

Lee Milteer's Millionaire Smarts® Coaching Program

## ***Dealing with Crisis in Business and Life***

Lee Milteer Interviews James Karl Butler

Transcript

### **Lee Milteer**

Welcome to Millionaire Smarts. This is Lee Milteer, your host and I have a big surprise for you today one of my favorite people of all time, one of my favorite writers of all time, James Karl Butler. We're talking to him today about ***Clear and Present Game Changers: Strategies to Turn Around and Transform Your Business***. This is like a Bible to me, this book, it's so good.

I've known Jim a long time. He's a terrific guy, a high-integrity person and a prolific writer. His official name is James Karl Butler. He's a serial entrepreneur he has built four companies from startup phase to over a million dollars in revenue. He is the author of 20 books. Yes, every time I interview him, those books go up.

Now he grew his first big business, which was a bridal store, from zero to over a million dollars in three years. Then he grew another retail business from zero to over a million dollars in 18 months. Very impressive. Jim has helped some of the most respected and largest retailers, businesses literally across the country, to grow their sales and shatter their previous sales record.

And Jim is really known to be a celebrated system and marketing authority. There's no question about that. He speaks and trains business owners all over the world to create rapid and sustainable growth in their business. And you might know his very best-selling book, it's called ***The System Is the Secret***, a very meaty, fantastic book.

Now he actually inspires entrepreneurs to take action in their business, just by applying the principles in his books and podcasts in today's work, primarily in the franchise industry. And he is writing books on the franchise industry. He's studying it, he's really getting to know that.

Jim offers a coaching and training program to a worldwide audience of entrepreneurs providing insights and system-based training designed to help business owners grow their businesses to the next level.

His wife Heather and he our parents of five beautiful children, very accomplished children, and have one brand new granddaughter. So, you can follow Jim on Instagram @JamesKarlButler or reach him at JamesKarlButler@gmail.com. So welcome, Jim. It's so wonderful to see you again.

### **James Karl Butler**

Thanks for having me back. I appreciate it. Great to be here.

**Lee Milteer**

I am so happy that you're here. You're one of my favorite people to introduce of all times—and tell me really quickly about this new endeavor, of you going into the franchise world and writing books about that?

**James Karl Butler**

Yeah, well, I've been working in franchising for the last four years or so, but kind of doing a lot more coaching consulting in that space, now. I have my second book that will be coming out at the beginning of next month. So, I wrote my first book last year, and I have my second book coming out again next month. And so, I'm just kind of working consulting with a lot of franchisors across the country and helping them build their business doing podcast interviews for them. And, and so it's been really fun. I've really enjoyed a lot. It's a fun aspect of my business now that I get to do so. That's been fun.

**Lee Milteer**

All right. Well, anything else new going on that we should know about, besides the franchise addition to your repertoire?

**James Karl Butler**

No, I think that's all. It's great to be here. So recently made the move to North Carolina. So, I guess that's something new, I guess. I live in the Raleigh North Carolina area now and really enjoy being here. So, my wife graduated high school in North Carolina, and she's always wanted to come back. And since our youngest son graduated from high school, we made the trek out here. So, we enjoy being out here now. So, it's been fun. We're on the East Coast again, just like you.

**Lee Milteer**

Yes. Raleigh is such a fantastic city. Well, I wanted to have you back because, again, as I mentioned in my intro, this is like a Bible to me—Clear and Present Game Changers—and the chapter 13, which is so profound. It's about dealing with the crisis and controlling your emotions. And if there was ever a time that we need to be controlling our emotions, this would be it. So, share with us, what is the biggest mistake that most people make when they first encounter a crisis in their business?

**James Karl Butler**

Well, I think it's exactly that—it's that they lose control of their emotions, they are shocked or surprised by it. And then they kind of freeze and they're not really sure what to do. And that happens to all of us, it doesn't matter how well prepared you are you think you are for a crisis, when it happens in the moment, it's a little bit overwhelming, you're just not sure what to do. So, I think that's a key component you have to understand is that if you're going to get out of a crisis, you have to first recognize you're in one, and control your emotions and not get angry or upset because you don't really think too well when that happens.

So, I spent a lot of time in China, actually, my wife and I. She used to be in the wedding business. And she used to design wedding dresses, and the Chinese character for crisis is interesting, because it actually has two characters one is for danger. And the other part is opportunity. And I have always thought that's kind of interesting way to describe what a crisis is—that it can be a dangerous thing. But it can also be an opportunity. And so, the faster you get through the danger part of that by thinking about the opportunity, and then acting upon that, the more success you're going to be in growing your business to the next level. So, I think that's a

critical thing. Most people just think about the danger part. They don't think about what makes—what does this make possible? What does this crisis make possible for my life or my business now, that I might not have been thinking about before?

So, I think going back to what I was saying earlier, that's so critical to understand because all of us experience shock and disappointment, when we first experience something we weren't expecting. But the ability to rise above your emotions and get control, and then act again, is what's really critical.

I'm sure you've heard the story before of Kenneth Cole. He was starting Kenneth Cole productions, but in 1982, he was invited to go to the shoe show in New York City, and they were at the big hotel ballroom, he couldn't afford a ballroom or a hotel room. So, he asked a friend of his if could borrow his truck. And then he wanted to see if you could park on the street, just outside of the hotel. And he called New York City to ask if it was possible to do that. They said the only we can do this, if you are a movie production company you can park a truck on the side of the street if you got a permit.

So, he said, "Okay, we're gonna become a movie production company." So, he started the movie production company called Kenneth Cole Productions. And over that week, or that three day period of time, he got actresses to come in, he paid models, he had a camera crew come in, they filmed a movie called The Birth of a Brand. And The Birth of a Shoe Company is actually the name of the film that he produced, and they sold 40,000 pairs of shoes in that particular situation. And I think that's a great example of the kind of ingenuity it takes sometimes to be creative enough to step outside of your own thoughts and think, "How can I do this differently? What does this make possible for me to do?"

So, I think that's really important to understand. There's a lot of bad examples for this, I'm sure all of us have experienced that. We've watched people do something and watched their company tank as a result of doing that. You're seeing a lot of that when people and a lot of these ideologies that are coming out today where they want to align themselves with one part but turn off a big part of their customer base. And that's going to be a big crisis that they have to deal with later on, too. So, I don't know how much you want to get into that part of that. But I mean, the critical point I was just trying to say is that you have to let your ego not get in the way and stop and say, "Hey, what do I need to do next as a result of this?" And that's easier said than done, especially in the middle the crisis, so...

