



SPI Podcast Session #160 – People Over Profit With Dale Partridge

Show notes: www.smartpassiveincome.com/session160

This is the Smart Passive Income podcast with Pat Flynn, Session #160.

Intro: Welcome to the Smart Passive Income podcast, where it's all about working hard now so you can sit back and reap the benefits later. And now your host, the sock-wearin', trumpet-blarin', beatmix master podcast blaster, Pat Flynn!

Pat: What's up, everybody? Thank you for joining me in Session #160 of the Smart Passive Income Podcast. That intro song I beatboxed was Maroon 5, "Sugar," and I highly recommend watching that video. It can't help but make you happy. So, Maroon 5, "Sugar," check it out.

Thank you so much for joining me today. I'm really excited because today's guest was introduced to me by somebody who had also introduced a previous guest, who made a huge impact in my life.

So Lewis Howes was the connection here, Lewis Howes from LewisHowes.com, also a previous guest on this podcast. He's the one who introduced me to Adam Braun, the founder of PencilsofPromise.org, back in [Episode 102](#), where he actually inspired me to think beyond the money, bigger, and what else I can do to help people. He's the one who inspired me to do a birthday campaign last year and to build a couple schools in Ghana.

For those of you who don't know, just to keep you updated, especially for those of you who donated to that particular campaign (Thank you so much), I'm actually headed there on June 4th. So I'm going to Ghana for a few ideas. Ghana, Africa—that's right. And I'm going to be bringing Caleb along, my videographer. We're going to be filming the schools, I'm going to be showing you what you guys made an impact on, and I'll bring that back into July or August's episodes on SPI TV.

Again, thank you so much for those of you who have donated to that campaign. I already know it's going to be a life-changing experience. And speaking of life-changing, today's guest, Dale Partridge, is the author of a brand-new book called [People Over Profit](#) with a lot of the same philosophies: thinking beyond business, beyond the money, but who you can help and for bigger causes and social good. He's somebody I



know is going to inspire you, like he inspired me. It's just really exciting to know that I have friends like Lewis Howes who can connect me to these amazing people who help me think beyond just my immediate network and immediate surroundings to what I can do to help others in a much bigger way. That's sort of my mantra for the next few years is, "Think bigger." That's why Elon Musk is such a big inspiration to me right now. He knows no boundaries in terms of what is possible, and I want to think that way too.

So thanks to Adam Braun, to Lewis Howes, and also today's guest Dale Partridge—all helping me think much bigger, and hopefully this episode and this interview will help you think much bigger too.

So here we go. Dale Partridge over at PeopleOverProfit.com/spi.

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Pat: Hey Dale, what's up? Welcome to the SPI podcast. How are you?

Dale: Dude, super stoked to be here.

Pat: I'm super stoked for you because you're coming out with a book that has a title that super-resonates with me, [People Over Profit](#). We're going to talk about your book and its contents in a little bit, but first of all congratulations on the book. I've had so many people who have been on the show before tell me that, "Dude, you've got to get Dale on the show," so I'm really excited to have you on.

Dale: Awesome. Thanks, man. It's been a long journey. I started so many different companies and then finally kind of got a chance to start writing about my philosophy on business. The book is titled *People Over Profit*, so people are like, "Oh man, is this like socialization or is this some crazy version of capitalism?"

No, it's not people instead of profit, it's how we value people over profit, so it's been a cool journey to finally get a chance to share.

Pat: I love that and it resonates with something that I always say, which is your earnings are a byproduct of how well you serve your audience, something that I'm known for saying so I'm excited to dive into that.

Let's talk about your story a little bit. How did you get started with building companies, and then how did you get to where you're at today?



Dale: I grew up and my dad used to come in the morning and he would say this quote to me. "Dale, today I'm wearing the golden handcuffs." As a young child I had no idea what the heck he was talking about. I realized as I got older that he was saying, "Dale, I have a job that's just too good to leave."

He hated his career. Almost the entirety of my childhood I remember him walking in going, "Gosh." He couldn't believe he was making \$150,000 a year back in 1990, right? This is incredible, and he had great benefits and it was a great job at General Electric.

What I didn't realize is that he was kind of grooming me to be an entrepreneur or a self-enterprising child. I was always starting businesses and he was always encouraging me and always supporting me, from selling boxes to collecting cans to selling candy at the high school. I was a little candy drug dealer in junior high.

As I look back I realized that this wasn't a statement he was making, he was making this invitation to me. He was making this invitation of saying, "I want you to be an entrepreneur," an invitation to kind of pave my own way.

