

Building Great Leadership: Using Delegation to Create Growth...

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SPEAKERS

Mike Derryberry, Halie Morris

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- H** Halie Morris 00:41
Hello, everyone, and welcome back to the Business of Cleaning. For our second mini seasons during the month of April. I have Mike derryberry, back here with me. And we're going to continue our talks on leadership. And in this particular episode, we're going to jump in and talk about delegation, the power it has for your team and why it is not a sign of weakness at all. And so Mike, I'm gonna let you say hi, and jump straight in.
- M** Mike Derryberry 01:07
How you doing? Hey, I just got a question for you. Have you ever worked for somebody or maybe you've had friends or you've talked to friends and they've worked for a micromanager? you've ever worked for somebody that just says, you know, you're like an extension of them, but you really have no freedom, you have nothing. That to me is the definition of a non delegator, right? Somebody's just gonna control everything. So have you ever worked for something like that?
- H** Halie Morris 01:37
I have, unfortunately, not very often, I've been very lucky to have some good boss bosses over the years, my like, two or three jobs, I've passed college, or Well, since starting

college, I should say. And I have to say, it really sucks. It's like a moral Crusher. And you just feel like, Okay, what am I here for if you just want a robot?

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Mike Derryberry 02:00

Right? Well, and how many times in all situations because I think most people have been through that kind of an experience. But how many times have you been in that situation? And you've said, Uh, I've got a great idea. And I think I'd like to, you know, it would make a huge improvement over the things that we're doing and make everything better. Anyway, just shut you down. Right? Yeah,

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Halie Morris 02:26

it sucks when you're like, oh, what if we do this? And just servers? Like, why are you talking? You know, they don't. It's a word, a really bad feeling. And then if you do have a really great idea, something that could help make things better make things more efficient, and it just gets glossed over because it's not coming from your boss.

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Mike Derryberry 02:46

Right. And, you know, this is, and I, the reason I ask these questions is because I, you know, I think everybody can relate to this, right? I mean, everybody has had at one time or another situation, and if you were to kind of prime them a little bit to go, Oh, yeah, I remember when right, and you go back to that. I think there's a there's a good news and bad news kind of aspect to being an entrepreneur or a small business owner. And it's a situation where typically a business owner or an entrepreneur is really skilled, they're very good at something, you know, whatever it might be, you know, Michael Gerber talks about in his, in his book, The E myth, and, you know, he uses the example of this woman who is a great Baker, you know, she's, she's really, really good. And so she says, Oh, I'm going to go start a business. Right. And so she jumps into the business. And, of course, there's a whole lot of other stuff that he talks about in terms of, well, you know, it's about 10% of the business of being a leader, being a business owner is about the thing that you're really good about the other 90% is about all the other stuff that has to get done, right, which we all can relate to as business owners. But I think what happens in a with an entrepreneur because they are so good at what they do. That when they get in there, they think that they're the really the only ones that can do it. Right? And and what happens is you stifle the business. About 10 years ago, I maybe not quite that long, maybe about nine years ago or so. I went through that same situation in our business. It wasn't intentional. It wasn't me trying to be a micromanager. But the result was the same thing. It really was a stifling situation. What did happen was basically, I noticed a pattern that was happening

