

MASTERS by Winn Claybaugh, December 2022
Dre Baldwin: Work On Your Game



Dre Baldwin is the CEO and founder of Work On Your Game, Inc., helping tens of thousands of people master their "game" in business, sports, and life, from the inside out. He has given 4 TEDx Talks, authored 33 books, and his daily Work On Your Game podcast has over 2,300 episodes and 5 million listeners.

Interviewed by **Winn Claybaugh**, Dre epitomizes the discipline, structure, and mindset necessary for believing in yourself. His message can become that small, powerful voice needed to move you toward a more fulfilling way of life.

Winn: Hey everybody, Winn Claybaugh here and welcome to another MASTERS podcast with this incredible guy. And I just have to say straight up at the very top of this, Dre Baldwin, thank you so much for agreeing to do this. You had no idea who I was and I just reached out to you through social media, you immediately responded. In fact, I think I read somewhere that you respond to everything on social media. Millions of DMs and emails, and yet you respond to everything. Is that true? Is that accurate?

Dre: Well, first of all, thank you for having me on, Winn, and yeah, you did your research. Yes, I do respond to damn near everything that I get. I mean, if it's spam, I don't respond to that but, for the most part, between me and my team, we do respond to any real live person who asks a question or has a comment; we do respond.

Winn: I like that. Again, right from the very top I like that philosophy because, yeah, in the very beginning you put it out there and maybe you get two or three people who respond and they have a question and they want to connect with you and it's easy to respond to them, but that's what made you successful. So, for you to stop that practice just because now there's hundreds if not millions of people following you, to stop that practice certainly wouldn't be a wise decision, so congratulations on that.

Dre: Absolutely, I appreciate it. And at the same time, you know, we went from having 14-year-old basketball players asking me how to make a layup, back in the day, to now we got people like yourself, businesspeople reaching out to us. So, we also have increased the quality of people who are reaching out. So, that matters as well.

Winn: Well, this was profound for me because, first of all, I was introduced to you—and I'll thank her right now, our good friend Patrice Washington, a woman that I absolutely admire. And just so you know, I'm really good at stalking people, Dre,

and that's exactly what I did with Patrice. I stalked her until she responded and we became good friends and I reach out to her, gosh, on so many different occasions for so many different reasons. She was just thrilled with the relationship, the messaging she received from you through her podcast and so, of course, I do what people tell me to do. I'm a good student and she said, "Winn, you need to connect with Dre." So, thanks again for doing this.

Dre: Oh yes, thank you and thanks to Patrice. I didn't know she's the one who told you but I appreciate that.

Winn: I haven't even told people about who you are. So, let me—I'm going to read this. So, Dre Baldwin is CEO and founder of Work On Your Game, Inc. He has given four TEDTalks and has authored 33 books, and we're going to talk about those books. I went through that list and quite a few of those titles jumped out at me and I want to talk about that. Dre's content has been viewed over—get this, 73 million times. His daily Work On Your Game Podcast—you're putting the rest of us to shame, you're putting out daily podcasts—has over 2,300 episodes and over 5 million listeners. Dre had a nine-year professional basketball career, playing in eight countries. Dre's framework is "the roadmap in reverse for professional mindset," and we're going to learn what that means—the roadmap in reverse for professional mindset, strategy, accountability, and execution. So, we're going to jump into this. Can I first just say, though, you have a little boy, right?

Dre: Yes, three months.

Winn: I love that Instagram video that you did, claiming that he is up for the 2040 NBA draft. Is that true?

Dre: That is true. Yes, a lot of people like that video.

Winn: [Laughs] That was great! That was awesome. I like that you mixed that personal family time in with your business messaging and it made you more real, it made you more approachable, and I look for things like that. So, thanks for that, too.

Dre: Absolutely. Thanks for noticing it.

Winn: So, 33 books. How do you author 33 books? And I was reading some of the titles of your books. One is *Work On Your Game*, *The Mirror of Motivation*, *The Super You*, *The Mental Handbook*, *55 Daily People Skills*, and you have a brand-new book called *Third Day* book?

Dre: Mm hm.

Winn: What do you mean by that, that title of *Third Day*?

Dre: Well, *The Third Day*, in essence, it comes from my background in sports and it came from actually—around 2014, a lot of basketball players was just asking me

“Dre, why when you make your—” because I used to make my content online was all basketball from 2005 to about 2015. So, the basketball players would ask me, “Dre, why is the gym that you train in always empty? Why are you the only person in the gym?” They thought, maybe, do I own the gym? *Do you rent out the gym so nobody else can use it? Are you coming at some obscure time when nobody else knows about, so that’s how you get the gym to yourself?* And I explained to them that it was none of those, it was just the fact that on the first day, when people have access to, let’s say something like a gym, when the only thing you can do is work, that everybody shows up because everybody’s excited. It’s a brand-new thing. It’s like getting a brand-new car. It smells brand-new. The second day there are a little bit fewer people there but still a nice little crowd. And by the third day, already, people stop showing up. People come a little bit later. People leave a little bit earlier. The energy’s not there anymore and that metaphor, it doesn’t necessarily have to take three days, but the metaphor of the third day is that in any situation in life, it doesn’t matter what it is—a business, a job, a podcast, going to the gym— there always comes a point when you realize that this thing that you signed up for is not all fun and games. It’s not going to be one big party. There’s some actual work that has to take place and when you hit that moment, that is the third day. For some people, it happens literally on the third day. Some people, it happens on the first day. Some people, it happens 10 weeks in. Some people, it happens five years in but we all hit that point in everything that we do and that third day is not really about the occurrence, it’s about the decision that you make in that moment. Do you continue to show up and give your best effort as a professional, because that’s what professionals do: show up and deliver every time? Or do you decide know to not show up as much, not give as much effort, maybe decide to quit that thing because it’s not as fun as you thought it was going to be? So, that’s what *The Third Day* is about. It’s not just the occurrence but it’s also the decision that you make in that moment when you realize that this thing that you got into is actual work. That’s the third day.

Winn: Wow! You talk about what you call the four pillars, and I have a lot of questions revolving around that. The four pillars of discipline, confidence, mental toughness, personal initiative. I’m giving our listeners a preview here and, Dre, I want you to know I’m very, very fortunate in the listening audience that I have. It’s not just one demographic. It’s every age, it’s worldwide, it’s people who are brand-new in their careers, it’s people who are veterans in their careers so they’ve been doing this for a long time but they’re still seeking that knowledge and that wisdom and the mentoring and that uplift. And I know a lot of people are laughing right now thinking, *Oh my gosh, Winn’s interviewing a sports guy. So, he’s going to make some sports analogy here.* So, I know some people are already chuckling at me. I’ve worked quite a bit with Magic Johnson and my favorite moment is him making fun of me and using my bald head as a basketball so. And by the way, Dre has the same haircut so, we look the part, too.

