as we know it, because we've lost our sense of mission. Mission's a very spiritual word, would you say that?

Gary Morton: You know, it's interesting, because there's clarity of purpose in these two organizations. One was the task force, was to win every battle at the national training center. Everything flowed around that. At Stryker, the mission itself didn't sound particularly inspirational. It was, we grow at 20% every quarter and every year. Because it was so clear, and there was a backdrop of, don't lie, don't cheat, don't steal, or you're gone. No questions ask, doesn't matter what level you're at. Lie, cheat, or steal, you're out. In the backdrop of that, that 20% requirement caused all these wonderful things to happen in developing medical devices and things that changed the world for our customers and changed the world for patients. Made things just so much better in the medical device arena.

It's interesting that you look at company missions, and a lot of them are inspirational and aspirational. Stryker's, if you look at it on the surface was not, yet it caused all those aspirational things to happen.

Robert Kiyosaki: Okay. I would call that more a goal, something that's measurable. To me, a mission is philosophical. Anyway, as long as it works, I think what you're saying is the clarity is there, the objective.

Gary Morton: Absolute clarity.

Robert Kiyosaki: Jack, what do you have to say about all this, as a captain? What was your MOS as a captain? What was your specialty?

Jack Yoest: No, no. I'm in the armored cavalry, so it's very close to what Gary said, talking about from the same discipline. As an aside, my dad used to teach at Kings Point in-

Robert Kiyosaki: Oh yeah?

Jack Yoest: Yeah, so it's a big planet, but it's a delightfully small world. My son's going into army aviation. He'll be flying helicopters here shortly.

- Robert Kiyosaki: It's a great way to live, you know? I mean, to me, it was always about the mission of life, that's my purpose.
- Jack Yoest: Exactly.
- Robert Kiyosaki: Then to serve, that was drummed into my head at Kings Point, and we made a lot of money, which was good. I liked that.
- Jack Yoest: Because you had such value in the marketplace, and I think that's probably the key to what we're trying to convey here, is that we as the leaders, the managers, and the owners of business, and key influencers in our society. That we're trying to train people to have such value in the marketplace that you're worth \$150k for an entry level salary, because that's the value that you bring to the marketplace. That's not expected, but that's how we get things done. I like the point that you're making, that we're never moving from the individual contributor to a leadership, management, or owner of a business. You have to get things done to other people. [inaudible 00:20:35] no straight line was ever drawn with a crooked timber of the human condition.
- People are just a mess. Even the good ones get sick or have flat tires. When I had a position of responsibility in government, I had 14,000 employees. One of the things that was not on my job description was going to funerals. When you have that many employees, people die on you. There's just part of life-
- Robert Kiyosaki: How important is it to the other employees that you show up at the funeral?
- Jack Yoest: Oh, that's exactly the point. That is the effectiveness of leadership. It wasn't very efficient. It'd take a whole day to do this, but you're right. You're absolutely right. That's being effective, because other people see that you care and that this is important, and that people are important. They can do the work, because their job, the individual contributor's job, and my managers in the hierarchy. Their job is to get things done, and my job in that case is actually acting as a figurehead to inspire them, for them to do the heard work.
- Robert Kiyosaki: So Gary, I mean, that's crucial. It's the little things that make the big difference, but I'm sure both of you ... I'll speak to Gary first. I've seen some of the worst leaders in my life inside, not inside my company, but inside my business. I can't believe these guys. They'll sit on a board, they're corporate, they do corporate speak. I look at them, and I say, "You're the phoniest SOBs I've ever seen in my life." How do you deal with those guys?
- Gary Morton: That's a great question, and one, you get frustrated, because you can't understand why people get into positions like that. I think if within the overall envelope or the environment of the organization, if there is a clear results orientation, then those people that really can't lead or lead poorly, over the long run, will get weeded out.

