

Doug Smith ([00:07](#)):

Hey, leader, and welcome to episode number 362 of the L3 Leadership Podcast, where we are obsessed with helping you grow to your maximum potential and to maximize the impact of your leadership. My name is Doug Smith and I am your host, and today's episode is brought to you by my friends at Beratung Advisors. We're also recording live from the new return.com studio. If you're new to the podcast, welcome. I'm so glad that you're here and I hope that you'll enjoy our content and become a subscriber. Know that you can also watch all of our episodes over on our YouTube channel, so make sure you're subscribed there as well at L3 Leadership. And as always, if you've been listening to us for a while and it's made a difference in your life, it would mean the world to me. If you leave us a rating and review on Apple Podcast or Spotify or whatever app you listen to podcasts through, that really does help us to grow our audience and reach more leaders.

Doug Smith ([00:51](#)):

So thank you in advance for that. Well leader in today's episode, you're gonna hear me share a personal lesson on the subject of measuring success, and I think it's gonna add a ton of value to your life. But before we dive into that, just a few announcements. This episode of the L3 Leadership Podcast is sponsored by Beratung Advisors. The financial advisors at Beratung Advisors help educate and empower clients to make informed financial decisions. You can find out how Beratung Advisors can help you develop a customized financial plan for your financial future by visiting their website Beratung advisors.com. That's B E R A T U N G advisors.com. Securities and investment products and services offered through lpl Financial member of FINRA and SIPC, Beratung Advisors, LPL Financial, and L3 leadership are separate entities. I also wanna thank our sponsor, Henne jewelers, they're a jeweler owned by my friend and mentor John Henne and my wife Laura

Doug Smith ([01:42](#)):

and I got our engagement and wedding rings through Henne Jewelers and had an incredible experience. And not only do they have a great jewelry, but they also invest in people. In fact, for every couple that comes in engaged, they give them a book to help them prepare for marriage, and we just love that. So if you're in need of a good jeweler, check out hennejewelers.com. And I also wanna thank our new sponsor, reiturn.com and leader, let me just ask you this. Have you ever had an interest in investing in real estate? Well, now for as little as \$500, you can become a commercial real estate investor. Just visit return.com to learn more. That's R E I T U R N.com. Investing involves risk. Please consult a return offering circular if you're interested in investing. And with all that being said, here's my lesson on how you should measure success.

Doug Smith ([02:25](#)):

Hey, leader, today I'd like to talk to you on the subject how you should define and measure success in your life. And here's what I found. I found that how your life is going and how my life is going is often in direct correlation to how we're measuring and defining success in our lives. What does that mean? Well, I've found that in my life, the hardest times I've gone through and, and the hardest seasons that I've gone through are often because I am not properly measuring and defining success in my life. And so I'm more stressed out, I'm more likely to burn out. I'm less energized, I'm more depressed, I'm more down. But I found that the seasons where I'm at my best, where things are going really, really well, are often the result of me measuring and defining success properly in my life. And so what I want to do in this lesson is basically walk you through ways that I've improperly defined and measured success in my life.

Doug Smith ([03:11](#)):

And I think that you'll relate to a lot of them. And then I want to talk to you about ways that I've started measuring and defining success in my life and the difference that that has made in my life has made all the difference. And I think it's gonna add a ton of value to you. So with that said, let's dive in. Here are five ways that in the past I've improperly measured success in my life. Number one, measuring my success in comparison to others, measuring my success in comparison to others. Have you ever done this? Uh, you know, if you've been following the podcast for a while, many of you know that I went through a really dark season in the fall of 2020. And one of the primary reasons for that as I was going through therapy is my therapist said, uh, you often have unrealistic expectations of yourself internally, Doug.

Doug Smith ([03:52](#)):

You often have unrealistic expectations of yourself internally. And he was absolutely right. The pressure that I put on myself in comparing myself to others was absolutely insane. Uh, in the area of leadership, literally, I would always compare myself to John Maxwell, and I would think, if I don't have John Maxwell's leadership influence, if I don't have my, the ability to lead like John does, then then I'm not a leader in the area of finances. I would measure myself and my success against Dave Ramsey and think if I'm not, if I don't know a multimillion dollar business, then, then I'm not successful financially and the area of physical fitness, if I don't look like the rocker Arnold Schwarzenegger, then, then I'm not successful. Now, fortunately, that comparison was pretty close, so I didn't really have to worry about that one. But, uh, I'm just joking. But, uh, you know, when it comes to podcasting, if I don't have the listenership of Joe Rogan and Carrie Newh, then, then my podcast is nothing.