Dre: [Laughs]

Winn: So, talk to us. There was one thing that I read about you that I want to ask you about because a lot of people are thinking, *Well, I need more information to be able to be successful. I need to study more, I need to have more classes, I need more mentors, I need more books*, but you talk about this thing that you called 10 percent information and you give a great analogy about that. Can you share that with us?

Dre: Sure. It's called the 10 percent rule of Information in action and it's that you only need 10 percent of the information to begin taking action. Now, it doesn't mean that with 10 percent of the information you can achieve the entire, you know, outcome, get everything done, but what people need to understand is that, first of all, there's no way for you to know everything—quote unquote, everything—before you get started because there's information that you don't even know that you don't know that you're going to need once you get started. You can probably attest to this, Winn: you look at any business that you've run over the years, there was some things that you didn't even know that you needed to know that you didn't find out until you began doing the thing. It's not that you had all the information from the beginning. And it's the same thing whether you're playing a sport, you're running a business, you get into a relationship: anything you do, there's some things you're going to find out once you begin, that you didn't even know you didn't know from the start. So, that's one thing. Second thing is there's some information that doesn't even exist yet, that is going to exist a year from now, five years from now, 10 years from now, while you're on the path. So, if you're sitting around waiting to know everything that—it actually becomes impossible because there are things that don't even exist yet that you're going to need to know along that path. And third is the analogy I use to make it really simple for anyone is if you're driving from Miami to—you could be driving from Miami to Jacksonville, let alone Miami to California, where you're at Winn—is that you don't need to see the entire route. You don't need to see everything. You can just need a mile or two of visibility. Actually, you don't even need that much. It could be foggy or rainy or snowy outside. As long as you can see a little bit in front of you, you can keep driving the car. When you get to that little bit in front of you, you can see a little bit more. Then you can see a little bit more, then you can see a little bit more and you just keep going. You start with what you have and you figure things out along the way; you will learn along the way. Your plan need not be perfect to get started because you can modify your plan along the way. Nobody starts out with the perfect plan. There's no such thing as a perfect plan, at least one that hasn't been acted on yet. Now, it can be perfect when you're done, because you looked back and said, "Okay, this is exactly how to do this." Now we call that codification. Now you can take that and make a course or a book or a training out of it, but nobody has a perfect plan from the very beginning. That never happens. It never happened in life; it never will happen. So, just get started with the 10 percent that you have. You get a jump on everybody else. You get that first mover's advantage and you figure things out along the way that everybody else is sitting at the starting line waiting to figure out before they begin.

Winn: We've had this philosophy in my company for years called ready, fire, aim. And a lot of—

Dre: Right.

Winn: —people, they do ready, aim, fire. So, they're ready aim, aim, aim, and they never fire. They never take action. They never make a move because, like you say, they're waiting for more information. I'll tell you; I think—and maybe you've found this to be true as well—not having all the information, I think, has served me in the past because I blew past all of the so-called red flags and people say, “Winn, that's not going to work because you're not informed with this red flag here,” and I didn't know what those red flags were. I just breezed right past them, blasted right past them. I didn't know what the warning signs were because I didn't have all the information and so, what they thought was a warning sign, “Maybe you shouldn't have moved beyond this, Winn,” I blew right past it.

Dre: Absolutely and it's kind of like what they say about in golf. Do you golf, Winn? Ever golfed?

Winn: I'm not old enough yet.

Dre: Okay [*laughs*]. I don't golf, either, but one thing—

Winn: [*Laughs*]

Dre: —that I read about golfers is that the older golfer tends to make more mistakes simply because the older golfer knows what can go wrong if they try a certain shot. Whereas the younger golfer who doesn't have the experience in making those mistakes doesn't mess up as often simply because they are so ignorant to what could possibly go wrong. And that actually, that analogy, could apply to all areas of life, exactly what you just said. There are certain things you didn't even know you didn't know, things that you were supposed to be afraid of that you weren't because you didn't know. But had you known about them, you might have hesitated.

Winn: See you worded it better than I did. That's why you're on this podcast today, so thank you.

Dre: [*Laughs*]

Winn: So, uh okay. So, I want to ask you about the word *hustle* and the reason why is because you do that; 33 books, you do a daily podcast. Can I just pivot into that? How do you do a daily podcast?

Dre: Well, turn the mic on and start talking. [*laughs*]

Winn: Oh my gosh.

Dre: That's the short answer.

Winn: [*Laughs*]

Dre: But preparing ahead of time. Preparing ahead of time really is one of my—one of the key principles around here is preparation. We don't do anything just flying by the seat of our pants. Actually, sometimes we do, but most of the time we are prepared ahead of time for what we're going to do. That's how it can be consistent. You can't do anything consistently over an extended period of time without preparation.

Winn: So, I would say that you're very, very good at hustling. And a lot of people think that that's a bad word, that the word *hustle*, the meaning of that means that you're out to get people, that you'll screw people over to get what you want, that you shouldn't have that kind of a drive. Can you talk about hustle and what that means to you?

Dre: Sure. What hustle means to me is just using the energy that you have. As I talk about, Winn, there are five forms of investment: time, money, attention, energy, and focus. And you have to put all of these into—

Winn: Whoa, whoa, whoa, back up. Time, money—I'm taking notes here. Time, money.

Dre: Attention.

Winn: Attention.

Dre: Energy and focus.

Winn: Okay.

Dre: And to achieve in any area of life, you have to put in all five. So, anyone listening to this you think about anything in which you are successful or have been successful, you put all five of those into that thing. So, hustle is really the energy part. And there's also attention, and there's also focus, and there's also time. So, it is kind of all of them. So, what hustle is about is really just using your energy on a day-to-day basis because energy is 85 percent of the job in life. If you had two entities who are equal in resources and ability and knowledge, whoever has the highest energy is usually going to win. They're usually going to be the one who comes out on top so, what hustle is about utilizing as much of your energy as possible because when you go to sleep at night, Winn, you get that energy restored back to you. A lot of people talk about saving energy. At least when it comes to the physical, the human, you don't need to save energy. And when you are trying to save energy by doing less, you actually feel like doing less because that's the law of inertia. Whatever you're doing, you tend to do more of it. So, you're sitting around doing nothing, you feel like sitting around doing more of that nothing. But when you're active and going out and hustling, then you feel like hustling more because it's easier to keep going than it is to stop. And that's a

scientific law there. That's not a theory, it's a scientific law that when we're moving, we want to keep moving. When we're doing nothing, we want to keep doing nothing. So, it takes a lot more energy to change it than it does to maintain wherever we're at.