- Robert Kiyosaki: My question is, how do you deal with them, because in my ... I just turned 70. In my life, I've had to deal with some real, I mean, I have words for them. I just don't know how they survive. They're just horrible, horrible people, but they're in positions of authority, which spread the same stuff throughout the organization.
- Jack Yoest: That manager, that leader, is an amateur, or we'll give him the benefit of that doubt. But as Gary was getting to on this, that sometimes if you're in a reporting relationship, where that is my boss, we have to go less from the military model back over to the Rich Dad model. Which is that you have to have performing assets to where you can walk away from any organization, from any boss, any relationship, any vendor who you can't do business with. What I tell my students and my clients is that you have to have a point where you can finance your integrity. If you're shackled to a horrible boss like that with golden handcuffs, then we've got some real challenges.
- Robert Kiyosaki: I want everybody to listen to what Jack just said. You say, if you're trapped, if you're shackled like a slave and Lincoln hasn't arrived yet, and you're putting up with all this harassment, and pressure, and meanness, and sarcasm. The only reason you're there is because you need the money.
- Jack Yoest: Right.
- Robert Kiyosaki: What you just said is profound, is that at one point you've got to say, "Look, I put myself here. I'm trapped here. Nobody is trapping me here." The classic thing in ... I used to teach negotiations, is the last thing ... I don't recommend it, but it's called a walkout. You say, "Okay, I've done my best. Da, da, da, da. I presented my case. I'm out of here. Thank you." The reason most people don't walk is because they can't afford to walk. What do you say about that, Gary?
- Gary Morton: They've got to get themselves into a position that they can afford to walk, and even if they don't think they're there, they actually may be.
- Robert Kiyosaki: Oh, horrible.
- Gary Morton: If they get into another situation that is engaging for them, it'll work out for them in the long run. Our two guests today are John Wesley Yoest, he's the author of *The Memo*, very important book on how the classified military document that helped the US win WWII can help you succeed in business. Gary Morton, West Point graduate, he's the author of *Commanding Excellence: Inspiring Purpose, Passion, and Ingenuity through Leadership That Matters*. For all of you who are entrepreneurs, or if you're just married with kids, I mean I would definitely get both books. What they're talking about is essential to success. The key to success is how you deal with other people. When we come back, we'll find out what are the things that both men can teach you about how to deal with the toughest part of business and life, other people.

- Speaker 1: You're listening to the Rich Dad radio show with Robert Kiyosaki.
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- Robert Kiyosaki: Welcome back. Robert Kiyosaki, the Rich Dad Radio Show. The good news and bad news about money. Today we're talking about the hardest part of business and in life, how do you deal with other people? Once again, you can listen to the Rich Dad Radio Show anytime anywhere on iTunes or Android. All of our programs are archived at RichDadRadio.com. We archive them, because what we ... Because repetition is how we learn. If you listen to this program again, you'll pick up a few more points, but also you can share this program with friends, family, and business people. Again, the hardest part about business or life is dealing with other people.
- One of the advantages I had, I believe, was that I didn't go to a regular school, because I couldn't get into the University of Hawaii. You can imagine that one, because my grades were so bad. Anyway, I got accepted to a Naval Academy and the Merchant Marine Academy, and I went to military school. The first word drummed into your head is mission, what is your mission? They talk about courage, duty, honor, code, integrity, respect. Then from there after four years, I went to the US Marine Corps. Same words, same thing, but I think there was one thing very different about Kings Point versus the Marine Corps. Was when we got into a war situation, a combat situation, even though we had petty differences, we functioned as a team.
- I may not like the pilot in the other plane, and all this pettiness, you know? But we functioned as a team, and I don't see that happening too often today. Sometimes it takes something dangerous, a disaster. I think one of the reasons we have problems is because people are just kind of bored, so they just create problems. They say, let me see what I can do. Maybe I can steal something here, or maybe I can spread a rumor here, or go on the web and do silly things and create fake news. I think they're just bored. Anyway, I have found that I'm looking for people, especially on my Rich Dad advisor team, and the Rich Dad company, they respond. We're always, I would say, in a war time footing. I don't

mean that we're killing people. I mean, we're always on the edge performing, and we need each other. We can not operate alone.

Our guests today are Jack Wesley Yoest Jr., he's the president management training of DC. He's a former army captain, and he's the author of The Memo, very important book. How the classified military document that helped the US win WWII can help you succeed in business. His website is Yoest.com. Y-O-E-S-T dot com. Our other guest is Gary Morton, graduate of West Point with honors. Served as a tank commander as part of the army's incredible task force 468, and then he worked with Stryker, a medical device organization, I believe. He's the author of Commanding Excellence: Inspiring Purpose, Passion, and Ingenuity Through Leadership That Matters.

