Paton ([00:00](https://www.rev.com/transcript-editor/Edit?token=ljy664I6ag58QvUcEr6qi1msxWrwIcy-yYKn9y0Gi3bpuzfSpLD5lJFWQOVeCF0boAObHRuCgC6uaGk9IQYC-YaG6Jc&loadFrom=DocumentDeeplink&ts=0.18)):

For you, there's a clear, well, good. Glad to hear it. I have this fancy new microphone, so

Tom ([00:06](https://www.rev.com/transcript-editor/Edit?token=0iRSazveV1Vm-_gcuNTwiM-38UJUJfrksradIUfvas8locRt4XDalZSz5jrnpmWLJUZrzukOJvmNS3WGWURzJV-lnF0&loadFrom=DocumentDeeplink&ts=6.92)):

Let's take a sure. SM 58, but I'm going to,

Paton ([00:12](https://www.rev.com/transcript-editor/Edit?token=41GSuTNLd70u_BobOV9_stYXnSPVO3w7XijY2z7iUU_coPwh3Ytj7lyyaYmjRaxccIRnVOFM04KcvrEJYIgv-4wkFc0&loadFrom=DocumentDeeplink&ts=12.56)):

Well, that makes one of us a technical expert.

Tom ([00:14](https://www.rev.com/transcript-editor/Edit?token=qsRYq7GVlb8yLru7-sYbxTIiVsVlAXfmKVr9BxHstGiT0XM_77NZ_Zrn7sUAuqLhFGJ0_7UGLdBohTRusfC15athamI&loadFrom=DocumentDeeplink&ts=14.81)):

I was, I was a musician. I was for about 12 years. What it's, what instrument? Um, I was a guitar player. I'm deeply jealous. Well, wait a minute. I guides just sent me a picture. I see if I have it an old buddy of mine.

Paton ([00:30](https://www.rev.com/transcript-editor/Edit?token=3OMREkQySYpu2G-iy1IIDYytz7a7Ksx9UkD9BEaFNfe3X28Zten21NMBn9jnkl92uWodXtWLfp_qMAcUQy4D32DLwd0&loadFrom=DocumentDeeplink&ts=30.59)):

Spandex pants, Tom.

Tom ([00:32](https://www.rev.com/transcript-editor/Edit?token=LCES2jkc59cjWXZDw8Pin-TPt_L0HinZ-vg8mXMtmBDk7ZX14bl70-7igHsSdGw4OKF8jtAlb6yj992OaQtqc6VA1Vo&loadFrom=DocumentDeeplink&ts=32.66)):

No, but almost this is classified information to see if I get that to come out.

Paton ([00:39](https://www.rev.com/transcript-editor/Edit?token=uc8etQ6NjWG9f9JXtkMCVigL39WD8LJVKsqyWy4nWIZwUNDsBMnK7WT7kEQeQ96q0I4jv__PUX0eFY4znsy7tNBjzkw&loadFrom=DocumentDeeplink&ts=39.42)):

Oh my God. That is awesome.

Tom ([00:44](https://www.rev.com/transcript-editor/Edit?token=4rh1OFXpGAC8uIiOkd_metNqlqJZtaEEMjcWlvlbRA1uVlZiRi0BDTXbEvOuvR-uvJVSGX80ijKgO_qzQ83BQ_uBc8c&loadFrom=DocumentDeeplink&ts=44.18)):

That was a, that had to be 1984, 1984, 85. So I moved to California in 80. Yeah, that's Seine. That's 86, 1986. I to California 85. Yeah. Were in Cali. I was in Hollywood. It was a,

Paton ([01:02](https://www.rev.com/transcript-editor/Edit?token=yqjlfhb7ubwhdI6zKm5q151WxmKbtr7hidet8-mhwV6uCCywWmcNqZH4W_p6Uhh_vU1trpwsV8VAouDlhbTp6VBJSJY&loadFrom=DocumentDeeplink&ts=62.18)):

Yeah. I spent my young childhood in, uh, Santa Barbara. And then, uh, when I was 11 before sixth grade in 1974, my mom thought it'd be a good idea to move us to Kent, Ohio. Oh, there you go. That kind of, I I've gotten over it, but it's taken me years of therapy.

Tom ([01:22](https://www.rev.com/transcript-editor/Edit?token=UsWxUZkjbTNBj_4U0ax57dv-iIphCrJHNugOvVGzToeJJ75felzA3BajhpDrkPmuwNLvcircx_V7dxAaEQHk4q3WFME&loadFrom=DocumentDeeplink&ts=82.92)):

Let's just put it that Pinto. Is that like South central?

Paton ([01:26](https://www.rev.com/transcript-editor/Edit?token=j16DzBODfkNx4pkUK2QiSvd70zgCcv3ehVd0a5G5lxuFD1ZtHPBwdUp6Mz9mDQdC1F56LdKVjItl5u_OPcvkSY1TA-E&loadFrom=DocumentDeeplink&ts=86.84)):

Uh, no, it's just a, it's outside of Cleveland right near Akron.

Tom ([01:31](https://www.rev.com/transcript-editor/Edit?token=Fn0IFH26RdZ68vh3BzWEKGH2p8t7N6cOTdkxnooeBOPlK1iyM4UdVMtL4DrKSDwFIVJl21khYtNgr6QNiChuH7IO-ao&loadFrom=DocumentDeeplink&ts=91.4)):

Okay. So that's like on a clear day, you can see the back of your head.

Paton ([01:35](https://www.rev.com/transcript-editor/Edit?token=WmErw1fOnmvzFpdCWlWiGAuM8kfRCwPfylnnxZ92iuwSfi2s0au_UZe1zS5yAzwIes-ioHQpnCiUEwIP63YInxn06Fw&loadFrom=DocumentDeeplink&ts=95.15)):

Uh, that is correct that well, let's just put it this way. The neighboring town is Ravenna. And in before world war two, the government put an armory there because the cloud cover in that part of the country is greater than any other part

Tom ([01:50](https://www.rev.com/transcript-editor/Edit?token=_7ePAdb32kfAxEoQOFNknbNazsCrOVnOICYf9UVXc1gkM3B3CxLEsWNAujTfnLp2Vd3rXDAE11nsKIFGpD8VNea09Y8&loadFrom=DocumentDeeplink&ts=110.6)):

Country. Yeah. That's a, I grew up in Batavia outside of Buffalo. We had a similar kind of great lakes. Basin just creates. We wake up every morning to sunshine and by about one o'clock all the clouds would form up and come in and,

Paton ([02:04](https://www.rev.com/transcript-editor/Edit?token=bd8INBATTds_WC6q65laAcOpFQLS_M3WFmO0Q27SXXxoCEoz5X8fwmvOxozClUFYJTVScvRKYLhvwABfgvOp_qXQpSE&loadFrom=DocumentDeeplink&ts=124.88)):

And urines back in Syracuse now. Yeah. Yeah.

Tom ([02:07](https://www.rev.com/transcript-editor/Edit?token=Th3HlvvmIqg03UPvb8CPTww3__pIcbF8rkNj40e2A3gc9dYtOYIbog9eN9Y52KshIH2q1niI4vqI8Cdn8rd8HXd3UH4&loadFrom=DocumentDeeplink&ts=127.91)):

Which I must say we are, we have dramatically more sunshine than Buffalo. It's the way the pattern works. Where, I mean this year has been, I mean, despite all the COVID crap, it's been an incredible summer for a sunshine convertibles, golf clubs, all the, yeah. All the time.

Paton ([02:24](https://www.rev.com/transcript-editor/Edit?token=eNF79x3w0JOl4ByxvpQu2l3ZsCwYWzxa3z-4_KfvQOVCryQWkVM_rF5h1M9Pirt1gWh_U3gmSC7Xpw1MtSC5AvpFuH4&loadFrom=DocumentDeeplink&ts=144.02)):

Well, and I'm, I'm in Minneapolis where nobody moves for the weather, but the summer has been spectacular here as well. So, well, listen, it's a pleasure to meet you. I appreciate you giving me time. I'm recording via zoom already, but not officially the audio file. Um, we're not, we're doing audio only. It's audio only, which is why

Tom ([02:45](https://www.rev.com/transcript-editor/Edit?token=rET1bODLQnsydVSmXOVBINk-CfURPEDtIHWVFpLcjmVpDArmAhHunP-i93UWB_0J4F6sqDjVV4uM0vc6mkNqNkIp5X4&loadFrom=DocumentDeeplink&ts=165.44)):

You got the glasses on. These are my cheater

Paton ([02:47](https://www.rev.com/transcript-editor/Edit?token=xjprGsljW-L5JynizQRRdwsx_Z9xGHE0acANqyY6Ldh9DdUd7yBjIyS-CHK0BFIiDUyXejPkqRb4rPmnZSCgngbQhe4&loadFrom=DocumentDeeplink&ts=167.78)):

Dude. Yeah. And I, I'm a podcast guests a lot too, and I'm always explicit with April. Please make it clear whether I need to look like I know what I'm doing, or just sound like I know what I'm doing. So a, I have various

Tom ([03:00](https://www.rev.com/transcript-editor/Edit?token=-nsQ-DnqidTY6TRQTJMCU0ejVJOY1IHymRvBc0djd7xz2_xMdj_x8zCSvVR2T7J2hdAcQ88PR6WPXn0xPgRkq6DwfXc&loadFrom=DocumentDeeplink&ts=180.01)):

Backdrops that I can places in the office that I shoot from for various types of shows. So,

Paton ([03:05](https://www.rev.com/transcript-editor/Edit?token=I2Ibi8NpGp_5jYCjpLyvTDaVFWsLPRVPqilUoBn-mzYJcdtD4fR3fWyPkgYDUVLCuBX6jcGGW44h5trGNtCtSZJjxtg&loadFrom=DocumentDeeplink&ts=185.31)):

So a couple of things know that we have a world class editing team. And so anything we screw up, we can just go back and redo or leave intact and it'll be edited out. So that should free us both up to just enjoy talking with one another. Um, I have a hard stop at 11 as I know you do too. And my guess is we're gonna use somewhere between 20 and 40 minutes of dialogue in this call. So, uh,

Tom ([03:32](https://www.rev.com/transcript-editor/Edit?token=AN8oZ1xd3cdUyvntobnubho1_Wirjx47OOnv4UKfZvoJTb99N81oCjyuIvaI2Y_DoDqeBpV_YQITdnrHp71qZZS8rro&loadFrom=DocumentDeeplink&ts=212.89)):

Whatever you need. Yeah, yeah. And comfortable with the format. And, uh,

Paton ([03:37](https://www.rev.com/transcript-editor/Edit?token=Q8fjKeYx8sJBB5cFIqOP-4_u7jO4X72q01Pdm1JshSxn8fOCbwIxa_m6CL0YhWMSurWmhbNCkR2BCswfbcSPbi5L5SM&loadFrom=DocumentDeeplink&ts=217.81)):