Winn: I have a feeling that a lot of the messaging that you have—first of all, because you come from the sports world and so you have that real-life experience as well as the analogies. And the things that you're sharing with us right now about energy and about focus—that a lot of this really does boil down to being physically fit. And I see some of the videos and the message that you put out is you in the gym and it's that commitment as well. Do you feel like it's possible to be successful in business, money, personal relationships, parenting, without the physical commitments and well-being?

Dre: Mm, that's a good question. I've never been out of shape so I don't know from personal experience, but at the same time I have seen people who don't appear to be that physically fit but it looks like their business is doing what they want their business to do. Now at the same time, Winn—disclaimer—it depends on how you define the word *successful*. So, different people can come up with their own definition of what success means, because it means the pursuit of a worthy ideal or a worthy goal, but *worthy* is a relative term. So, it depends on who's talking. As far as I'm concerned, being in great physical shape is one of my personal principles. So, it's on my never list to be out of shape. I will never be out of shape; I don't care what happens. That's just a personal principle of mine but that's what I can say about that. I can't really speak for someone else who's not in shape but let's say they're making a ton of money and they're happy and their kids are doing good, maybe they're okay with that.

Winn: I think it also sends out a message. I mean, who is your customer and who's watching you? And I think about that a lot. Like, whether you realize this or not, people are watching you. I remember, gosh, going back maybe 20 years where we were having a company meeting, a company training, and so there's a room of 200 owners and leaders and directors and then we would take a break. So, coming back from the break, okay, where is everybody. Why isn't everybody in the room and I go out and I look and 30 percent of them are out in the parking lot smoking. I'm like, "This is just not the right message. And by the way who's watching us right now?" There were the leaders of this organization and this company and yet the commitment that we had to our personal well-being was just way, way off track, And that was a huge, big wakeup call for us. What do we need to do here to really have the commitment and to have the credibility with what it is that we're trying to sell?

Dre: It's a great question. It's a great question to ask. What company were you running at the time and what did you sell?

Winn: The beauty industry.

Dre: Oh yeah, that makes sense.

Winn: So, here we are in beauty and wellness but is there another industry where, “Oh, that’s not important, your health and your well-being is not a factor and is not important”? Is there an industry that exists like that?

Dre: I wouldn’t say where it is not a factor. I would say where it doesn’t play directly. Say somebody’s in finance. I mean your finances have, I don’t think, a direct effect on whether or not—your ability to sell financial products to another person is not directly affected by whether you’re in shape or not. That’s what I would say.

Winn: Right, but maybe the ability to continue with that success, to have that—

Dre: Right.

Winn: —momentum and that drive and that hustle, absolutely requires the fitness side of it.

Dre: Agreed.

Winn: You know, let me ask you this, because you just said that you will never not be in shape. You will never not have that commitment to your physical well-being and wellness. You take some slack for that? Like, do people kind of get angry at you for like, “Okay, Dre, I hear you. Just get off my back about that.” Does that happen to you?

Dre: No, because I don’t tell anybody else to do it. I just tell people that I’m going to do it, so I wake up every day and I work out every single day. I’m doing something every day. I know exactly what I’m going to do every day for the rest of the week and I know where I’m doing it, when I’m doing it, how long I’m going to take, my recovery process; I know exactly what I’m going to do. So, I do my best to—I guess you can call it setting an example, if other people are noticing it, but I don’t tell other people that they need to do it. But people do need to understand. I talk about this on my platforms, of course, with all the content that I made. If you’re not in good physical shape, then it doesn’t matter how much money you’re making, how many followers you have, how many products you’re selling because at some point you won’t be able to enjoy it when your body fails. Like, because we can replace cars, we can replace clothes, we can replace computers and businesses, but you can’t replace your body. So, that’s something that I do take time and talk about but it’s not something that I talk about every day.

Winn: Got it. Okay, I want to get into the four pillars that you talk about: discipline, confidence, mental toughness, and personal initiative. And I put some thought into your four pillars and the reason why is because if you asked Patrice Washington to share with you her pillars, they’re different. And I guess every teacher, every mentor, would have their pillars of what they say are the absolute things that you need to focus on to have the kind of success that you want out of

life. So, how'd you come up with these four pillars and if you could explain each of those to us, that would be awesome.

Dre: It's a great question how I came up with them. So, I've been talking about these things for years. So, going back in the story—well, we didn't really go to the story, we jumped in, but when I was putting out basketball content for years, I first started out putting out material on YouTube, just showing basketball players how to practice basketball. So, this is literally me on the court doing drills and dribbling and shooting and dunking and stuff like that. And the players, when they found out about my background—and my background is I played Division III college basketball, which is not the level that produces the pros, and I only played one year of high school basketball—that the players started asking me about the mindset behind me becoming who I became. Because a lot of those players could relate to my story. So, they might like LeBron James but they can't relate to LeBron because he was a superstar since he was a kid, but they could relate to me. So, they would ask me, "Well, what was the mindset behind why'd you keep trying, why'd you keep practicing, how'd you find a way to believe in yourself?" Or, "If nobody else thought you were going to make it, why'd you think you could make it?" So, that's when I started doing these videos on YouTube, Winn, called the weekly motivation. And I would put this video, this is a little selfie video I'd do every Monday, maybe a two-to-five-minute selfie video. This is before we had video cameras on our phones, so I actually had a camera and a phone. So, I'm making these little selfie videos every Monday for about 400 Mondays in a row and the weekly motivation became basically the foundation of the philosophy that I teach to this very day. Because I just started talking about mindset principles that were already in me. These are things that—this is just the way that I already thought naturally, just from the way that I think, the way I was brought up, the things I've done in sports, the books that I've read. It was my natural way of thinking. So, I would naturally talk about stuff like discipline because people saw, "This guy puts a video on YouTube every single day," and many times I was putting out two, three, four videos a day on YouTube. So, these people are like, "Who is this guy? Why are you doing this? How'd you get the mindset to actually do this every day?" And then they could just tell by the way that I talk, like, "This guy is a confident individual. Where'd you get that confidence from?" Or they would say, "Okay, you faced all these setbacks: you played one year of high school basketball. Most people, if they don't make it the first three years, they don't try out the fourth year. So, why'd you even try? Then you walked on to play in college at a Division III school." For those of you who don't understand the reference, if you watch March Madness on TV, the NCAA Tournament, that's Division I. Division II is the level that most of you have never seen, and Division III is below them, down in the basement. I played Division III. They don't produce pro players so when people found I played D3, "Why even try that? How'd you have the mindset to keep thinking you could make it despite this very, very humble résumé that you had, and then how'd you put all this stuff together and actually start doing stuff?" So, the answers to those questions became discipline of showing up every day to do the work; confidence to put yourself out there boldly and authentically; mental toughness to keep showing up, doing the work,

putting yourself out there even when the success you've expected to achieve has yet to occur; and personal initiative to be a go-getter who goes and makes things happen instead of waiting for things to happen. So, all of that stuff was just naturally coming out of me and then when I got out of basketball and was getting into the, I guess we can call this the thought leadership world, I just needed to figure out how do I take all this stuff that I've been talking about and put it into a framework that someone who's never picked up a basketball could understand. So, I was able to kind of distill it down into those four pillars of discipline, confidence, mental toughness, personal initiative. And the great thing about it, Winn, is that even if I had never played basketball, those principles apply to anyone. They apply in the business world the same way they apply in the sports world, so that's where it came from and I've just sharpened it and polished it over the years.