I can not think of, if you're going to be in business, or just surviving in life with your kids and your husband or wife, that's an important skill to have. Gary's website is igarymorton.com. Gentlemen, any comments on people who want to be better leaders? For me, the whole thing was I had to have a team that performed. We would set up things. I would practice, practice, practice, in Vietnam and before I went to Vietnam with my team. You know, I had a team of two pilots, two gunners, and one crew chief. We functioned as a team, and we did some really, really dangerous things to build the pressure inside our air craft so we could get through it and survive. When we had danger in there, it really made us closer. That was kind of my secret to success.

I think that's why I'm a pretty good entrepreneur and I don't do well in corporate, because none of us, none in the Rich Dad company is getting rich here. I mean, we make a lot of money, but they're always under pressure to perform, and that's the way we like it. Any comments there, Jack?

Jack Yoest:

Yeah, what I like first, you said it best, is that trauma, work, a sense of urgency. When I'm looking to hire people or, my wife Charmaine, she's always looking to hire people. The first thing we look for is who wants the job? Who has the desire? Who wants the job? Then you have to persuade me, what the job ... Well what I'm looking for is a problem that you faced, a solution came up, and what were the measurable results? I'm looking for a track record of success. First I'm looking for integrity first. I'm looking for character integrity, and I can get that through references of people that you worked for before. I'm looking for pain. I'm looking for somebody that's gone through a trauma. Somebody that has to work through something hard to do, and that's why I have a biased, Lord forgive me, I have a biased through anybody that's been through the military, or collegiate sports, or gone through the discipline of the measurable form. It's like musicians and performers, or athletics, actors, account managers that have to sell something where there's a number based on your performance.

If you've gone through that trauma, and that sense of urgency of coming up with identifying a problem, a solution that solves the problem, and a measurable result. If you've done it in your past organization or in a past

position, there's a good likelihood that you're going to continue that same performance working for me or one of my clients.

Robert Kiyosaki: Gary, how do you handle that? What do you look for in a person to be an employee, or a partner, or a spouse? Whatever it is.

Gary Morton: Yeah, I think Jack's thoughts are great ones. You figure out what works for you and what works for that organization. Interesting for your viewers, I think there's a story that I'll relate here. We had all these different divisions. It was a decentralized company at Stryker, and he had a 20% growth requirement. The company's doubling in size every 3.7 years. Your head count adds were crucial, because there was a lot of pressure to not add more head count than what you needed. That led to an intense focus on making the selection process as good as it possibly could be, and one division struck gold. They figured out how to get really powerful statistically validated psychological profiles, so they could hire, at first it was sales people, and then it spread to all the other specialties within the division. They can hire people who were congruent, who would fit into our organization. Whose psychological makeup was kind of congruent with the top performers in that particular part of the organization. It was a force multiplier.

It really made a tremendous impact on the company, when we got so much better at hiring over the years as a result of refining and utilizing these profiles, and really understanding the individuals that we were going to hire-

Robert Kiyosaki: Gary, that's fine for big corporations and the US army, but most of our listeners, they're mom and pops and all this. How are they going to do that?

Gary Morton: Yeah, so tools are out there. Tools are out there on the internet. Tools are out there. We used Gallup, it's only \$100 bucks to hire Gallup to do a hiring profile on a perspective candidate.

Robert Kiyosaki: This is Gallup Polls?

Gary Morton: It's the same people that do the polls, but they have another subset of their organization that's a bunch of strength based, clinical psychologists if you will. They can get you a pretty good understanding of somebody's psychological makeup based on working with you for a period of time.

Robert Kiyosaki: That's great news.

Gary Morton: They're not a whole lot of money. If you're not using something like that, you are kind of shooting in the dark. It really made a profound difference. Even for a small company. For the small companies, each hire is so crucial, that you've got to spend that money, spend that time, and get the investment to get the right people on your bus. There's no more important decision that you make than to [crosstalk 00:35:47]-

Robert Kiyosaki: Amen, amen, amen. Let me ask you this, both of you. Let's say you're a mom-and-pop. You guys are at break even. I mean, you're basically surviving. This is where I think my military training came in, is because you know, on all of my works, people will always say, I can't afford it. To me, those are the words of death. When you say you can't afford it, you shouldn't be in business, because then you can't grow personally. You can't expand into it. With a benefit I have in my marriage with my wife Kim, we forbid ourselves from "can't afford it," and we just go after what we want.

