

MASTERS by Winn Claybaugh

October 2026: Jason Everett



Jason Everett is the founder and owner of High Performance Salon Academy, where he helps commission salon owners build stronger teams, increase profitability, become more effective leaders, and create thriving businesses. He is also an author, podcast host, globally recognized speaker, and mastery-level facilitator. Interviewed by **Winn Claybaugh**, Jason says energy is a currency and a skill that anyone can learn to possess. He believes that people are capable of more than they typically see in themselves but transformation requires implementation: we have to do the work!

- Winn: Hey everybody, Winn Claybaugh here and welcome to another issue of MASTERS by Winn Claybaugh. I am sitting with this incredible guy. Jason, I have a feeling—do people say, you know, “Jason, I love you, but in small doses”? Does that happen to you? ‘Cause that happens to me all the time.
- Jason: *[Laughs]* Bro, you’ve already felt that. We’ve only been talking for three minutes. And yes, that happens all the time. People are like, you’re—like, the answer when I was a little kid was, “You’re a bit much.”
- Winn: *[Laughs]* A bit much.
- Jason: I broke up with a girlfriend on that, and she literally asked me this. When I was in high school I dated this girl for three years and we moved in together, lived together for three months, and she said, “Does this ever stop?” And I think, “What is *this*?” And she said, “All this. All of what you are.” And I was like, “Ahhhh, no.” She’s like, “I’m good. I’m good then.” I mean, that’s, I don’t know, man. My wife loves it and my wife and my kids are all about it, but like, I’m a lot for the wrong people, is what I would say. I’m just right for the right people.
- Winn: I hear you. So, you know, I’m a grown-ass man. I’m flying first class. A year ago, I’m sitting next to this woman in first class. She told me to sit still. *[Laughs]*
- Jason: Wow. That’s—you’re like, wow.
- Winn: I’m like, oh my God, since I was three years old, they’re telling me to sit still. It’s never gonna end. But, oh well, I like that about me. I like that about you. So, good for you.
- Jason: Find your people, man. I was—so here’s a funny story. I was kicked out of every class all the way through til I was a senior in high school because I couldn’t sit still. I didn’t do it. I didn’t realize that was because I would see things in the classroom that nobody else saw. I’d make the jokes that nobody

else saw. And I realized it was because I was never meant to be a student. I was always meant to be the teacher.

Winn: Wow.

Jason: And that changed how I operated as far as when I teach, when I train. I always think about that student who has a hard time listening and a hard time learning because I was that person. Every time I see somebody who's like fighting me in a classroom or, you know, is just on, I'm like, "Man, I was you, I get it and I'll do better." And I think it goes a long way to making people better learners if you're a better teacher.

Winn: You know what? I didn't even share with everybody who you are and yet we're already well into this thing, like, bouncing off the walls here.

Jason: That's all good. Here, I'll chill out and feel free to give me whatever intro we've got to go and I'll just rock and roll. I'll just be mellow. I'm just going hang out.

Winn: Okay, so Jason Everett is the founder and owner of High Performance Salon Academy. Now, even though I'm going to drop some words here that relate to the professional beauty industry, everybody needs to know that obviously, first of all, he's not a hairdresser, so he doesn't come from the professional beauty industry. But like me and like many, many other people, we fell in love with the professional beauty industry. And so—but being on that stage and having the experience of training people in our industry has absolutely made me super qualified. Like in a couple of weeks, I'm speaking at Rocky Mountain Chocolate Factory's annual convention. Okay. I know nothing about chocolate. I know nothing about hair, but that's okay. That's okay.

Jason: But you've eaten lots of chocolate. I have no doubt. You're going to crush it.

Winn: Yeah, exactly. Okay. So, in his company, they help commission salon owners build stronger teams, increase profitability, which I'm sure that that's something that interests all of you. They become more effective leaders, create businesses that can thrive without depending on the boss for everything. He is the author of *Profitable Salon Owner*, a co-author of *Prove Them Wrong*, and a co-host of the Profitable Salon Owner podcast. A third-generation business owner—and I want to hear your story—Jason brings more than 20 years of experience in transformational leadership, personal development, human performance, and business education to his work. Jason is also a globally recognized speaker and mastery-level facilitator known for creating high energy—duh!—interactive learning experiences. Whether he is coaching salon owners, developing leaders, hosting a podcast, or facilitating a room from the stage, Jason's goal is the same: to help people grow into stronger leaders and build businesses and lives that reflect their full potential. So, obviously I read that and, you know, everybody's thrilled to know that I'm not going to read a thing from here on out. This is—well, I would say it's coffee time between me and Jason, but nobody wants us drinking more coffee, Jason.

- Jason: Yeah. I don't drink coffee, man. That's not my jam. No coffee, no energy drinks, just water.
- Winn: You know, how I like to start these obviously is your personal story. I mean, first of all, you have an enormous amount of energy. And were you always this version of yourself? I think you just sort of shared with us that that's who you've always been?
- Jason: I've always been a pretty high energy guy, but I would just say I've learned to understand when to use my energy in what settings. And like you said earlier, you know, people say, "Oh, it's too much." I've definitely learned when to turn it on or off. And, you know, I used to work in radio. I've had a lot of different—in my earlier life I did a lot of things. And when I worked in radio advertising, I had a manager who was like, "Hey, man, we can never put you in front of our biggest accounts and our biggest clients because you're just not professional enough. That energy thing that you do where you're all excited about people, that's too much for our big accounts." And what I always thought was really interesting about that, of like being a lot of energy, it's again, like I said earlier, it's too much energy for the wrong people. And the irony is I have worked with some of the biggest accounts on the planet and they love who I am and what I operate as. And like that was his own—that was this guy named Henry Grambergu, I'll never forget. He said, you know, "You've got to wear your blue suits and your brown suits and like go do your job." And now I've worked with some of the biggest companies on the planet. Of course, in the salon industry, like L'Oreal and Philosophy skin care and bareMinerals and Shiseido and all these cool brands. But I've also got the privilege of working like with the U.S. Army, Comcast cable, Baskin-Robbins, Dunkin' Brands, and they love it. And what I realized is like when somebody like Henry Grambergu says something like that to you, that's their impression of the world and what made them small. Don't ever let that make you smaller. You've just got to find the right place for people to celebrate and reward what makes you unique and special. Because I just think when you're younger, what you get made fun of for makes you famous or more impactful or more important later. So, it's like it's a little hint that it's a talent you need to develop inside your life. My opinion.
- Winn: As you were sharing all of this, you know who else loves that high energy? The customer. The customer. And isn't that why we do everything that we're doing?
- Jason: *[Laughs]* I would say people that are switched on love high energy. People that have already been defeated hate it.
- Winn: Mm. So, do you believe that someone can learn to create that energy, that confidence, that presence?
- Jason: Yes.
- Winn: Or are those just personality traits?

Jason: No, I don't think they're personality traits. I think you can become high energy, but like, I don't know if you've seen—there's, I watch a lot of stuff. I have kids who are very high energy. And what they say is, look, if your kid is bouncing off the walls, do you know why? It's because that child feels safe with you, right? And a child who feels safe will do a lot. I have very free-range kids, okay? Like, as a parent, people are always around me, like some of my friends ask me, like, "Are you a helicopter parent, Jason?" I'm like, No, God no, not at all." And like, my kids, if we're at a playground, even when they were really little, they were at the top of the play structure, they were all over the place and like, oh my gosh. And I'm like, look, I trust my kids because they know their own boundary of like what they're capable of doing. And my kids at a very young age were in gymnastics, they were doing all kinds of things. Most parents are like, "Oh, sweetheart, please don't go up that one-rung ladder." And my kids are at the top of the thing and jumping off the top. And I don't mean like my kids were out of control. But I believe, because I believe that you should help people see their true potential, is like, I want to see what they're capable of. And so, I allow my children to run to the end of their ability, because I want them to do that for the rest of their life. And school, sadly—and I know you work a lot in the school system, but most of like traditional school system, education system, it's about putting caps on people to control them and keep them small. And my game is the reverse of that. It's how do I keep people to be the biggest version of themselves possible? Not to be too much for people, but to realize what they're capable of.