Doug Smith ([04:40](#)):

And man, that that took such a toll on me that I literally burned out out of stress and so many other things. And so I, if, if you're defining and measuring your success in comparison to others, I'm telling you, you have it all wrong. Number two, I, I am measuring my success based on what I have or what I don't have. Have you been here measuring my success based on what I have or what I don't have? Right? If, if I just had that house, then I would feel successful. If I just had that position, then I'd have, uh, a success if I just had that item or that object. And we measure success based on things. And, and that will never make you happy and it'll never energize you. And so it's not a great way to measure your success. Number three, measuring my success based on where I am in my journey, measuring my success based on where I am in my journey.

Doug Smith ([05:26](#)):

You know, how many of you, and and this is me, especially in my early twenties, like I, you wanna be so much further ahead than where you actually are. And, and instead of actually celebrating where you've come from and how far you've come, you're constantly looking out and comparing yourself to where you think you should be at this season of your life. And if you do that, I'm telling you, you're gonna be miserable all the time because you're never gonna be where you want to be in life. Number four, measuring success according to numbers. Measuring success according to numbers and leaders. I'm speaking to you, whether you're in a business, business, a nonprofit, a church, I think everyone deals with this, but you know, examples of this are how many people are here? How many followers do I have, how many downloads do I have on, on the podcast, et cetera.

Doug Smith ([06:08](#)):

And this used to bog me down so much. I we used to do live events with L three every single month. And events where we had a ton of people. Man, Bravo, I felt like a million bucks. And events where we had, you know, a handful of people, literally, I couldn't even enjoy the events. I remember just sitting in the front row listening to the speaker. My heart was in my stomach. And I used to have to write in my journal, like, my value is not based in how many people were in this room. But when you measure your life and your, and your success according to numbers, you're always gonna be disappointed cuz there's gonna be high highs and low lows. You can't do that. And we're gonna talk about how you should measure success. And then number five, the fifth way that I've improperly measured success in, in the past is thinking that the amount of money I have is, is my measure of success, basically measuring success by money.

Doug Smith ([06:55](#)):

You know, I, I love what Zigler said. He said, money isn't everything, uh, but everyone wants to find that out for themselves. And again, if you are measuring your worth and your value and your success based on how money, how much money is in your bank account, I'm telling you it doesn't matter how much money you end up getting in your bank account, it will not fully fulfill you and make you happy. And so those are ways that I've improperly measured success. And as I've talked to hundreds and thousands of leaders, uh, I've realized that they also measure success in a lot of those ways. And so I found that, that when I am only measuring myself in those ways, I end up being miserable and I'm not having a great season. I never feel like I'm good enough. I never feel like I'm far enough along.

Doug Smith ([07:31](#)):

I never feel like I have enough and it just makes me feel extremely inadequate. And so I had to learn to change how I define and measure success in my life. And so what I want to do now is just share nine ways that I've been defining and measuring success in my life. And I hope that some of these will resonate with you. And I hope that you'll implement some of these in your life. Cuz I think they can be life changing. The, the first way I measure and define success correctly is I measure success based on my whole life, not just a part of it. I measure success based on my whole life, not just a part of it. And probably one of the greatest examples I've heard of this is Zig Ziegler shared a story of a young mentee that he was mentoring.

Doug Smith ([08:07](#)):

And this young mentee really admired this other businessman who, who had a ton of money. And he told Zig Zigler, he said, Hey, I, I wanna be like that guy. Like that's who I wanna be. And Zig said, well, why? He's like, well, he's so successful. And he's like, well, what makes you think he's successful? And he said, well, he's loaded like he has everything that he ever wants. And he said, okay, I think this is a time to teach you a lesson and, and let's sit down and talk about this person that you're looking up to. He said, if you're just looking at success and how successful he is when it comes to money, then, then you're absolutely right. He has more money than he knows what to do with. And so if we just look at that area end of his life, we can both agree, yes, he's very successful, but let's look at all the other parts of his life and, and actually see if you still think he's successful.