Winn: Okay, so I have lots of questions on this. First of all, discipline, that's like a nasty word to people.

Dre: Right.

Winn: How do you talk them through that?

Dre: Well, discipline—the challenge for people with discipline, and the reason it's a nasty word for people, is because a lot of people hear *discipline* and they think that means—they picture like a drill sergeant in the armed forces screaming at you and telling you what you have to do and, you know, somebody blowing an air horn while you're sleeping and waking you up and making you go do something in five minutes that you usually take 15 for. That's not really what discipline is about. Every discipline challenge, I tell people, Winn, is a structural challenge. So, anyone who feels like they are challenged at being disciplined, it's not that you need to beat yourself up and become a drill sergeant to be more disciplined. What you need to do is you need to structure your situation, whether it's your life, your workout, your business, your whatever, such that the discipline is actually easier to do. That's what my book *The Third Day* is about. How do you structure things to make the discipline part easy? So, the reason why many people think discipline, or they look at discipline as a nasty word, simply because they've been taught wrong about how discipline works and how to actually implement it in their own lives.

Winn: Okay, I want some personal stories on this because when you talk—first of all I love the structure. Do you go to the gym basically the same time each day or is it just whenever you can fit it in?

Dre: No, it's never whenever I fit it in. I fit it in into the structure of my day. So, I don't go to the gym every day. So, for example, today I ran outside. So, I run three times a week, I go to the gym three or four times a week, and maybe some days I'll just take a really long walk but it's structured. It's on the schedule. It's actually literally on my calendar, just like this interview was on my calendar.

Winn: Okay, so just out of curiosity, what time do you go to the gym?

Dre: Between four and five in the morning.

Winn: So, before your family's awake, probably?

Dre: Absolutely. Yeah, nobody's awake. Me and the rats and the foxes.

Winn: I love that.

Dre: That's all you see outside.

Winn: Actually, a good mentor of mine, Chalene Johnson, who's really huge in the fitness world and applies all of those principals to success in business and her relationship, her long-term marriage and everything, she said that, "Nobody needs me at four in the morning. Everybody needs me at four in the afternoon."

Dre: Right. Yes, I get mine in very early.

Winn: I think for a minute I had the philosophy of "I'll go to the gym whenever I'm in the mood," which meant I never went.

Dre: Exactly, because you're never in the mood. And the thing is, that's not sustainable. Moods are not sustainable. You can't depend on a mood but you can depend on a schedule.

Winn: So, I like this structure thing and I want to get into that more, get more information from you. Tell me if this has ever happened to you. So, you're on a stage and you're speaking and you're talking about your four pillars and you're sharing all of your information. You're talking about discipline and confidence and showing up and all of it. And you could be on that stage for a couple of hours, sharing the best of the best information with your audience. And then afterwards somebody comes up and they pull you aside and says something to you like, "Gosh do you have any ideas on how I could be happier and more successful?" Does that ever happen to you? *[Laughs]* And you're thinking, *Wait a minute, I just spent two hours talking about this.* My point is, I think that sometimes people think that you're withholding some information. "Yeah, he shared some great information but Dre's withholding from me. There's a secret that he's not sharing with me." Does that happen to you?

Dre: Yeah. Not necessarily with somebody asking that specific question but I think a lot of people get to that because, especially in the world that we're in now, Winn, a lot of people have become what I call pigs. PIG stands for professional information gatherers.

Winn: *[Laughs]*

Dre: They're always just gathering more information and because they are always gathering information they're always thinking, *Well, I just need to get a little bit more information and then I can get started.* Just like we talked about that 10 percent rule. *Get more information, then I can be successful. Get more information, then I'll go do the thing that I've been talking about doing for the last five years.* But it's not information that people need because if all anybody needed to be successful was information, then everybody would be successful because Google has pretty much indexed 99 percent of the information available in the world, and everybody has access to Google. So clearly information is not the differentiating factor in success.

Winn: Okay, so in this structure process, what area do you struggle with? I don't think it's the gym. I don't think it's being physically fit. What area do struggle in, in creating that discipline and that structure?

Dre: I don't have a struggle as far as the discipline itself. The biggest struggles usually come in any areas that involve other people. So, when you got other people involved with, who you can't predict, that's where the—it's not even necessarily a struggle, it's just a challenge of you always have to adapt and make adjustments. So, I would say specifically that would be something like in business, when you're just trying to figure out your sales process or you have a new product or a new something that you're launching. You're getting it out there. You're trying to figure out, alright, what's the right combination here to attract the right prospect or to get the right people in this program or to get the right people to buy this course or whatever it's going to be and just figuring out what's going to get the right people to respond to this in the right way so you can get the right outcome. So, for me, as far as the structure, that's never been a challenge. Just a matter of the more variables you bring into a situation, the more challenging it's going to be, naturally. So—and the biggest variable you can enter into a situation is a human being, because you can't control them.

Winn: Okay, well then, people are going to have lots of questions revolving around that one because none of us do—

Dre: Yeah.

Winn: —this on our own. I mean, to grow in business, of course when I was first in business that many years ago, I was the janitor, I was the receptionist, I was—

Dre: Right.

Winn: —the accountant, I watered the plants, I cleaned the bathrooms. I did everything. Now I don't really do any of those things anymore so you have to have people surrounded to be able to be more successful. So, that's the variable. That's the unknown: the people factor. Especially nowadays because of everything that we've been through in the last couple of years. There's that mass exodus.

People are quitting their job without even knowing what their fallback plan is. They don't even know what their next job is, but they just—

Dre: Right.

Winn: —don't want to continue in the job that they had before and so the people factor is a big one. So, what advice do you have for those listening to that part of it?

Dre: So, if we're talking about internally, that's a little bit easier because those people have a vested interest in doing what you ask them to do. So, we're talking about your team and your staff. They have a vested interest in following you, as long as you've got something to follow, then they're a little bit easier to—I don't even want to say control, but to predict and know what you're going to get out of them because they know what they're going to get out of you. I'm talking specifically about when you're selling, your prospects have no vested interest in pleasing you, so those are the people where you gotta figure out. Like, when you're launching a new business or a new product or you open a new location in a new neighborhood, you've gotta figure out what they want because that's the only way you're going to get them to respond. But when it comes to your team, that's a matter of you making sure you have everything documented, outlined; you know exactly what you want people to do, how you want them to do it, why you want them to do it. And it also comes down to, especially people who are the—if you're the head person, the leader—is your ability to articulate. Can you articulate and communicate a clear vision of what you want, why you want it, and then how you want it? And this is something that I always emphasize to any entrepreneur I work with. You don't just tell people who work for you what you want them to do: you tell them why you want them to do it because they might know something that you don't know. They might be able to make your process a lot better and smoother, more efficient, if you explain the why behind the what. So, it really comes down to communication skills.