in our business. What I noticed was we would have these moments of really fast and significant growth and man, everybody was excited and everything was fun and was things were going really, really well and then All of a sudden, it was like a complete implosion. And we had nothing but just disaster everywhere. I mean, just like fixing and running around trying to fix problems and one thing after another, and then we would, you know, we would come out of that, and we would start doing it again. And we would go through the cycle. And after about the third or fourth time this happened, I really sat down and tried to figure out what was going on. Well, you know, silly me, I should have really thought about the things that I had been reading. And I already knew the answer. But like most of us, and the answer is good for somebody else, but doesn't apply to me. Yeah, well, guess what it applies to me. And so I realized what was happening was it the illustration I use is like, yep, two partners, and they're holding hands around a tree. And then the beginning the tree is pretty small. And over time the tree grows and grows and grows, grows, and that trunk gets bigger and bigger and bigger, and it gets to a point where you're barely holding on, be around this tree, you can barely get your your arms around this tree. And if it grows any bit more, a little bit more, what happens is you lose your grip. Well, guess what, when you lose your grip, things start happening. And there's a problem. And there's all these issues, or you hold on so tight that you constrict the growth of the company or the organization, whatever, whatever, whatever it would be. And I realized that my partner and I had literally been doing that we had been basically controlling all of the aspects and all the decision making on all of these different areas. Now, we had a fairly good team at the time, and they were good, good people and stuff, but we were stifling them, we were holding them back because we were trying to make all these decisions. And I finally made the I came to the realization that, look, I got I've got to add more leaders, I have to add more people to the mix. Now. That's hard, because then you're going well, they're not going to do it as well as I do, they're not going to do it as fast as I do. They don't know as much as I do. And you know what that might be true. But there's a there's a rule that I've learned, and that is if they can if the person can do 80% as well as you can guess what 80% of what you can do right now trying to do everything is about 120% more than what you're doing right now. Because they're only focusing on one thing. What I discovered when we did this is it wasn't it was bumpy in the beginning, but eventually what what I discovered was, you don't get growth, it's not like you add one person. And now we have three people holding hands around the tree. What ends up happening is when you take it off of my plate, because I'm only I'm not really given I mean, no 100%, but I'm only able to give maybe 30% because I got all these other things I'm doing by giving it to one person allowing one person who maybe only has 80% of knowledge and 80% the experience, they're exponentially more capable of bringing success by themselves focused on that one thing, then you can try to focus on that and 13 other things. That makes sense, you know what I'm talking about. So the bottom line is, if you let go and give it to some other people, what you're going to find out is that the

organization exponentially grows Not, not addition, it's not just adding one it's multiplying. Right? So I mean, it's it's a it's a scary thing for an entrepreneur to let go. Because it's their baby, right? I mean, they just don't want to let go. But here's the harsh reality is if you don't, you're going to construct a business. And you possibly could end up doing more harm than good.

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Halie Morris 08:59

And as a leader and an entrepreneur, a lot of these people are they got to where they are because they're really great learners and learning and keeping up with what's going on in the world. And one step ahead even is part of why they find success. But if they're too busy trying to stay afloat, they can't learn. So if they're able to share responsibility, share and give responsibility, not only are they opening themselves up to continue to learn, but now they're enabling somebody else to take that job, pick that 80% or wherever they're at, and potentially surpass you at it, because that's all they're focused on. So you may be if you were only focusing on what you could do, you know, it's a specific way really, really well. And they can't do it quite that level when they start, but in two years, three years, they might be doing even better than what you could have.

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Mike Derryberry 09:50

Yeah, that's a that's a very good point. You know, what I have found is that The people I talked to the business owners that I have the privilege and opportunity to mentor at times. What they what they think the mistake that they make is they think that their method is the only way to do it. It's the right way. Well, guess what it was the right way for you to do it. The method isn't the issue. It's the end result that the it's it's the, the focus. So if Joe over here can do it a completely different way, but get to the same result. And he can get there faster, and we get better results. Why wouldn't we want them to do that? Right, but we get so hung up on? It's my idea. I learned it this way. And we get stuck into this where we talked about, you know, the last time this fixed mindset is this got to be done this way. No, there's about 50 different ways it can be done. At the end of the day, let's get it to the get the results, that's what our focus needs to be is we've got to shift our thinking away from how we do it, to what we're what our end result needs to be. And if I could say anything to to, you know, business owners is let go. I mean, it's when I finally got to the place where I was able to let go, it finally dawned on me that the leaders responsibility and a leaders job is not is not to manage all these people, you know, it's not, that's not my job, is the definition I learned. And I don't even know where it came from. I don't know who said it. But it basically is this, your job as a leader is to create an environment where other people can succeed. That's your job. As a leader, you create an environment of trust, you create an environment where people can experiment, you create an environment, where people