I would say that comes from years and years, four years at academy, and six years in the marine corps. We don't let reality get in our way. I mean, I don't look at my paycheck, and the paycheck doesn't determine my life. As we talked about earlier, for many people, their paycheck is their life. It determines the boundaries of their life. If you're self employed or small business, you got all these problems, and you're always saying, "Well, I can't afford it." You stay small. What did you guys learn in the military that'll get you beyond those, whether you call it self-limiting thoughts or beliefs?

Jack Yoest: Robert, I like the direction you're going on this because one of the things that I learned the hard way is that the worst mistake that a manager can make on the civilian side, is to make a bad hire. Gary's on the right track here, that we have to do a better job of the selection process to do that. One of the things that I insist, in teaching here at the Kaplan University of America, is to train my students to always come up with the answer to the question. What you always ask here, Robert, is, "Why do you want the job? Why do you want to be here?"

Robert Kiyosaki: Jack, that's not the question I'm asking you. How do you get beyond yourself? That was the biggest thing I got. You're talking about hiring people and all this stuff, to me that's, I hate to say this, that's corporate talk. How do you get somebody from mom-and-pop outside of being mom-and-pop, or somebody that's cleaning to a job right now outside of their own self-limiting beliefs. How do you do that? What did the military teach you?

Jack Yoest: The first thing that I've learned as an army officer is that as much as I love the work, and I love doing the doing, I can't do it all. I can't do all this work. I have to move from doing the hands on stuff with the machinery, with tank gunnery, with mortars. I have to move from that, and I have to train, and trust, and work with other people to do this. [inaudible 00:38:35] got in a lot of trouble, saying that you have to go to war with the army that you have. Sometimes I did have quite the talent on the team that I would have liked to have had, but it's my job to get them ready.

As a young officer, one of the things that we were groomed to do is to move from the doing the work to the supervising the work, to running the work. For me, that was one of the most difficult transitions of knowing that, moving from being very efficient on the job to being more effective on the job. That was a big transition for me. The civilian application is that, the old cliché that if you want something done right, you do it yourself. Well, in the army I learned that no, if

I'm doing it myself, I'm doing somebody else's job. I'm doing my job, which I'm supposed to be doing, in supervision. I'm doing somebody else's job as an individual contributor.

Robert Kiyosaki: The way I look at that's not my job, is to do the work. My job is to get somebody else to do the work. That's how I look at it.

Jack Yoest: Exactly.

Robert Kiyosaki: That's what we're getting at here. How do you get somebody who might have a 9-5 mentality, or they're sitting on home eating Bon Bons. You come home and they say, "What you been doing all day?" "Oh, nothing." How do you deal with that? Do you know what I mean?

Jack Yoest: I know exactly-

Robert Kiyosaki: That's to me, is where the rubber meets the road. It's nice to have a multi-million dollar budget. You can hire, hire people. I have a friend who went home, and he finds out his wife is having sex with somebody else.

Jack Yoest: Oh, jeez.

Robert Kiyosaki: What do you say, you know? How do you rise above? Those are everyday problems.

Gary Morton: Those are certainly difficult situations. I guess get back to your original question though, one of my sons-in-laws started a brewery here recently. He started with himself and a partner. They ran across all kinds of obstacles in the process to get this thing up and rolling.

Robert Kiyosaki: Amen.

Gary Morton: At points, they were not sure they could do it. I think getting back to the military situation, I walked into an army battalion whose commander was relieved, because they were incompetent. A year later, we go out and do something that no other in the unit in the world had ever done. No one in the United States army had ever done, and won every single battle at the national training center. What was different was the mentality. There is no no-win situation, there are always alternatives. Keep moving forward no matter what, and that's what my son-in-law did. He had all kinds of regulatory issues, couldn't get the liquor license. All kinds, but he and his partner, they just kept moving forward.

They kept their confidence. They're going to keep going at it, and they launched this brewery, and it's been a tremendous success.

Robert Kiyosaki: I want to thank you guys for your time, because we're out of time. Really, that's what it comes down to in my opinion. That was the most important thing I

learned at the academy and then in the marine corps. I hate to use it as a cliché, and there are no limits, or belief in limits creates limited people. It kind of drives me crazy when I limit myself. It's a personal thing. When I say I can't do something or I don't want to exercise today, or it's too tough. Then I really shouldn't be in my business.