### **Lee Milteer**

Well, since you brought this subject up about people taking positions that turns off a great deal of their customers, you kind of have to scratch your head a little bit and think, "What on earth happened to their critical thinking process of what does the customer want?" It's not what the people are running the company want, it's what the customer wants. So yes, that's a head scratcher to me. And the number of companies that have done it, have so insulted, such a huge part of their—what used to be—loyal customers. I have discovered that once you turn a customer off, it is very hard to turn that Titanic boat around. So, any other any I mean, other than, for the love of the Lord, don't do that! Any other advice for these people who are completely slashing their future?

### **James Karl Butler**

Well, I think it's, you just have to kind of step back into, you got to separate yourself from the crisis. I think Disney is a good example of this in a lot of different ways. And I really admire

Disney, I think there's a lot of great things that their company does. But there have been some head scratchers in the last few years that you wonder, "What are they thinking?"

You know, I would imagine that the original founder Walt Disney would probably be like, "What are you thinking?" too, in some of the situations. Especially alienating a certain part of their customer base from that, and trying to get involved in things that really don't have anything to do with what their main mission is, which is entertainment and entertaining people.

Usually when a crisis happens, especially in their case, they went back to the original CEO they had before, and they're trying to bring things back around. But you have to separate yourself in the crisis from it and take some time to think about what you're gonna do next. I think that's critically important. And see it from a distance. And that's harder to do. Because when you're in the middle of the problem, and there's people screaming and yelling, and everybody's upset about something, it'd be very difficult for you to separate yourself in that situation and take time to think about, "Where are we going? What's the track we're on right now?"

And I always kind of like to think about this example, when you're in the middle of a crisis, I think, when I started beating myself up about it and say, "Hey, I am the problem. I'm the reason why I got myself in the situation," to think myself if my best friend came to me and said, "Hey, I just got this bad situation with my business. What would you recommend I do, that my philosophy would be more about?" Not like, "Hey, you're an idiot." And I would be more like, "How can I help you?" It's like, you would hunker down, go to work with them on that problem, not point the blame, or whatever it is. And I think that's critical for you to do for yourself—to be your own best friend in that way, and not be critical. But try to figure out, "How can I get through this and get out of it?" And that's a critical component for that.

### **Lee Milteer**

A number of years ago, I had been working, I did a lot of work in Canada, particularly in Toronto, and I worked for a promoter—and because you've worked for promoters, that's a very dicey situation—so, I was working for promoter, we were working together, everything was wonderful, wonderful, wonderful. They paid on time. And then suddenly, they stopped paying. And I'm scheduled for seminars, and I'm trying to call their office and there's no answer. And you know, it's not looking good. And there was a bit of a crisis, because I guess we let them accidentally get a little too deep in the hole. And suddenly, next thing I know, they have gone bankrupt.

And so, I'm a little freaked out about this in the beginning. And then I really sat back, and I took your advice, actually, and thought, "Okay, how can I flip this around?" So, I actually flew to Toronto, with a friend of mine, who was my partner in Toronto, and she still had the key to the office. And so, we went in, and we looked for the list. And we found the list. She was still officially an employee, that she had a right to use this list. And we got the list. And they went belly up, never paid us a dime. But we had the list.

So, then we started our own company, it was called Milteer and Ross International. And we did seminars for the next three years for the Canadian government. And of course, we minted money, to be honest, it was such a valuable thing. And that list would have just rotted because, no one would have really known what to do with it. They probably didn't even know what the list was. So, I was able to flip a really scary, shocking situation over to starting a new company and we really thrived for three years and then, you know, other things changed and we did other things. But it's great advice and everyone should pause momentarily, whenever there's bad

things that happen, and ask yourself, “How can I leverage this? Where is there a place I can monetize this in ways I had never thought of before?”

### **James Karl Butler**

That's a great point. And sometimes you have to make a decision instantly about something about your life and death situation. I think that's a great example about you going and getting that list.

You know, I read a story about a bunch of smoke jumpers several years ago, it's actually in my book, *The System Is the Secret*. The story about these 15 firefighters who got into this really dangerous fire, and it was kind of in a ravine and it kind of butted up against the back of a mountain ravine. And so, 12 of the firefighters actually ended up dying. What happened was the fire kind of turned directions. And each of them were wearing a pack that had 115 pounds of gear in it. And only three of them dropped the pack at the point where the fire turned and ran for their lives and escaped up to the top of the little ravine, their little mountain there.

The other 12 they kept their backpacks on, they didn't think about the fact when they got to the ravine, they couldn't climb fast enough because they were weighted down with all this extra baggage. And so, as a result, they end up perishing and losing their lives.

And I think that's true with a lot of entrepreneurs. Sometimes we hold on to things too long. And instead of turning and then dropping the baggage and saying, “What've I got to do to get to the next situation” and getting out alive, you hold on, you can't let go, you hold on til it's too late, you've probably heard that analogy before. If you're holding on to something like rope and it keeps pulling you and dragging you. All you're going to do is hurt yourself. You're not, if you just let go, you stop being injured or hurt more. And so that's a big part of it, too. Sometimes you have to know what to let go of, not just your emotions, but get control of, “Okay, what do I need to do next?” If it's that 115-pound bag of stuff, then that could be a big issue, for sure.

### **Lee Milteer**

I just had a coaching client who was telling me this very moment, morning, actually about one of their staff have threatened them. And they were all, they were very like freaked out, this person was going to quit. And I said, “Excuse me, is this the person you have bitched and moaned about for six months to me? Maybe this is a great opportunity for you to just let them go and let them quit.” And then that inspires you to hire someone who is aligned with you, wants to be there, and is actually going to be present. So, I'm, I'm gonna make sure she listens to this interview for sure. How about that?

### **James Karl Butler**

Well, one thing I'll just say about that is that there's a lot of examples of companies who have waited too long to change when the market shifts. Think like Kodak. That was a big, powerful company, no longer around anymore, really, I mean, they're kind of reinventing themselves a little bit now. But that's a good example. If you remember the Blockbuster Video, same kind of a thing. Completely gone. Netflix took over that from all the problems they solved. And now the whole movie industry is in a crisis right now, because they can't work out how to pay the people that actually make their movies possible, they've got to figure that part out. Otherwise, that business is going to completely change and shift.

I think about Universal Music Group or BMI, or EMI, those groups that you remember, you buy 12 CDs for a penny, they never changed either. And so, when streaming music, that business

completely disappeared. AOL is another good example of that, who they couldn't get rid of, they couldn't let go of dial up. And so, as a result of the internet changed, you know, most people had AOL at some point in their internet career when it first came out. And now AOL is completely gone. So, I think it's important to remember that it doesn't matter if you're a small business or a big business, if you don't let go of things once things start to shift and change your market when a crisis can happen, you're going to end up being on that battlefield, or that graveyard, of companies that just didn't adapt or change what needed to be done next.