Winn: Yeah. And see, I like that a lot. I have no problem telling people that I do have a lot of energy. You know, ADHD has been very, very good to me. I have a lot of energy, but it doesn't always naturally come to me. It's something that on occasion I have to work hard at that, to show up with energy. People are like, well, why would you need to do that? Well, I believe that having that high energy, good energy is attractive. And not only that, it gives other people permission for them to show up at their best. And sometimes "at their best" is coming out of their shell a little bit.

Jason: Well, can I give you a silly example of creating high energy and, like, changing your mindset quickly?

Winn: You like quickly?

Jason: Yeah! So, I used to work—when I worked in radio, I used to cold call. And I mean cold call, like pick up the phone and like call people who said, "Screw you," and hang up the phone, okay? That's what I'm talking about.

Winn: Right.

Jason: That's my OG when I started in radio days. I wasn't the cool DJ on the radio. I was the guy getting hung up on because I was in sales. Okay. And I'll never forget, I learned a lesson about energy when I was on the phone. And this is important even for this podcast, is somebody taught me a long time ago that people can tell if you're smiling when you're on the phone. Okay? They said they can tell if you're smiling. Now, you've probably heard this in different

training. You know, any type of training, somebody eventually tells you this, if you deal with the phone. And they said, “Jason, they can tell if you’re smiling, even if they can’t see your face.” And I’m like, “Noooo.” “Yessss.” And so, I used to put a mirror on my desk. Now, these days you have Zoom and all these things, you see your face all the time and whatever, but I still use the same methodology. Is it a training thing for me, even a high-energy guy to say—’cause I can get on the phone and be like, “Hey, what up, Winn?” And you’re like, “Well geez, Jason, thanks for showing up.” Or I can be like, “Hey Winn, it’s good to see you.” And like, I get excited to see you. So, I do this to this day, and this is one of the core things I do to make sure my energy’s right before I talk to anybody, whether it’s a sales call, a podcast, anything. I do a full-out face stretch before I call somebody and before I start a podcast, before I start a training, before I get on stage. If you catch me backstage, I will do this. And it’s super easy, I’ll teach anybody who’s on this, listening to this or whatever, to catch it. It’s just like a lion, when a lion like, gets up. Like you can imagine a big, giant lion, right? Like in the Serengeti or whatever. It gets up and gives a big yawn it’s like a big, “Yaaaaaaahhhh.” It’s this big, giant thing and their mouth opens and their eyes open and their forehead peels back and they just have this giant thing. Like, what I do, in a small way; I do it very small now and you can’t really see me, probably, because you’re listening on podcast, but I just open my mouth real big, I open my eyes real big, and I do a quick face stretch. And because your face naturally will tend to frown unless you face stretch. I learned this from improv comedy stuff back in the day. Is if I face stretch, will naturally—your corners of your mouth will tilt up just a little bit. And when you get on the phone and you talk to somebody, they will actually think that you’re more friendly than you are just because you stretched your face out because there’s a tendency to frown.

Winn: Hmm.

Jason: Right? And like, that’s a silly thing, but people are like, “Wow, Jason, you always have so much energy.” I’m like, no. Just when I greet people, I have a rule. A rule that says, when I greet you, I will greet you like a long-lost friend, even if we just met each other. “Winn, dude! Good to see you! Oh my gosh!” And some people are like, “You’re a psychopath.” I’m like, “No, I just believe that Winn and I should be friends until proven otherwise.”

Winn: Yeah. You know, there’s a lot of talk and a lot of training these days on hospitality. You know, there’s the transactional service experience. And you can be at a top restaurant and receive that transactional where the service is perfect. Right? Where they properly greet you, no team members on their phone. They pour the water when they should, the check comes when it’s supposed to, the food’s—right? But it doesn’t feel hospitable. It doesn’t feel like, it just feels like what they did for me, they did for everybody.

Jason: Sure.

Winn: Whereas hospitality means it's one-on-one. It's personable. And that's what we're loyal to. So, everything that you're saying right now is just so, so on track with what I'm working on.

Jason: Yeah, well, I'm working on a book right now, I've been working on it for a long time. You mentioned the two books I already have out, and I put those out first, but there's a book I started a long time ago, I haven't finished it yet, and I just don't think I was the right person to finish it yet; that's why it's not out. But it's called *Energy on Demand*, it's like how do you create energy on demand at a moment's notice? And I think energy is currency. I think if you think of like electrical outlets, like, right, there's current that's in the wall, but if you think of energy as currency, is the idea is when I'm talking with somebody, the most free currency that I can actually give you is my own energy level to lift yours. So, when I interact with somebody, and again, we're talking hospitality, my goal when I talk to somebody is to raise their energy level just a few points when I interact with them. And people, like I just believe if you can raise somebody's energy level by a point or two, you know, whatever, on a scale of one to ten. If you're at a five and I can get you to like a six, you'll be like, "You know what? I like that Jason guy. I don't know what it is, but I like that guy." And I make it a point, whether it's the barista or the clerk at the grocery store or the whatever, is like my kind of stupid goal is to make you smile, laugh, or at least raise your energy level. And if I do that with every interaction, weird things happen in my life. I get free upgrades in the airline, or I get a better seat at the hotel, or I get all these things, and I don't do it as like a, "Ha ha, I'm getting something from you." I literally give my energy freely to other people. And yes, I have a lot to give. But if you realize that what you give, you will get back ten times over. Because people will start to say, "I don't know what it is about this guy, but every time he's around, I really like it." I'm like, I heard a long time ago, people will pay money to be around you if the only thing you do is raise their energy level. If you're the smileyest person at your business, if you're the happiest person when you do it, and all the things you do are basics—you know, get the check, do the thing, all those things you just mentioned; those are minimum requirements for the job. But if you also ask them, "What are you doing this weekend? What else you got going on?" Like all the major customer service organizations like Trader Joe's, or I don't know, Chick-fil-A, they have one goal, which is just to make your day a little bit better, which is definitely raising the energy level, changing the currency of the transaction. And if you give a little currency, guess what else will flow back to you? Financial currency.

Winn: Right.

Jason: Money moves in your direction, and that's how it should be. And if you realize it doesn't cost you anything to share, then that's magic.

Winn: I'm glad that you even brought up Chick-fil-A because, you know, there's this trend: people want to say, "Oh my gosh, the next generation that's entering the workforce, you know, they're lazy. All they know how to do is stare at a device. They don't know how to have a live, real, eye-contact conversation.

And then you bring up the example of, “Really? Then how is Chick-fil-A, with the youngest—

Jason: Correct.

Winn: —workforce in the country pulling it off, per location?”

Jason: A hundred percent.

Winn: You know, with minimal locations compared to some of the bigger boys. What they're doing financially. Oh, and by the way, they're not open on Sunday. So, there you go.

Jason: Yeah. So, I have a friend who runs a Chick-fil-A and he was a trainer. He opened something like, I don't know, something like 50 or 100 Chick-fil-A's all over the country. He now owns a Chick-fil-A. They had projected his Chick-fil-A to do between two to three million dollars out of this Chick-fil-A. They do 8.5 million dollars out of their Chick-fil-A.

Winn: Yeah.

Jason: At one location. The average McDonald's makes between one and two million dollars a year. The average Chick-fil-A makes between six to seven million dollars. That's just crazy. And it's interesting because, Winn, you talk about this, and I was watching somebody the other day that said, you know, could you imagine going to work at Chick-fil-A and showing up one day and saying like, oh, I don't wanna say, “My pleasure. Like, I just, I'm not gonna say that. That's dumb, stupid, don't wanna be here.” And they'd be like, “Thank you, have a nice life, goodbye. We say ‘my pleasure’ here.”

Winn: Yeah. Yeah.