By the time I was 19 had I started my first company, grew to 6 employees, sold it for \$50,000 and started my second company, which was a rock climbing gym. I started an 8,000 square foot rock climbing gym in southern California and grew that to about 20 employees, raised \$500,000 to start that, and got fired from my own company, which was probably one of the biggest growth experiences of my life. I realized that I wasn't as great of a leader as I thought I was. I got a chance to have some smack truth reality put into me and push me into a season of even more growth.

I took some money from getting out of that business and said, "Hey, I think it's really time to learn how to play the stock market." This was 2006 maybe, pre-crash but actually a decent time. I invested in a company that many of us love, Chipotle, because I was an addict of their burritos, and I bought on the day that they IPO'd at \$21/share. I don't know if you looked recently, but they're over \$600/share now. I sold a \$121/share because I thought, "There's no way they could get any bigger."

I lost a bunch of money on solar stocks and tried to figure out what the heck I was doing in life. I realized that success wasn't fixing me, and I realized that putting 6 figures in my pocket really wasn't making me feel any better about myself.



I wanted to figure out how I could blend a purpose and profit. I wanted to figure out how I could kind of flip capitalism upside down. I wanted to figure out what it looked like to create a company that would actually change something in the world.

I started searching everywhere for it. I started a conference company, I wrote another book, then I started an advertising agency, all with great success but then it hit me. I had a conversation probably about 12:30 at night with a friend of mine who was spending the night at my house, who had 3-4 million fans on Facebook and we were talking about starting a business together.

We talked about how many charities are going out of business. We thought, "Why are they going out of business? Is it lack of awareness? Is it lack of funding?" and we realized it was both. We thought, "What if we create a company that every week we give \$7 to a charity for every item we sell," and that was the birth of Sevenly.org, which is probably my largest company that I had started.

This was in 2011 and this was just a roller coaster of life. A lot of people have heard of the company, and we grew the company from 0 to 50 employees in about 2-1/2 years, \$10 million a year. We raised about \$2 million in venture capital and did the whole San Francisco thing, but also we gave away \$4.2 million in \$7 donations to charity, which is just mind-blowing even to this day for me. It's very humbling.

It was at this moment that I learned that companies can grow faster than people, and that was a scary statement to really take on and realize that I couldn't read enough books, I couldn't listen to enough podcasts, I couldn't keep up with the demand of my \$275,000 payroll every two weeks, to manage that.

I'm a creative entrepreneur and it was hard for me to go, "I've got to let go," and I ran into panic attacks, anxiety attacks, and insomnia. It took us down an interesting road of entrepreneurship, which really ultimately created the reasoning and the beliefs of my philosophy for writing this book here.

Pat: What an incredible journey with Sevenly. I'm starting to do a lot more philanthropic stuff after getting successful here on Smart Passive Income. I built a couple schools in Ghana last year through Pencils of Promise, and I'm always looking for bigger things to do, and this is just completely inspiring.



My mind's going crazy right now because I love connecting with people who are always doing things for the greater good. Can you talk more about what this means, people over profit? Let's get right into the book and everything we can learn from it.

Most of my audience is just starting out online or they have a business and are struggling to make money for themselves. I don't think a lot of them can even begin to think about how can they take what they're making from their business and turn that into something even bigger. How does one become able to do that?

Dale: It's a hard decision. I've since sold most of my stock in the company because I wanted a little bit of a shift in direction. There was tons of purpose in Sevenly, it was great, but ultimately I wanted to shift into more of a lifestyle business that was less stressful, and that's what I'm doing now.

We still have a great relationship with Sevenly and still have some great input in the company, but I'll tell you as a new entrepreneur trying to figure out how to integrate social good it's hard. You're learning that right now, Pat, as you're trying to figure this out.

One takeaway from the book is generosity needs to be built-in, not tacked on. That's a really hard to thing to do as a new entrepreneur. I just launched my company, StartupCamp.com, and I thought to myself, "How do I integrate good here?" It's not going to be maybe as fully implemented like it was at Sevenly, but I'm not going to create a business that doesn't have it involved at all. So I said, "Okay, let's just build it in."

I called Scott Harrison up at CharityWater and I said, "Hey man, I want to help. I love your charity." I've worked with obviously hundreds of charities through Sevenly, and Scott still continues to crush it in every area. I said, "I want to give \$2.50 per month per membership at StartupCamp to you guys," and he loved that.

It was small. Last month I think I cut a check for \$1200 to them, but still it's built-in, not tacked on. It's hard to add on later. You're seeing this now probably, Pat. When you don't build it in from the beginning it's hard to go, "Okay, I have to decide how much money I want to give."

One lesson that I learned when I look at the success of social good models is we know positive and negative knowledge gaps. I talk about this in the book too, that a positive knowledge gap is saying something like, "Pat, you're the second-best podcast I've



heard all year." You're immediately thinking, "What's the first?" right? That's having someone lean in.