### **Lee Milteer**

Absolutely. So, in your book, one of the things I loved is you talked about this Worry Buster formula. And it's really good, that you learned from Brian Tracy, one of our favorite people. So how has the formula helped you avoid being paralyzed with fear and worry? Because, you know, we've all had that in the last few years, a lot more than normal?

### **James Karl Butler**

Yeah. Great question. So yeah, I love that. Bryan Tracy wrote a book called **Crunch Point**. And that's where I first learned this strategy. But there's four steps. The first one is you got to stop and identify the worst possible outcome of what could happen. And most people don't want to think about that. They don't think about, "What could happen if I lose everything?" or "I have to come back from whatever it is." So, ask yourself, "What's the worst thing that can happen?"

Number two is a resolve to accept the worst thing that could possibly happen. Say, "Well, that's going to happen." So then once you resolve to accept that, it kind of calms you down a little bit. "Okay. All right. Okay, I guess that happened. Now, what do I do?" And so, once you have mentally decided that the worst possible scenario happened, then you can kind of control your emotions again.

And the third step is you've got to determine what you would do if the worst possible outcome did occur. So, let's say that it actually happened. What are you going to do next? And then you start working out a plan for that.

And then finally just got to begin immediately you're improving. So, the worst possible scenario doesn't happen or you make it less bad. And if you do that, then you're actually taking action and you're working towards accomplishing what you do. The challenge is most people who get stuck in a situation when they don't know what to do, they end up getting paralyzed by feeling like a deer in the headlights, they're just not sure what to do, they don't take any action. And that worrying becomes a self-fulfilling prophecy where they start worrying more and more about things that never are gonna happen. But if you've already accepted in your mind that it could happen, and you've accepted that as the outcome that may likely happen, then it's easy to kind of build out of that and figure out what to do next.

And so, I know you've been through difficult things in your life, I've been through difficult things my life, you know, we all go through challenges that we didn't expect were going to happen. But having the ability and the courage and the faith to continue on again, after you experience heartbreaking failures and defeats. That's what really matters. And so, I think that's just, I mean, I think most people who are listening to this will have probably heard my story. And not they know that I've had a lot of difficult challenges in business over the years.

I'll give you one example one of our bridal stores, when we were in the bridal industry years ago, we were having trouble paying the rent on our business. So, we had three different stores

at the time, one of them was in an area where they actually kind of blocked off the street. And they were doing some renovations there. And so, it was very difficult for them to get in and actually do any business. And so, we got behind on the rent. And so, one day we came in, and the landlord had changed the locks on the doors. And so, we had no way to get into the business, right? And so, we had about a year left on our lease. And that was a very stressful time because we had customers showing up who wanted to get a wedding dress or pick up their wedding dress they've ordered. And we weren't able to do business anymore. And so, we eventually worked out something with the landlord. We get back in and work out the completion of our lease and stuff like that. But we ended up making that into a better situation than I thought it could have been. But that was a big part of it. What's the worst? We can never get back in again. Well, it happens. Obviously, that's not the scenario we wanted to think about. But we started thinking about "What could we do?"

And so, we were able to put together—I got actually got interviewed on the radio, where we had the news show up, and we actually did a promotion that we were doing this sale, gonna be moving out of this location. And we were able to generate a lot of revenue from the sale we did as a closing down that particular store. And then we had two other stores, that we still had a little bit. I just give you that example because it was a worrisome situation for a lot of time for that other when it first happened. I lost sleep, I was stressed out, I was worried about it. But until I said, "What's the worst that could happen?" and then talking to the landlord and try to figure out a solution and then working out "What can we do next?" we were able to turn that around and make it into a better situation. So, I think that's a critical thing as putting a plan together, once you figure that through the grief of your emotions of like, "Wow, I never expected this would happen in my business!"

**Lee Milteer**

So, for a little humor here—I'm just off the top of my head thinking, let a few of these brides-to-be get to the landlords. Let them really stress how much they need their dresses. This would be a formidable obstacle.

**James Karl Butler**

They were calling and complaining to me. And so yeah, that was a difficult situation. So we were able to work it all out. But for a time there, that was a pretty worrisome situation, you know, taking care of the customers we already had, and resolving their concerns or worries that we were going out of business and how to help them through that. So, it's difficult. But I just give you that example because it's a real situation that happened to me. And I had a lot of worry and concern about that. And I was able to overcome it because of that Worry Busting Formula that Brian Tracy talked about. I read that book a lot during those months of that time when it was going on.

**Lee Milteer**

That's a great title, Worry Busting. I like that.

**James Karl Butler**

We all need to do that more—bust our worries up.

**Lee Milteer**

Absolutely. Because you know, most of the time, what we worry about actually depletes our creative abilities to come up with solutions because we get stuck in that one frame of mindset versus being able to say, "Where is there another opportunity?" So, ***The System Is the Secret***

is one of the greatest books, I loved it. And in that book, you talk about four types of challenges that can come up in different crisis situations. And I'll just list them for you: anticipated changes, sudden and unexpected changes, forced on you changes, boy that sounds familiar, competitive changes. So, give us some ideas of how, you know people can deal with these kinds of changes when they come up.

### **James Karl Butler**

Yeah, that's a great question. I'm gonna give you some examples of these so that you can think about it. So, with anticipated changes. That'd be like maybe knowing that you have to have additional inventory at certain times of the year. So, like for Christmas season, for example, people know they have more inventory than they do other times of the year because we're going to be buying them. That's just an example. Or you know that you're gonna need more team members at that time, need to hire more people. So, you don't think about that December 1, you start thinking about that, you know, months before so you have that lined up and ready to go, you have the inventory in place.

Maybe you know that one of your employees is gonna be leaving because of a pregnancy or a move or something like that. That's something that's anticipated. You're not gonna be thrilled about what's going to happen, because it's gonna affect your business, but you have to think about what to do.

Another one is sometimes some businesses are cyclical, they have ups and downs. And so, knowing when it's slow, what are you going to do to make sure that you'd have consistency in your revenue or setting aside money to make sure your business grows in those times?

Another one is just knowing that you're growing too much. And how do you make the decision? Do I need to open another location or something like that, too, that's an anticipated change. If you're so busy all the time.

I remember one time consulting with a business. They were a retail store. And they got to, on a Saturday morning, they by 15 minutes into the time that after they opened, all 30 of their dressing rooms were already full.

And so, they had to, "Like what do we do next? We don't know." So, we had to open a new store for them and help them figure out how to do that. But that's an example of that's anticipated, you know, you're starting to get busy. And then at some point it you just have people waiting outside the door that they don't know how to get into your store, there's no place for them to do that. So that's an example of that.

Example of sudden or unexpected change to be like, maybe discovering that you've got a key employee was doing something wrong, or they get fired, or they're stealing from you. People discovering your credit card processing has been shut down, you lose your ability to process payments. I've had that happen to me before. That's not very fun.