Jason: But the problem is, it's not really the teenager's fault that doesn't have a personality and all that. What it is, is it's the company that has no idea how to train somebody to actually teach them how to come out of the box. What's happened in this industry is, you're right: people are joining the workforce and going through school and not learning the social dynamics because they're able to—think about, like, when texting came out, right? Like, I was around for bag phones, right? So, you know, pre-cell phone, then bag phone, then texting and all those things. And so, like, when texting came on, it gave you an opportunity to pause and really think about what you wanted to say and like put your thoughts together and try some ideas and delete your texts and then respond when you were ready to. And that kind of broke people because, instead of having like real-time interactions, people got a pause button and then they could just reply when they wanted and then make sure everything was perfect.

Winn: Wow.

Jason: Then you add in ChatGPT or any AI, call your other favorite AI source. And now, okay, you text me and I don't like what you said. Let me put that in my AI and have it clean it up for me. And then I'll send you not what I think, but what my robot said to send you. And now people are getting even dumber,

interaction wise. And so, all that means is, if you own a business and you employ people, and I don't care if you employ adults, like 30-, 40-, 50- people, or if you employ 18-year-olds or 16-year-olds or whatever, your job is just now more to educate them on how to actually have human interaction because they are just getting less training of that in school. So, part of our training sometimes is just, "Let me teach you how to interact with another human being in real time." Because you can't, if somebody comes in and goes, I'm so mad at you for whatever the customer service problem is, you're like, "Hold on, let me go on my GPT and ask it and then I'll be right back." You're not gonna do it.

Winn: Yeah.

Jason: So, I just think it's your job, your responsibility and obligation as an owner. If you employ people, as my friend who owns a Chick-fil-A, he just has crazy training. And you know what's crazier? Their average employee only stays a couple months. Could you imagine? You just told me your whole team's like 20 years, 30 years. Well, great. But what if you had an employee that you had to get ready to go, bulletproof, in three months and then they're gonna leave you as soon as they're trained? That's Chick-fil-A.

Winn: Right. And by the way, I've heard executives say that if Chick-fil-A comes up on the résumé of a candidate looking for a job—

Jason: Instant.

Winn: Instant. Because they know the training that they've been through. So.

Jason: Chick-fil-A. My other big one is In-N-Out Burger. That's another great one, too, as a customer service example. They are killer over there, too. So, just to give them credit where credit's due.

Winn: Well, I liked how you started this whole thing that energy is currency.

Jason: Yes.

Winn: So, you know, back to your personal story. So, you grew up on a dairy goat farm.

Jason: Yeah.

Winn: I'm reading here. You failed English in high school.

Jason: I did.

Winn: No surprise there.

Jason: Yeah.

Winn: You were a standup comic, a professional ballroom dance instructor.

Jason: True.

Winn: So, either you're multitalented or you couldn't keep a job. I can't tell what it is, but you know, tell us more about your personal story.

Jason: Yeah, dude, I mean, my work history, just to clarify, almost everything you just said all happened before I was 21. So, I mean, just to give some clarity. I would say it wasn't like I spent my whole career and I did a giant left turn and left turn and left turn and left turn. I've been in the coaching and training space for 18 years. So, it's not like I keep like, you know, trying something new and seeing what works. But I did spend a lot of time trying to learn who I was about, right? Between, you know, being a ballroom dance teacher. Like, that had a lot to do with meeting girls, to be very honest. And then I met my wife and I probably decided this is probably not a good idea to have a job where you meet girls every day. So, I left that and did something else, you know what I mean? So, I did the thing that served me at the time. And I think God has a funny sense of humor of, like, *I'll give you what you need when you need it and give you all the things that you will need to be prepared to be who I want you to be in the future.* And in my life, being a ballroom dance teacher, I worked for the oldest franchises in the world. It was called Arthur Murray franchise dance studios. When I worked there, they were 85 years old. To this day, they're a hundred-year-old franchise. The first ever franchise. Arthur Murray taught people and constructed the learning ecosystem. And he was brilliant. One of the most—he used to literally sell steps on posters that you would mail order in a magazine and ship to your house.

Winn: Wow.

Jason: And then he opened franchise dance studios, over a thousand locations. They had the number one training system for sales in the world at Arthur Murray. And I had the privilege of working there from when I was 18 to 21 years old. And it taught me a lot about business and about economics and about sales. I was working there because it was fun. It was a fun job. And like I said, I got to meet girls and eventually met my wife. You know, as any 18-year-old is looking to meet girls, right? And what was interesting about those jobs of things that I had done is that, for me, I was working making \$20,000 a year, but I was making \$100,000 a year for the business. I was charging \$10 for my time and they were billing \$150 for my time. And it taught me a lot about business. And I think all of my experience—my parents owning businesses, my parents, grandparents, great grandparents, all owning businesses. Like dry cleaners. My dad was a contractor; he was in construction, owned his own company. My mom owned a furniture and gift shop. My stepdad owned a cabinetry shop. My grandparents ran a coaching company in 1980, if you can believe that. They were coaching before coaching was a thing. And I just, all of those things just made me realize that, you know, there's so many different opportunities out there. And again, maybe I wasn't wired from birth to go work for somebody else, but I am wired to help people be the best version of themselves, which is why, as a business owner, if you develop people and you help them grow and you help them learn what they need to learn, you can create an amazing life for yourself and for those around you. And I think, you know, I also think that the piece for me about having parents who are business owners is, I never take for granted: if

a business owner spends money with me, I feel like I'm spending my own family's money.

Winn: Wow.

Jason: And there was a day when I worked in radio that I knew I needed to leave the industry is there was a company I brought onto radio and they spent like \$15,000 with me and we did all these things for them. But then I found out we didn't deliver on half of them. Like the radio station just was trying to skirt it. And I said, "Guys, we didn't deliver, we need to make it right." And I'll never forget my boss, a guy named Dell. He sat down with me and he said, "JC, you need to find another client, man. This is over and done. We're not gonna make up for it." I'm like, we spent that person's money, man.

Winn: Wow.

Jason: Like, that's not okay. I'm not gonna go out of my way to go get a client and then have you basically torch it and say, "Go get a new client." Like, I just screwed that business. And it made me realize, like, I can't work for somebody who's interested in screwing others. And I made a declaration that day for myself. Like, I want to be successful but not ever at the expense of screwing other people. And I think, you know, there is a lot of craziness in my background. It's fun for me and for me, it's just my life, right? But I would just say those things made me into who I am and was like this perfect recipe to spit me out in the beauty industry and help me become an adopted family member in the salon-spa space because I've never cut hair other than once during COVID I cut my boy's hair. That was embarrassing. But other than that, like, dude, I'm an adopted family member. I just got great results for salon owners. They're like, "Can you keep coming back?" And I said yes. You know, it's been 18 years now. So that's how that background plays in.

Winn: Well, not only did all those stories turn you into who you are today, I mean, it makes you interesting, too. Everybody loves a story.

Jason: I didn't do them because they were interesting. I just did it because it was functional at the time, you know? I wasn't like, "This is going to make for a great story later," you know?

Winn: Well, I think that the best teachers and mentors and parents are storytellers. When you have a story to tell, you know, it makes you more interesting. It also gives you credibility. You know, so when you tell people, "Hey, listen, You know, I came from a dairy goat farm and now I stand on stages in front of 10,000 people and in front of major, major companies and brands." You know, "Hey, I failed English in high school and now I've written two bestselling books." It gives you the credibility. makes you—people can relate to that. When leaders are not transparent and the only story that they tell is the story of their success, how much money they make, the accolades, the awards, but they never share the downside of how much they screwed up, how much they fell down. You know, people can't relate to that.

Jason: Yeah, it's the reason why TMZ exists. People like to see failure with success. And I know it sounds silly, but like people want to know that you're not perfect. Because I used to be an onstage actor, like improv and sketch comedy and all other stuff, I used to get on stage—this is a long time ago when I first started speaking publicly. Like, I used to be on stage as a character, right? I'd be in a play or a show or I'd be a comic and all those things, I'd act a certain way. I'll never forget, I was on stage one day with one of my mentors. I don't know, do you know who Blair Singer is? He was part of Robert Kiyosaki's *Rich Dad Poor Dad*. He wrote a bunch of books, Blair Singer.

Winn: Well, I know the book *Rich Dad Poor Dad*, but yeah.