Winn: Okay, because you just talked about that—the why and the value, the importance of that—I've heard you talk about what you call anchors, and that anchors become your why. Am I on the right track with that one?

Dre: Yeah, that's in *The Third Day*.

Winn: Okay, can you talk about that, because that jumped out at me.

Dre: Sure. So, many people, as I mentioned earlier, when people talk about discipline they incorrectly believe that to be more disciplined they need to get more motivated. But motivation is for amateurs. The reason motivation is for amateurs is because you can't depend on motivation. It can come and go. Some days you could be super motivated, some days not, and a professional is expecting to get paid. The dictionary definition of *professional* is a person who does something as their main paid occupation. You want to get paid consistently, you gotta perform consistently and if you're going to perform you can't depend on something that is

not consistent, such as motivation. So, you need something that is stronger than that. So, the anchor that I tell people they need, to be disciplined, is what is something that you care about enough or you want enough, strongly enough, that you are willing to be disciplined in order to achieve it. That's the anchor. So, what is that anchor for you? And everybody needs that anchor because there are going to be days when, I don't care what motivation has worked in the past, there are going to be some days when none of your motivational tactics are working but you still have to show up and do your job. So, what are you going to do on that day? And that's where the anchor comes in. And many people who don't have the anchor, what happens is they go on this rollercoaster of performance because you don't have an anchor on those days when you don't feel like it. So, that's why the anchor matters so much. What do you care about enough that you're willing to go through the discipline stuff that you know is not going to be easy but you care about the outcome enough that you'll go through it anyway?

Winn: So, what are your personal anchors? Obviously, being a dad.

Dre: Yeah, definitely that's one of 'em.

Winn: What are some of your personal anchors?

Dre: Another anchor for me is just the performance. I mean, I tell people all the time: we're in a performance and a results-based business. And I'm a competitor by nature, so even if I'm not competing against a person, I can compete against myself. I can make up a competition in my mind. So, I was running today at four o'clock in the morning. There's not a lot of people out there. There's a couple of runners out there in Miami, but I'm not really competing against any individual person but I'm competing against I know what time I ran the last 10K I got into. How do I beat that time? How do I get myself back in game shape if I'm taking some time off? So, the competition is one thing for me. Staying at a high level of performance is another thing. Speaking of being a father, I know a lot of men who are fathers and they all would use the excuse, now before I had a kid, they would all say, "Well, you know, I got a little bit of a belly. I'm not in shape anymore because I got kids," and they would say, "Well, Dre, you don't have kids so you don't understand." So, they would all use this as an excuse. And people I went to school with: "Well, the reason I don't get back in touch with you and I don't stay in contact as often as I used to cause I have kids and you don't have kids. You don't understand." So, then when I had a kid, I said to all of them, "Okay, now you all don't have any excuse anymore. I got kids now."

Winn: [Laughs]

Dre: So, let's just see if I get behind the same excuse that you all had. If I get out of shape or I lose touch with my friends, can I use my kid as an excuse? So, sometimes it's just looking at what most people do and figuring out, alright, can I disprove this? Can I go against the grain a little bit? It's one of the reasons why I

became an entrepreneur. I'm a natural—I'm naturally one who goes against the grain.

Winn: Wow! So, I'm curious to know, especially relating back to the discipline and the structure that you have, you only played one year in high school basketball. So, who were your mentors back then to help you develop these four pillars that you talk about? Who were some of the people that got you on track with this information? Was it a coach, or your parents?

Dre: Well, it definitely wasn't a coach but I do give credit to my parents.

Winn: Wait, now why do you say that it was definitely not a coach? Why do you say it like that?

Dre: It wasn't a coach because I was not like a blue-chip athlete, right? And I wasn't the kind of athlete, even through college, nobody was like, "Hey, this guy's going to be a pro and become a known athlete." So, when you are that player, coaches take you under their wing and they give you extra time and all of that stuff because they see the potential and what you might turn into. But I never showed that kind of potential, so I had coaches and I took things from those coaches, some good stuff some not so good stuff. It's not like any coach tried to suppress my career, I wouldn't say that, but at the same time there was no coach who was like, "Hey, I'm going to make sure you become a pro," or anything like that. So, that's why I say it wasn't a coach. And as far as who were the mentors, I have to give credit to my parents, which I do when people ask, even though my parents were not athletes. I'm 6'4" tall and my dad is like 5'8". My mom's 5'7". They're not athletes. They didn't play any sports but at home I did get, you know, what we call home training. So, I was taught do your chores, do your homework, be respectful, all of those things. And all of those elements that I've learned at home—things like doing your chores, being respectful of adults, doing your homework, that kind of stuff; clean your room—I took those disciplines with me to the basketball court when I started to play sports. And even though nobody taught me how to play basketball, I just took the discipline of, "Okay, let me just keep showing up here and just try stuff and see what I can figure out," combined with my blossoming talent, because I was kind of a late bloomer in sports, then it ended up turning into something. So, even though my parents were not athletes, when people ask me, "Who would you give credit to?" I always have to start with them. Then as far as outside of that, I like somebody like, you know, of course, Michael Jordan. Not necessarily trying to play like him but just his mentality; just the mentality of, "I'm going to go out there and compete." And his thing—you could say Michael Jordan's anchor was all about winning. That was his main thing. Hey, whatever it takes to win, that's what I'm going to do. That was his mindset. A lot of people admire Michael Jordan, not because they want to play basketball like him—they might not be basketball players—but the mindset behind it. So, I'm sure you saw a couple years ago the documentary they had on ESPN about Michael Jordan and everybody loved that documentary, not because they want to go score 40 points in a basketball game, but because of

the mindset about having one clear anchor and everything in your life being dedicated to that anchor. So, I look at him in sports. But as far as athletes, there was no other athlete that I would say, as far as mindset, that I took anything from. Everyone else was really people from the hip hop industry, believe it or not, because my father's a musician and he was playing music to my sister and I; my sister's just a year older than me. But he was into music from the time we were born. So, that stuff is like in my veins to this very day, even though I never did anything musically myself but the hip hop artists that I listen to, not necessarily the words of what they said, but the fact that they were entrepreneurs. They took their situation and turned it into entrepreneurial ventures and I looked up to them, as far as business, even more than I did the athletes simply because as an athlete you don't really have to be a businessperson and you get into the business world simply because of your athletic gifts. You hit the genetic lottery to become an athlete. Now, had I been the same height as my father, I wouldn't have been a pro athlete. I know that to be true. But, as in the hip hop world, you have to actually have some business acumen to make things work. In the sports world, you don't. You hit that genetic lottery you can run, jump; you can make yourself a lot of money just by your physical gifts. You don't have to be smart at all. So, the intelligence part that comes with it—because I knew, coming from the background that I come from, Winn, there was no guarantee I would have played even one year of professional sports. So, I had to have something other than just my athletic ability.