Discovering that critically important data, like your computer crashes. And I'm so much more worried about that now, because there's so much back up online, but back in the days before they had a lot of online things, you would lose a computer, you lose your whole business, you know, and that was kind of stressful. I think the first new changes is a really common one that we're all familiar with now, especially with COVID-19, where your business is actually physically shut down, you can't do the business.



Or you maybe you have a cash flow crunch, where you got to make pay roll or you can't make payroll, and you have to not pay yourself anything that's a tough situation. That's kind of forced on, you weren't planning on that happening.

Maybe dealing with a customer service issue that cost you a lot of money because of mistakes that you or one of your employees made. We were dealing with negative reviews that happen online. And that's something that's forced on you that you weren't expecting. You do your best to take care of customers, sometimes that happens sometimes you—especially right now, with inflation going up and interest rates going up—you have an increase in cost and not usually a corresponding increase in revenue at the same time. So, what do you do to overcome that particular obstacle?

Then the last one is competitive changes where you see your competitor starting to maybe be copying something that you're doing, and they move to get your biggest client that you had.

Or maybe you see that one of your key employees is going to work for that competitor, or they're profiting from something they copied off of you. Maybe they're bad mouthing you online.

Whatever it is, when that comes up, I think you have to ask some questions and say, "What are we going to do to overcome that?" And I think that's a key thing is asking the questions. And so in my book, ***Clear and Present Game Changers***, on pages 433 and 434, I go through 10 questions that are talked about, that are great to help you evaluate your situation. And we can go through that right now if you want to. But I thought that would be a helpful way to analyze that. Because the biggest problem with making decisions a lot of times is we don't have all the facts, we make a decision without that information.

And so the first question is, "What is the situation exactly—what's really going on?" Sometimes we don't know. We think it's one thing. It's actually something else.

Two is, what is happening from different perspectives. What's happening from your perspective, what is happening an employee's perspective, what's happening from the client's perspective?

Three is how did it happen in the first place?

Four is, when did it happen?

Five was where did it happen specifically? And just what are the facts about the situation specifically from all the different parties?

And then how do we know those facts are accurate? That's a question. That's really good, because sometimes you, especially in today's world, there's a lot of stuff that isn't true, it's being touted as facts, and it's not.

Number eight was, who was involved in the situation?

And then number nine is who's responsible doing or not doing the things that need to be done.

And then lastly, number 10, is what can be done to ensure the situation doesn't happen in the future. So those are great questions to ask because it helps you pinpoint the reality of what's

going on and what can be done to fix it. Because most of the time, we're making a decision without the right information. And those 10 questions really help you evaluate what you should be doing and those kinds of scenarios.

And I'll just give you an example. I had a situation once in my wholesale business where we're selling wedding dresses to, we sold about 125-130 different wedding dresses, to many stores across the United States and Canada. And we had a big order from one of our biggest customers come in and I'd given it to one of my employees to send to the factory in China to actually start making the dresses. And I found out later—a month and a half, two months later—that they probably never actually sent that to the vendor.

So as a result, here we are coming up upon a busy season when we need those dresses, and the factories didn't even know that that order has ever been placed. First off, I gotta go through that checklist and say, "Okay, we have a big hole here." There's a big system problem, and it doesn't do any good to get mad about it and say, "Hey, we got to fix this problem right now. It's gonna cost us a lot of money, it's going to cost us a lot of sleep."

So, we stayed up and I worked, didn't get a lot of sleep for a long time working through that problem getting it worked out in the factory, getting them on an amplified program, speeding up the process to that make the dresses faster, paying them more money to get that done—it ended up costing 10s of thousands of dollars to fix or rectify that mistake. But the important lesson—I'm giving this to you that are listening to this—is it helped me see, "I see a problem in one of my systems here." And that's why I'm so big about systems is because I have made mistakes in my businesses where it cost me a lot of money—most of the time, you don't pay attention to the need for systems until you start losing money. And then all of a sudden it becomes really important. And I would just say that that was a good learning experience for us. We went through those 10 questions. And that helped us figure that out.

But what's a great thing for you to do is to go through each of those different scenarios, I examined and talked with you about the four different kinds of problems, anticipated problems forced on you challenges, you know, unanticipated problems that you are aware or even competitive problems and say, "What can I do to prepare for those,?" so that we're actually ready for something, if something like this does happen, that's all part of your systems. And most businesses don't take the time to think through those things. And as a result, they get in trouble when it does pop up, and then they lose money. And they say, "Okay, this is really important, we need to pay attention to this now."

So, my encouragement to you is just set a time every week that you and your team can work out, "Okay, what's our system for this scenario? What would we do if this happened?" and just explore that with your team or with yourself if you're a solopreneur, and figure, Figure that out. So, you don't make those mistakes, and you have a plan of what you're gonna do in those scenarios, you can kind of run through in your mind. But that 10 sequence of questions in the book, that's really valuable, I think, to help you understand what the facts are what's really true, and then you make the right decision based on that on those facts.

### **Lee Milteer**

Well, I love this advice, Jim, of having a meeting, like once a week with your team, because let's face facts, they know stuff we don't know, we don't know it, you know when things go terribly wrong. So, I'm a big believer in asking people who work for me, "Tell me everything that you can think of that might go awry, that we could either fix in advance or have a backup," or at least—

I'm very big about people recording what they do. So, if they're gone, and you know, the old joke about "in case one of them gets hit by a bus," well, I actually had one hit by a bus—her car was hit by a bus—but she was out for six weeks. And she was my main person. And you know, the old saying, one is a very bad number in that position. So, I suddenly had to figure out how to do a bunch of stuff, that she had been very neglectful of recording how she did things, and what apps and all of those kinds of things. So now I'm very, enforceful is the right word, of when we change systems, we really need to document in case you should disappear, how we would handle this particular thing. So, the next question I really wanted to ask you—I think it fits in with all of this—is how do you get back to being an action-oriented leader, when you feel like a victim, you feel paralyzed by grief and fear that you've suddenly landed in, with no fault of your own, that you could see at that moment?

### **James Karl Butler**

Yeah, well, I think recognize first off, we're gonna go through some grief, right? Some trauma, especially when you have trauma that affects your livelihood, or the way you make money in your business, that's going to cause you to have—there's five stages to grief that the first one is you deny it first, "So this isn't happening to me," or, "That can't happen to me." Then you start blaming other people for it, or you blame yourself for it; or the second one is actually anger, you're angry about it, then you start blaming people. And the fourth one is you get depressed by it. And then lastly, you just accept it and say, "Well, I guess that's how it is." And then you can either move forward from that.