want to be there that they are on board with the whole mission and the whole idea of your business and what you're about, and let them go. It's amazing to me when you see these really, really creative people. And they're just being micromanaged. And a life is coming out of these people. And if you would just step back, and give them the vision and create an environment for them to explode, I bet you what you're going to find is they're going to be better at it, they're going to be more successful at it. And that means the business is going to be more successful. If you just let them go, if you just let them do that thing. And unfortunately, you know, we I see this happening all the time people just go on, but I can't it's got to be my way it's got to, and you got to hang on and hang on and hang on. Well, that doesn't always work. And in fact, what ends up happening is the company suffers people move on. And you go through the process over and over and over again. You know, what was it 99 said, you know, this, the definition of insanity is doing the same thing over and over and over again. and expecting a different result, well, you're not getting a different result, you're gonna get the same thing over and over and over again. And unfortunately, I see that's what what happens. Because they built this thing. And so there's this, they're protective of it. But you know, like, just, it's like raising kids. I mean, at some point, you know, they turn 18. And they're an adult, you got to let them go, you got to you got to hope that everything you've done up to that point is, you know, is is good, and it and you've done as much as you can, and then let them go. Doesn't mean you don't get nervous and worried about him. But you know, you've got to let them be their own person. And that's kind of the way it has to be with a business. You've got to let, at some point, you got to let your people do the thing, trust that they are going to get us where we want to be. And by the way, if you don't trust them, why are they working for you? I mean, I mean, really, I mean, think about that for a second. I've got people I can't trust to do the job that I've hired them to do. Well, then why did you hire them? Right? It's just, it doesn't make sense. So honestly, if you as a leader, have hired these people, and you hired them because they had the skills, then let them demonstrate their skills, create the environment where they can succeed, because their success is going to be translated into success for the organization.

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Halie Morris 14:47

Exactly. You know, I read something the other day, when it comes to like that parenting aspect of there are parents who micromanage and do this exact same thing that these leaders are doing with their teams, and some He said, your kids know where they want to go. It's the same with your team, your team knows who they are, who they're going to be where they're going to go in life. And you can even enable and support them and be along for the ride. Or you can be the ones that get left behind, because they're going to do it. And it's just like, at one point, your employees are going to be the same as you're creating this toxic environment, my brand, but micromanaging and trying to fit them in a box,

because they're not doing it exactly your way, your team is going to go somewhere where they can thrive, and they're going to do better, and they're going to do great. And they're going to bring success somewhere, but they're going to leave you behind in the process.

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Mike Derryberry 15:37

So I think, you know, I think that it gets kind of back to what we talked about the first week, which was this whole idea of purpose and values, right? If you as a leader, leader, are hiring people that are in alignment with your purpose and values, and ultimately your mission as well. Right? Where are we going? What are we going to be doing next? You know, year, two years, three years, five years, whatever it might be. If there's alignment there from the beginning, their end result that I mean, their end goal is the same. I mean, you've already you've already established where we're going, and they bought into that great, but how we get there sometimes is where we get hung up. Right. And I think having the ability to allow people to have input and allow people to come in influence you, you know, what was it? I think Robert Redford I, it's interesting, Robert Redford, when he would do the Sundance, you know, conferences every year. I don't remember the quote Exactly. But he did, he, in effect, basically said, I want to be influenced by you, I'm going to tell you what I think. But I want you to tell me what you think I want to be different. When I leave, than then when I came, I want to be changed, right? They all had the same objective, they all have the same purpose. But he wanted to learn something you talked about learning earlier. I can't tell you, I have learned things from my team. Over the last eight or nine years, when I finally you know, got my head around this idea, I have learned so many things from them, things that I should stop doing things that I should do better. Things that will help the organization. Um, it just allows you the freedom to be the leader you need to be, it's not a question of, you know, my way or the highway, it's a question of, well, do we want to get down the highway? Right? Do we want to get someplace? Well, yeah, we do. Well, then, let's get everybody on board. And the more people feel that, that ability to express themselves, the more loyal those people are, the more committed to the mission, that those people are to the vision of the company. Right? But with but without that, that freedom and without that sense of trust. They're just what you just said a minute ago, they're going to go find someplace else they're going to, they're going to look for another place. And then what you're looking at is Turn, turn, turn, you're rotating through like a turnstile running through people. And this is, you know, I hear this all the time, well, I can't seem to get keep good people. Well, maybe you want to stop doing what you're doing. And think about how you're you're working and what kind of an environment you're creating. That would create caused him to move on to push them out.