Doug Smith ([08:48](#)):

And he said, let's look at his life in the area of relationships. He said, do you know that, that that guy's been divorced multiple times? He can't keep, keep, uh, uh, marriage and he has no really, really close friends. And basically all he does is focus on business. And the the kid said, no, I had, I had no idea that

that was the case. And he said, and spiritually he has, he doesn't believe in God. He has no relationship with God. He doesn't feel like he has purpose in life other than this to make money. And that's all he focuses on. And so he really doesn't have a spiritual life. And then he talked about, you know, other areas of his life to save time and basically every area of his life, with the exception of money was not great at all. And Zig said, Hey, after reviewing his whole life, every area of his life, would you still want to be like him?

Doug Smith ([09:32](#)):

Do you still want what he has? And the mentee said, absolutely not. I had no idea. And it totally shifted how he viewed success. And so my question to you is, do you measure success based on your whole life? You know, my mentor Larry Bettencourt, I remember him when I was a young leader, he said, he said, Doug, man, I have a lot of friends that have more money than me and more stuff than me, but can I tell you this? They don't have the peace that I have. They don't have the marriage that I have. They don't have the kids that I have cuz they're focused on the wrong things. And so, you know, look at your life, look at your physical fitness, look at your, your bank account, look at your family, look at your relationships. Like all of that makes up your life.

Doug Smith ([10:06](#)):

And so don't just measure success based on one little sliver of your life. Make sure that your whole life is great and I think that'll help you a lot. The second way that I've learned to define and measure success correctly is from a principal that Dan Sullivan, who is the owner of Strategic Co-Chaired. And he actually wrote a book on this subject called The Gap and the Gain. And this was so helpful for me, and I share this with people all the time, but he basically calls the gap in the game. He said when he was young, he loved horizons, he loved sunsets and and sunrises. And so he would always go look at the horizon, uh, and he would always try to get a closer and closer view, but he said, the closer you get to the horizon, the farther away it seems. And he said, usually in life, if you just chase the horizons of your life, if you only look into the future to measure how successful you are and you're measuring yourself against your ideals and dreams, you're never gonna feel like you're enough and you're always gonna be disappointed and depressed.

Doug Smith ([10:57](#)):

He said, what you need to do, instead of measuring forward based on where you want to go, you need to measure backwards. You know, and that's what he calls the gain. And looking back at the last five to 10 years of your life and saying, how far have I come? How far have I come? Stop measuring yourself against how far you have to go. Start measuring yourself against how far that you've come. And I think if you actually sit down and take the time to journal and write down all that you've done in the last 3, 5, 10 years, you'll be shocked at how far you come. And you'll be shocked at how proud you are of yourself and just how happy you are with the growth that has taken place. And so stop measuring against the gap that you have with your future and start measuring against the gain you have in your past.

Doug Smith ([11:38](#)):

And I'll also just say this to encourage you, if, if you do review your past and you feel like you haven't made progress and you're not where you want to be, the great news is you can start today. You can start making progress on building a great life right now. I say it all the time, but if you don't start where you are, you stay where you are. And one of my favorite quotes is, although you cannot go back and have a brand new start, my friend, anyone can start from now and have a brand new end. And you have

a wonderful opportunity starting today to start making daily progress that you'll be proud of a year from now, two years from now, three years from now. So start where you are, but learn to measure against the gains, not against the gap.

Doug Smith ([12:14](#)):

Number three, success measure success, or I'm sorry, success is all about developing your potential measure success by developing your potential. And I underlined you are there. I heard Irwin McMahon say this recently and it just really hit home. You know, Erwin is someone that I've admired, if you've ever heard Irwin, uh, communicate, he's a world-class communicator. And he said, you know, people were always comparing themselves to me and they, they want my communication skills, et cetera. But he said, let me tell you this, if your happiness is based on fulfilling someone else's potential, you're gonna be very unhappy. But if your happiness has to be connected, your happiness has to be connected to fulfilling your own potential. I'll say that again cuz I thought that was so good. If your happiness is based on fulfilling someone else's potential, you're gonna be very unhappy. Your happiness has to be connected to fulfilling your own potential.

Doug Smith ([13:06](#)):

And so the example I'll use here is podcasting. For me, I already said it before, if, if I compare myself against other people's podcasting potential and I look at Joe Rogan and Carrie Newh and they're having millions upon millions of downloads every single month, and I'm only having thousands and thousands of downloads every single month, you know, I can get very discouraged or I can start to look at it and say, Hey, I'm doing the best I can to develop the best podcast that I can with the potential that I have. And I believe I'm supposed to do this. Hey, and I'm reaching thousands and thousands of leaders every single month. Like that is incredible. That is what I need to celebrate. I don't need to compare myself against other people's podcasting potential. I need to compare myself with my potential and do the best that I can.