Part of that going through—getting back to where your action orientation is what I just mentioned before with Brian Tracy's Worry Buster Formula—is that you have to accept, "What's the worst possible outcome that could happen?" And, you know, going back to that book **Crunch Point**, because it's so valuable for me and actually talked about this a little bit in the book, too, is that the first thing to do when you come across a situation is stop the bleeding.

If you have something that's caused a serious problem in your business, what can you do to stop the bleeding of it out? So, you can kind of fix the rest of the business and put control on losses, and stop spending for time you know, preserve cash, whatever you need to do. If you lose your biggest client, for example, you're going to do, you maybe shouldn't stop spending in certain areas so you're not going to be in a problem later on.

Number two is just to gather the information and then this question that we talked about is just get the right information to know what's the facts. Who do I need to talk to, who can give me the right information? If it's not you or not when your employees, is it someone else that does know that?

Then just sit down and start solving problem. That really does sometimes is just you brainstorming on a piece of paper, "Here's what all the scenarios are I could do, and what could happen." But you just have to make a decision, it's just to be an action-oriented person and do it. You know, no one likes going through crisis or hard times. But you have to sit down and say, "Look, I gotta make a decision about this." And sometimes some decisions are better than no decision. You have to say, "Okay, I'm going to do this right now. And then later on, and we'll come back to this." But if you're going through the stages of grief, it can be awful hard, because sometimes you're still in the denial game, or the blame game, and you're not really accepting that, "Hey, something bad has already happened. I gotta fix this or do something about it."

So that's the key thing is to think of that question about, "What can I do—what does this opportunity allow me to do?" So, it's partly just getting to it. And I say this often to clients of mine, too, that, it's not about what you intend to do. It's about what you're doing right now. It's not what you're going to do. It's what you're doing right now that makes a difference, the difference in action, and implementation and not doing anything at all is a different thing, whether you have a great income, or mediocre income. And that's really true, and you have to just sit down and decide, "I'm going to be an action-oriented person, and I'm gonna make a decision about this now."

And, like, just, if you lose your best client, you don't keep spending money like you were before, because that's gonna get you in a bad—probably gonna be upside down pretty quickly. So put, make a decision right now when to stop spending, we're going to add more clients, we're not gonna do this or keep adding clients, we're not going to add more expenses right now and making those decisions around that. So hopefully, that helps a little bit, you just have to make a decision to actually take action and do something about it and get out of the stages of grief.

### **Lee Milteer**

Absolutely. So, everything that you were sharing with us is really about controlling your mindset. And what I really noticed in the last few years is that people went into this victim mentality. Like, "The world was too big, the government's too big, the rules are too big. I feel quite helpless about things." And you really just have to get back on track. So how do you get that? I mean, how do you pump up that mindset of, "I can handle this?"

### **James Karl Butler**

Well, I think it's good to read from other people and read and learn from other people. It's the old analogy, garbage in, garbage out, you know? If you're not putting in a good input, it's gonna be difficult for you to come up with solutions to do that. I love reading business biographies, in particular, because I realized I'm not the only one that's had a problem or crisis in my business. And if I can read what other people have done, it might give me an idea of something I can do. But it also inspires me when I read somebody else who has accomplished great things about what to do next. And that's a critical component, too.

So, be sure you're reading good positive books, or biographies about people that you admire, and learn from them. And so, I think that's just part of it. Taking time to think is another big one. Most people are so busy with their lives or scrolling on social media or doing whatever that they don't take time to think about what to do next.

I read a lot, and I pick my favorite ideas, or favorite posts. I do, a lot of times I'll post those on my social media pages, and quotes or ideas that have inspired me and hopefully, they'll inspire other people, too. But you don't come up with that information, or those ideas of those quotes, unless you're reading and thinking a lot. And that's the key point. Is that, make sure you're doing taking time to think and then learn from people who have gone before you about what you should do in certain situations.

Ask for advice, too. Don't, don't just kind of insulate yourself and say, "I don't know what to do. I'm kind of just stuck here, I have to figure this out on my own." Ask friends of yours. Ask people and say, "Hey, what do you do if you're in this situation?" Again, they're not going to attack you or criticize you for what happened, they're gonna say, "Here's what I recommend you do." They're kind of removed from the situation enough that they can give you advice without the

emotion that you're putting into it, on top of it, and that can give you a way out of it. So, "Okay, here's a couple of action items I can start taking and start doing now."

### **Lee Milteer**

Because we want to ask from real business owners like being in an actual real mastermind. I think everybody who's listening is in probably some type of mastermind in our groups, and not ask civilians, about, you know, business things because they see life completely different than we do. And I understand that, God bless them.

But everything that you've said about reading—I remember my father said to me, one time I was reading something, and it was super important. And he said, "You know, there's a difference between reading and studying." And he said, "If you're going to read something that's important, you should be studying it, not just reading it really fast."

I don't think we can see in your book the million underlines and the notes and everything in your book, but I actually study things because whatever problem I have today that I can overcome I know it'll give me information and ammunition for the future. So that's one of the reasons I wanted to interview about this.

One of the things that you've talked about in all your books is the value of actually taking simultaneous action, instead of just thinking about things in a sequence in the middle of their crisis. And I think people naturally think I'm going to do this, then I'm going to do this, and then I'm going to do this, but in our world that doesn't really reap the rewards we need.

### **James Karl Butler**

Well, sometimes you don't know what's going to work, you know, and so you have to adjust. And that's why simultaneous action is really important. Sequential action is important, too, you have to do both. But I think people think that if you do x, this is going to happen. That's not always the case. They say the shortest distance between two points is a straight line, but to an entrepreneur, it looks like it's kind of a mess. So, it's not actually always that way. So, if you're not doing multiple things, then you're not gonna be sure which one works best.

And I've said that of entrepreneurs. And then a lot of them will do that, will try lots of different things to get out of a scenario. And then they find one that works best. And then they put all their energy into that. And that helps them escape the crisis and go on to the next thing. But a lot of times, if you don't do enough things, you won't find out what works best.

I have a friend who was telling me recently about an experience where they had to make a decision about something. And they were doing one thing that was working okay, but then they found something else was actually a six-times multiple better than that. And so, once they figured out that six times multiple was they start putting all their energy into that and help them escape the crisis. So that's a critical thing, too, is that, you know, if you're not doing simultaneous things, you're not trying out different options—and in his case, they actually just kind of stumbled upon it by accident.

He was talking to a client about something. And they said, "Hey, could you help me out with this?" And he said, "Well, I don't really do that." And they said, "Well, I'll pay you for that." And he was like, "How much are you going to pay me for that?" And then the person said, "I'll pay you this much more." It was a lot more than what he was gonna pay for the other thing. And he's

like, “Okay.” And then he started working his other clients to, “Hey, would you pay me if I did this? And they’re like, “Absolutely!”