Winn: Wow. You know, that second pillar that you talk about: confidence. I've heard you say that you sometimes have to borrow confidence from someone else. What do you mean by that? And I like that, by the way, because, again, we have a lot of young, brand-new professionals listening to this, people who are brand-new or they're still in school. So, they haven't even really launched a career yet.

Dre: Right.

Winn: Borrow confidence from someone else.

Dre: Yeah, I'll give you an example. So, there's a story—I talked about this in one of my TEDTalks. This guy was a high school basketball player and he was maybe a sophomore on the team, so he's probably better than me. And this particular day—but he was a mediocre player, so he's maybe the tenth best player on a roster of 12 people. So, in some games he didn't even get in the game but one day in practice, coach walks in and says, "Today we're going to try an experiment and in today's experiment I'm going to assign each one of you players to pretend to be one of your teammates all day in practice." So, the coach is explaining to them, "I'm going to go down the line and, each one of you I'm going to tell you, 'Today you're going to be him, you're going to him, you're going to be him.'" So, he's going down the line and telling each player who they're going to pretend to be all day in practice. And the coach says, "Whatever that player does good, you do that thing today so you can show them who they are. And whatever they do bad, whatever mistakes they're always making, you make those same mistakes

because I want you all to show each other who you are as players so that none of you think it's me, the coach, who's just browbeating you all the time. You let your own teammates show you who you are." So, this guy, he gets assigned to be his teammate, Mike. Now, Mike happened to be the best player on the team, so by luck of the draw, this tenth-best player on the team gets assigned to be the best player on the team all day in practice. Now, here's my question to you, Winn, and I'll tell you the rest of the story but first I'll ask you this question. How do you think he played that day in practice? Tenth best player, his assignment, according to his coach, is, "You've got to be the best player." How do you think he performed?

Winn: Better than any other time.

Dre: That day, he performed better than he had his entire life.

Winn: Wow.

Dre: According to him, when he tells the story. He said he was making all kinds of shots that he never even tries. He's doing moves that he never did before. His teammates are looking at him slack jawed, like where is this coming from, because he had never done this before. He had never performed like that before. And at the end of the practice the coach said to him, "Listen, man, if that's what it takes, you need to pretend to be Mike every day," because he had performed at such a higher level that one day. He had tapped into the framework that I use to explain confidence; it's what I call the Super You and it's actually one of my book titles that you read off earlier. And the Super You is you still being yourself. This is not faking it until you make it. This is you still being yourself, but as you at your highest possible level of confidence. And let me explain what that means. It is, yes, it is getting rid of—most of the time when people talk about confidence they talk about letting go of the fear and the insecurities and the second guessing themselves. Yes, it is all of that but here's the most important part of the confidence when it comes to the Super You. It is you giving yourself permission to no longer conform to being the person who you've always been. And that's exactly what this kid did in practice that day. Because these abilities, when the coach told him, "You're going to be the best player in practice all day today," in the time that it took the coach to say that, it took about 10 seconds; he didn't all of a sudden get better at basketball, right?

Winn: Right.

Dre: Alright, those abilities were already within him. It's just that he had not given himself permission to untether himself from the person he had always been. And it wasn't about what everybody else thought about him, it was about how he saw himself. When he changed his own self-image, at least for the course of that hour in practice, he was able to take the lid off and all of a sudden he was doing all these other things. But, as soon as that practice ended and he told the rest of the

story, the next day he went right back to being the mediocre player he had always been because—

Winn: Wow.

Dre: —as an amateur he didn't have a process or a structure to keep that lid off. Now, as a professional, your job is to have a structure to keep that lid off if you want to keep getting paid at that level. But because he couldn't do that, he went right back to being mediocre again. And this is the same thing that many adults do every single day. They do this their entire lives and this is the tragedy: that they never take that lid off of themselves because they never give themselves permission to keep it off, because they are conforming to what they think everybody else expects them to be.

Winn: It's very interesting how you tie all of these together. I guess one is tied to the other, so when you talk about discipline and structure, that is tied to confidence, correct?

Dre: That's right. Discipline creates confidence. You got it.

Winn: I probably could do an entire hour with you just about the structure side of it: the discipline message that you have and exactly what that looks like. Do people often ask you about what your routine is? "Okay, I hear you talking about all of this, Dre. Tell me exactly, lay out your day for me." Do people ask that of you?

Dre: Yes. Usually, I tell them before they ask, but yes, they do.

Winn: *[Laughs]* Of course you do.

Dre: *[Laughs]*

Winn: Because I think people want to duplicate that. "Okay, well, if Dre's up at four o'clock then maybe I should be getting up at four o'clock. If Dre is carving out this time, this is family time only and he turns off his cell phone, well, then I guess that's what I need to be doing as well." I'm completely a product of my mentors and every day it's not like I can coast through a day without my mentors. I really am that way; I rely on them a lot, which is why I started this podcast over, gosh, 22 years ago, because I was already asking these questions. I was already hunting people down and asking them the same types of questions that I'm asking you today but then I decided to add a microphone so that everybody could hear what their answers were.

Dre: That's right. Alright, so you're cheating.

Winn: *[Laughs]* There you go.

Dre: *[Laughs]*

Winn: So, you talk about what you call the 51/49 Rule. Share that with us.

Dre: Yeah, it's one of my favorites. You caught some good stuff here, Winn. You did a great job. I got a lot of material so a lot of people don't—people who are just hearing me for the first time don't know how much material I have but you found some good stuff. So, the—

Winn: Well, 33 books, man. I barely can squeak out one book and you got 33, so.

Dre: *[Laughs]* So, the 51/49 Rule it is thus: that if you want to help another person or another person wants your help—let's say somebody comes to you, Winn, and they want your help. The rule is that you will never own more than 49 percent of that outcome that that person wants. If they're the one who has the goal, they have to own at least 51 percent of it. In other words, the majority stake in their goal, they will always own it. And none of us should ever own more than 49 percent of the outcome of another person's desired achievement. Even if they are paying you to coach them. Even if you are their mentor, even if you are their parent, you cannot own more than 49 percent of that goal because you should not be willing to help another person any more than they are willing to help themselves. So, that's what the 51/49 Rule is in a nutshell.