Jason: Okay, well, he's mentioned in that book. There's a couple of things in there. Anyway, he's been a good friend and mentor of mine for over 20 years. Anyway, I'm on stage and he taught me how to speak on stage as an actual, like, business speaker. Like, he taught me that skill. And I was on stage and I did my, like, opening 15 minutes, okay? So, you do your opening to your talk and he gave you this formula and I like memorized it and just studied it and I just nailed it I got on stage and I do all the things, I ask all the questions, and in front of all my peers, right? There's like 45 peers in the room that all know exactly what I'm supposed to do and I—by the way, I crush it. I'm super good at it. I absolutely nail it. Not an *um*, *uh*, a stutter, a nothing. So then, like, I'm waiting, because I've been an actor on stage getting awards and trophies for being best actor, right? I've gotten awards for that. So, I do my bit, I finish the thing, and everybody's like, "Oh, Jason, it's so good, so good." Except for Blair. And he's in the back of the room, slow clapping me. And he comes out from the back and he goes, "You know, Jason, it was good. In fact, it was perfect. Like, I have zero feedback for you on what you should have said different, done different, corrected, or done anything. But nobody's ever gonna believe that because nobody's that perfect. And I could tell you're full of s***." He said, "I can tell you're full of it. Like you don't, you didn't believe anything you said. You just gave me a character. I'm not interested." And at that moment, I realized the difference between being a character on stage and being a person on stage.

Winn: Mm-hmm.

Jason: And so, when you talk about things, Winn, like you said about sharing your flaws and your weaknesses and, like, people love hearing the stories about you failing because most people just want to know that if they fail, they'll be okay. And a lot of people are going through a failure that you've already succeeded through and they just want to know that, like, even if you've made it, that you've got some stuff behind you that you've had to work through. And I, like, I literally have had to work to get all the perfectionism out of my universe when I'm talking or I'm being interviewed because the more I try to be perfect, the more people don't feel that I'm real.

Winn: Wow.

Jason: And that's part of it, too, right? It's like I got to own the energy, own the bad parts, own partnership breakups, own financial losses, own getting kicked out of English class. I literally walked across stage at my graduation not thinking I'd get a diploma. I thought they were going to hand me an empty book and tell me later I didn't graduate but they were too embarrassed to tell me. And I think my English teacher would lose his mind if he knew I wrote a book. You know what I mean? Like, "You? You wrote a book?"

Winn: Right.

Jason: "The guy who never finished any English paper in your life?" Mm-hmm. And that was before AI, just to clarify.

Winn: Well, again, you're talking about being transparent and that is absolutely what makes a boss more attractive. And you know, as you're sharing all of this, I think what you're talking about is that you sell hope. So, when people hear your story, and yeah, some of the stories or a lot of the stories are of you screwing up and failing and falling down, but then you somehow got back up. That process. 'Cause people look at you and they're like, "Oh, Jason. He seems like he's doing okay. Well, then maybe there's hope for me." So, you're selling hope. And I think that that's just the best commodity. When we know how to sell hope, I think that that's just amazing. But the whole credibility thing, I'm huge on credibility. And so that coach that you have standing in the back, "Yeah. You were brilliant on stage as an actor, as a character, but was it real."

Jason: And not as a speaker. Yeah, and that was transformational for me. That put me on some of the biggest stages within a year or two after that moment, of people saying, "Wow, I can relate to you because you're true to who you are. And you're just yourself when you're on stage. You're not trying to be something you're not." And I don't mean to correct one thing that you said, but I want to just say, I might say it a little different, is I don't really try to sell hope. I know it sounds weird. You said it. I just want to say how I would say that. It's like, my job is not—I don't look at it as selling hope. I look at it as my job is to give you the opportunity to see hope. And I say that because if I'm selling it, it means I'm, like, trying to get you to believe, right? And I just look at it as, like, if I can get you to say, "Maybe me. Maybe me." To me, that doesn't feel like a sale. It feels like an invitation to say, "You know, Winn, maybe you too, bro. Like, I don't know. It worked for me; it might work for you." And you're like, "You know what? Maybe it is for me." And I think that's a different way to operate.

Winn: Yeah.

Jason: And I know you didn't necessarily mean it maybe the way I thought that, but I just think it's a really important distinction for me because, you know, people say like, "Oh, you could sell ice to Eskimos." And I always go like, "Ahh, I don't really want to sell ice to Eskimos. I want to sell ice to people in Mexico or the, you know, South America that's toasty or Florida. I want to sell ice at a car show when it's 110 degrees outside, like that's what I'm in for."

Winn: Right.

Jason: I just want to find people that are looking for that and then be like, “Hey, by the way, I’ve got it if you need it.” And that’s kind of, like, that’s my take on life. And I think it’s just a core distinction. I wanted to just at least clean up how I think about it.

Winn: Oh, absolutely. And by the way, if I don’t like how you corrected me, I can just edit you. I’ll just edit you, dude.

Jason: *[Laughs]* That’s true. You’re like, “Ah, Jason, we cut that part of the podcast. Thanks for being on today. We appreciate it. And we will not be airing your podcast.”

Winn: So, I want to take you down another path. So, a statement that you made: your standards determine your results.

Jason: Yes.

Winn: What do mean by that?

Jason: Well, go back to Chick-fil-A. If you say, “The standard here is that we use ‘My pleasure’ as a part of the conversation,” you reinforce it. But imagine how quickly Chick-fil-A’s standards would slip if one person said, “I’m not going to say, ‘My pleasure,’” and it wasn’t a fireable offense to not say “My pleasure,” how quickly Chick-fil-A would degrade. Or if one franchisee in the Chick-fil-A system said, “Not at my Chick-fil-A. We say, ‘Have a good day.’”

Winn: Right.

Jason: Like, that’s not real. And the problem is—and this is especially in the salon-spa industry, but if you’re listening to this, I assume you, like, yes, beauty industry but maybe the service industry or something like that, is that the problem is, you are so—and by the way, I’m really talking to myself right now. So, I’m just, when I get aggressive, I’m really trying to talk to myself and hear myself back. You are so interested in being liked, Jason Everett, that you let standards slip because of how nice you want to be to others. And that you think you’re doing them a favor by giving them leeway instead of by supporting them to hold the standard. So, there’s an acronym stolen from somebody else. I didn’t make this one up. It’s called NICE, N-I-C-E, NICE. It stands for “nothing inside me cares enough” and the rest of it is “to tell you the truth.” The truth is, if you don’t say, “My pleasure,” you’re screwing up the whole system.

Winn: Right.

Jason: The truth is, if you don’t come to work wearing the proper attire to feel professional, you’re gonna bring us all down. The truth is, if I allow somebody on my team who’s not productive to stay on the team, I bring the rest of the team down. The truth is that if the company’s not making the money it deserves, that’s only my fault, because I’m the leader. So, my job—and I call them love punches. In my universe we termed them love punches. A love punch is where I say something to you that’s gonna hurt, but I’m gonna say it

with love, I'm gonna say it with empathy, and I'm saying it to you because I genuinely think it will help you. And I'm gonna wrap it in velvet, I'm gonna do the best I can to make it feel good while I'm smacking you in the face, but I'm gonna say it because I think it's important for you to have it in your life, and I don't really care if you wanna hear it. But if you're around me, you're gonna hear it because that's important for me to say. And I can't tell you, Winn, the number of people who've said to me, "Jason, you said something to me," you whatever, "two years ago." It came up three days ago, somebody said this me. "Jason, two years ago when you said this, it pissed me off. I was so mad at you for a year and a half." And they were like, "But I wanna tell you thank you because it's what I needed to hear at that time. I just wasn't ready to hear it. Thank you." And I'm like, oh, that—like, it's weird to say I like that people get mad at me, but I like when people get mad at me and then realize, not that I was right but that they needed to hear it. So, I'm not interested in telling people what they want to hear. I'll tell them what they need to hear. And I think that's the difference between a really good coach and somebody who's just fluffing you. Nobody needs that.

Winn: I love that you call it a love punch. That's great. You know, because I think, I mean, I'm a nice guy and I know a lot of entrepreneurs and businesspeople, they're nice people.