And so, as a result, he was able to build his business with something new that he wasn't really thinking about before. So that's why I think that's really critical. I mean, Lee Iacocca is probably not as well known today as he was back in the 80s, when he kind of turned around the Chrysler company. But he did that, where he would go in and he kind of renovated a lot of different things. His biography is a great book about what he did in a situation when he was turning around Chrysler, and how he did a lot of not just sequential things, but a lot of simultaneous things to try to figure out what worked. And I think that's it. There's a lot if you go through and read any business biography, the same thing, I think about someone like Elon Musk today, who is running lots of successful operations, and has gotten into some other businesses that haven't done as well. But it's something that about him that's really unique is that he's constantly trying new things out. He's always experimenting with things, he knows enough about engineering, he can sit down and figure out a complex engineering problem. But he also knows enough to trust his people to figure out things for him, too. And I think there's a combination of some of those different things you have to have with that, as you're growing your business and doing that as well.

### **Lee Milteer**

I love that you brought up experiments. So, whenever I do, when I do something new, I always say to myself, “Well, it's an experiment.” And then I'm not attached to having—a lot of people start working on something, and they put so much time and energy in it. But even if it's not working, they're reluctant to let it go.

So, if you frame it like, “Well, this is an experiment,” there's a 50% chance it'll work and a 50% chance it won't work. But you know, let's give it a shot. So, yes, that's great advice. In your book on page 440, and 441, I believe you talk about eight areas, which you should raise your effort when you're actually in the middle of a crisis. You want to talk about those eight things?

### **James Karl Butler**

Yeah, great. So those are the things that will help you get out of a crisis faster. So, the first one is your most important profit-generating item. What is it you do that generates the most profit for you? Usually, a crisis happens and you're stopping cash flow, or shifting cash flow, or you lose a client or something like that.

So, the first thing to think about is, “What's my biggest, most profitable thing I could sell the most of right now that would help me generate enough to kind of escape the problem I'm in?” The second one is who your best team members? And you want your best team members working on your biggest opportunities, not your biggest challenges. The thing I have noticed over the years as I've worked with different companies is a lot of times the very best people get bogged down with the biggest problems. They don't get an opportunity to think about “What's my biggest opportunity?” and so you lock those best employees in a room and say, “What should we do? What do you think are our biggest opportunities?”

And then assign them to work on those and develop those out and get it done quickly; and have a 90-day schedule of what you're gonna do to get that happening.

The third one is your core marketing activities. What can you do to get the word out there about getting more people into doing business with you? And then your sales strategy: how you can actually sell and make an offer to get people to actually come in and buy something from you.

So that's the third, fourth ones, your marketing your sales strategy. The fifth one is your profit centers: What other profit centers do you have that you could tap into, that maybe you offered something to someone in the past, you can go back to and do that as well.

I was recently rereading Zig Ziglar's autobiography. And he talked about an experience that he had one time where he was up against the wall in a cash crunch situation. And he didn't know what to do. And he contacted one of his clients that he hadn't done work for for a number of years. And the client said, "Yeah, we'll do that. But is it okay if we pay you everything upfront?"

He's gonna do a bunch of speeches for them over the course of the year. "But we need to pay, we need to get rid of this money right now. So, is it okay if we pay all that upfront to you for the whole year?"

And he was like, "That's never happened before to me in my entire life!" But he was so excited because he actually reached out to that client, and that client had a need that he offered to fill. He was able to book that client for a whole year, and that helped to get out of that cash crunch. So that was a great example. I was just rereading his biography. And it reminded me about that story, which I think it's a great example of that.

Number one is your top customers—who are your top customers? How can you reach out to them and say, "Hey, what can we do on this?" Maybe it's even new renegotiating with them, "Hey, what are your top vendors?" Could you work out with them, "Hey, can I wait 30 days to pay you on something because I have to work on this situation right now?" And they'll usually work with you, if you just are upfront with them and say, "Here's what my plan is to get back on track with what I need to do."

You're not gonna find out another way that they can't pay you because that's not good for you going forward, you need to extend some credit on situations like that sometimes as well. So that's number six is working top customers. And I think it also talks about your top vendors as well.

And then number seven is your own skills and abilities and attributes. What could you do to develop when you're in a situation where you need to learn? What do you know? What contacts do you have? What skills you have, that you can tap into that maybe you've been dormant for a little bit, but now that need to come up to the front and be used all the time?

And then last is the key result areas or business or KPIs or key performance indicators. Are you watching those closely? What you need to be doing. And a lot of times you look at that you can say, "Okay, here's something I could do: If I just adjusted this it would make a big impact later on."

So those are really key components, again, of just thinking about, where's my business at? What can I do? What opportunities might there be? And sometimes you come across the client, like Zig Ziegler, who wants to pay you up front. And that's Welcome. Welcome that opportunity to take that and serve those clients in that way for sure. So those are just a few examples on that.

**Lee Milteer**

Well, the example about, you own what skills, qualities, and attributes you have. Recently I had a client who I, she kept saying, there was a little cash crunch. And I kept saying, “What did you do prior to 2020, that you're not doing?” There was all of these things that she was offering to people that for a few years were difficult to offer, because people didn't want to travel and things like that. But you know, life has changed. And somehow it slipped her mind that she can go back to some of those profit centers. So, thank you for saying that. I think all of us need to be reminded of that. The one thing that is constant is change. So, you're changing things. In your book, *The System Is the Secret*—and I believe it's page 310—you were brilliant talking about a process and sequence that you originally learned...

**James Karl Butler**

From you, I learned it from you actually...

**Lee Milteer**

...from me—I was actually very touched—to help you think through your biggest concern. So, walk us through the sequence of this process. And you know how you have found it helpful to you.

**James Karl Butler**

Yeah, so this was at a Peak Performance meeting that you did, and you gave us this sheet of paper, and you asked these questions on it. And I thought it'd be tremendously valuable. And it helped me think through a problem and a crisis I was doing with my business at the time. And I've shared that with other people. It's really valuable.

So, the first question to ask is, “What's the biggest concern in your business right now?” In other words, “What's keeping you up at night?” And then to write it down. Because sometimes you have so many different things swirling around right there, you got to write it down.

“Here's my biggest problem.” If I've got five problems, “Here's the biggest one.” That really is the biggest worry. And then the second question is, “What's the cause of the concern? And what's really behind that?” And then—this part I thought was the best part what I thought was the most brilliant part of it was the third question, which was, “Can you realistically solve it?”

Now, if the answer was, “No, I can't,” then you said, “I will not worry about it any longer.” And if I think about it at all, I'm gonna make sure my thoughts are constructive to attack the problem, figure out how to solve it. I thought that was brilliant.