Anyway, I want to thank both of you guys for your time. Once again, Jack Wesley Yoest. His book is *The Memo: How The Classified Military Document That Helped the US Win WWII Can Help You Succeed in Business*. Gary Morton, graduate of West Point with honors. His book is *Commanding Excellence: Inspiring Purpose, Passion, Ingenuity Through Leadership That Matters*. Thank you very much gentlemen, thanks for your insight. When we come back, we're going to Ask Robert.

Speaker 1: You're listening to the Rich Dad Radio Show with Robert Kiyosaki.

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Speaker 1: Financial freedom begins with financial education. Now back to Robert Kiyosaki and the Rich Dad Radio Show.

Robert Kiyosaki: Welcome back. Robert Kiyosaki, the Rich Dad Radio Show. The good news and bad news about money. I want to thank John Wesley, I mean Jack Wesley Yoest Jr. He's the author of *The Memo: How the Classified Military Document That Helped the U.S. Win WWII Can Help You Succeed in Business*. Gary Morton, graduate of West Point with honors. His book is *Commanding Excellence: Inspiring Purpose, Passion, and Ingenuity Through Leadership That Matters*. His website is iGaryMorton.com. Jack's is Yoest.com. Y-O-E-S-T dot com. It's interesting that his father was an instructor at Kings Point, and his son's going to be a helicopter pilot.

Anyway, you can listen to the Rich Dad Radio Program any time anywhere on iTunes and Android, and all of our programs are archived at RichDadRadio.com. We archive them so you can listen to the program again, because repetition is how we learn. You can submit your questions to ask Robert at RichDadRadio.com. Melissa, what's the first question?

Melissa: Our first question today, Robert, comes from Henry in Denver, Colorado. Favorite book Rich Dad, Poor Dad. As an entrepreneur and a growing business, I struggle with delegation. I know I need to, but I'm having a hard time letting go of the day to day. Any advice? How did you and Kim do it?

Robert Kiyosaki: Well, I don't know. Everybody's going to do it differently. I think that there's a saying that goes, "To thine self be true." Every day in business in me is a war, because I'm going into, not so much battle, but I'm going out there to get money or get somebody to do something, or convince somebody to work with us. It's ever single day. What we always recommend is join a network marketing company, so you can learn to deal with people. I mean, if you don't want to do that, you may want to reconsider what you do and just stay small. There's nothing wrong with being small. One of the greatest lessons I learned was flying over the battlefield in my helicopter, and we knew we were losing the war. The NVA was rolling south. It went past the DMZ, the militarized zone, and we knew we were losing. When it was over, we couldn't win.

I'm flying over this thing, flying my gun missions in and out. Guys are trying to kill me. I'm trying to kill them. I noticed something different. As I went back to the ship, I flew off an aircraft carrier. That night during the debrief, which is an important part of flying, the debrief, I asked this question. I said, "How come their Vietnamese fight harder than our Vietnamese?" That was the question. Then I realized the Vietcong were fighting with spirit, with passion. They wanted to kick our butt. It's the same way that Al Qaeda and ISIS and all these guys want to kick our fat butts.

That's when I learned one of the most important lessons. I want people with that much spirit around me. Unfortunately, you know, talk is cheap, and I partnered with people who were all talk and knives in their back. You know, from the bible, there was always some Judas, or Brutus, or whatever, they want to stab you in the back. That's part of business. The hardest part for me was to find people with that spirit who wanted to win. The question is, do you have that spirit? If you don't have it and you're just there paying lip service, you know, we're all going to be a little happy company. We're all going to get trophies. We're all going to win. This is job security. I'm going to take care of you for life.

People aren't stupid these days. They never were stupid, but today people are looking for purpose, meaning, and mission in life. The question is, how strong is your mission? Is this for you to make some money? That's not very inspiring. All leadership begins with you. Next question, Melissa.

Melissa: Our next question comes from Brinley in Nashville, Tennessee. Favorite book Rich Dad, Poor Dad. Does the Rich Dad company have a mission statement? If so, how was it created, and how do you implement it within your business?