Jason: Yeah.

Winn: They're good-hearted people. But I think that we sometimes get confused with unconditional love does not necessarily mean unconditional employment. You know, I love you, but you're still fired because rather than saying "My pleasure," you're saying "No problem." So, I get it. You know, and it's deciding what you will no longer tolerate.

Jason: Yeah.

Winn: And unfortunately, like, you know—Jason, maybe I'm going to piss off a lot of people right now, but I think that's what you and I are trying to do.

Jason: Let's go, Winn. Let's make it happen.

Winn: Have you noticed—and I'm a little taken aback and maybe even a little disillusioned by the lack of professionalism when it comes to dress in salons.

Jason: Yeah.

Winn: And maybe it's in other organizations, other industries as well.

Jason: Valid.

Winn: But I mean, you know, there was a day when, my gosh, you looked better walking into the salon than you looked going out to a wonderful party date on a Saturday night.

Jason: Yeah. Yeah, interesting.

Winn: And now I walk into salons and it's, you know, they're in their pajamas. They're in, you know, house slippers or they're in, you know, holey jeans. You

wonder what's keeping the jean together. You know, it's—what has happened? What did we decide that we will now tolerate and therefore we're at a lower standard, but we all want to make more money, right? I heard somebody say, you know, people don't like to give money to people who look like they don't have any money. And you walk into a salon and they all look like they don't have any money, but, “Oh, we want to charge more money to the customer.”

Jason: So, yes and, is my response. That's a very improv comedy thing. Yes and. We'll talk about “yes and” for a second.

Winn: Okay.

Jason: So, yes and. We've moved into an era of the hoodie millionaire. Okay? What that means is Zuckerberg and all those other, you know, Silicon Valley millionaires look homeless and they go to work every day, right? Like that's kind of what happened is that all of sudden—

Winn: Okay.

Jason: —the pajama millionaire became a thing. Now, I'm not saying that that's the right thing. I'm just saying that it got introduced into our universe. No longer did you have to wear a suit and tie to make a million dollars or you, oh, you IPO'd your—some 22-year-old IPO'd their company for, you know, \$11 billion and now all of a sudden no big deal. And so, it introduced this pajama millionaire sort of vibe. I don't know if that's what they're called. I'm gonna call them pajama millionaires, okay? And so, it made this like, I could be, you know, homeless looking and make lots of money. And I think the salon-spa industry, they've always been the coolest dang people I've ever seen in my life, right? Like, I look at the people that are on stage and at events and I'm like, damn. Like, 'cause I'm not from this industry, right? And I had flashy clothes as a dance teacher, but different. And Winn, when I got in the salon-spa space, I'm like, gosh dang, all those people are so freaking cool. They're like, I'm watching them on stage and I'm like, oh, they have the coolest outfits. I even had to hire a stylist. Like, I don't mean a hairstylist. I hired a fashion stylist so I could just look normal enough to stand on the stage. When I was at Redken Symposium in front of 10,000 people, like, I don't wanna look like an idiot. And the guy was like, “Jason, we're taking care of your brown poop-colored JCPenney suits and we're taking you, like, we're gonna take you up a notch.” Right? And so, he put me in this like neoprene-vested jacket thing that stuck out on one side, it was all asymmetrical and had all this stuff. I'm like, I don't even know what's happening, but I wore it and like, I felt like I kind of fit in for a minute. And I think what's interesting about the salon-spa space that's good and bad is that, at the moment, people are confused about what fashion is doing. And so that's why they don't understand it. They see casual millionaires like, “See, it doesn't really matter. It doesn't really matter.” And I agree with, I think it is casualed out, but that doesn't prevent you from being put together. That's very different. And I think the idea with a stylist being put together, and I think this is where it's so subjective is like, well, what does put

together mean? And I hear people all the time, there's other coaches that mouth off about this like, "Well, I just tell my staff to dress fashionably." Well, invite yourself to an argument of the century: dress fashionably.

Winn: Right. *[Laughs]*

Jason: That means if you see a celebrity wearing pajamas, then I'm wearing pajamas. Or you see this person and like—and the other thing I would say, too, is like, the game for me is that you should dress for the income you wanna make. And once you make the income that you wanna make, then you can decide how you wanna dress, not before. And I think that's the game is like, I used to wear suits every day. Every day I'd wear a suit and like, and you know, I'd wear different versions of suits and all that stuff. But like once I started earning a fairly significant amount of money, I did chill it out a little bit. And I was like, okay, I can bring it down just a little bit. But I still like, I mean, I'm wearing nice clothes right now. Like I'm wearing nice stuff. Yes, I'm wearing a t-shirt, like I've got good shoes on, I'm all put together, it's elevated, like it still should feel fancy, right? And I think this is where people get it wrong is they think like, "If I dress like those millionaires or billionaires, then I'll be good." And I think people just need to understand and get to see that if you're not making the money you deserve, then we need to change your pay. And I just tell my stylists, "Hey, if you are clearing \$200,000 a year in take-home income, you are allowed to wear whatever you want. I completely believe in you. But my guess is that the way in which you dress is directly violating your ability to be the stylist that you want because you're not communicating the right thing to your audience." And I believe... there's a term we use called suggestopedia. It says everything suggests something either positive or negative about your impression. So, if your clothes suggest you're homeless, then that's gonna suggest something to your client that's not normally positive. So, if you have a controllable, like what you wear, then you should control the controllable and suggest that you are professional. And what does that mean? Then it needs to be defined by the salon that you're in. I don't know. That's my take. I could probably rant on that for like six more hours, but I'll stop because—

Winn: As we probably should, but that was very, very good input.

Jason: Yeah, but I think just give people the frameworks.

Winn: It's an ongoing conversation and I think it's an important one right now.

Jason: Yeah. I agree.

Winn: Okay. Another topic here.

Jason: Sure.

Winn: So, you talk about the importance of staying in tune. So, what are the excuses and life circumstances that detune us?

Jason: Yeah, I just did a keynote on this about tuning on stage. I was talking about a guitar. Do you play the guitar or anything, Winn?

Winn: I play the piano.

Jason: Piano, okay. Well, yeah, you know then. If the piano's out of tune, and pianos are great examples, If you move a piano, it gets out of tune. Or you just let it sit for too long, it gets out of tune, right? But if the piano's tuned, you can walk up and play beautifully, right? And so, I think what happens is, and using the piano as the example, time will detune you, right? If you do something for too long, it starts to get out of tune a little bit. And I just realized, I was talking to one of my coaches the other day and they said, "You know, Jason, I think some of the messages you've been doing have been just getting out of tune because they've been a little long and it's time to invent a new song." And I'm like, "Got it." And so, what'll happen is life will detune you. People will detune you. The employees you had to fire will detune you. The employee who quit that you're upset about detuned you. And so, you start to detune. A breakup in a relationship of your spouse will detune you. Like all those things start to dull you and detune you. And so, my question is, what are you doing to tune yourself up? What classes are you taking? What is in your mind? What podcasts are you listening to? Who are the people you're surrounding yourself with that are sharpening, tuning, and making those little tweaks? I don't know how to tune a piano. I think there's like a lever or something you have to pull on the end of a thing. But like on a guitar, you just turn the knob and it goes up and down. And like, here's the thing. Some people are brilliant and can tune themselves, right? Like they just, by ear, they can perfectly match their guitar and maybe the best piano tuners can do it without a thing. But most people who have tuning have to have outside validation. They bring a tuning fork. They have a kazoo or something, something that makes a noise or like the little things you blow for guitars, or they have an app on their phone that checks the tuning for them and they get validation of that they're in tune or out of tune. And in my world, that's coaching, that's a mentor, it's a spouse. It's somebody to say, keep me in check. And that's what my wife does. She is the best. Like, "Babe, am I doing something that's too outside of the universe? Like, what would you—am I being too unrealistic here?" And she'll be like, "No, babe, like, if you believe in that, like, let's go." She's my tuning fork. The right people on my team are tuning forks. My coach is a tuning fork. And this is the other mistake I think people make. They tune to the other people in their city instead of to a tuning fork. Okay? Here's what I mean. A salon sets their prices based on the salon across the street. Wrong. The salon across the street set their prices because that's what the price of the last salon they worked at, right? Or whatever it is. And so, you can't tune to just those around you. That'll create just a bunch of detuned people. You have to tune to a standard, going back to the last question we talked about. You have to tune to a standard. And if you're out of tune, you gotta get back in tune and back in line with the company. Because if everybody's tuned to the right thing, you make beautiful music. If you don't, then you're out.