The other part was, if you can solve it, then get to work and solve the problem, you know, but a lot of times, if you can't solve a problem, you're worried about something you can't deal with. And I think sometimes we put too much energy into things that we worry about. Like, for example, the news, the media brings up things all the time that we should be worried about, that we really can't solve, and you're going to be working on your own circle of influence of what you can solve in your own life, and to get riled up about something that you can't really do anything about and work on your own situation, your own home, your own family. He could work out those kinds of things first. But I thought that was such a brilliant way to say, “Can I realistically solve and do anything about this problem?” If you can, do it. If you can't, stop worrying about it, and I thought that was brilliant.



And then the last part of it that I'll look to, which is the, what's your strategy to overcome it? You'd say, first, I'm gonna do this, and then by when, the date I'm gonna have it done by, and then I'm gonna do this, and you just have a sequence of, for someone do this and have them do this, and then you put a date on when you have to have that part finished. And the very last part of the assignment, which I thought was the most valuable part is that I'm gonna complete solving this problem by this date, and this time, and that was awesome. Because I had to have, I had to put a deadline on myself to make sure I have that problem solved by that date. And I thought that exercise was one of the most brilliant things I've learned. And all the things I've learned from you is just going through that sequence and asking yourself those questions.

### **Lee Milteer**

I'm so happy you reminded me of that. I'm gonna go find that and put it up on my bulletin board. I remember that clearly. I have also found that nothing really happens until you give yourself a date and time. That, we have a tendency of working a little bit on it piecemeal, here and there. But it gets pushed off and pushed off and pushed off. And "Someday I'll figure it out."

No, no, no, no, let's figure out a date and time you're gonna figure it out. And I think that puts a lot of pressure on the subconscious mind to actually research through all of its own files to find an answer. In fact, setting goals to me is useless unless there's an absolute date that you expect. Now, as business owners, we know that that's not always realistic. But you've got to have something to shoot for, because your brain looks for targets. And it's got to have the target to work on. My joke about myself is I have to have targets, or I'll get into mischief. Alright, so let's talk about how setting an outrageous goal with your team can re-inspire you to greatness.

### **James Karl Butler**

Now, before I talk about that—that's a great question—but before I talk about that, I wanted to say one of the things about your exercise I found tremendously valuable. But being a part of a mastermind group, I was busy at the time, when I learned that exercise from you. I was running four different companies at the time. And I was very busy. I didn't wasn't taking much time to think. But what I loved about the exercise you did for me is that you had us all—we had that one page to answer. And you gave us time to do it, you gave us 10 or 15 minutes, even though we were paying you money to be coached by you, we had to work on our own thoughts through that exercise.

And that time to stop and actually think—in my mind, I was going a million directions in all these things. But I only had to work on, "What is my one biggest worry, my biggest, biggest problem right now?"

And taking time to identify that and work through a plan of what to do to overcome that. I found that tremendously valuable. And most entrepreneurs, I think, really struggle with this because they get so caught up in, just doing the work of all their businesses. They don't take time to say, "Am I on the right path? What's my problem? If I figured out how to solve this, how would that affect other parts of my life and my business?"

So, I would just encourage you, students of Lee—and I really admire Lee in what she's teaching and I have gotten tremendous amount of value this from myself—but just make sure you're taking time to actually go through those exercises that she gives to you. When you learn something from her, go through that sequence, ask the questions, think, write down the answers on paper, that solitude, that kind of thing, is where you're gonna get a lot of inspiration about an

intuition about what you should do next. And I think that's a critical component of that. So, I just wanted to add that for an answer the other part of the question.

So, you're asking about outrageous goals. So, this is really important. When you have a crisis going on, a lot of times you stop setting goals, you stop, you shut down your dream factory. And that's the worst thing you can do. And so, what you want to do is set up a 90 day block of time to work on something.

Because sometimes in a big operation, it's hard to turn that around on a dime. Sometimes you can. And if you can, great, do it. But sometimes things get longer than that, especially if you're in a really big catastrophe that's going on. So, sit down with your team and say, "Look, we have a big problem, we need to hurry and figure out how to solve this in the next 90 days."

So, make it a game. You say, "Look, the first person gets 100 new prospects contact is gonna get \$100 bill. The first person brings in \$100,000 for the company I'm gonna give 100 \$100 bills to—that's \$10,000. So, all of a sudden, you're making it a game and it becomes something really interesting. It's an outrageous goal. Then you ask yourself the question, what do you want to have happen? And people start playing a game like that. And then all of a sudden, it turns around, if you live think about that. \$100,000 100 \$100 bills, that sounds pretty exciting. That's \$10,000 It is that's 10% of that amount of money.

What could you do the other \$90,000 because that person was genius enough to come up with a way to actually generate under \$1,000 for your company, that could turn around a lot for your business. So that's part of it is figure out a game or a goal we're going to be doing if you've got a strategy behind that, but just be looking forward—don't get so caught up in the past. And a lot of our worry has happened because we're too focused in the past, and too focused on the future, we're not worry about what's happening right now. And focusing on what's gonna happen right now is going to impact your future, you can't change the past. So, stop worrying about that anyway, and just get to work and start making things happen in your business. So hopefully that helps a little bit with that just stop getting out of your own head. And don't freeze, but just take action and do something sometimes coming up with a game or, like, how can you donate \$100,000 and give yourself that bonus. So, you know, if I can generate 100,000, over the next three days, my business, I'm gonna give myself a \$10,000 bonus. And we'll use that for whatever you want to do with a trip, maybe it's a down payment for a car, whatever it is, but you have something you can use as an exciting thing to kind of kickstart your engine to go do the action necessary to get the work done.

### **Lee Milteer**

I love that! I think that entrepreneurs are so focused on bonusing the people around them, they completely forget themselves. They do! They it's like they're the last one on the list. I mean, I'm guilty of this all the time, you know, taking care of everybody else. And then it's like, oh my gosh, you know, I didn't do anything for myself. So that's really it.

### **James Karl Butler**

Yeah, so the same kind of thing. Just figure out what your biggest barriers are, and then start writing them down. And following that process that I've learned from you, is so valuable, because you say, "Can I do anything about this or not? If I can do it, if you can't stop worrying about it." That's such a simple concept. But man, what a game changer that is if you implement that in your life.

**Lee Milteer**

So, one of the things you and I have talked about in the past is about having accountability partners. If you are selecting an accountability partner, and I think this is a great question, everybody really is curious about. How do you do that to keep you stay on track? I mean, how do you find that compatibility, people you can trust, that kind of thing?

**James Karl Butler**

Well, sometimes it's in a mastermind group, or a coach that you can ask questions for. Sometimes it's good to have someone who is removed from the situation that you're in, so you're not so they're not so emotionally wrapped up in it yourself. So sometimes your spouse is not the right person to be your accountability partner, because they're gonna hold that over you, beat you up with it, if you don't do it, right?