And, and everybody I've talked to, that's already spoken with you, including our marketing team and my, uh, podcast pro love you and says, I'm going to enjoy this conversation immensely. So please don't disappoint me, Tom. I don't want to put any pressure on you, but, uh,

Tom ([03:57](https://www.rev.com/transcript-editor/Edit?token=zi2-JdJt2FnfrxbjHM_u22eqixRHnx5u1kxNbQWtxAwkrceDSg-bnBkfKxbO2ReLEs08JgH1ttjjTUpyrJz8nRRlCgE&loadFrom=DocumentDeeplink&ts=237.63)):

All right. Yeah. So

Paton ([03:59](https://www.rev.com/transcript-editor/Edit?token=jpcezRS5Xe5y0ZoJMiC3zibnCYYTZIq8mP-d34fDKDjpIp6NZqYLQqoe-RrjTW6EnufYpNElXOwBo19yCbgVCPTR9wk&loadFrom=DocumentDeeplink&ts=239.93)):

I'm going to hit my re Oh, wait a minute, April. I don't need to hit the record button. You've already done that

Tom ([04:05](https://www.rev.com/transcript-editor/Edit?token=kyOXANDE7doczwMq2JgfvVOc1HC0haAInH1LunOImKOGHtO7XISaHdK8ZExtHs-aOnfaPks_HsvrYE7beXPRCHiRDqs&loadFrom=DocumentDeeplink&ts=245.43)):

Recording

Paton ([04:09](https://www.rev.com/transcript-editor/Edit?token=hwZvLBYPLOy4MjFFCTulewTgrmxpTS-97DccNxSnCGSRLA8a3a_DG4x9Myr9xHjvf_hLl6g9F8jL7AmROGkVdEgDAvk&loadFrom=DocumentDeeplink&ts=249.06)):

That is done, but the, the mixed pros. Good. Okay. Thank you. Sorry. I got a whole team a handle.

Tom ([04:16](https://www.rev.com/transcript-editor/Edit?token=CBtU1hfNuIHbeqyQiWi6Q4KEZr74VBndSob92xeILFbcBVYA3LnL5wPUBaxN0Dz0qr8VZ4hb3hbZMxw_GuZ9Xsih52k&loadFrom=DocumentDeeplink&ts=256.74)):

She's the genius.

Paton ([04:18](https://www.rev.com/transcript-editor/Edit?token=6jCXuNcrDZ7tNEXfV2R8heQXM4LetP0ubZZYBuzRPE0K-cXDcwqJs4aeDzNBZa_Z9Wxdq_ssVFT_SZ85AfTRtgmhQeY&loadFrom=DocumentDeeplink&ts=258.66)):

When I want to get fit, I'm going to just tell April to smack cookies out of my hand, whenever she sees one there. So, all right. Let's get started.

Tom ([04:25](https://www.rev.com/transcript-editor/Edit?token=u5pZ73mwbPw4ciTYqlLQjJhL1tWlYY9_zzSOXETtzJexnvC6AW2htR20Wv7iwa1bgS-ZzsnAZLYA91_N1r6XxMcOxws&loadFrom=DocumentDeeplink&ts=265.61)):

You look great. Did you change your hair? I don't know. Yeah,

Paton ([04:31](https://www.rev.com/transcript-editor/Edit?token=nINkFr5YGnWOuVcgkVz8yLiPxZwGxjimdKFrkkQGGpBQLcho7MqVAgScTVu10Vk1zceCqhlmMuGFX5yOFQ2LQDLFEWI&loadFrom=DocumentDeeplink&ts=271.65)):

Right here we go. I'm going to do an intro and then I'm going to just welcome you to the show and I'm going to dive right in. Okay. Yep. All right. So today I have the pleasure of speaking with Tom Kubeck. Tom, did I pronounce that right? That was correct. Excellent. Let me start again. I forgot to validate that today. I have the great pleasure of speaking with Tom [inaudible]. Tom is president and CEO of secure it, tactical a leading authority in weapons, storage, and armory design. Tom has designed and built weapons, storage systems for all branches of the U S military and all theaters of operation, as well as foreign military forces in South America and the middle East. Tom, thank you for taking time to join us today. Welcome to the show.

Tom ([05:15](https://www.rev.com/transcript-editor/Edit?token=fiJ-7S23w-0yt-MA5wEKXo691dMNop9_5xZShlnihuh_xPW5WV9-Ox3GmExyIajPz_WFudMj0pVQHfS4jzWAs7wG59Q&loadFrom=DocumentDeeplink&ts=315.24)):

Well, thank you very much. It's a, I was really looking forward to this interview. Um, there's so much great information to share.

Paton ([05:22](https://www.rev.com/transcript-editor/Edit?token=yFpRBb93EJresIgYtrfbCbeKSWjUTNLidx7amCvJvqoKBUggwPtCK2c1fgXXrjXCkCxJzdLe79gtpvNkJ3lYBtDnoL4&loadFrom=DocumentDeeplink&ts=322.98)):

I can't wait to get into it with you. Let me start with a, with an easy question. Just how do you typically introduce yourself when you're meeting a new group of business people?

Tom ([05:33](https://www.rev.com/transcript-editor/Edit?token=q0brRlwLanVIkQ_jN5u0Ieu8SdzioWoc19nid_agUyhIhqA3gHE3_xPXGJd9x-PkocMp56aoX_Am_EBnpsGPOyOLOJY&loadFrom=DocumentDeeplink&ts=333.72)):

Um, just using it. I just, Tom Kuvan is CEO of secure it and I let them ask the questions.

Paton ([05:38](https://www.rev.com/transcript-editor/Edit?token=GPfi7dpN8oW2G-Ty8OBebHDl-QKraY_6MmFPtGJkVQ1bgg0dCY-rPxDGUcXV_TR3Ewiihn-gCQ_krhl2kWKwn42RvDA&loadFrom=DocumentDeeplink&ts=338.28)):

Got it, got it. So tell us a little bit about secure it. What, what does your business do?

Tom ([05:44](https://www.rev.com/transcript-editor/Edit?token=2Ef49iyoB5goqK5gsXgZUan-nRzo08vyw5oLZRVr7MDkms7VlHh0ZKqQ9Ox61knCjEXyVi8za3O6g-O_3E2ONts6CT8&loadFrom=DocumentDeeplink&ts=344.49)):

Uh, in the middle, in the defense world, we are the largest supplier of weapons, storage systems armors. Basically you have a patented weapon rack and weapons storage system that we use in armories. It's used throughout the U S military and a lot of foreign fighting forces. That sounds really impressive, but it is a very small niche market and we own it. Um, now we struggled through the sequenced duration years with sales, you know, shooting up, dropping off as government budget money was, was pushed in and out. And, uh, five years ago we made the decision to go into retail and take our minds, our military concept, our military mindset of firearm, weapons, storage, and bring it to the consumer market. Uh, the retail market now is dramatically larger than our military business, and it's growing very, very, very quickly.

Paton ([06:38](https://www.rev.com/transcript-editor/Edit?token=CeV1AL1y_9MvutvNgMPWjrSjuX4RspZ3O6Dg70khGTD_SoQoeLrkfQShNs_dhMffnA0anOCaiLRZ1oSMO0P4gR8AemE&loadFrom=DocumentDeeplink&ts=398.38)):

Well, give us a sense of size and scope today and feel free to share that in any way you like revenues, units, sold. Number of employees. Tell us about the size of your company.

Tom ([06:48](https://www.rev.com/transcript-editor/Edit?token=1Dxk2kFLP6wWryoCRvPvhGYVIVRKM45rLV_TNeEflIC4HPBn7cf3uAqWSWSPUU-4Utx3Zn2cvpJTVrFxVjzQSBr6zBE&loadFrom=DocumentDeeplink&ts=408.52)):

Okay. Um, right now we are, we're growing so fast. You pick the month and I'll tell you how big we are. Um, we were, you know, four years ago we were 4 million. Uh, our budget this year was for 13 million. We're going to be closer to 18. Wow. So we're growing like crazy. Wow.

Paton ([07:09](https://www.rev.com/transcript-editor/Edit?token=FOF__SmsNixYc7xM4ZGmCVQhEWAnrXdDpOU46QBYqiq2IZCk2-UUgFk2DSmPBXDsqLBJ1CrIRrvK9YAP5TQRUyQeVvo&loadFrom=DocumentDeeplink&ts=429.34)):

Um, and, uh, in what role that you spend most of your time in the business, what seat do you sit in on the accountability chart?

Tom ([07:17](https://www.rev.com/transcript-editor/Edit?token=VQTH4ePBUNUFbI4t6RTh8hYmvfqWEJ44MkgrTmsT4xdJPYfovoOApq34EkfZ3IJacY6GLjAc5IVmzzAD-9KmbAe6nMs&loadFrom=DocumentDeeplink&ts=437.71)):

I'm I'm the visionary. Got it. Got it.

~~Paton (~~[~~07:19~~](https://www.rev.com/transcript-editor/Edit?token=jjDcHHpSTHt87yaDq8mO_3uGOnKwWmaOSIMuMqfFdeWkuO1p5rpk8R6Yk0jntH_zeLnaXk5_Gz8dHUqSMV_kHkkBK24&loadFrom=DocumentDeeplink&ts=439.78)~~):~~

~~And have you always played that role or is that a recent migration into the visionary seat?~~

~~Tom (~~[~~07:26~~](https://www.rev.com/transcript-editor/Edit?token=-kskU4h5ws2FpvbY_VAs7BCM-yvnS5ndbYonr_6tnQkSovpoqtN7BW51iH5rgl0vp7d_bPlqtuj4tfk49L6ZgAI_WiE&loadFrom=DocumentDeeplink&ts=446.26)~~):~~

~~Since the implementation of iOS? I have been, I, I saw the presentation about iOS. I said, wow, I'm the visionary. And from the implementation of iOS, I was a visionary,~~

~~Paton (~~[~~07:39~~](https://www.rev.com/transcript-editor/Edit?token=BedCqQgyc7jYjE82JWLTXXXiaPLobgQJuG-0RHdmwhTLVg_H3YO3qZ87OkiPAPzkthjsx5P4YPjQub1w-6F75y-QG38&loadFrom=DocumentDeeplink&ts=459.13)~~):~~

~~Hey, Tom, let me, let me, let me stop you. And I want to go back and say that. Would you do me a favor and resay that by saying E O S rather than O~~

~~Tom (~~[~~07:48~~](https://www.rev.com/transcript-editor/Edit?token=P6sj24L4YsuIz_QvJ-ew9Ur-nXpyfCYyzb2Iv3yge2tESP5jvVz4vt_1Tsbvhj3HImT7K7OH3BZgXugxYJfMGZyjxVI&loadFrom=DocumentDeeplink&ts=468.7)~~):~~

~~Okay. Okay, good, good, good. All right. Let me, let me do this as well. Then. I'm going to make a paper note,~~

~~Paton (~~[~~07:54~~](https://www.rev.com/transcript-editor/Edit?token=P7vC8iQEhf1FHYPmqaVKKl4CYKb64hYshRaDkCJWWLORv8_uKapzViRbT8qQeTFhRKBccDCfgIji0VnPhSSuNodFF58&loadFrom=DocumentDeeplink&ts=474.46)~~):~~

~~Dude. You should see my desk right now. I've got magic markers all over the place.~~

~~Tom (~~[~~08:03~~](https://www.rev.com/transcript-editor/Edit?token=lzCmetMQ4qWalDRCWoZA8cT9vNlG9ttp8Js0AE7a629CaPK9PQLYsZD_FCFIVHSCDu2e0C2PiVGomhPusZ_jRDsOWpY&loadFrom=DocumentDeeplink&ts=483.05)~~):~~

~~E O S yeah. You're right. Alright. So~~

Paton ([08:08](https://www.rev.com/transcript-editor/Edit?token=vVAHu7_Vi7Ut_MakXOFzp4xFfD8nnfPO6FoR7lRUS2QXHkkaVN2F0JPPfHtKvataPrImlHdwO0LnNFkimm6JzZNdKiI&loadFrom=DocumentDeeplink&ts=488.2)):

Have you always been in the visionary seat or is that a recent development?