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Halie Morris 18:44

I couldn't agree better. You know, I just think of it's like you said, we've all had that type of boss at some point or another. We've all worked in that team, with that type of leader, that person who's who's got to have their hand and everything is their way, or your, you know, or the highway, like you said, and it squashes and it creates that toxicity, that it just is very instead of building up and growing, then you're destroying. And you're kind of sound seen potential and things like that until they're off somewhere else. Yeah, but when you can actually encourage support, enable and do all the things that we've talked about over the last couple episodes that leaders should be doing, actually leaders have to do to be an actual leader, then you're going to create a community in your own business. And that's unique because communities when they love where they are, they naturally will find ways to build and grow. And sometimes that's outside of just the normal productivity stuff. Sometimes that's creating their own team building things that's creating their own idea generating groups or opportunities where they could just like hanging out at the bar or hanging out trivia nights, our team loves trivia nights over here. And they start talking, they're like, Oh, well, somebody brings up an issue they had at work. And so he's like, Well, did you think of this? Or what if we do this, and then suddenly they bring that back to the office, or they're working with people that didn't think they were going to work with. And that diversity of ideas and input, that ability to be influenced as a leader, is what actually creates the powerful growth that drives the business? So

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Mike Derryberry 20:26

yeah, I mean, I was I forget where I think I heard it at a conference or some something a while back, but somebody said, you know, two people having a discussion about one thing, you know, can can give growth. And when you can see some improvement, you add a third or fourth person in there, and it grows exponentially, because what ends up happening is, and we've all been in situations like you're describing, right, where one person makes a comment, and we talked about this, we're talking about some topic, and then somebody says, Well, you know, I heard that well, that sparks a thought and the third person, and that's, you know, I also heard something, but here's what I also heard. And then the first guy says, well, but I heard this, and then the gal says, Well, I heard him, and it's this compounding effect that people are having, as a group begins to all throw ideas in. At the end, what you have left is so much more than what one or two people could have come up with on their own. Right. And I think that's the idea of allowing teams to find solutions. It's not my job as the leader to find the solution. It's my job to create an environment so that they can find that solution. They feel free to find that solution. Ultimately, that's the objective. That's the goal for any of us, as leaders is to have this vibrant back and forth discussion is this exchange of ideas back and forth, that ultimately helps the whole organization. I mean, why would I want to stifle that?

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Halie Morris 22:09

No, yeah. And it is. It's really incredible when, and I think we mentioned this on either first or second episode, or you did, when you focus on doing the right thing with the business, like you focus on your purpose and the alignment and things like that, versus just trying to drill through for the money, or the productivity, or this or that, or whatever, when you focus on really creating that culture in that environment that allows the group to thrive, how easily the rest, just kind of click into place. And it's one of those situations, if you create a culture that drives the community that drives thought engagement, and you open it up, and you start to teach employees that the more ideas I bring to the table, the further we get, like the more that they think and open them ourselves up to doing that kind of thing. Even some people doubt like, Oh, can I contribute code of conversation will probably more than you know, write and get them contributing. It's crazy. It's like you said it is not adding it's an exponential process, it's even more powerful than multiplying HS is going to continuously build upon.

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Mike Derryberry 23:23

I really agree with that. I mean, I guess that's kind of the whole point behind that I want to talk about in ultimately about delegation is when you delegate, your what you're basically doing is you're taking a particular role, and you're handing it like a gift to this other person. And you're saying, Look, I don't know what you're gonna do with this. But I'm really excited to watch and see what happens when you create something from this, right. And when people all feel like everybody in the group feels like, I have that ability, there becomes an organic collaboration between people. And what ends up being created and left behind is so much more than what you ever envisioned. Right. You know, I think another thing that happens that I see that, that that happens with, with leaders is kind of situation where we're when they when they want to hold on to something so tightly, and they won't let go of it. It really can ultimately, at the end of the day become a negative and detrimental to the to the organization. One of the practices that I have with smaller or younger type of entrepreneurs, smaller businesses, younger entrepreneurs, who maybe haven't had a lot of experience, right with business before, right. And I'll ask and they'll talking with them. And, you know, you've got to do certain kinds of things to grow your business, but we're assuming that their businesses are growing, you know, and a lot of these guys or our gals are people that I talked to, in, in my organise in my networking infrastructure, right, we very vibrant networking. And so they're doing well. But that's kind of the good news, bad news. You know, I started talking to him, and I said, so how things going, Oh, man, I got so much business, I'm working like 1214 hours a day. Okay, well, that's not sustainable. on anybody's level, I don't care who you are working 12 to 14 hours a day, you know, full out, you're gonna burn out. And when you burn out, so is that so is the company, right? And one of the questions I asked him, it usually is is mean, given a