Doug Smith ([13:44](#)):

And when I do that, I'm actually really, really happy with my progress and really happy with a podcast. And so, again, stop comparing yourself to other people's potential. Compare yourself to your potential and just do your best to grow every single day. Number four, this was probably the first definition of success that I started implementing my life in a positive way. In my early twenties. I heard John Maxwell say this, and this was his definition of success from a very early age. He said, success is three things. Success is knowing my purpose in life, growing to my maximum potential and sowing seeds to benefit others. Success is knowing my purpose in life. And for me, I believe as a person of faith that comes from God. If you're following God, I believe God has given you gifts, talents, and passions that he wants to use in a significant way to make a difference on the earth.

Doug Smith ([14:31](#)):

And when you actually connect with the purpose of God that God has for your life, your whole life changes. You wake up every day excited. You never have to work a day in your life. Like it is amazing what happens when you get to live out your purpose. There's, there's nothing better. Number two is growing to my maximum potential. Hey, that, that's what this podcast is all about, is coming alongside of you and helping you grow. I heard it said a long time ago that growth equals happiness. And if you wanna be happy and feel successful all the days of your life grow every day. You know, if you wanna show me a happy marriage, show me a growing marriage. If you want me to see a happy company,

show me a growing company. Anything that's growing is usually happy. So growing to my maximum potential.

Doug Smith ([15:10](#)):

And then number three, sowing seeds to benefit others. You won't truly be happy until you give your life away. In fact, my mother-in-law used to say this to us all the time, the secret of life is to give your life away and to make an impact. And if, if you start doing that, if you start dying to your wants and needs and start giving your life away for the betterment, betterment of others, I'm telling you, hmm, that definition of success is so good. So I'm so thankful for John, uh, for letting me know his definition of success. Number five, this is another one I got from Maxwell, uh, but was huge. And he said when he started turning, uh, around 40 years old, he started realizing that a lot of his friends started getting divorced and walking away from their family. And, and he realized it was because they were too focused on their, their business world and success and all these other things.

Doug Smith ([15:53](#)):

And they got their eye off the ball of their family. And he got, he was actually afraid cuz he loved leadership, loved growing his company. And he said, if I don't redefine what success looks like in my life in my forties, then I could lose everything. And so he said, the definition I started, uh, using to define success in my life in my forties was this. He said, success is when those closest to me love and respect me the most. So good success is when those closest to me love and respect me the most. And I think this is so true, that it is so easy to take your family for granted because they do love you unconditionally and no matter what, and you see them every day. And so as leaders, we always wanna grow our influence and we, we become so concerned about what the outside world thinks of us.

Doug Smith ([16:36](#)):

But the reality is, it really doesn't matter what the outside world thinks about you, what matters most is what those who know you the most think about you. And so for me, again, I've been using that definition since we started having kids and since I got married, like I want my wife to, to love and respect me more than anyone else on the planet. I want my children to love and respect me more than anyone else on the planet. Family really is everything. And leaders, I'm telling you, if you don't define success in this way early, you could put yourself in danger of losing your family without even knowing it. And so properly define success within your family. Number six, success in life is experiencing more of the four freedoms. Success in life is experiencing more of the four freedoms. And again, this is a concept I've been focused in on for the past year and a half.

Doug Smith ([17:21](#)):

Uh, it's a concept I got from Dan Sullivan from Strategic Coach. Again, he's been so influential in my life, but he basically said there's four freedoms to pursue in life. Number one is freedom of time. Number two is freedom of money. Number three is freedom of purpose. And number four is freedom of relationship. And basically I am trying every day to, to build a life where I have freedom of time, money, purpose, and relationship freedom to have all the time I have to do what I need to do, all the money I have to do what I need to do, all the purpose, all, all the purpose. I could focus a hundred percent on the purpose that God's called me to. And then lastly, I can do life with who I want to do life with and go help who I wanna help. And so that's been one of my major goals as far as success is concerned, uh, the last year and a half.