Winn: Wow, this is such a great conversation. And I can absolutely relate. You know, where it's easy for me to get detuned would be physically. You know, health-wise. Wellness.

Jason: A hundred percent.

Winn: And so, I purposely put together like a little tribe of people, and it's about six or seven people. I don't think any of them even live here in California where I live. So, they're around the country. And, you know, I started my little 4 a.m. club and we literally, I could show you my text messages from this morning of texting back and forth. What time did you get to the gym? What did you work today? You know, I, there's one guy during the winter, he lives up in, um, New Hampshire and he'll send me videos. It's pitch dark outside. It's four o'clock in the morning and he's walking two miles to the gym. That's how he's getting his cardio and he's got icicles forming in his beard. You know, but that's the motivation that he sends to me. And so, I put together that little tribe that keeps me on track.

Jason: That's good. And that is it, right? 'Cause I mean, look, I've been on a quest. I've been trying to find my abs. I've heard I had them. I've just never seen them. And so, I've lost in the last, how long has it been? In the last two years, I've lost like 45 pounds.

Winn: Wow. That's huge.

Jason: I mean, you know, this just means I was huge before. That's all it really means. But what interesting to me is like, if I go out of tune, like I just went to an all-inclusive resort in Mexico last week. All it takes is a couple of days and you're out of tune and it takes a week or two to get back. Like it really does.

Winn: Right.

Jason: I think people don't understand the power of staying in tune all the time and what commitment it takes to, exactly what you said, Winn. It's the community and the group and who you're tuning to because if you just tune to the average, you're going to be gross. You know what I mean? If you just tune to the people that are around you, most of them, like most people around you don't make the money that you want, don't have the life that you want, don't have the body you want. The average person is actually not great. And I'm not saying people aren't great. I'm just saying that the standard is very low. And if you want to be a high-standard person or a high-income earner, you start to become elite when you compare yourself to the rare minority instead of in the vast majority. Sorry, that sounded like churchy for a second. I went all like, alliterated. But the idea is that that's what you gotta do. When you're rare, and again, having abs or being in shape is rare at whatever stage in life you're at. Having a lot of income is rare. Being a stylist that makes a couple hundred thousand dollars a year is rare. I'd like to make it less rare, but I'm saying like, if you wanna be rare—you wanna be broke and be like everybody else, no big deal. Go collect food stamps, work for the government, do whatever you gotta do. No offense to government workers, but I'm just saying it's a different universe. But if you wanna be the best, if you want to be incredible, if you want to stand out, you're going to have to do things that the average person doesn't. And you have to find people that average people

don't like being around and that make you uncomfortable. And the more uncomfortable you are, the better reality you get to live in.

Winn: I remember once we were at, it was like a spa fitness type place where you're basically on lockdown for like five days and in a small group. I went with a friend of mine and—

Jason: Like a retreat?

Winn: —I overheard him having a conversation. Like a retreat. Right? But you stay there and it's, you know, it's very, very strict with your diet. And anyway, it's called a We Care spa out in Palm Springs.

Jason: Sounds fancy.

Winn: And I overheard my friend having a conversation with the other people that he had just met there and he's pointing at me and he's like, "Yeah, he looks like that naturally." And I was like, what, are you kidding me?

Jason: Nobody looks like that naturally, bro.

Winn: Exactly. Yeah. You know? And I know what I'm capable of in a negative way. I know if I allow myself to get off track, I know how low I can go. And so, I just don't. I don't get off track anymore. And I used to say, "Well, I'll go to the gym whenever I'm in the mood." I never went.

Jason: I'm never in the mood.

Winn: I never went.

Jason: Yeah.

Winn: Yeah. 'Cause guess what? If we let our feelings determine—you know, feelings are like this: they're all over the place, up and down. Well, my commitment, my hustle, my discipline to something like the gym and fitness and wellness, man, that's how to stay consistent.

Jason: Again, it's a choice. Every day, it's a choice, right? The chocolate cake or the chicken and broccoli is a choice every day.

Winn: Yeah.

Jason: You know, I do the same thing every day. My meal prep. Like, I mean, a lot of people would say, "Oh, that's boring." And I'm like, "Well, but I like the results it gets." And I think that's the reality is you've got to ask yourself, what's the result you're after? And are you after extraordinary results? And you have to do extraordinary feats of discipline, extraordinary feats of increasing what you do. And like, most people are interested in being average or I call them normies: people that like a normal—a nice, safe, normal life. And I'm like, that's cool. It's not for me.

Winn: Yeah. And it's not for a lot of people. Probably it's not for a lot of people who are taking the time and investing their time to listen to this. So, we have the right tribe here.

Jason: Yeah, if you're listening, I'm not talking about you. I'm talking about your friend that didn't listen to the show today. That's what I'm talking about.

Winn: Exactly. Yeah. Okay, so another topic.

Jason: Sure.

Winn: So, the difference between—

Jason: This is fun, by the way. Thank you.

Winn: Well, I'm fun. I told you that in the beginning.

Jason: *[Laughs]*

Winn: So, I want you to talk about the difference between education and transformation.

Jason: Oh, okay. That's a huge one. Thanks for asking. Education versus transformation. Most people think that education is information. If I spew information at you and I tell you what needs to happen, that you magically will create it and that's not real. Education is not information. Education is a process of transformation. Okay? And what that means is you have to go from the stage where, yes, of course you have to take in the information and you have to turn that information into knowledge by applying it in your universe. Because to know and not to know is not to do. I don't know if you've heard that before, but to know and—

Winn: Oh yeah.

Jason: To know and not to do is not to know. And the idea is that when you create transformation in somebody, I realized this was what I screwed up recently. I was creating all these trainers and they were all amazing trainers. They were some of the best trainers on stage, but like there was something missing. There was like one degree and I'm like, "What is the difference? People were saying, "Oh, you're so helpful. This is such great information." I could hear the words. Such great information. It's so helpful, so useful, so applicable. But there was a word missing. Or a phrase missing, and this is the phrase. Winn, I'm sure you're an amazing educator, I'm sure you've heard this a lot: you've changed my life.

Winn: Yeah.

Jason: Okay. Now, if you want a test to know if transformation is happening around you, you've to ask yourself: how often is somebody saying to you, "You've changed my life?" Now, if they're not saying that, you're not creating transformation, you're just creating information transfer, and if information was the secret, librarians would be the richest people on the planet, anyone with access to Google would be a genius, but we're not. And even when, you know, all these AI systems and GPT and Claude and all these things came out, people like are getting dumber instead of getting smarter with more access to information. So, information has become a ridiculous commodity and transformative training has become very rare. Right? And so, I like

dealing in rare. I love dealing in rare because rare, like rare air. How do you get around people that are the top of their—like if you're in LA and you're hanging out with celebrities, that's rare air. It's like only a fractional percentage of people make a million dollars for a movie. That's rare air. What do they do? Well, they do things that other people can't. They do things other people don't. It's rare for them to do it. And so, I realized about transformation. I started working with my team and I started saying, "Guys, we need to work towards what creates the transformation." And transformation requires one really important thing: implementation. And it's not just do they know, it's what's in their way from doing what they know. And so, the large portion of my study in the last 20 years has been what stops somebody from doing something? Like, what stops you? Like, you said about going to the gym, like you had a rule, you had a rule in place: I'll only go to the gym when I want to. Well, that stops you. Okay, where'd that rule come from? Well, it came from *blah, blah, blah, blah, blah*. And like when I was eight years old, this happened to me and *da da da*. In our entire life, like I'm 45 almost 46, okay? And so, for me, I've had a bunch of rules that I put in my life earlier that were supposed to make my life helpful and more efficient, but half those rules as I've gotten better, I have to reassess those rules and say, does that rule still serve me or do I need to readjust the rule? The rule when Jason was 45 pounds heavier was, food is an important part of my journey and experience in life. And that without variety in my food, life is boring. That was my truth.