Tom ([08:13](https://www.rev.com/transcript-editor/Edit?token=lAMJnxyLivFo1-NRqsxbGXjJE1soluSG8m7yLBhVL6rXdYpLjWaBidgIBSzmvRI-w_BoitJw6CNd3pYFupXP7axJTD0&loadFrom=DocumentDeeplink&ts=493.36)):

Since the first time I saw EOS in a presentation to a group that I was with and I saw the layout, I immediately knew I was the visionary. Awesome. And I also knew that I was going to implement this system.

Paton ([08:26](https://www.rev.com/transcript-editor/Edit?token=eNsQQyR6A6iwzsgJC20FJzqsw_oxlc5x7rjI1SGFLEASwMLMmnsBKpwvImsSCTfLkqW735CGmoTppl0L1IuwlBQZspU&loadFrom=DocumentDeeplink&ts=506.71)):

Yeah. Before I get into the details of your leadership of this organization and your leadership journey, I want to, I want you to take us way back. Have you always been an entrepreneur? Tell us how your entrepreneurial journey began.

Tom ([08:40](https://www.rev.com/transcript-editor/Edit?token=fQ9lhkRW95AoPuikaXJwmbAL6oAWYdwcH9XSlk1af3UzDPfytX3ItVF6r5y0T4-OMQVk6u_MPXjP86M9MqtmZ8L_gf8&loadFrom=DocumentDeeplink&ts=520.99)):

I have always been an entrepreneur. I had a lawn mowing business when I was 15 years old. That was an innovative approach to a lawnmower and going to real estate companies for people who were for corporate executives were moving. And I actually built quite a little business. Um, I started playing guitar, um, in my early youth and focused primarily on that. And I was a professional guitar player for a long time with a career that was doing well. I developed tendonitis in my arms so bad that I had to stop playing and I had no other skills really. So I took a job, telemarketing typewriter, ribbons to businesses, um, in, in Hollywood, California, because it was a morning job calling East coast. They would hire anybody. And, uh, I was so bad. They moved me to a non sales position cause the guy liked me and I was horrible, but I saw what was going on. I saw that the commission was the future. That's where people were making money. So I quit that job. It took a straight commission job for a different company doing the same thing and just started reading books on sales, listening at that time to cassette tapes on like Zig Ziglar and all the motivational guys and immerse myself in sales. Two years later, I quit and started a telemarketing company selling printer ribbons and backup tapes. I'm in an apartment with a phone and a cardboard box. Yeah.

Paton ([10:05](https://www.rev.com/transcript-editor/Edit?token=QFA_wkbhIeuy_-FG8zggIgJOtk6wiQYvXd1DDkcizG2tl-q_403gilAyenfydJR-6erJzUx__aCu1J_YIAwqaJq3VD0&loadFrom=DocumentDeeplink&ts=605.12)):

Now here's where I might need to pause and explain to some of our younger listeners what a typewriter ribbon is. Tom. So we're both, we're both dating ourselves a little bit here. Um, so fast forward to this business from that background, what led you into the weapons storage industry?

Tom ([10:25](https://www.rev.com/transcript-editor/Edit?token=WdIGqYTIIhA_hCidUDYgj3hlnnLhQQ1rHVmPocgindNkCaCobJ-Sp4-rG4D1QeW4O8KyMBGGK0ZFuNdEfvfY1zOgsm0&loadFrom=DocumentDeeplink&ts=625.43)):

I'm going to get a little bit broader tie in, cause there's a couple of pieces to the, to that transition. I grew that first company to $3 million in sales. We had 18 sales reps very quickly in a couple of about three years. I sold that business to my partner, started a company on my own. Now Greenline data doing the same thing. We grew to three to 5 million in sales, very quickly just missed making inc 500 with that company. And it set three to 5 million. I was selling computer supplies. I got in early to the internet and started building websites. This was in late nineties and I created a website with, uh, just trying different things to see what would come up in search. And we started getting hits for tape racks and T you know, the computer tapes, a backup tape. So back in the day, companies bought thousands of those and they had big racks to store them at a time when small businesses locally were closing and technology was changing, we became the largest distributor of tape racks in the country that turned into laptop storage.

Tom ([11:28](https://www.rev.com/transcript-editor/Edit?token=CXriCzULec6FJwHwXvgzCmGudqnOLCnLmgWHYEqvwOypEGTvCBBKLUu2hqry1G15NqYXw5kjk_vDJTY-Z9zrhe222KE&loadFrom=DocumentDeeplink&ts=688.58)):

When the HIPAA laws came out for locking up hard drives, we started selling laptop cabinets and it was through our ability with SEO and becoming the internet guru of this thing. We sold a lot of laptop cabinets, a guy called me and said, can you store an MP five? And I said, sure, what's an MP five. Cause it's a little machine gun. And I was just like, I just thought was the coolest thing world. I said, yeah, I bet we can't. That was 2002. When we started looking at weapons storage and realized that the military was transitioning from an M 16 battle rifle to the M four, which is really a weapons system, lots of attachments, very modular, all the racks they had really didn't work well. So we set out to design a new weapon, rack heaven, never seen what they were using. I went to home Depot and walk the aisles to see how does America store stuff.

Tom ([12:20](https://www.rev.com/transcript-editor/Edit?token=9fRu9Ticg90cVpXj1KorTDb3uQ8wpKj1mOGKHoGK04UNjOURrx_ZtMGOTYMf7W0WPTKgPNfu3PsMw-gPsUOymwYN8fg&loadFrom=DocumentDeeplink&ts=740.62)):

We had the term home Depot development, which we use for years and, uh, landed a big contract with us army special forces to do an assessment of why their armories were failing. We had no skills. We had no experience, but we just claimed to be the experts. Cause there were no experts when we became the experts and the business just took off. But again, it shot secure it as a weapon storage company shot up to three to 5 million in sales and sat there. And it was about eight years ago, nine years ago, I made the realization that as a CEO, I'm a three to $5 million a year guy. And I've always been that yet with secure it. I saw such a big opportunity. Um, I just realized that it's not the company. It's gotta be me. So I started looking outward to how do I change?

Tom ([13:13](https://www.rev.com/transcript-editor/Edit?token=ahcjSiAvH3pJ_PJQgUM8Tq88x_yRUyPszHinDIyxiUa7UILZk2uaomIuobfsyoOIRjRrEYl1VkorJpJaAgW9Wn3MENI&loadFrom=DocumentDeeplink&ts=793.48)):

How do I, how do I become a better CEO? I got hooked up with Vistage, which is a peer group and joined a Vistage group and really just listened and learned from every meeting I went to, I took something away and started changing from being a manager, which is, if you run a three to $5 million year company, chances are you're managing a company and you will max out at five. Yup. To get past that, you've got to be a leader and the simple differences delegate, everything, delegate, everything you do and hold people accountable. Then we, so I started working on this and things started doing well. I hired a number two in the company that I knew who was available, who had a lot of experience growing divisions of companies from three to 5 million up to a 18 to 20 million. And uh, brought him on board and said, look, I want to hire you for three years. Help me become a CEO. Couple six months later, I had the EOS presentation and everything was coming together. And then we had that presentation with EOS and I just looked at it and it just clicked. It said, this is what we're missing. This is the, the mechanism or the vehicle to apply everything. I was learning about leadership.

Paton ([14:34](https://www.rev.com/transcript-editor/Edit?token=dlPwsUvVdd49Mqq7LftOJwbit5Lds-G20MQZuQO6TazJhHPLslWzGOvrx1uEfZj51Pa0ug_9l0NdEa9TQep6vRaZagc&loadFrom=DocumentDeeplink&ts=874.35)):

Awesome. Awesome. I want to go back to the phone call where you're in one business and somebody says, Hey, can you make a storage unit for an MP five? And you were honest enough to admit you didn't know exactly what that was. That's what it sounds like to anyway. So tell us about the fact that it doesn't sound like you are a weapons expert by any stretch of the imagination. What did it feel like to run a company that had rapid growth opportunities, not being an expert in that field?

Tom ([15:09](https://www.rev.com/transcript-editor/Edit?token=8HoWEVboUj0n6Ye5Il9oeq3TiQO0kSg12nXPPT3k-IxFo0Q8ghu9R3ahWtkCGMWQ9iYnJg4EBZFZMiYqfhqlnb1S-n0&loadFrom=DocumentDeeplink&ts=909.4)):

Um, well my, my first answer when we asked the question as a salesman was yes, I ask the qualifying question. What is it? Um, I found it intriguing and I found the lack of information out there. The lack of there were no authorities there wasn't, there was very little out there and I've always from a sales side, said if there, if there is no authority in a field, claim it, do your homework learn. You've got to know what you're doing, but so we claimed it. And within the early days of secure it, it was Tom Kubernete, the leading authority on weapons, storage in armory design. Wow. Now the contract we won with us army special forces had me for 18 months touring all their armories with access. Normally a civilian doesn't get interviewing them all, talking about their workflow and analyzing what they do and why they're struggling. It was during that, that time, that contract that we did, we became the experts cause nobody had this, but we, we kind of kind of BS our way into a little bit. But we also went in knowing that we, you know, this is a, you know, the U S military. These are the guys that make sure we, as civilians can get up in the morning with freedom. So we really, we took it very seriously to do what was right for these guys. Yeah.

Paton ([16:33](https://www.rev.com/transcript-editor/Edit?token=YfVwEW6BlpXaOvV8djRfN-cCP32ga9hu_-wJE8pYTaWtalRZpehmD8uEpTnQi8SqPF2m2L9YIjWv0wrJP5lQCmxTRcg&loadFrom=DocumentDeeplink&ts=993.93)):

Sounds like you, weren't afraid to ask the obvious question or the tough question. And you, you, you weren't walking around pretending you knew something you didn't know because you knew you were surrounded by experts.