Winn: Give us a good example. Apply that to everyday life.

Dre: Sure. A good example is, let's say my son. He's only three months but let's say he decides he wants to be a basketball player and he's like, "Alright, Dad, can you help train me and coach me and get me a basketball, get me some new sneakers, take me to the court, show me how to dribble, shoot, dunk, pass, etc., etc." I will absolutely do all of those things but I'm going to let him know, from the beginning, as soon as he's old enough to understand, "Listen, I'm not going to be waking you up to go work out; you should be waking me up to go work out. I'm not going to be coming to you and saying, 'Hey, let's go to the gym and get some extra shots up.' You need to be coming to me and interrupting me and say, 'Dad, when are you done recording or when are you done writing or when are you done with your coaching calls because I want to go to the gym and I'd like you to rebound for me.' You need to be coming to me. I shouldn't be coming to you. I shouldn't be calling you and saying, 'Hey, when are we going to take the next step in your—'" for anybody. I shouldn't be calling you and saying, "When are we going to do the next thing for your business?" You should be calling me and saying, 'Dre, I did the three things you told me to do, what's thing number four? Alright, I did number four. What's thing number five? I did number five. What's thing number six?' If I gotta call you, then that means you're not taking it as seriously as I am and I'm not going to keep giving more to your goal, your dream, than you are giving to yourself.

Winn: That's not only good advice for people who are navigating through their own success, that's great advice for leaders and mentors and people who are coaching others to come along the way.

Dre: Hundred percent.

Winn: So, again, 33 books. How do you come up with so much content and what's your goal? What's your plan for continuing with content and mentoring? Do you do one-on-one coaching and mentoring, as well, for people?

Dre: So, several questions there. So, how do I come up with so much content?

Winn: Yeah, welcome to my world. That's how my brain works here. It's like I got 100 questions happening at the same time, so.

Dre: Yeah, so how do I come up with so much content? I'd say, well, on one level it's a structure. I kind of trained my brain to come up with these content ideas. I mean, I create content the way that I think. So, when I think of a subject, the first thing I think about is, *Where would this fit?* Is it a short enough idea that I can put it into a text message that I send out to my text community or is it an eight- or nine-minute thought that I can put into a YouTube video or is it something that I want to expound upon and put it into a 20- or 30-minute podcast episode because my podcast is solo. I don't interview people; it's just me talking. So, do I just make it into a solo podcast episode or should it be an article maybe as well? Maybe it can become a book. So, *The Third Day* started as a YouTube video that was 10 minutes long and then it became a book. So, sometimes it's multiples. So, it's just the way that my brain thinks and since I started creating content, I always say—or let me not just waste this idea on thinking it to myself, let me put it out to the world because other people probably need to understand this. So, this is why I create so much content. I just take my thoughts and I record them in such a way that other people can get it, whether written, audio, or video. And the goal, the reason why I create so much content, Winn, is because the content becomes the gateway for people getting into the stuff that's not free. So, when it comes to, like you asked, do I do coaching, I still do have some one-on-one coaching clients. I still have several one-on-one coaching clients but now I have one coaching program as a group coaching program. So, now anybody who comes to me, they can get into my group program and what I found, interestingly enough—I didn't think this would be the case; and you can tell me if you have any experience with this,—is that the people who come into the group program actually like the group program better than they like one-on-one because they like the interaction and like listening to me coach other people on their stuff. Even if I'm not answering something specifically for person A, they like listening to me coach person B. So, people actually like being in a group because they can hear other people's problems and hear me address those instead of it all just being about them personally. And the good thing for somebody like myself is I can coach multiple people at the same time on one call instead of having to do 10 calls with 10 different people. So, I do offer coaching but mine is a group program now.

Winn: I absolutely find that to be true in my world as well. First of all, people want me in small doses. You know, too much of me is way too much.

Dre: [Laughs]

Winn: [Laughs] And I'm—

Dre: That's a good way to sell it.

Winn: And I'm okay with that.

Dre: I'm gonna start saying that.

Winn: We love Winn, but, gosh small doses. So—

Dre: Yeah.

Winn: So, less of me and more of other people. And again, I'm a product of my mentors, of who I surround myself by, and so, gosh, now I get to say, "Yeah, you know, Dre and I are tight. We're super tight and you need to look to him for your next level of motivation and drive and information that's going to take you there." And do people maybe come to you and think, "Gosh, Dre, it must be exhausting to be you, to be this driven, to be up at four o'clock, running around the streets of Miami, and you're a brand-new dad. It must be exhausting!" And they're, not in a bad way, but they're wondering, "Okay, how do you turn this off?" And I've heard you talk about the value and the importance of meditation and having boundaries in your life. Can you talk about that?

Dre: Yeah, so, as far as—I don't know if anybody ever asked me if I feel exhausted. I'm not sure anybody asked, but people do ask, "How do you get so much done," or they will ask the question without asking a question because people will say, "How can I be more productive, or how can I get more done?" Or a lot of people will say to me, especially young men who know me from the basketball world, they'll say, "I want to do something like what you're doing, to where you kind of created this whole brand, this whole kind of ecosystem of all these things that you're doing." So, they're not directly saying it but I know that's what they really want to know but they're not saying it in so many words. And as far as the meditation, yeah, every day I take time for—meditation is getting my mind in the right space and it's a conditioning thing, and this goes along with the discipline. This leads to the mental toughness and the initiative. And the conditioning part is that changing who you are fundamentally as a person is not something that just is—it's not a snap-of-a-finger thing. Sometimes it can be, if it's a traumatic enough event, but generally it's a matter of space repetition. You giving yourself certain ideas, certain thoughts, and putting yourself into a certain frame of mind consistently enough that over time you change. You change as a person. Same way, you know, the waves of the ocean beat against the rocks and it changes the landscape over time. So, it's the exact same thing that we do with our minds. The challenge for many people is that they don't have the discipline to stick to anything long enough to see it through to where that change actually occurs. Everybody wants to change but a lot of people don't want to do the work, and that's a good metaphor for a lot of things in life. Period.

Winn: So, what is your belief system with meditation? You're putting yourself in a state where you're quieting your mind. You're shutting up—

Dre: Uh huh.

Winn: —so to speak. You're letting something else seep in. What is your foundation for that belief system of why meditation is valuable for you?