Winn: [Laughs]

Jason: That was my truth. But I have to change that truth. And you said you were mentored by Tony Robbins, right? I've done tons of Tony Robbins stuff. I love Tony. He's got some great stuff. But he talks about, if you want to change your life, change your story. That's his phrase. And I really do believe the most important thing I've ever learned is to go back and examine all of my stories I tell myself, because you mentioned storytelling is such a huge part of your podcast. I heard that as I listened to episodes that you've shared. And like, we are all storytellers. But the person we sell—and this I will say the word *sell* to: the person we sell our story to the hardest is ourselves. Right? And so, if you really want to change your life, you gotta change your story. Thank you, Tony Robbins. And I think if you want to change people to create transformation, you've gotta change their stories, you gotta figure out where those things are, you gotta go back and create that implementation, but figure out what are the obstacles in their way from implementing it, and if you don't handle it, then they will never implement the knowledge that they have. And I learned that a long time ago in the salon-spa space. is that the salon-spa industry is a lot of, "We do it because it's always been done this way." And like, "That's what my salon owner taught me to do." And like—that's normal. So how do you shake it around a little? How do you upset it? And then you create transformation. And that's when people say, "You pissed me off." Sometimes the agitation will create transformation. I don't, that's not my

favorite way, but agitation can create transformation. And you will change people if you're willing to make people uncomfortable temporarily.

Winn: I love that. We actually even adopted that as a cultural belief. The six words of a failing company are “we've always done it that way.”

Jason: Yeah. I tell my team, “Don't you dare.” My favorite, this is my favorite. I just heard this literally today. It went into my—I have a new gal who's worked for me for four weeks. I went into her office. We've done all this marketing stuff and she's working on my new brand. And anyway, she pitched it to my team that's been on the team for like seven years. And she said, “Here's what I want to do with Jason's brand.” And they all said, “No, no, Jason's not going to like any of that stuff.” And she goes, “Well, that's funny because Jason just handed me this to go take it to you guys.”

Winn: Interesting.

Jason: And what was fascinating is they were running on Jason 1.0 and we're on Jason 7.0. “No, Jason will never go for that.” She's like, “It's funny because he signed off on all this already, actually.” And it's like, if you're not evolving, then you're behind the race.

Winn: Wow, wow. Okay, another change here.

Jason: Yeah, go for it.

Winn: So you say leadership has changed from me to we. What do you mean by that?

Jason: Yeah. Okay. OG leadership. And Winn, we've both been around a hot minute. It used to be: I'm in charge and I know what to do. Follow me. We can make it happen. And people used to run along with that because if you were successful, then they thought you could make them successful. But now people that are on your team, like this is going to sound weird, but like I believe that people have to be invested and involved in the ideas and the concepts differently. So, if you've ever gone, like you've ever gone to a conference, Winn, and you come back with all these great ideas and you pitch them to your team and your team's like, “Winn's all hopped up on Tony Robbins” or whatever. You know, whatever the thing is, you get all wound up and you're like, “We're going to change everything!” And they go, “Oh, Winn's on this—he went on a trip, he went on vacation and the barista served him a special way.

Winn: Here we go again.

Jason: “Oh God, Winn.” I'm sure you've never done that, right? Never, never, ever.

Winn: Way too many times.

Jason: Right. So, the way you get around that is instead of it being like me, I have this idea, I have this concept, you've got to come back and turn it into a “we mentality.” And so, the we mentality is like, “Look, I have some ideas, I want them past you. Can we poke some holes in it, figure it out? But how do we

make this a we idea?" And the we idea—I don't mean like small, like wee idea. Sorry, that was kind of an Irish thing there. But like not a wee idea, but like, "How do we turn this into an idea that like, you're excited about it, I'm excited about it?" So, I come back and I say, "Listen, I got a bunch of concepts. I wanna know, of these ideas, what do you think we need the most of right now? What would you tweak about it and how can we own it?" And they go, "Yeah, okay. Well, this one's good because of this and this is here because of that. I think this is good and like this one's still good." And I'm like, "Whatever. Like, okay, so you're good with this?" "Like, yeah, actually I think if we do this, it'd be fantastic." And it's this collaborative, cooperative scenario where we come up with the idea together. Now don't get me wrong, I'm still in charge as a leader and I'm guiding the direction that we're going. But my job is to facilitate my team in a direction. Not to just say, "Shut up, get in the car."

Winn: Right.

Jason: Because people have too many choices these days, man. Like if they don't want to work in a salon, they can just like, they don't want to work for your salon, they just go rent down the street for 300 bucks a week or whatever it is. And if they don't like working for your company, I can go work for Uber tomorrow. They'll hire me right off the street or I can go work for Amazon. Like there's too many choices. I could go work online and work from home. So, you've got to figure out how do you make a solid "we" with your team so that the vision that you cast is big enough to contain them. And they say, "We are going here because we want to be there. Not because Winn does or Jason does or anybody else, because we choose." And if you look at even back to like JFK, right? He said, "We choose to go to the moon." That was a we moment. He united a country to say, "We choose to do this." And your job as an excellent leader, that's—the "rare air"? They are we leaders, not me leaders.

Winn: Love that. Love that.

Jason: Yeah.

Winn: Okay. What you call the "one percent problem." What is that?

Jason: Yeah. One percent problem. One of the biggest issues for most people is they don't understand the power of one percent. We mentioned fitness. If my food is off one percent for a long period of time, my drift is enormous. So, think about this. If I'm walking straight and I just make a one percent turn to the right and I just keep walking, I'm no longer walking straight, I'm walking in a circle, right? Just that one percent, that one degree. If I take a one-degree turn every day for 360 days, I'm gonna come all the way back to the middle. And I think people underestimate—misunderestimate? That's not a real word, sorry. They underestimate the power of what one degree does. I grew up, my grandparents had sailboats in the San Francisco Bay area and we used to go sailing. And when you're just off by a degree over a long period of time, you'll end up in Mexico over Australia by one degree change in your direction.

Winn: Wow.

Jason: And I think people don't catch that, like, if you're just a degree or two off, that you can drastically change the impact if it's compounded over time. And so, if you're like, well, you know, having chocolate cake tonight, no big deal. But chocolate cake every night for 360 days is gonna be a mess. And they're like, "It's just one, it's just one little piece of cake." Like one piece of cake times 300 days equals fat-belly Jason, right? So, I just think that's part of it. And so, I look for the other way. Remember we said suggestopedia? I'm looking for the one percent cleanups and people are like, "Well, the way I dress," going back to that. "The way I dress doesn't really matter that much. It's only one degree off." But I'm like, "But that one degree could mean the difference between making 20 or \$30,000 this year." "No, no, no, no, no. It's not gonna make that much of a difference." I'm like, "Show me your paycheck. Let's see it." Because asking one more client a day what products they use at home and if they wanna take the products that we talked about today home to have great home care when they're at their house, that one question a day compounds over the year to be 300 more bottles of shampoo or conditioner or whatever the product is or, you know, it could be a one—and like McDonald's knows compounding of one degree. The famous, "Would you like fries with that?" That's a one percenter. Out of that entire experience, "Would you like fries with that? Would you like to supersize that?" Would you like to whatever. That's a one-degree shift that made them billions with a "B" dollars because of a one-degree shift. And I think the other thing about one degree is this: one degree is easy to mess up. It's also easy to get right. Make sense? So, like it's easy to just let it go, but if you clean it up, it's also easy to say, "It's just a one-degree change." Most people think you have to make a complete right turn to fix everything. It's not. It's just make it one degree better every single day and in the whole year, you've completely changed your life.

Winn: That's a good one.

Jason: One degree.

Winn: That's a good one.

Jason: Yeah.