Tom ([16:45](https://www.rev.com/transcript-editor/Edit?token=89yiS8KNJvplSHqwbBps6cWwG8YvhCTEuN-tEE1wSMCmcTlgASpj0Wiza4ea1YuMA3XpZiXqzCz5V0QILhT4fEXFatY&loadFrom=DocumentDeeplink&ts=1005.13)):

That's right. Absolutely. And I always see that in all business when you I'll, I'll never say I'm an idiot, but I'll say, I don't know. And you'd be surprised when you, in any situation, when you just say, could you tell me about, I'd love to learn more about that. Everybody opens up. Everybody wants to teach.

Paton ([17:04](https://www.rev.com/transcript-editor/Edit?token=yGCk0KFb5R799PhCCRjfV3pb8Z82uYoZ_J0K_4ifRqpNOsLROlSuGrdik_ptzBU2Acl3bkbztvtYrCV3JC_MNXPrv-s&loadFrom=DocumentDeeplink&ts=1024.63)):

That's a great little nugget there, Tom. Thank you. It's a great opportunity for us to transition to leadership in general and your leadership style. So, you know, in your own words, how would you describe yourself as a leader, uh, in your entrepreneurial journey?

Tom ([17:23](https://www.rev.com/transcript-editor/Edit?token=fh4mdwSw6_lCjLC8RxmgDV730bLhXoRRatOdbhbF5nzTimszs8deImT_qUEdXY3MVZ7kWiMhOhLqU39uphExzgHdHyA&loadFrom=DocumentDeeplink&ts=1043.17)):

Um, originally I viewed, I mean, I was the dog and pony show guy. I mean, I was, I was a former musician playing on a stage and that's kind of how I took my role in the company as putting on a show of enthusiasm and all this stuff, which that'll get you so far. Um, what was always lacking with me was accountability. Um, and I would find that like, so I think it happened. So a lot of people, instead of holding people, you kind of help them out or do it for them. So you don't have to hold people accountable. And, uh, I knew that was a problem. I didn't know how to get past it. Cause you can say, you know, starting Monday, we're going to be accountable. It's just not that easy to do. And I think a lot of people struggle with accountability, both as from business leaders, to managers, to even parents.

Tom ([18:12](https://www.rev.com/transcript-editor/Edit?token=pYHS6z4k70qFqSWKkxAj8qnbTaLUjq14v-nrKPJ1UpqUDUpjPQHjgiYhke7fCZ7ONUQ7-vavjwVQOCKfKpPKCN0ebFE&loadFrom=DocumentDeeplink&ts=1092.63)):

It's not something that is natural or easy. Um, the implementation of EOS was the final straw for us. And when you look at our sales from the, you know, we were growing, growing, growing, we implemented EOS and we took off because of the built, I call it builtin accountability. If you, when we, we moved very quickly into this, I brought it to the company to Frank, my number two, I said, Frank, I think this is what we need. He looked at it. He came back two days later saying, Tom, this is, I like this. Now Frank worked with me for another two years. He actually to implement EOS. He left and he became an EOS implementer. He's in Spokane Washington. Now he is an EOS implementer. That's how that's how sold he was on it. And this guy's got a huge, huge, a resume. He could have done almost anything. That's awesome. So awesome. But with this system in place, accountability happens and what you, everybody knows. Who's not getting it done.

Paton ([19:15](https://www.rev.com/transcript-editor/Edit?token=Caip3mquiLbVrDthmdX2-z8mmgmvg49O4BwuMUNgb7T9nM05yCetXNa-EKg3hr1wYp5DyzIiI2-iuaXONu5bhnIEGnI&loadFrom=DocumentDeeplink&ts=1155.56)):

What have you had to change as a leader? Working within the framework EOS provides,

Tom ([19:25](https://www.rev.com/transcript-editor/Edit?token=b_xajoSV8cw61V8xbuSesunyplRhqOjkGqTOa2OEVg6LujtFCfRQBW7n0Xe_2Xj96BUHnA6lKm3OeBQz7d3Jg434Msw&loadFrom=DocumentDeeplink&ts=1165.46)):

It's letting go letting go of the reigns. Um, I've been fortunate, you know, prior to, and we're still finalizing getting the last bits and pieces of this system in place. Hiring is the last thing that we're really looking at a lot of the tools and stuff. And we haven't used much. I don't know if it's dumb luck or what, but we have hired brilliant people. I'm at a point right now where the company runs so well without my daily involvement. And there was a force for me. We, I was forced into a situation that a lot of people this year were forced into two years ago, I made the mandate. I want this company running in the cloud. I don't want to file server. I don't want computers. I want us to be cloud based so I can be anywhere else, traveling a lot and still be connected.

Tom ([20:12](https://www.rev.com/transcript-editor/Edit?token=pTMqGYwIXHn-SHkLmB1UI2xirnFkKb0U1bnKkK0MDatzjndQogGyT1XMAry6XJ0JQsYaqtLg6omLB1F8PNbfq9odZaE&loadFrom=DocumentDeeplink&ts=1212.92)):

So we implemented that. And last November we completed everything and we were a server free. We're a cloud based, COVID hit. And it was a Friday that we decided guys on Monday, we're working remote, everybody you're working remote. We had a couple of people that had some home internet service issues, which we just upgraded their service for them. And the company ran remote and was really amazing is our productivity went through the roof. And that's when I really realized I don't need to be there. I'm in the way, sometimes as the Lea, I need to step back. And now I'm focused on things like interviews like this. I do a lot of news interviews, a lot of where I'm out, talking about what we believe is the future of firearm storage in America. Cause we're out to change the way America stores guns. We are taking on the gun safe industry. So I've got my back to the company and I'm projecting forward now. And the more I do that, the more I let these people just run faster. They run.

Paton ([21:14](https://www.rev.com/transcript-editor/Edit?token=aaJv14jRFXiV4cM4hNldX2vdsFwQvQracvWV-0hpLvb-w2i0dy9UHWUdRL9dMlI5XA17Vqt8MEgSACZYuPMHoPXS3gQ&loadFrom=DocumentDeeplink&ts=1274.16)):

Yeah. It sounds like you're elevating out of the day to day and into the focus on the future as any visionary would, um, let's go back to the early days because you have a rather colorful past, I've seen the hair.

Tom ([21:30](https://www.rev.com/transcript-editor/Edit?token=QwQQSuiYCw50V9tPV3-AvWW43eWPfG_W54po7pM1nz4uoWERr1o0hOIrMOOKXwEI7Ee_eQQthq6HsTDAhv4UN2WQNX4&loadFrom=DocumentDeeplink&ts=1290.75)):

Yeah.

Paton ([21:32](https://www.rev.com/transcript-editor/Edit?token=bZf8AbnJtySKwLZ_5i7N1UEJyFYqQXiEXE2PZunQVP6IQT1bTWwpKyFcK9UxvgX4Hvp6wIv2XrCfXjdv5o7Br4f-kLw&loadFrom=DocumentDeeplink&ts=1292.58)):

And I want you to tell me about the best leader you ever had, the privilege of following and the worst leader. You don't need to name names, but I'd love to know what attributes or characteristics you attribute to great leadership versus not so great leadership.

Tom ([21:51](https://www.rev.com/transcript-editor/Edit?token=o88a7O2scdcc6N6jPiLAVi0jErCTaADIIfiYrxvsbmOQFkHZRKeT9mUNLWetVFZpBRecvATqhbwJxk-Ulsoyd9pCf9w&loadFrom=DocumentDeeplink&ts=1311.24)):

Oh boy, that's, that's tough. It's uh, at different points in your career and with different personal needs, different people are better leaders. It's the li I think it would, it comes down to because there are some people that are incredible leaders, but at the time I worked with them, they weren't incredible for me. I think maybe the answer is a really great leader is the one that gives you what you need when you need it. And quite often that comes down to personal struggle and sales. It's all about plateaus. You know, when you're, when people sell and you see young sales reps take off making the minute they get to a point of commissioner like, wow, I've never made this much. They level off hard to get him past that. A good leader can get them to see more in themselves, but it has to be presented in a way that's congruent with where that person is at that time.

Tom ([22:43](https://www.rev.com/transcript-editor/Edit?token=xOhDVnGNqM0QCoHVmnK7p3Us4t_yyD9LmbcQKdRINp-xInwvQWLRElJlAL4XI2cf1Cuszl19-AGajrGA8cL8aavZujc&loadFrom=DocumentDeeplink&ts=1363.35)):

And, um, my second job working for the telemarketing company, the owner of that company, again, named Rick rousson he's I got a ton of respect for the guy. I actually sold that business. My business, I left him, started a company, which years later, when secure, it was taking off, I actually sold the business back. I sold it to him. And, uh, he was a, uh, started off just a simple sales trainer. But you really did instill in me this idea that you can always be more than you are, you know, you don't have to be who you are. Yeah. You can, you know, there's, there's, there's so many ways to find more information about constant growth.

Paton ([23:23](https://www.rev.com/transcript-editor/Edit?token=DD5VuN5hNodeHvLIDV3ZcI5B-N6HN69AsY8gAFgZ0oY1hU6tucvzwgrPsr6adxAQC3MgznP50FNMMNEOuNnJh4yY4YI&loadFrom=DocumentDeeplink&ts=1403.37)):

Yeah. So what I'm hearing you say is you got to understate, you got to meet your people where they are. Yeah. Give them what they need at the time. And to do that, you probably have to listen and observe and flex yourself as a leader and then instill confidence. Is that a fair summation?

Tom ([23:41](https://www.rev.com/transcript-editor/Edit?token=Wr9Htkz5q-9bGgeRsO-64rG4FiR_mf5aa7kOA6MXv8bgUS57VQCBT8Bc-wDe_1Z1XYcGqDWPAsOVRL8XUSy4JadBpaY&loadFrom=DocumentDeeplink&ts=1421.52)):

Yeah. I th I think the empathy comes in there's, you know, some of the greatest moments I've had with, with my people here is at times when they've had issues or struggles, and sometimes it's just a simple cost of, Hey, you know, I know you've got some things going on. I'm here 24 seven. If you need me, just let me know. I don't know what I don't, I'm not sure what you need. I'm not sure what I can do, but just, I want you to know you've got my number, call me 24 seven and that's it just that they know that, you know, I've got their back, got it. Whatever it is. And it makes for a group of people that we've got now that will, these guys will do anything for each.

Paton ([24:23](https://www.rev.com/transcript-editor/Edit?token=msJiSW7EoPNaAnPsVKzEC6gj9_zPl636MGdR9vWnb_bSVW_q_FqExTY6Lq8sH7EHu8KPmPGqs9Qy7qIcyqqejs_om84&loadFrom=DocumentDeeplink&ts=1463.02)):

Yeah. That's great to hear Tom. Uh, is there anything you wish you have had done differently as a leader? Any colossal mistakes or, or blind spots?