Robert Kiyosaki: Very bad subject there, you know, because the Rich Dad company was started with a mission, and as unfortunately, we had some people seep into the organization that forgot we had a mission. We never had the mission posted anywhere. The mission started with, "to elevate the financial wellbeing of humanity." The mission of the Rich Dad company is to elevate the financial wellbeing of humanity, but unfortunately, dealing with other people who don't believe in mission but believe in money, it's not posted anywhere. I got to keep going around and saying it, being a best. Say, "Where is the mission statement? Where is the mission statement?"

I hate to say this. I would say 80% of most people have no mission in life but to have a good time. That's it. They really don't go any further than that. They want to survive. They want to have the house in the suburbs, the SUV and three kids, get them through college. That's their mission, it's called survival. That's why we had these gentlemen, and John Wesley Yoest, and Gary Morton, is the reason the military was such a great training grounds for us, it put it into our hearts. The word is called mission, duty, honor, code, respect, courage. Those things, all of us have, but few of us need. I think that's the problem.

The question for everybody is, what is your mission? What are you willing to give your life for? If you don't have that, then stop lying to us. Go to the bar. Order some chicken wings, have some beer, and eat celery sticks, and watch the game on TV. Next question, Melissa.

Melissa: Our next question comes from Linda in Phoenix, Arizona. Favorite book, Rich Dad, Poor Dad. What skills do you look for or think are the most important when you're considering your team?

Robert Kiyosaki: I can't just give you answers. I think that's one of the saddest things. Look, the only way you're going to find out, it's like asking yourself this question. Let's say you want to get married. How do you find the perfect husband or wife? There's only one way, you have to go ... Unless your mother's going to choose him for you. You go out there. You kiss a lot of frogs. You may get married once or twice, and then you get scarred. You know, "I'll never trust that SOB again," and all that. Then you're scarred. That's pain. Let go of the pain, and then go find another person.

Life isn't about the fairy prince or fairy princess, and they lived happily ever after again. The same is especially true with business and money. Today we have too many people with the entitlement mentality where everybody gets a trophy, and that's why this country's going downhill. Like I talked about Al Qaeda, ISIS, and these guys, they want to kick our butts. They hate us. They hate us. Why? I'll never know. I tell you what. When I was in Vietnam, and I was watching the Vietcong fight in the NVA, North Vietnamese fight. Those guys fought with

passion, and we didn't have it. That's why we lost. That's a very big difference in passion, courage, and fighting. It was really hard, the last year there, to know that I could die for a lost cause, because nobody really wanted to fight. The Vietnam War was an illegal war, it was corrupt. It was a corrupt war. We went there to fight for oil.

I will understand that, there's a thing called mission, purpose, courage, honor, integrity, respect. If you can embody those as you go through life, you have a better chance of success, or you can be like Bernie Sanders saying, "We need to give everybody some money, and a free education, and free food, and free lunch, and a free husband and a free wife, and free kids." It's your choice. Next question, Melissa.

Melissa: Our next question comes from Caitlin in Albuquerque, New Mexico. Favorite book, Rich Dad Guide to Investing. Robert, I believe in the company I work for, and I'm always learning in my position. My goal is to move full time to my part-time side business. My challenge is, I don't know how much longer I can deal with my direct report manager. Any advice to get through the next few months?

Robert Kiyosaki: That's a great question. I think that manager, I'm sure you call him an idiot, or her an idiot, is can you get bigger than them? Can you get bigger than them and not so much outsmart them, but don't get sucked into their petty little power positions, games. That's the hardest part. I don't do very well at that. That's why I have CEOs and presidents who are very, very good at that, because I am still a marine, I go and punch them out. You go to jail for doing that. That's why your challenge right now is can you get bigger. I don't know how else to say it, to say just treat him as a little kid who's having a temper tantrum, or as a power game they're playing. If you can't get bigger than that, you shouldn't go into business.

Thank you all for your questions. You can submit your questions to Ask Robert at RichDadRadio.com. Again, thanks our guests, Jack Wesley Yoest Jr. Author of *The Memo: How the Classified Military Document That Helped the U.S. Win WWII Can Help You Succeed in Business*. Gary Morton, he's the author of *Commanding Excellence: Inspiring Purpose, Passion, and Ingenuity Through Leadership That Matters*. Please read that book, because they're talking about the hardest thing in life, how do you deal with other people. Thank you for listening.