Doug Smith ([18:02](#)):

And I continue to focus on that. Number seven, this is huge. Uh, again, for people of faith, especially, success is being faithful to what God puts in your hand. Success is being faithful to what God puts in your hand. And I learned this lesson very, very early. In fact, I would say that this is a life lesson for me. Uh, I share this everywhere I go. But when I was 17 or 18 years old, I started interning at a church with Larry Bettencourt. And I remember there was several other interns and all the other interns got all these cool jobs they got to, to be on stage, they got to mc that they got to do graphic design. And my only job was to wash pictures in a closet and to set up and tear down from youth group. And I was doing that for six months and I just got sick of 'em.

Doug Smith ([18:42](#)):

Like I wasn't getting paid. I'm like, this is the dumbest thing ever. I'm giving up all my time to wash pictures and set up and tear down from youth group. I'm done. I quit. And uh, I waited till Larry left for his sabbatical, which he had never had one. So he leaves, he's on a plane and he gets an email from me saying, I quit. Now, thankfully, I had a great mentor in my life and Larry, and he called me and he said, listen, if you're gonna quit, you're gonna be a man and quit to my face <laugh>. And so you're not quitting at least until I get back. And he said, I'm gonna connect you with this other leader and you guys can connect while I'm gone. And when I get back, we'll talk. So he connected me with this lead other leader. And all the other leaders said to me, he said, Doug, have you actually prayed about this decision?

Doug Smith ([19:21](#)):

I said, no, I didn't pray about it. There's nothing to pray about. This is stupid. I'm not doing this anymore, <laugh>. And he said, man, I encourage you, just pray, spend time with God and see if he speaks to you. And again, I'm just telling you my experience. I'm not saying that everyone will have this experience. But the next day I said, okay, God. I literally prayed. I said, if you don't speak to me now, I'm done. I'm walking away from the church. I'm walking away from the internship. I'm going back to my old lifestyle like I am. I'm out of here. And I literally just did one of those, uh, things where I opened my Bible to random spot and just read wherever I read. And I opened the Bible to Isaiah 49, verse three through five. And here's what it says. It says, he said to me, you are my servant Israel, and you will bring me glory.

Doug Smith ([19:59](#)):

And I replied, but all of my work seems so useless and I've spent my strength for nothing into no purpose. And when I read that, I'm like, oh my gosh. Like I feel like that's me. I feel like God, I felt like God had a plan for my life. And that, that he was saying like, I am his servant and I'll bring him glory one day. But how I felt naturally was exactly what it says in verse four. But all of my work seems so useless and I'm spending my strength for nothing and to no purpose. But the next part of the verse is what changed everything for me? It said, yet I leave it all in the Lord's hands. I will trust God for my reward. I will leave it all in the Lord's hands and I will trust God for my reward. And God spoke to me very clearly.

Doug Smith ([20:38](#)):

I don't mean an audible voice, but just in my heart. And he said, Doug, you're looking into all these other people to, to give you a reward. You're looking to Larry and Pastor John and you want them to give you a platform. You want them to give you all these cool responsibilities. And you should never look to people and expect things from people. You should just look to me and trust me and be faithful with what I put in your hand. Stop looking to people for your reward and start trusting me for it. And so from

that point on, and literally I'm telling you, if that moment didn't happen, I'm not having, I I'm not here today. Like I, I don't know where I'd be. And so I'm so grateful that I, that someone encouraged me to pray and take the time to actually do that.

Doug Smith ([21:11](#)):

And so just another, you know, I always say the answer to 1,001 questions is the be led. And if you're going through a tough time or questioning anything or wanna quit, I just encourage you, spend time with God cuz he could speak one word to you that changes everything just like he did for me. But from that moment on, I said, God, if you've called me to wash pictures and set up and tear down for youth group for the rest of my life I'm in, I'll do it for the rest of my life. And I started being faithful to washing pictures and setting up and tearing down. I did that for another six months. And all of a sudden Larry gave me an opportunity to speak. I had no idea I could speak or be a public speaker or that it would lead to all these different things, but I just started being faithful.

Doug Smith ([21:45](#)):

And as he asked me to speak and other things, I was faithful. And basically I just committed to God, whatever you put in my hand and every season of my life I'm gonna be faithful with. And that's worked out really, really well. So I just wanna encourage you, success is simply being faithful to what God puts in your hand and trust his timing and trust him for promotion. You know, I just recently interviewed, uh, Micah Tyler on the podcast, phenomenal interview. Really encourage you to, to listen to it. But he was taking, talking about the same concept and, and I, I believe he was 23 or 24 when he really felt like he was supposed to go into music as a Christian artist. And so he did that. He left his job as a youth pastor. He started driving a sausage delivery truck. He moved into a mobile home with his family who just had two kids.