Tom ([24:34](https://www.rev.com/transcript-editor/Edit?token=9ZrAn5Zkgke0tUbBywpTagfugCTOVSU2x1NN_KDsSzuxaGlLz9Ew_5eSKlYYOD-HqgxiUOzEqWCIRIY8pSni6cFizNc&loadFrom=DocumentDeeplink&ts=1474.72)):

There's so many mistakes. And I think that, you know, it's a fail fast, fail, fail. I tell all my people here is guys, look, speed, trumps accuracy in business, move fast, make mistakes, fast, fail, fast, and learn fast. And I have no fear of failing. I've had some colossal fails in front of three, four or 5,000 people on stage with a guitar and you get through it pretty. And you realize that sun still comes up in the morning. And, uh, so I let people know right away here that look, if you've got a problem, let me know. I need, I want this, this, this done. I don't expect you to know what to do, but I expect you to get moving out it. If you make a mistake, just correct. And move on. And I talk about my mistakes with the people here saying, guys, this is what we're going to do. I think it's the right answer. Two weeks later, you guys, this was wrong. However, what we learned was this. So we're going to make this correction. And now we are, and everybody sees, okay, you know, adapt and overcome theirs. But, uh,

Paton ([25:40](https://www.rev.com/transcript-editor/Edit?token=ZN_5AHRb1SZIr0Pt0kJltzvmNaG620cSqZl-o3_ERkHjWfI3jITo-Be44aRs8ffalsTR0wNqX_yXZZlbsPf3NsNxMjc&loadFrom=DocumentDeeplink&ts=1540.27)):

Yeah. Perfectionism is a common trait amongst, uh, driven entrepreneurs and very dangerous. Yeah,

Tom ([25:46](https://www.rev.com/transcript-editor/Edit?token=4fx8Hz4nkLmCuqxK59PEX8rpGL2UdrLpQ5L2Zr1tdJvGS464zPI4nRJAwOvnVJCEQehTKsy6rmhx3dz_NyhUr0uTFQo&loadFrom=DocumentDeeplink&ts=1546.87)):

I think so. It's, uh, it's okay to be too, uh, I don't want to say seek out mistakes, but the faster you make mistakes, the faster you

Paton ([25:56](https://www.rev.com/transcript-editor/Edit?token=Fg8ff1wABLLQRwl3B1KZ3JOGUy4QX0lxxMz3h8TzdkKHhuvgYO9zgj397eSADBpDONOkIbjxIuPLNoOeXiqSbF8LLd8&loadFrom=DocumentDeeplink&ts=1556.74)):

Got it. Got it. Let's go back to talking a little bit about EOS and the way it's influenced the way you lead and manage in your organization. Maybe the other leaders and managers in your company, um, before discovering EOS, just give us a picture, paint us a picture as vivid as he can, of what the business looked and felt like.

Tom ([26:17](https://www.rev.com/transcript-editor/Edit?token=Q-qlAYcrr7a8RtmqmW42soSCeY2Lc3A_jDvoEduOcEK2d16klNNY6nYmGez00cWSSx-uvDq0u3CJO--v9NFVfNhgumY&loadFrom=DocumentDeeplink&ts=1577.89)):

Um, we were growing, we were, we had a lot going on, um, hired. We were going from military, adding retail, which was the wild, wild West for us. We knew nothing about retail. I brought in a very seasoned retail sales manager who had been in the, um, fashion, clothing, retail, clothing, shoes, and stuff for, for most of his career. And I was brilliant guy, good friend, and started learning from him about what is we had a sales department. We really didn't have an operations department, was a small company. People were crisscrossing and we'd have weekly meetings and monthly meetings. And we just kind of plotted along, missed a lot of dates on things we progressed, but there was a general, it seemed confusing to me. I'm not sure it did to the employees, but I was, I had 50 balloons up in the air and I was constantly working to keep these things going.

Tom ([27:17](https://www.rev.com/transcript-editor/Edit?token=2oQ9F-_FdQtnXDc0LSzlECoj-VtuVS-pF0dNNXVofxKNqN4eQ9HPOVd5pN6CszQLFvKMNhsQtP01Js4g0I5mM_EbHZY&loadFrom=DocumentDeeplink&ts=1637.31)):

I actually enjoyed it. I was immensely busy putting in long hours. I was, you know, I was told my wife's, I can't wait till Monday morning to get in, but I was mired down in tactical work and in data work in, in stuff, paperwork, yeah. With EOS and really starting to delegate. And it's not easy to do, start letting people do things. And I stopped going to all the L 10 meetings. I there's, I mean, there's, I check in on them every couple of months. I'll, I'll sit in on each group, but really moving away. And as I started doing that, it became easier to do and easier and easier. And now sometimes I almost feel disconnected from the fact that we're running remote, makes it a little more challenging. There's certain people in departments that I don't see. I don't talk to very often.

Tom ([28:11](https://www.rev.com/transcript-editor/Edit?token=g5vzNcp3PCjTKY-HS5PlMBS3G2DjNCIgYyidy8T7Q6Nq0YEsurj3xGTP5M30iKGxAaQMoM-kFHKcQZT1LA4Uj1B3ixk&loadFrom=DocumentDeeplink&ts=1691.46)):

I have to be very conscious effort just to, you know, we use video chat and all these different tools just to kind of bounce over and talk to them every week or two. Uh, excuse me. The, um, the result of all that though, is I operate at such a, so much higher of a level as a CEO people on the outside, you know, I ran a small company. It was my company. Not many people knew about it. We were growing, we were doing our thing. It was all cool, but now I'm out there and there's a lot of people in this area. There's a lot of between news organizations, podcasts I'm on various news networks and just pot speaking about the future of secure the future of firearm storage. And speaking about our vision and it's working, we're winning over, you know, part of our growth is that people are listening.

Tom ([29:09](https://www.rev.com/transcript-editor/Edit?token=UiwlP4PXCFZeX_EGp6bxIFlUgzEdBO0NH6_rwdwVTtvP21Pc2CRIAV0LeM2Irj-ClL57_mTKTg6MGBRkixA0MbQ12uA&loadFrom=DocumentDeeplink&ts=1749.95)):

They're say, wow, that's, I would have never thought it's what we, what we're our, our position is very different from the gun safe position, but it's based on years of experience in the military and bringing those principles. And it's amazing how much more fun I thought I enjoyed going to work on every Monday, seven, eight years ago. And now it's a, I've never been happier in my life running a company because I li I go and take two weeks off right now and not even call the office. Things would slow down here and there, but you know what? It's good. They're running. They are the organization runs and I'm a hundred percent focused on longterm product development and longterm mission, longterm vision.

Paton ([30:00](https://www.rev.com/transcript-editor/Edit?token=6DNfC0_rp-FguMncR_tu8-POGXBSdeFsLfW0jifp64w_BbwYCfjOWXAVy06Vlb0duZsDpJnixqhzJBkm0aCsg9gUwro&loadFrom=DocumentDeeplink&ts=1800.48)):

Well, it sounds like your secret sauce of this happiness you've discovered and effectiveness you've discovered is clarity around the highest and best use of your talents. And once you were clear on those talents, those are the five roles in your visionary seed, and you're comfortable being accountable for that. And letting other people on the leadership team be accountable for the five roles in their seats. Is that a, is that a fair?

Tom ([30:28](https://www.rev.com/transcript-editor/Edit?token=CLF5vfYRZRDiz-cunuUBZqL8224Bv8yBqlaiqlWSwQpFdKb7b6oKQPTW-1Ph9I4jq1okqSUNcUO9L2dKrn1PfMtBZUw&loadFrom=DocumentDeeplink&ts=1828.8)):

Yeah, it's, it's interesting. We're just, you know, you always go through that accountability chart as you're growing and re look at it. And you know, I had my senior team go through it. I stayed out of the meeting. I just wanted them to run with it, rebuild it. We're growing, we're hiring some other positions, we're hiring a senior position and they brought it back and they had my role up there. And it was some things on there that were, you know, banking. And so I got to say, see, it was just, it was interesting. And I just started, started lining stuff off. So I said, guys, they're like, you don't want to know. I said, no, no. If, if John my CFO, if he needs me to know something, I talked to him on a daily basis and we talk, I'm not accountable for this.

Tom ([31:10](https://www.rev.com/transcript-editor/Edit?token=drAciWmXuEpqBHF2M6jGR_i_adBTV1oOy0L4yWU29sNz28OtVKiLvKeW41YD60qEtgFcbX7ZBfm5YheQCsx1ux_Y-8g&loadFrom=DocumentDeeplink&ts=1870.71)):

He is awesome. You are. And, uh, the other thing I will say, though, that's just, it's a natural part of doing the EOS process. That's why I talked to a lot of people and recommend they do get an implementer is getting that vision, traction, organizer, getting that right. And you'll never get it perfect. And ours is changing constantly, but going through that process the first time, it is not easy. It is so rewarding. It's so it doesn't have to be perfect, but you get through it and there's getting, you know, what are your core values? Everybody can write those down, but to really distill that down and then ask why four or five times that's your value and see where that, where it takes you. Um, we spent a long time. I spent a long time on it and we finally distilled it down to pointing, like I looked at and go, wow, I never would've thought those were the core values, but those actually are the essence of the core values in the simplest terms.

Paton ([32:10](https://www.rev.com/transcript-editor/Edit?token=05IiCkIJsMJKFzKlipUHwXSxKfM0rdJuFUAOxXQtiKrLEA44EOCYRjWLareTbgvsduK-IemsG2jzfR9T-q-gAV0m8jE&loadFrom=DocumentDeeplink&ts=1930.59)):

And when you do it with your leadership team involved in the conversation, then you also get the added benefit of everybody being a hundred percent on the same page, able to describe what your culture should look and feel like, et cetera. And so that's part of the magic as well as has there been a, has there been a change in the composition of the leadership team is as a result of the added clarity provided by the chart and your VTO and the other tools

Tom ([32:45](https://www.rev.com/transcript-editor/Edit?token=6QS_sR2KBR9iNRVFsAvwcmtt-Crv_IB0qoXC7M8WerbXwR_Omed8ITEExKMkq7Fswsp4jWMJ8L07wQr2qyI0y0PU9Iw&loadFrom=DocumentDeeplink&ts=1965.49)):

There's been. Yeah. There's been changes throughout the organization. A lot of seats have changed a lot, the whole, you know, do they want it to, they get to have capacity to do it, those questions for positions, you know, yes. You have to go into this with the idea that you can't have the end in mind, starting EOS. You have to have EOS in mind. And the end where you end up will be dictated by going through these processes and realizing things. You might not have known all of a sudden, like, you know what? We've got people that we've shifted in positions. Like you really should be over here. And they're like, Hey, I don't want to do that. And it's, well, wait a minute, you lay it out saying, this is what your role would be in their life. And they realize it aligns better with who they are.