Winn: You know, here's a—before I do wrap things up with you, I'm just wondering what's your advice? 'Cause I have a lot of a—now I'm going to get real selfish here. With my company, with my organization, I have thousands of graduates every single year and just so many of them, I, you know, "What's your next step?" "Well, I'm going to just go rent a salon suite." What is your advice to new graduates who want to immediately go into a salon suite?

Jason: Well, this is a big question. Can we talk about it? I mean, I will say this. I don't mean to like shamelessly plug my book here, but I did write a whole book on that subject. It's my book called *Prove Them Wrong*. And I'm not trying to plug my book. You have it for free.

Winn: Plug your book, baby, it's okay.

Jason: I know, I just don't, I wasn't here for that. That's all I'm saying. I came to serve, dude. And maybe I'll just serve, you can have my book for free if you want it. Find me on Instagram, send me the word "prove" and I'll give it to you. I don't need to sell it. But the reason why I wrote that book with the other mentors in the academy was, I think that people are very interested in owning their own salon. Like, they think that's the trophy is owning a salon. But they're not educated enough on what does it mean to own a salon. Do you wanna own a job or do you wanna own a salon or what part are you interested in? And I think they're like, "Well, I wanna write my own schedule. I wanna do all those things." I'm like, the problem is that when you do that too early, I say too early. When you do it right out the gate, and Winn, you probably see this across all the schools that you work with, right? Is that when you do that too early, you actually will—most of them fail in the industry. It's like 85 percent of people who go rent suites right after school leave the industry within two or three years. Like the number's abysmal.

Winn: It's sad.

Jason: Right? And it's super sad, especially for you guys at schools. Like you don't want people to leave the industry after they've spent all this time getting educated and they leave. And so, I predominantly work with employment-based salons. And we're changing it from people who say, "Well, commission or rental or what's the way to do it?" And I think there's another type of salon that needs to evolve called the lifestyle salon. And the lifestyle salon is about creating a lifestyle for every person that's there. And if that booth renter or that student fresh out of school, if they could get clear about the lifestyle they want to create for themselves and then pick the model, that they could create an amazing life. I have stylists that work inside of our lifestyle salons inside of our academy that work 20 hours a week. earn \$200,000 a year. Like, that's a real thing. And people think, "Well, I want to go booth rent because I can keep 100 percent of my income." Like that's the cherry. And we live in such an instant gratification world that if I want to be a salon owner, the fastest way to be a salon owner is I just say, "Why, I own my own suite!" That's not—you just own a job, man. You're like, that's like saying, if you work for Uber, that you own Uber. You don't own Uber, you just work for Uber. You work for that suite. You work for that person. And so even though you're like, "But I make my own schedule." Like, but do you have the lifestyle that you want? And most suite renters—and by the way, there are amazing suite renters that, like, are amazing educators and they've been in the industry for years and they do that. And this is the other thing that started—I'm gonna rant for a hot minute about this—but like the other thing that happens is a lot of the influencer educators, they can't really do their influencing in a regular salon because of their schedules and things like that, they've gotta shoot content all the time and all that stuff. So, they leave and go to a rental environment and they pitch rentals the best way. But the secret is a lot of those people make their money from their content and their education, not from their actual suite. And so, they're running around peddling that this is the answer. I'm like, "That was the answer for you." And I just don't believe in cookie cutter solutions. So, in the

book, *Prove Them Wrong*, it talks about how do you become a lifestyle professional? How do you become a lifestyle professional that can make six figures a year and more from working in whatever salon will support you to get to that? Not booth rent or commission.

Winn: Right.

Jason: And that's how I see it, is that there's just so many amazing places. And I just ask people, "Man, if I can help you get to six figures, can we just do that?" Like, don't worry about commission rate, don't worry about this, don't worry. Just let me help you make six figures. And then once you do that, decide what you want to do from there. That's a very different play. That's how I look at it.

Winn: Thank you.

Jason: Is that helpful?

Winn: Very, very helpful. Because I always ask my students, "Why do you want to work in a salon suite?" "Oh, because I'm an entrepreneur." I'm like, "Really? What does that mean?" "Well, that means I just want to do whatever I want. I want to dress however I want. I want to create my own schedule. I want to—" And I'm like, "You didn't describe an entrepreneur. You just described a really bad employee and you're going to be out of business very soon."

Jason: Right. Yeah. Have you ever read, Winn, the book, *The E-Myth*? Entrepreneurial myth, *E-Myth*?

Winn: Oh, of course. Years ago, yeah.

Jason: Yeah, so *The E-Myth*, he talks about something called the entrepreneurial seizure. And I think people are having entrepreneurial seizures just earlier in beauty school, because they're like, "Oh, for \$300 a week, I could go be an entrepreneur." And they don't know what it means yet. And I go back to what I said earlier about people that are coming into the world under-educated about how to have human interactions. They're also very under-educated about business. And it's very rare. Of all the—I mean, I've worked with thousands of salon owners. One percent of them ever went to business school. Most of them were pissed-off employees that just said, "I can do it better" and they started their own salon and they wonder why they don't make any profit. And that's why I help people make profit in their salons because I show them how to actually run a business instead of running a hobby. If you don't make money from your business, you are running a hobby, not a business. A business makes a profit. And employees would get pissed if they didn't get a paycheck, but you as an owner should be pissed if you don't make a profit.

Winn: There we go.

Jason: Right? And that's why I think there's more education there.

Winn: I want to wrap this up with a final question, but before we do that, how can people find you? And I'll put all your information in the bio here. And then also you have a salon success test. I want you to tell people about that as well.

Jason: Yeah, a couple of ways you can go track me out. First of all, thanks for—if you listened to this whole dang thing, I hope you listen for Winn all the time because he's a freaking rock star. So, thank you for having me on, Winn. That's amazing. And if you listened to this whole thing like, can I just say great job? Like, it takes a lot to dedicate this much time to growing yourself. And I just hope that you took one thing from today that was valuable, that changed you, that transformed you. And like I said, I don't try to sell anything. I'm trying to invite you to make your life better. And if you're here, you're already one of those people. So well done. Can I just say that?

Winn: Yes.

Jason: If you wanna find more, my whole philosophy is I wanna give before I ever ask for anything. So if you want a copy of any of my books, either *Profitable Salon* or *Prove Them Wrong*, just go find me on Instagram @JasonEverett or @HighPerformanceSalon and you can go just message me the word “prove” for the *Prove Them Wrong* book or message the word “profit” for the *Profitable Salon Owner* book or just go on and find me and say, “Send me your dang books.” Like, that's fine. I'll figure—I'll know what to do, okay? And I would say if you're a salon owner and you're listening to this and you're like, “I'd like to know if my salon is doing well or not,” if you go to highperformancesalon.com there is a free salon owner success test that'll take you through a bunch of questions. and it'll help evaluate what part of your salon is doing well and what part could be doing better. It's a free assessment and all you have to do is go fill it out. There's no obligation, there's no credit card, you don't have to do anything, just literally fill it out. It'll give you the report right there on the page. Because I just feel like if I can give you awareness of something that would be better, it'll change your life and, Winn, I think that's what you're doing with the podcast, man. You're helping people become aware of things they weren't aware of before. So, thanks for doing just an amazing job, sir.

Winn: My favorite thing to do. So, do you have a final message for our listeners, Jason?

Jason: Keep showing up for yourself. If you listened to this podcast, you showed up for you, you made a one percent change. Be around people like Winn who want you to, ironically, win. And the idea here is that I just think that if you care about people and you care about yourself, you gotta take care of yourself and put yourself in a place where you can win, where you can give back to others. And the greatest thing I could tell you is, better than being successful yourself is making other people successful around you. And if you learned from today, it's your obligation to go teach somebody what you learned from today. Because I've never learned anything faster or implemented something faster besides learning, turning, and teaching. I learned that a long time ago as a dance teacher. I learned to this day is when you learn something, immediately find somebody to go teach it to and you will retain it 100 times faster. And you'll make their life better at the same time and you'll raise their energy level, they will pay to be around you and you will have

great employees or great people and a great team. And that's what I would just today, Winn, and thanks for having me on.

Winn: Wow, I can add nothing to that. Jason, thank you so, so much.

Jason: Thanks, man. Thank you, sir, for having me on.