So, you want to make sure that you're getting advice from somebody who kind of guides you through what the step by steps are to do. And I'm gonna give you a couple questions you can ask yourself. Find the accountability partner, maybe that's a business partner. But more often than not, maybe it's a friend that you've known from another business, or something else, and just call them say, I liked it. I'm working on this goal. I want to have a good accountability partner with me. Can we just meet for five minutes every day for the next week and talk about a series of questions? And I'm gonna give you some questions to ask, which I think will be really valuable for you as you go through that.

So, the first question, I want you to ask for your accountability partner, and you both can do this. So, you and your friend can do this together. The first one is, "What are your top three most nagging, pressing, worrying, anxiety inducing problems you're facing right now in your business? What are the top three things—you have to write those down.

And they write their three things down. Okay, then the next question is, "What are the three biggest barriers to finding more of the kind of clients you want to have? The right kind of clients that fit your target market, that are profitable—those kinds of things.

So, what are the three biggest barriers to getting more of those kinds of clients? And write that down. Then you can ask yourself, "What are the most significant changes you need to make in your own business?" And in order for you to find where those kinds of clients and to ask and each of you ask those questions? And then, then a great question to ask is, "What are three things in your business you're most proud of?" This is your chance to brag to each other. So, the other person will say I did this—and it might give you an idea of something you could do, which is pretty cool. But you can kind of inspire and help each other in that way. You're not just focusing on the negative things. You're focusing on what you're most proud of that you've done in your business so far.

Another one is, What are three things that you know more about than your clients—and then anybody else that you know—about a certain area that you are so adept at that you should never delegate? What's the things that you do best in your business? Write down those three things, and then they do the same thing, and they talk about them together. So, you do it in your five minutes, you just answer a question, they answer their question, you talk about what did I learn from this exercise? And then you go back to work the next day on your next question. In other words, what I'm kind of asking on that last question was "What are your most bankable skills? What are people really hungry to do that you can be good at?" And then the next question is, "What are the three things that you do that you don't like doing, that you feel inept

at, that overwhelm you, that you hate doing, like accounting for example, or whatever it is, that you're trying to spend a lot of time doing that you don't really like doing at all? Write those three things down and talk and confide in each other about that. And then say, "Who can I delegate those things to?" And that's your assignment in that particular call, is to analyze and think about that.

Another question to ask sometimes it's good about the dream factory started again, as if money was no object. If you suddenly hit the lottery tomorrow and you got a million dollars cash free—or a tax free, you got a million dollars tax free—what would you do with that money?

And that kind of amplifies, "Would I put that into my business? Would I start a different business? What would I do with that money?" And it kind of starts you thinking about—and you and your friend, your accountability partner, you discuss that question and think about what would the answer be? And then a kind of a more somber question is, if you found out you only had a year to live, what are three things you want to do with the people that are most important to you? And what are three things you would stop doing altogether? That's a great question. Because it really helps you identify what's important to me, and what's not important.

And when I find out most of the time, when you do something like this, and exercise like this, you'd find out I'm doing a lot of stuff I really don't like doing and I'm not very good at and I should be delegating all those things to other people. And your accountability partner can help you figure that out, then, after your week of asking those questions to each other back and forth—and I just went through about seven or eight, nine questions or whatever—but you can go through one question like that a day for the next week, one-and-a-half, two weeks—and then you put together a plan: "This is what I'm going to do as a result of what we've discussed." And then you commit to each other. And then maybe once a week, or once a month, and you get back together and say, "How am I doing on my plan?"

But you've now you've gotten to know each other pretty well, because you're talking about your problems; you're talking what your opportunities, what you're proudest of. And it really helps you identify where you might have better opportunities going forward in the future. So that's why I just encourage you to think about—and I would encourage all of you listening to this to make that—what's my urgent list of three things I want to get done the next year? That if I found I was going to be passing away a year from now, what are the three most important things I want to do? What are the three things I would stop doing entirely? That's a great question to answer because sometimes we find ourselves working on something that we aren't even that passionate about. And we could maybe find something that we are more passionate about and get into doing that as well. So hopefully that helps a little bit.

### **Lee Milteer**

That is fantastic. Everything has been fantastic Jim; I really appreciate it. So, tell everybody how they can find you.

### **James Karl Butler**

Probably the easiest way is just to email me at [JamesKarlButler@gmail.com](mailto:JamesKarlButler@gmail.com)—Karl is with a "K." And I use my full name on my books now, James Karl Butler, probably because there's 5200 James Butlers in the United States, but there's only one of me. So, if you want to get a hold of me, it's just [JamesKarlbutler@gmail.com](mailto:JamesKarlbutler@gmail.com). That's the best way to reach me.

### **Lee Milteer**

Yes, and I don't know how many interviews this has been. I'm gonna say maybe five that I've interviewed you over the years. And I will tell you, to be honest, when we go back and do a survey of the most popular people in Millionaire Smarts, you have been in the top five. And I've done this 20 years. This is my 20th. So, thank you so much.

Well, Jim has given us permission to use some excerpts from his book, and a special other chapter. And we're going to have that on the membership site. And so, Jim, I can't wish you more good luck, not that you need it. Because to be honest, you literally create your own luck. Yes?

**James Karl Butler**

Yeah. So, I think that's true. You just have to go out there and do the work. Sometimes you get discouraged, but you just have to keep—I found this great quote from Vincent van Gogh that posted yesterday on my social media about how he said he was gonna pick up his pencil again, even after he was discouraged and keep going. And he painted a lot of paintings, and he kind of had struggled a lot in his life financially. But today, his paintings are some of the most valuable paintings out there. But it's because he kept picking up his pencil in the moment of discouragement and putting that and drawing and creating art that we admire him so much today. And I say the same thing for you too, is that if you're feeling discouraged or feel overwhelmed, just pick your pencil up and get to work, you know, and do the work that need to be done and, and someday we'll be celebrating your successes as well. So there's lots of great things for all of us to do. Don't deny the world of your gifts and your opportunities and then share those with other people. They need to hear what you have to say.

**Lee Milteer**

Golden words. Thank you so much, Jim,

**James Karl Butler**

You're very welcome.

**Lee Milteer**

I will look forward for us to play this again soon. How about that?

**James Karl Butler**

Sounds great. I appreciate it.

**Lee Milteer**

And good luck on your franchise endeavors. And maybe one day I'll have some franchises in here in Millionaire Smarts and we can do one of those books. Everybody, if you don't have ***Game Changers*** and ***The System Is the Secret***, these are two books you absolutely must have. So, this is Lee Milteer. We're gonna call it a wrap. Thank you so much. I'll see you next month.

**James Karl Butler**

Thanks Lee.

**Lee Milteer**

Thank you so much, Jim.