situation, obviously, but one of the questions I asked them is, okay, so tell me all the things that you do. Now, this is something I think we've all heard at one time or another, we should do, you know, write down everything that I'm doing, you know, and make sure I understand what it is my day looks like, right? But very few people do it. This is my discovery is that very few people actually do it. It's an interesting exercise when you do it. It's kind of scary. I'll be completely honest. When I started doing it for myself, I was like, Okay, I gotta stop this list at some place. Because it's getting ridiculous, right? But here's the thing, once you have that list in front of you, then you start pride prioritizing that list, what are the things that really I don't like to do? Right? Well, here's, let's say you have 10 things that that you do every day, right? Or that that really occupy your time, I'm gonna bet probably seven of them are things you don't like to do. I'm just using 10, and seven as an example. But I'm betting that the only like 123 things that you really enjoy doing. So my question is, why are you doing those seven things? Well, because they have to be done. I agree they have to be done. But why are you doing those things? And what I'm trying to do is get these people to understand there are resources, even if you're not hiring people there, there are so many third party resources for you. Okay, I gotta do social media. No, you don't there are people out there who will do social media for you at a fraction of the cost is costing you? What about what about my accounting, there are bookkeepers out there that will handle your books for you. You know, I mean, you can just go right down the list, there are people who will do it much more efficiently, much with a whole lot less cost. And here's the thing, I asked him, I said, if let's just say for for sake of argument, you took those seven things. And you added up the amount of time per day that you spend on these things, whether it's accounting, or payroll or marketing, or whatever it is. How much time would you say, oh, man out of a 14 hour day, I probably saved seven hours, really? So in other words, you're going to give this to somebody? How much is that time worth to you? Yeah, well, I get it, you know, but I can't do it. I don't have people who could who can do that? Can you train people how to do that? Can you take the time to start training people to do those different things? And then let them do it? Or can you push it off to a third party who actually does know how to do it and probably knows how to do it better than you do? Right? Like accounting would be a good example. Yeah, I can crunch numbers. But you know, what, I didn't get my education and accounting and book, you know, there are people who do that for a living, I'm going to give that to them to do, right. And when you do that, now, I take that seven hours if you want, which I would not recommend, but nonetheless, you have now seven hours to really focus on the thing that you want the two or three things that you really want to do this two or three things that are critical for you. Here's the The really interesting thing. Let's say you have that seven hours left over, that you would you would have spent on these other three things. Guess what, you're not going to spend seven hours on those three things. Because now you're only focusing on three things. You're being very, very strategic. And you're you're giving your energy to those three things. And that exponential compounding effect happens to

those three things. And now you're not spending seven hours, you're maybe spending five or six hours doing those things. You now have a life back and guess what you have an organization is now thriving. Most people just are afraid of hiring new people or farming out certain aspects of their business because they're afraid they're gonna lose control. No, you still have control. You just don't have to do all the work. Right? And that's where I see a lot a lot of entrepreneurs and solopreneurs. They just feel like, I've got to do all this myself. No, you don't

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Halie Morris 30:23

think you have a huge misconception. But if you think about somebody who's like the, the baker example, they came in, they're really good at baking. They're trying to do everything at wants to make this business succeed. But they're still really good at baking and accounting, or all this other stuff isn't their forte. And they're not outsourcing. It's like, why don't you just go Bake for somebody else, if you want to focus on that one thing, and you don't want to actually focus on your business by delegating, like, that's how you, you know, you want to focus on building a business part of that is a large part of that is being able to delegate and pick your people to team up with and work with, to build it. If you just want to, like be you doing that one thing, then you should probably go work for somebody else, or be an independent contractor do something that's, you know, like, it'd be because running a business, it requires this, it's not an optional thing that you say, Oh, well, I don't need to do that. I don't need to grow that fast. Or do things like you said, burnout sets in, and it doesn't just destroy, you know, your mindset or make you tired, it crushes your ability to work, it crushes your mood, it brings down your home life like, yeah, you can't afford it, you know not to do that to yourself.