Tom ([33:26](https://www.rev.com/transcript-editor/Edit?token=UOg8MyR62FYsz76Oz399TqDOlcOW1vF8gYOlUiy1Baa3f7uZaYJ612UcBcNpHm7rFEe4MnTCKRnj_AG8VfqnoGYbV34&loadFrom=DocumentDeeplink&ts=2006.71)):

And they're like, okay. And we're, we're still doing that. But we've, I mean, when I first started on this process of, I need to not be a $3 million company, this is before EOS over the course of six years, I replaced every single person in the organization. There's not a single person that's here. When I joined Vista, I started really saying, I'm going to get up and turn left instead of right. And started making change in my life. I had great people and they're all. And a lot of them have gone on to great careers elsewhere, but they weren't great for me for what I needed. Yeah. And, uh, you know, it's, it's fun to look back and see how much everything has changed.

Paton ([34:08](https://www.rev.com/transcript-editor/Edit?token=wWaFH9ys9_5KADhIVZuOhT13FGzQ9VuZ0smcMKsii9wKWlK6AFc9IPFYNP5BwSRru4qypXh82IlCUFcnWEJlkFCiH_k&loadFrom=DocumentDeeplink&ts=2048.71)):

The first time you had to sit down with somebody that you liked and felt was a valuable asset somewhere and have that tough conversation. How'd you prepare for that? How did it feel? What was the outcome?

Tom ([34:24](https://www.rev.com/transcript-editor/Edit?token=PkP3a1EzbpG8phXj2lTquqKaw5iPZrZrJFxgHf3YO4QYPLod4WnDv25ao8INfrHc5UAk8Giyth709xM_fvHgISrt4Qs&loadFrom=DocumentDeeplink&ts=2064.55)):

You know, at first you're thinking about it letting us like a senior person go, who's kind of a friend you're like not paying. You're like, she's how the hell, how am I gonna do this? And then I started kind of working through, I talked to a few outside people and realize I actually went it by the time I went into that meeting, which was, once you make the decision, you've got to move fast. If you make the decision that, you know, somebody is not right for the organization, I'm going to say that the conversation has to happen within hours. Not days, not weeks. But once I sat down with a couple of people in particular, for me, it was actually an exciting meeting. It wasn't difficult. It was, there's a moment where they realized their world is changing and there's an impact. They're like, Oh no, but then we just talked through a quick, you know, and you realize, look, your future is going to be incredible.

Tom ([35:21](https://www.rev.com/transcript-editor/Edit?token=8b5TfDI8hNlquEuW9cuCtWen98zTm-lJDtoKNIptJBYxt2LSMFn-EKIjlq9sAzKaTuH1litgkau0IxmGIicUNv-Jba8&loadFrom=DocumentDeeplink&ts=2121.28)):

This job's holding you back from it in many ways. And the people that had let go that when they, when they let them go, it wasn't easy for them driving home. I'm sure. But in all the cases of the people that I personally have had that with, they've all gone on to much better careers. And I've some I've hired back as consultants. I don't need them full time, but I hire them back as, as I work with. I, cause there's so many things we did click in. I bring them out to, Hey, I've got a project, do you want to be involved? Awesome. So it's a,

Paton ([35:55](https://www.rev.com/transcript-editor/Edit?token=7w-kZuWZ4tKUnx1eaEYT-ZF2gPD30mPfSIdWYw9CHYOohaTkqFGN90w79APF2O5aMos0ecVBrb2PjIlpVVt-I4mAHug&loadFrom=DocumentDeeplink&ts=2155.49)):

Have any of the people reporting up to you or who are part of your company and aren't your boss? Have they ever sat you down and had a tough conversation with you? Because something you were doing was holding the company back or holding them back?

Tom ([36:10](https://www.rev.com/transcript-editor/Edit?token=Ys0TSN_Iw_WqPzS8K77iT7QgDWzKS5UP58qCFfqF51DFGiA6w9BROF1UB1Rfy_nuG7uup5d-UiAT_GeFWlSIJ8DQd2Y&loadFrom=DocumentDeeplink&ts=2170.73)):

Not, not yet. And I've with my number two, my implementer I've asked him on numerous occasions. I say, God, I said, I need to, I need to know what the team is feeling. There are times when I'm feeling disconnected. There's times when I've got other stuff going on. I said, look, is there any feeling that I'm not a hundred percent connected to the company? Right. And he says, no, there isn't. I said, okay. Yeah. I said, you gotta let me know. Because part of being that visionary being out there, especially when a company that's now running remote, I'm used to seeing everybody. And I would walk my company every day and talk to every single employee I had every single day. They don't do that anymore. So to me, I feel like I'm really disconnected. Not as much as I am, but, uh, I'm open to those conversations and I don't have all the answers. Got it. And is it a thousand things that I don't know, and I don't have an ego tied to what to being right. And that may be an asset, a strength of mine, but I don't care if I'm wrong.

Paton ([37:17](https://www.rev.com/transcript-editor/Edit?token=GxU1VsyUY82A3OYTptM24sXqp9kxLVT284U7LpP_fkzSRAo8v9AkCqE_fVhisSI04jRSm3s--BJ2RHvXkXgYLCbjPBU&loadFrom=DocumentDeeplink&ts=2237.78)):

Yeah. We, we talk a lot about leadership involving open, honest and vulnerable behavior. And so if you could just give us an example of when you've exhibited that behavior or somebody else in the organization has done, so, and it's helped you solve a problem or, or take the company to the next level,

Tom ([37:35](https://www.rev.com/transcript-editor/Edit?token=5hcfmfdqEejZAM5CyFXkOq5DPWrZCCPlF_qmx6-9_q9T-Y799Iz1zUo7KDYH6IqIxo7HVbwMeH7wiEzkRQmWmGF9oFs&loadFrom=DocumentDeeplink&ts=2255.36)):

You know, the, the open vulnerable, um, for me personally, on the, on the, on the receiving side of that one is my Vistige meetings because they're, they hold my feet to the fire. And my Vistage chair is he's one of the toughest guys I've ever known in business. He's a composer. He's an incredible guy, but he is a no BS kind of guy. And for me, it really works. When I first joined that group, we're all sitting at a table when they were talking. We're saying, guys, look, I'm a CEO of a company with all this opportunity. I don't know what a CEO does. They start laughing. I said, guys, I don't know what a CEO does. I'm a salesman. And it started in the end. They started realizing, you know, what's what, and they have, I can't think of a specific example, but there's been many a time when I've gone before them with an issue to process.

Tom ([38:25](https://www.rev.com/transcript-editor/Edit?token=CMDOKp1ghV-rcZj9JWpnZ5lRRwwAHYOS_T8AdQjfI7XgpGa8Xj4DHlnmoOmOssJJId1dO7zPUXfP2z3eZ6yOSG47tKI&loadFrom=DocumentDeeplink&ts=2305.22)):

And they kind of ripped me up and they'll say, you're not prepared. Why aren't you doing, why aren't you coming to us with these numbers? Why don't, you know, these things as a CEO, you, if going to come to us and present an issue, you better have the information to present it accurately because there's a ton of numbers. Sure. You don't, you're going to need. Awesome. And yeah, it was really good enough for me doing it with other people. Um, it's not something that I'm good at. It's nothing I've ever done. I do it more and more than the more you have difficult conversations, the easier they are. And I will tell you that running remote, it is much easier to have a difficult conversation through a video conferencing tool than, than sitting, sitting in front of somebody. And, um, that's, that's a plus for me, but I don't have many, I have lots of littles.

Tom ([39:18](https://www.rev.com/transcript-editor/Edit?token=V6liRcYatUxQMlsjpNHlucBUONkAHBwEdwXOh2Fa1V3JDWezroqtNwWwWiPapjrbo-w597jfNW5l7cIxDXgBj3dbvx0&loadFrom=DocumentDeeplink&ts=2358.73)):

I just, you don't let things build up. So, and there's something, I feel something, something to go off the tracks sometimes just a couple of quick questions, a couple, Hey, what, what, tell me about this. Yeah. What are your thoughts on this? I want you to go back, I'll say, look at our core values. Look at what I want you to analyze this against the values. Let me know what you think or something. Cause usually with EOS, if you've got an issue of something big decisions, you run it against core values, run it against core focus and then run it against what are the rocks. And usually they solve, they answer their question or that, you know, before they get back to you.

Paton ([39:59](https://www.rev.com/transcript-editor/Edit?token=tBMJlcjFwlZRbmP4UhR_FKF-BAE4HNjtsWhPBangpQUJwlGEgxK3oOYV1FKgswW5o5IKsLQFKHNHHFImZ-NniRMoR2g&loadFrom=DocumentDeeplink&ts=2399.91)):

Yeah. Awesome. Uh, you've mentioned your number two or your integrator multiple times. And so what are the tips and tricks? You'd give other visionary entrepreneurs for staying on the same page with your integrator and having a, a great relationship. As, as two people leading an organization,

Tom ([40:20](https://www.rev.com/transcript-editor/Edit?token=aBSpqD5zDEFbtnRpjxs3ppd2i6syfkWGWJCtlJarXMwxjwsmTcNA1odIfiB5kEc69myjGNel-f6M91BkcbGb-CSsuaw&loadFrom=DocumentDeeplink&ts=2420.98)):

You, you, you need to hire someone that thinks differently than you do. I think it's really important to have. My first integrator was, uh, his name is Frank and I knew him. He ran a company that was a supplier of ours and, uh, he became available. I brought him in, um, radically different kind of guy, but he was a action, you know, a simple, you know, very straightforward focus, get it done, guy. I disagreed with a lot of the stuff, how he did things, but that's because I'm not an integrator, I'm a visionary. So I allowed him to run, even though I disagreed with it. And there were times when it came to us, it looked right. Can you just can't do it this way? And there was a point with Frank. He had a three year contract. I ended it short only. And not because we had a permit. Frank was going, was moving out West. His vision was then to become an implementer as a Frank, we've come to a point now where I'm good. I've learned what I needed to learn from you. It's time for you to go and seek your future. It's time for security to go. And we parted, I still talked to him almost weekly. And I brought in my head of became the implementer. And he's a guy who's been an ops guy, his whole career.

Tom ([41:40](https://www.rev.com/transcript-editor/Edit?token=BYF3oMSBcoryR5WWzA9q60rBMuzDEc8AFjLCuoUOArn75ZjEHUjVNQnm5AdO2a_mR9-80pYLCa2to7fbRaVKllhEPtk&loadFrom=DocumentDeeplink&ts=2500.46)):

He and I couldn't be more different. And I was a little worried when I first came. I didn't even know him that well, Frank had hired him and we'd worked together, but I didn't know him personally well. And I said, well, these are the cards that we have. I'm rolling with this guy. I have no better option. And it's actually working out the company now is just taking off because you know, I'm the, uh, loud PT, Barnum style out there guy. And he's very quiet, reserved, and very, he thinks very sequentially. In fact, we have conversations. I've conferenced about you. Can't give me data sequentially. I need to see five big pictures. And then let me ask questions. Cause my brain just doesn't work. They don't give me a list. It's really, my wife goes crazy with that to us. There's honey. You just tell me the end game. Yeah. And then let me ask questions because I can't, I can't follow a linear thought very easily.