Doug Smith ([22:24](#)):

And he did that for nine years and didn't, and literally didn't see any real fruit from, from music. And then all of a sudden, out of nowhere after nine years of being faithful with what God put in his hand, God opened up a door and he ended up signing a record deal, et cetera. He was 33 years old. And again, he just said, just be faithful. If God tells you to do something, just be faithful with it. And so success to me is being faithful with what God puts in your hand. I love what Eugene, Eugene Peterson said. He said, success is simply long obedience in the same direction. So good success is long obedience in the same direction. Two more definitions for you. Number eight, success is not quitting when it gets tough. Success is not quitting when it gets tough. And when I look over the course of, of, I'll just use L three leadership for an example.

Doug Smith ([23:12](#)):

There's been three to five times in the the course of L three leadership that I've wanted to quit, that I've been in tears, that I've literally told Laura, I'm done. This is stupid, what am I doing? But every time, again, thankfully Laura is saying, you're not quitting. Did God tell you to quit? Go spend time with God. And every time I did, I didn't feel like it was time to quit and I would press on. And it's so funny that every time I've pressed on when I wanted to quit, something incredible would happen. And, and I would just realize that if I would've quit, I would've never seen this come to pass. I would've never seen our first, first L three one day conference. I would've never started this mastermind group that I'm in, that, that God is using in a really significant way. And here's what I know.

Doug Smith ([23:52](#)):

If you quit, you don't know what's on the other side of you quitting and you don't know how close you were to actually making a huge impact. You know, uh, I think I interviewed Scott Harrison a while ago, the, the c e o of Charity Water. And he was talking about Amazon stock and he said, you know, I think they've been around for 30 years or something like that. And he said, n 93% of the value of their stock happened in the last seven years. If you followed their stock, it looks like a hockey stick for a very long time, it was pretty flat. But then all of a sudden it went up. And the question was, what if Jeff Bezos would've quit at any point thinking that, that it wasn't gonna take off? He would've missed out on 93% of the gain of his stock price, uh, because he threw in the towel.

Doug Smith ([24:29](#)):

And so, again, are there times where you have necessary endings and you need to end things? Sure. But in general, I would say more often than than not, success should be measured by you not quitting. And my, I say it every episode at the end of the, uh, podcast, I say, don't quit. Keep leading the world desperately needs your leadership. And when you don't quit, you have no idea what you're gonna set into motion in your leadership journey and how many people you're gonna impact if you simply make the decision to don't to not quit. And then number nine, success is simply enjoying the journey. Success is enjoying the journey. My, one of my favorite quotes is from Mae West. She said, you only live once, but if you do it right once is enough. And here's what I know. If you'll learn how to properly measure and define success in your life, it's gonna enable you to enjoy the journey.

Doug Smith ([25:17](#)):

Cuz you're gonna not compare yourself. You're not gonna find your value in the numbers and all these different improper ways to measure and define success. You're just gonna simply able to be enjoy knowing your purpose in life, growing your maximum potential and sowing seeds to benefit others. And there's really no better life than that. And so I hope this lesson helped you. I know that I needed a lesson like this when I was younger. It would've helped me immensely and saved me from, uh, some very, very hard seasons. Um, but hey, you, we live and learn. And so I hope this added value to you. Hope you have a great day and we'll talk to you next episode. Hey, leader, thank you so much for listening to my lesson on measuring success. I hope that it added value to your life. You can find links to everything that I discussed in the lesson, in the show notes@lthreeleadership.org slash 360 2.

Doug Smith ([25:58](#)):

And as always, leader, I wanna challenge you that if you wanna 10 x your life and leadership this year, then you need to either launch or join an L3 leadership mastermind group. Mastermind groups are groups of six to 12 leaders that meet together for at least one year in order to help each other grow, hold each other accountable and to do life together. For me personally, mastermind groups have been the greatest source of growth in my life over the last eight years. And if you are interested in learning about launching or joining your own group, go to L3leadership.org/masterminds or email me at DougSmith@L3leadership.org. And as always, I like to end every episode with a quote. And today I'll quote Jesse Cool who said this. He said, if you're not getting criticized, then you're probably playing it too safe. So good. Well leader, I hope that you enjoyed this episode. Know that my wife, Laura, and I love you. We believe in you and we say it every episode. But don't quit. Keep leading the world desperately needs your leadership. We'll talk to you next episode.