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Mike Derryberry 31:44

Yeah, I see this happening repeatedly. I don't know. It's just interesting that it happens so often. And you, there's so much information out there and so much teaching and education and learning that you can, you can engage in that all that are saying the same thing. Don't do this. They're all saying what I'm saying, I'm not saying anything new, this is something that's it's a common thought process that is out there. I mean, I'm not the only one saying this. I'm in fact, I'm probably the last one saying there's like 100 people who have said it before me. But we stopped listening, you know, we just go No, I'm different. No, you're not. You got it, you are unique. But when it comes to the effects of this, you're not any different, you're gonna it's going to have the same impact on you as it had on 100,000 100,000 other people before you. It is an honestly, look, I had to learn it the hard way. And maybe that's what you know, the end of the day, that's kind of what happens. We have to all learn this the hard way. But, you know, my my hope is that I can tell people

look, don't do what I did, I screwed up, man, I I drove myself into the ground, before I figured out what the problem was. And once I did, it's just, it's liberating. I mean, because now my whole world is around creating this environment that this amazing team can just do what they do. People will ask me anymore, like, Well, you know, about this account or that account? No, I have no idea. Why not? You know, it's your business. Yeah. But you know, what, I don't need to know about the accounts. If I need to know something about account and go talk to, you know, one of my team members or, you know, I don't need to, I don't need to know that. My job is to make sure that they're able to do their jobs as well as they can to the best of their ability that they can be creative, that they can be successful. That's my job. Period. You know, and it's just, it's freeing when you when you get to that point.

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Halie Morris 33:53

I have to say, yeah, I've seen a post about the same exact thing where it was on LinkedIn, it's relatively popular account. So there has a lot of comments on it. And it was one of those talking about, especially the leaders and the entrepreneurs are really bad about working 80 plus hours a week, every single week trying to grind. And that that becomes such a toxic mentality is to basically grind away your life. And in the comments. There were people defending their desire to work from sunup to sundown seven days a week, and they said, Well, this is just what I like to do blah, blah, blah, and they're so set in it. You cannot change their mind. They don't care about the logic they don't care about the people with a lot more experience have been there done that know the result. But they are so set on defending this Rhino fast. I mean to burnout that they're on and it is insane. It's like there's times and places where you're going to work harder, where you put a little more hours in a week. Yeah, but it shouldn't be every single week. It shouldn't be every single day because if you are then Somebody else should be working with you at least one other person, you should be delegating some of that because you're, you're doing too much like it's not a one person job.

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Mike Derryberry 35:09

And here's the thing, when you ask those same people, what is it you're working? You're spending your time on? Right? Okay, me, let's do an inventory, let's find out what is it you're really spending your time on. And when you start doing its inventory, what you find is that about 80%, of what you do, produces about 20% value to the company, because you're doing it not somebody who is focused exclusively on that one area, you know, what's the old 8020 rule, right? Let's spend 20% 80% of my time we're working on a 20% I'm screwing this up, we're gonna 20% that's going to give me the 80% result, right? That's what I need to be focusing on. But unfortunately, as an entrepreneur, we spend all our

time on the other 80%. And we don't have time left over for the 20. Most of what I got to do is because I got to get to this 20, then stop doing the 80 and focus on the 20 let somebody else do the 80. So that you can get that result. You're the Rainmaker, you're the one who needs to be out there, bringing in the business, creating the connections, creating the environment, setting the culture for the company, I mean, that's your job. But unfortunately, we get so distracted. And we think that being busy somehow equates to being successful, or somehow equates to being you know, that somehow productive. You're not being productive, if you're spread so thin that you don't use a little bit every day at something, you're not being productive. You, you're just not. And you need to allow yourself to push that stuff onto other people so that they can be productive, because they're only focusing on one or two things. And that you can focus on your one or two things, which are really creating the big hit for the whole company. Right. That's what you're looking to do. And unfortunately, you know, it I keep seeing it over and over again. And I wish I could just go and grab people going No, stop doing that. You're killing yourself and you're killing your company.



Halie Morris 37:22

Exactly. Yeah. And I that's the that really is everything that it boils down to. And that is you can tell the great leaders, the people trying to lead and their ability to delegate and then support. And it's all hand in hand. You can't just be like, Oh, I'm a leader. But really not lead and not give responsibility and not trust your team.



Mike Derryberry 37:51

So yeah, absolutely. Absolutely. All right.



Halie Morris 37:55

Well, I think I mean, that's a great episode, we've we've boiled down to a lot of stuff. And really probably one of the biggest sticking points that exhausts so many entrepreneurs is this ability to delegate or not. So opening this up and talking about for this episode, I think has been extremely helpful. So thank you for coming on Mike.



Mike Derryberry 38:17

Yeah, absolutely enjoying this.



Halie Morris 38:19

All right. Well, that's it for Episode Three. We've got one more in the series, and I'm super excited to jump in. So we will see you all next week.