Paton ([42:39](https://www.rev.com/transcript-editor/Edit?token=LP3l4BKSH7fkexzOKdRvh1d93e1_T0vIoasWzCGodStka-XB7bWbOJVD_d7lJwaUtMf1a6D8cZRgviv0i-DF8MejUj4&loadFrom=DocumentDeeplink&ts=2559.25)):

And he's able to meet you in the middle.

Tom ([42:41](https://www.rev.com/transcript-editor/Edit?token=X5jgp1KScCOoYeF7tq8fSXOc1kDMWKq6if4C8AUgEq2qQ26aLNxvWM0M7UKY7i9nirUAK-kkTQxABYwd45OZFRXXAeg&loadFrom=DocumentDeeplink&ts=2561.59)):

Yeah. Well, I mean it's, it's uh, yeah. And with our relationship, there's no egos involved and say, well, we'll set something up way too much data for me. Give me three bullets. I'm good. Thank you. You know, it's

Paton ([42:54](https://www.rev.com/transcript-editor/Edit?token=5ba1iI4LWBLJHFJ0GpbtXz4InLePo6v4KRx2Wz2EgdivO7cSEhzlZw2DD53zxwz0ZBcdfJTEjOha9yiybbbMQzu3-ho&loadFrom=DocumentDeeplink&ts=2574.85)):

Awesome. Uh, how did the two of you work through conflict when you disagree? What's the process for reaching agreement and agreeing together to move forward in the company?

Tom ([43:05](https://www.rev.com/transcript-editor/Edit?token=0hZEkZTKy1QxhTwN-Is43Shu4eL0tYKCh8bmpSs_edPVQKFloMw_8NFCVch0u9mht5Z-aRHDeC0975JsYPZsRy8h5Bc&loadFrom=DocumentDeeplink&ts=2585.98)):

If I want your opinion, I'll give it to you.

Paton ([43:09](https://www.rev.com/transcript-editor/Edit?token=EiN4I90107vzskc7Zh_V73r8FGQ2aVDrabVe2O4mboOx-0GN_FcuDtD6TvIb9kGjEvFOLfTBLTs--Uq-eN8flKy0LQM&loadFrom=DocumentDeeplink&ts=2589.63)):

That's him talking to you or vice versa.

Tom ([43:12](https://www.rev.com/transcript-editor/Edit?token=F7sgExsDyQG2kL9wazIWT9Y4bOZIC9rfGKXFvrOuvvCtIp4LSb6tEV35WLkC117ZQ8Es8Ke6SVjsYvExJ-W9yfSWr9E&loadFrom=DocumentDeeplink&ts=2592.28)):

Okay. Um, you know, we, haven't had a significant, uh, disagreement. He handles the operations, the hiring, the how we do a lot of these things. And quite frankly, I don't want to, I let him run with it. I focus on why we do things. I focus on the why of our company. Why do we do what we do? Um, and then how is more his, what he does. And as long as the, how we do it aligns with our very first core value, I'm pretty much good with it. So it hasn't been,

Paton ([43:49](https://www.rev.com/transcript-editor/Edit?token=aKKOISERmE0QKtshaMn3exkYPWl02xj0pLOnINc_Fftq-8zrxMP0YWPbQQIQHan6kWS-xJI5d08JYn2ibprzba9-0AY&loadFrom=DocumentDeeplink&ts=2629.81)):

Yeah. Would you, would you say the clarity provided by the VTO and the accountability chart and the rocks? I think you mentioned this earlier, make aligning more frequently possible.

Tom ([44:03](https://www.rev.com/transcript-editor/Edit?token=BSUGU4kXjBhp0ajOEuapDp0d4_QJulJQJTVGFg8bRI31h4m6UJ-rCvFdBbV4xxIb993kcwlZYhBTLyRScI_MORZhNmM&loadFrom=DocumentDeeplink&ts=2643.31)):

Oh, absolutely. The concept of 10 year, three year, one year and rocks. There's so many conversations that I just end them quick saying, wait a minute. Whoa. How does this relate to the rocks we have right now? Right. Well, it really doesn't. Okay. Does it relate to the three year? Okay. When do we have to have this done? Do we need this conversation now? Awesome. All right. You know, it's just, it, it keeps the information really concise.

Paton ([44:33](https://www.rev.com/transcript-editor/Edit?token=yHM8jK1eEps8OCLk0Q6mML76XT9cSd4kLRzzmUSM-7Cacdj97dDwjiH8PJyPDgwH-rfR2OmNDZehaPxuOatlivSYtCs&loadFrom=DocumentDeeplink&ts=2673.68)):

Awesome. Uh, last leadership related question, you know, one of the things we find is great leaders are decisive even in times of risk and uncertainty, like we've been through the last six months, what is it that you and your integrator and the rest of your leadership team do to stay sharp from a decision making standpoint? What helps you? You mentioned earlier that pace trumps accuracy every time and you've gotta be willing to fail fast. How do you keep being decisive? When other people may be are stuck,

Tom ([45:08](https://www.rev.com/transcript-editor/Edit?token=1rtXlN6sdGr4Cqcro8EK0YVJFiQ_aNam2wBm_CrPz3bFo6MT1Aie4iWdBPsSHJiBM1xzbSf1GBfK8EyrDcbOPnVKeTc&loadFrom=DocumentDeeplink&ts=2708.45)):

You just keep making, you keep making decisions. You just have to resolve the decision. One of the things I talk about, and this has came from Vistage, I think is the concept before you're having a meeting with somebody, what is the biggest decision you have to make in the next week? That's a question I always pose. What is the, what, what is your next, what is your biggest decision? And those couple of a, you get a decision saying, what are your thoughts? I let them talk them some quick. It sounds like you already decided. Or if they come back the same room with a really bad concept of, if somebody doesn't have a good decision and at a senior level, my guys, what's our biggest decisions we have coming up. If nobody can think of them, a good decision we have to make, then we're not reaching far enough as a leadership team.

Tom ([45:54](https://www.rev.com/transcript-editor/Edit?token=wtIyXC96XG8qe5YQh7lJMN3F38OqJGYHWkMUC__rHQJ0-VdIVlms3vlITCwpQ_yYuS2ycOO5QEe39yaXKiV7P0X6gt8&loadFrom=DocumentDeeplink&ts=2754.05)):

And it's not a decision process. This is a vision and moving beyond your comfort zone process. But I don't find that the, I like making decisions and I'm not afraid to be wrong. So I have, again, speed trumps accuracy. Yeah. Make decisions fast, turn on a dime if you have to. But the minute the KPI's a myth, the numbers aren't lining you get what you thought, just course correction. Yeah. And it's the same time you were wrong. Heck yeah, I was wrong. Holy cow, did I miss that? You know, it's just not a big deal, but look what we learned.

Paton ([46:30](https://www.rev.com/transcript-editor/Edit?token=CFYrP-mIX_9SF4Z19Bb6qttx9fqadXk7MdOQ99gKxxqVSpHs5Jxd7mlqlNknlHEz9ElrKfEBTcJ_KjEh9nDsIQdY6ro&loadFrom=DocumentDeeplink&ts=2790.53)):

Great. Thank you. Uh, any last words of advice for other people, either struggling or running rapidly growing businesses in today's day?

Tom ([46:39](https://www.rev.com/transcript-editor/Edit?token=mCTBPRzdQzKI7rVVMbYlNTIky8ZKqVAr7y61BsFXFGvDI7nVQkSUFXvWTREtJU_bVIQi7lWQAtJYQxh_I_IF4OWVX48&loadFrom=DocumentDeeplink&ts=2799.56)):

Um, the rapidly growing is easier. Cause there's so much fun involved. The struggling to grow is a, is a bigger thing for me. Um, one of my assets is I love change and we hire people we always say is, look, get ready for change. Cause you're going to have to change whatever role you're in is going to change because we're a rapidly growing company. And I see the biggest thing I see holding back young entrepreneurs or people trying to get businesses to grow is they want it. They see it. Everything's like, I want to get all this stuff done, but they get up Monday morning and we do the same thing. And I'm a big believer in physiology, changes psychology. So I always tell people, drive to work a different way. Start there, come, just do things different. You got to change physical actions within your organization or force you to think differently might not be better. It might not be worse, but different is always better than the same. When you're trying to grow a company and an operation, you know, there's certain departments, you want it to run the same. And you're just trying to break out of a glass ceiling of sales. You've been the same thing for even the same level for three or four or five years, you've got to start thinking differently. And that means you got to act differently.

Paton ([47:57](https://www.rev.com/transcript-editor/Edit?token=BvwFejRUH_Uc4xju88dv4UQIMwKGpJBtvE-dfT3Tct8WNqcNp2jCXU7vublHycdRRGP8FA4UBWsTMNd4rWDDzqJ6oFo&loadFrom=DocumentDeeplink&ts=2877.15)):

That is gold, Tom, thank you so much. And thank you. Uh, the time I spent with you went like that always does and, and you've made me and the other listeners to this podcast, uh, smarter having listened to you. So I appreciate you sharing. Um, I just want to make sure all of our listeners know where to find out more about you and your organization. Where would you direct them?

Tom ([48:23](https://www.rev.com/transcript-editor/Edit?token=GbwJxLTcKhuslGMcu0SjHeiSs-r_KLk4SGyVZZlMekENloZ3j3SoJyhf_xmJRIu_EmJJR4mevRCKYUStd-kT4uv2qgY&loadFrom=DocumentDeeplink&ts=2903.76)):

Um, we are a digital company. We're, we're in firearm storage, but we are direct to consumer digital, just Google secure it. And we, I mean, we own the, uh, we own the internet search anything with our name in it. And you'll find from videos to newscast, to our website. It all comes up.

Paton ([48:40](https://www.rev.com/transcript-editor/Edit?token=RZRX2gNrXm-isSVFzpsRF0mIBSkSaEoNlUHmsa1k7GuiHI4YB3sgiThKXzyiXb2O2fxYMbu9d9i5s9FcmyPZ_l9cldM&loadFrom=DocumentDeeplink&ts=2920.41)):

Awesome. I can't wait to see it. Um, and then I'll ask our listeners to please take a moment to review the podcast on iTunes reviews, help more people find us. And it's also great to hear from you what you love, what you don't love so we can keep getting better. Uh, and so with that, I just want to say thank you to all our listeners for joining us. Tom, thank you for spending time with us this morning. Please remember that the world Lee needs people like Tom and like you to lead now more than ever. Here's hoping today's podcast helps you do more of the same.