Dre: Well, meditation is valuable in that meditation is kind of like the same way if your phone is acting up, you do a reset of the phone. Turn it off and turn it back on. Or the same way with your computer. You turn it off and turn it back on if it's messing up. You might have had it on for 30 days straight then you realize you haven't turned it off. You turn it off, turn it back on, and it is running clean all over again. It's the same thing that we need to do with our brains. Now, we usually do that through sleeping but meditation is a way of you doing it while being awake. And I do moving meditation, Winn. So, I'm not sitting in a lotus position with incense burning and my eyes closed. I would probably fall asleep. I'm meditating. I'm wide awake, my eyes are open, and I'm usually—often I'm looking at something. I'm looking at things that I have written down. So, I have a list of things written down, like what type of person do I need to be? I have my goals written down. I put images of things that I want to, let's say, that I aspire for or aspire to be. I put all of those things privately in folders that only I see and I look at those things. That's my meditation time, so I'm not just humming anything like you see the monks doing or something like that. I don't do that. I'm wide awake, wide open. If you saw me you, wouldn't know that I was meditating but I am and nobody's bothering me but that's what I do during that meditation time.

Winn: Wow. I've never heard it described that way. Good for you.

Dre: Yeah, meditation is just a way of clearing and calming your mind. So, there's no right way to do it. That's why it's called a meditation practice, not a meditation science.

Winn: [*Laughs*] Oh, that's great. You're great with words. You speak well, you use the right terminology that people can relate to you. They can easily picture and envision what it is that you're trying to communicate. You're very good at that.

Dre: Thank you. I have to be.

Winn: Is that natural or do you study that? Because you hear of comedians who will practice one joke and they'll do it over from one club to the next, to the next, and they'll fine tune it. Do you work on that?

Dre: I do. It's a combination of both: both natural ability—that I do have some natural public speaking ability that I kind of grew into probably around, probably around college age that I grew into. But, at the same time, Winn, I have the proverbial 10,000 hours of—I got 8,000 videos on YouTube. I got 2,300 episodes of my show, which are all 20 to 30 minutes a piece. So, you do the math on that and—

Winn: That's your 10,000 hours.

Dre: Yeah, I probably got 20,000 hours. So, because I've done so much of it and almost everything that I say out of my mouth I've thought about in my mind three times before I speak it. So, I got a lot of exercise and practice in articulating myself but I always make clear to people that your communication skill is probably the most valuable skill you could have. It doesn't matter what you do for a living: playing a sport, you could be running a business, you could be trying to get a job. Your ability to communicate is super important because this is the way that you engage with other people, is your communication. So, you have to be good at this. And when you fail at communication, that's when things can go very wrong for you: when you communicate in a way that you didn't mean to communicate or you fail to communicate, period.

Winn: My gosh, I love that message as well. I think that everybody should become a motivational speaker, and not because you're going to get paid to stand on a stage and share your ideas, but the value of communication. I had this conversation with a team member this morning. One of our systems was breaking down a little bit and I asked him about this, why is this happening. And he gave me 10 reasons of why it's happening and all of them were legitimate. And I asked him, "So, have you communicated this with everybody else?" "No, you're the only one I've told." You gotta tell everybody else what's going on because what's happening by not communicating, people are going to make stuff up. And usually what they make up is doom and gloom if you're not communicating, "Oh, that's why this is happening." If I fail to communicate, people think, "Oh my gosh, the company's in trouble, my paycheck's going to bounce, I better go look for a new job." No, it had nothing to do with any of that stuff. It's just a little tiny bump in the road and I failed to communicate that bump in the road. So, I love that message to be a great speaker, to learn how to communicate. That's awesome.

Dre: Right and keeping in mind that listening is also part of communication, so it's not just what we put out but also what we take in.

Winn: See, that's why you need to start doing some podcasts where somebody else gets to speak. It's not just about you.

Dre: [Laughs] Well, that's what I'm doing right now.

Winn: Oh, okay. [Laughs] See, you knew how to answer me. You just shut me down. I love that. I like that you brought up the whole 10,000 hours thing and I've had the honor of interviewing some gold medalist Olympic athletes and they talk about that 10,000 hours in the gym. And people say, "Gosh, if you want to be more successful you need to double that." What? I'm already eight hours in the gym, you want me to be in the gym 16 hours? And the response that he gave to me is, "No, it's not 16 hours in the gym but could you do a little bit more than what everybody else is doing?" So, they're all showing up at the gym at eight o'clock;

could you get there at 7:30? Well, 7:30, that extra 30 minutes a day up and above what everybody else is doing, could be the factor or could be the thing that makes you a gold medalist. So, I'm glad you brought that up, too.

Dre: That's right. That's right.

Winn: This has been so awesome Dre. I'm so appreciative of this and you say that I prepared well. I'm looking at my notes. I literally have three more pages of notes that I didn't even get to.

Dre: Wow! Well, we gotta do another episode.

Winn: So, that is how much content you put out and how interested I am in your message and how you deliver your message, so thank you so much for that.

Dre: Well, I really appreciate that. I take it as a compliment you have so many notes from whatever you've consumed. So, hopefully it's good stuff that we didn't get to; more good stuff.

Winn: Well, the good news about my new office is that you have to leave my house, go to the side of the house, unlock the door to come into here. So, you can't access my new office from inside the house, which has created a whole bunch of privacy for me and I can sit down and really, really dive into this. And that's what I've had the pleasure of doing over the last couple of weeks, preparing for this interview with you and it's been real, real enjoyable and enlightening for me, so thank you. Dre, do you have a final message for our listeners?

Dre: Yeah, my final message for the listeners is that whatever you do, you have a game. The reason I call it *Work On Your Game* is absolutely not limited to sports. So, if you run a business, that's a game. If you have a family, that is a game. You're trying to get a job right now, it's a game. You're in school, you're trying to figure out what to do with your life, it's a game that you're in. So, you need to, first of all, figure out what the game is, not your game but THE game: what the game is that you're in because you gotta know what business you're in. Then you work on your game to make it work within the confines of whatever area you're involved in, and that's what "work on your game" means. It means understanding the game you're in, understanding your game and how it can fit into the bigger picture game, and then you go out there and you work on your game to get your opportunity. You get your opportunity, you perform. You perform, you produce results. And when you produce results, you get rewards. And when you do that then you go right back, you do it all over again so you keep getting the rewards over and over and over again. This is what a professional does.

Winn: Wow, that's awesome. Oh, there was something that we didn't even talk about: Dre All Day. So, now I know why we call it Dre All Day. Between all of your books and podcasts and YouTube videos and—we could have Dre All Day, right?

Dre: Yeah, you could consume—I got enough content to fill you 24 hours. That's right.

Winn: [*Laughs*] This is awesome. Well, Dre, I'm again grateful, so grateful. Again, thanks to Patrice for introducing us and I can't wait to hear what more you put out there. And anything that I can do for you, please reach out. But I'm just so honored to introduce you to a whole 'nother world of my audience that I've been working on for 22 years to build my platform to be able to bring people like you to this whole 'nother audience. So, thank you so much for all of that.

Dre: Well, I appreciate you sharing your platform with me and inviting me on and thanks to Patrice as well for recommending me to you. This is a great conversation. Thank you for the questions.

Winn: Thanks, Dre.

Dre: Thanks, Winn.