Tom ([49:16](https://www.rev.com/transcript-editor/Edit?token=_ygRmuzo5nXs57zWLQeAIY9SjbtAR3148rJ03I9krQqj8r3ttaNOWnWQ1gPIKBDqfFx3AdEPeS8ISPyRL1w-zT55ZRM&loadFrom=DocumentDeeplink&ts=2956.83)):

All right. Thanks a lot,

Paton ([49:19](https://www.rev.com/transcript-editor/Edit?token=0FyUpJbR67ha9k7-zTs02m6XfLPF__xRkpw36mIDkFDQ3OKTA8lNOvcqvq4UIN1XEkKaK2Ar77GR6xOiF8j404WuPsc&loadFrom=DocumentDeeplink&ts=2959.44)):

Tom. That was awesome. Thank you. Um, I'm stopping the recording. Yep. Uh, that was fun.

Tom ([49:26](https://www.rev.com/transcript-editor/Edit?token=e-CX_WpTx875QMaYcSB7EjTvz38-uw3N9tsURxtgP9pbMNaZwuVBjzSfWk5_bH8TlBdup0MhhtlsO6x3UDjrncJOUQs&loadFrom=DocumentDeeplink&ts=2966.37)):

Yeah. Yeah. It's a good, yeah.

Paton ([49:29](https://www.rev.com/transcript-editor/Edit?token=2UWv-3V2vQwJz471rBVnHHEE36F5uR-L20Z9cHyHC-y2k3VUaYbZb7qySWOV-uj1u0EezJiKlx6LUj7HX4W-dxD9Bak&loadFrom=DocumentDeeplink&ts=2969.28)):

I feel like I want to continue for another hour with a beverage at hand to be perfectly candid with you that I especially want to go back to the hair band.

Tom ([49:38](https://www.rev.com/transcript-editor/Edit?token=kVCtiRRlVEBlTHOxPuvnuoO1Y_xOVDdSIjMpFzcEb9TrS4er-i-PhG1eiEvXr5fRjHJZH5jk_xgHSam1oBFl3drD3Ig&loadFrom=DocumentDeeplink&ts=2978.35)):

Yeah. Well, years ago, um, my wife, somebody, they had a shoot. My sister got me a shirt that just said, I'm talking and I can't shut up

Paton ([49:52](https://www.rev.com/transcript-editor/Edit?token=kJHaASyVuWIvteWgMkDlFz-FhP_557LlZgyHRhuvX4E0fh4cstcOVZ6-GmTYl6YtV5P8eZcpFvHGUHhl-NSa4Ro58gQ&loadFrom=DocumentDeeplink&ts=2992.59)):

April. Can you bring me that black hat over in the corner of my office? I don't know if she's in there. I've got a hat. I think you'll like, Oh, hold on. I'm going to come right back.

Tom ([50:04](https://www.rev.com/transcript-editor/Edit?token=EJUy_tr8CvKWNwUeMErikFDvR38XXABKmVAlsR5QqzNekxQ4lNO2Ha0XI4ULoWkg-30KEdCKnTFfUZlzVic4zTXgZb4&loadFrom=DocumentDeeplink&ts=3004.38)):

Yep.

Paton ([50:23](https://www.rev.com/transcript-editor/Edit?token=4VHRGn8LfG1AUvZtqceY0uKmFVT3i7INZlmEgHm_uiZJq_ASSe0AvMP1QXqnYrb_IhITTsf344kcOhjjqh-z5ypSPuE&loadFrom=DocumentDeeplink&ts=3023.52)):

One of my clients gave this to me. I don't know if you can. Oh man.

Tom ([50:35](https://www.rev.com/transcript-editor/Edit?token=OQZa6WyhgvUPUVMsos-xAL8ZMp9qrn4QMgCYyYtod7ICEH-Wumrh0YKz7foDeVeHK_FzjTsPFkopQoBIoxRUn0h8_Bc&loadFrom=DocumentDeeplink&ts=3035.48)):

Isn't that nice. They fit that on one hand too.

Paton ([50:39](https://www.rev.com/transcript-editor/Edit?token=KwRDp4ULd_W1ONDM6oa3rHghV0TckkvW7inCorhedRbrdta0JX3JC3GTmXJDDU553DP8EKO2-vsNIsEuiexFEPofqnk&loadFrom=DocumentDeeplink&ts=3039.43)):

It's a lot, but I, I, uh, it, accuracy is the best defense for libel. So, uh, well that was fun. Uh, we will, I don't know what the production timeframe is for this interview, but April will communicate with you. Let me know when it goes, live and love to hear it. And uh, we'll ask you to broadcast it on your social media and anything we can do to help you, Tom, by all means, please.

Tom ([51:03](https://www.rev.com/transcript-editor/Edit?token=3jRqw5r-6iGDa7Dw8sXRWbJOHuGR13RSnuQ4cbQH5Cv3VqU3RhJaoI6Zrk1Of5cMftj_vi9YIHrtGOyx-k17RI221Nw&loadFrom=DocumentDeeplink&ts=3063.58)):

Absolutely. I am a, uh, I am a, a card carrying member of the EOS. Uh, I appreciate everybody about it, but you know what? Most CEOs they're, they're, they're so afraid of change. They just are. And it's a shame.

Paton ([51:19](https://www.rev.com/transcript-editor/Edit?token=JjCizYGlT2q-G6wrJ_wgw2-8Kp5aAuLu4gCmSMXEsdEoCxuPiIFzQ5UbdNCEP2zmFONvhvEQzHOkGC-WeeqcJvsTWlo&loadFrom=DocumentDeeplink&ts=3079.66)):

Well, our target market is very explicit in that. You gotta be open-minded, growth-oriented more afraid of the status quo than you are of change and want the help. And there are a lot of people out there who don't. Um, and that's okay. The good news is there's a hundred times more companies in the world than we will ever have the time to serve. So as long as we find the right folks, it's going to work out great for it.

Tom ([51:47](https://www.rev.com/transcript-editor/Edit?token=L--nVKmBKQCzzo3rofmRk29p_eLH6T6G1EDUDffUQC97meM6HtTcpm3QjCTCPV-Xqe7PpH0_Nw65Lu3pfVv9lB0QhlU&loadFrom=DocumentDeeplink&ts=3107.53)):

I'm sure it is. I mean, it's, I think EOS is funny, more and more companies are, it's gonna be one of those things. It's just gonna, it's going to be kind of organic and all of a sudden you're gonna, you know, 15 years from now, it's gonna be like, Oh, you're doing it the old fashioned way.

Paton ([52:04](https://www.rev.com/transcript-editor/Edit?token=ggG_gn9awIBepMvd8uLmbRtoQ221OG4G-y9nj4_QQ7S4KjRg2oQN5ogCo1znMQHYjgomi2W1SMXp5brwyt9m7my5gaA&loadFrom=DocumentDeeplink&ts=3124.18)):

Well, you know, I, I started this journey 13 years ago. I was one of the two still serving members of our professional implementer community that we're in the second ever bootcamp, the first bootcampers flamed out. And, uh, so I've been through this with Gino and his partner, Don Tinney since, before they knew they had a business model that was going to work. And it's just amazing, you know, in the early days I felt like I was, you know, I'm a sales guy too, so I'm a Zig guy, EV your story and mine are, are quite similar, except I never, uh, had the musical talent for the hair band. Um, but, but to, to be in a world today where you can't swing a dead cat and not hit somebody talking about traction, including, you know, a rabbi, I met a couple of days ago, you're kinda like, you know, so it's really cool to watch, and I appreciate you amplifying what we're doing with your business community as well. That's how we've grown this business. I mean, really word of mouth. Is it, um, we've only recently started doing the marketing and, and this is all part of the program. So thanks so much.

Tom ([53:12](https://www.rev.com/transcript-editor/Edit?token=epdvzRPZQ41m_K_-52Hym8a8Y4WLKEf6DR8K8anREVBq1SuO2c6hvGuPeyiqwFq6f0ly7LlQ1r5fghGK9s0K5LJD4y0&loadFrom=DocumentDeeplink&ts=3192.25)):

Well, the, uh, I mean, I would attribute EOS. I mean, we're, we made inc 5,002 years ago and we're going to make it again. Um, you know, our goal this year was 13. We're going to hit 18. We're at 30 million for three years. You're changing that to 50 and wow. It's E O S is at the end of the day. That's the tool that's allowing us to achieve.

Paton ([53:36](https://www.rev.com/transcript-editor/Edit?token=_HDqlf3q0n07_zBwjtCtQNdEEeegJ354s1Y3spaQuio_xl0Bzex-Jv_w6XrDImAUUIGxEXSdmvP6WdKAzbqezmyjsqc&loadFrom=DocumentDeeplink&ts=3216.74)):

Is, is Frank still working as your implementer?

Tom ([53:40](https://www.rev.com/transcript-editor/Edit?token=kerpJXC2YAyX4A4iqkUgSSzDq1XFICNoUWDo5SPjh2iOE3ollIFl-TMAegTOCVOjm1cd6nBPHDEy-9yXxsPrEq7qEjA&loadFrom=DocumentDeeplink&ts=3220.22)):

No, he, he, we hired, uh, Jamie Kornelsen out of Rochester and worked with Frank. And that's when that's, when Jake caught that. Got it. I was like, you know what? I could do this. And I'm the,

Paton ([53:52](https://www.rev.com/transcript-editor/Edit?token=WqkcvZG7VEuOOxneFLi-CDaP7JJRlt8INVGy6FYFEEayz4OlibvXVk_xrrlpnsJEkYtMKBPaRsQWyUlV8T1hvHmWs1A&loadFrom=DocumentDeeplink&ts=3232.88)):

You know, Jamie's father joined our implementer community. It was the first out of their father recruiting program we had going on. And then shortly after that, somebody's mother became an EOS implementer. So we now have a mother, son and a father son pair in the community. So he's a great guy. We'll give Jamie my best. I will do it. All right, man. Thanks for the time, Tom. Have a great day and we'll keep you posted.

Tom ([54:19](https://www.rev.com/transcript-editor/Edit?token=ubDXFN8GohQwoFqcJ5XwIGyP62u_Xy2ID1mNsHrug7GE3C8ZqP54y_EghJ6lFih5A3o7dowCVJVwHYJnzLxWtoLCy-Q&loadFrom=DocumentDeeplink&ts=3259.46)):

All right, man. Thank you very much. Bye bye. I thought it was okay. Okay.

Paton ([54:30](https://www.rev.com/transcript-editor/Edit?token=cQyXEU2wRRtq3iU5nRmdjpgaiJQ6JXkll0y908j5nMrR6mvwdzFtV6ATs1_XuaGd2XfpPRjyOQeti79vg3jIBZWLbMw&loadFrom=DocumentDeeplink&ts=3270.8)):

He's a hard guy to kind of direct, tends to go wherever.