A negative knowledge gap is when you say, "We give 100% of the profits to charity." Your mind is thinking, "How much is 100% of the profits and how do you do that?" Or "We give 10% of all of our revenue to charity." Again these are great noble ideas, but they're very confusing to the consumer psychology.

The reason Tom's is so stinking successful was that you buy a pair, you give a pair. Sevenly was you buy a product, we give \$7, and we would quantify it even more by saying, "Hey, if you buy a product and give \$7 this week, that \$7 will feed a child for a month." It's constantly removing any knowledge gap that some consumers might have.

That's what I would say to start with. How can you start with anything? Anything is better than nothing in the generosity game, and at the end of the day there's no better ROI in the world than knowing that you kept people alive, that you saved girls from sex trafficking, that you've helped some family that's struggling with a child with autism. Whatever your cause may be, these are the things that are so incredibly important for businesses to think about.

Pat: It's always become like an afterthought for people. "Oh, I'm finally making money. Now I have something to do with it," so I like the idea of thinking about that and also using that as inspiration in the beginning to really move forward with what you need to do. But it's always easy to just be like, "Here's a charity and now I'll donate."

How can you make it really be something that your audience can see, that these products you're going to sell are actually something that's meaningful to you versus just something, like you said, is just tacked on?

Dale: I always do a report every month and I say in our private Facebook group, "Hey guys, I just want to let you guys know I cut the check this month. Here's a photo of it. We gave this much to this group. Scott said this month the money's going to start going to Ghana," or next month it might go to Burundi or whatever it is. We try to get photos to reinforce those changes and remind people what that does.

It's a real struggle. Every month sometimes I struggle with it. I'm like, "Gosh, I don't want to cut this check." It's greed that gets into my mind and I go, "I need this more. I only made \$50,000 this month. I need to make \$51,000."



It's so ridiculous in our minds and that's why generosity is one of these things that's a lifelong lesson, and it's really based in love. It's the idea of abundance and need. Anytime you can connect abundance with need you're winning.

That's what I've been trying to do in business, is trying to figure out how we can connect those two in a way that makes sense for people, and it's baby steps, man. You don't need to drop in and start being the Sevenly of the world. Come in and do what I'm doing at \$2.50 per \$100 membership. It's a simple way to kind of get started.

Pat: Is it always money? Can charity be done in different ways beyond just cutting a check? Can you give any examples of that?

Dale: Absolutely. I have a quote in the book that says, "Generosity is rarely about money." It's almost never about money. We only talk about money, but ultimately generosity is so much about time. It's so much about listening. It's serving.

The main two things are time and money, but the time function has so many different variables and forms of it. We have a chance in our companies to be very generous with our employees and with our time. I used to do this at Sevenly. I tried to spend as much time as I possibly could with the staff walking around, working on my company and not in it as much, to really make sure that I had that focus.

Being generous in another way, I created a job title for someone called the Chief Culture Creator. His job was to just make sure that our employees felt taken care of. When you grow a company quickly you'll realize that the #1 thing that will stop you is the ability to keep everybody happy, and it's a true need.

I thought, "I need to spend an \$80,000 salary to find someone who's really worth the ability to be very generous with these people," and that's a form of generosity. It's ultimately caring about people, and it's putting people above profits. We all need profit to survive, we know that, but it's this core of saying, "I really care about people and I want to make sure that they know that I know that."

Pat: For people who are just starting out and who are probably not even thinking about anything like this because they're still worried about even just turning a profit for themselves, how can we help inspire them to think in this way, when maybe at this time in their business it's not plausible?



Dale: In the book I say I believe that valuing people over profit actually makes you more profitable. I would say that I prove this in the book. The companies that I talk about are Whole Foods, Patagonia, In N Out Burger, Chick-Fil-A, Ben & Jerry, Tom's Shoes, Air BnB and some of these other great brands that are out there.

I look at these companies and their growth rates and also their employee retention rates and their brand perception and the things that they've done, and they've had all these same qualities. It's so interesting that they share all these same qualities and they don't even know it.

These qualities aren't written on their websites. They're not written on the door of the building. They're not written on the walls inside their HQ. They're just things that are done because of some sort of innate structural emotional leadership in the leaders of the company.

What's even crazier is that you'll never see these in Fast Company. You'll never see them in Entrepreneur magazine. They're things that are not in Harvard Business Review. They're things that are taught to us in kindergarten. They're the very basic things that humans have struggled with forever – to not lie, to be yourself, to be transparent, to be authentic, to be generous, to share, to care about one another.

It's the leaders that have been able to lock down those lessons in a business mindset that just kick ass. They build these incredible cultures of people that work way harder than cultures without it, and they build up this consumer business relationship that is so incredibly powerful that you think, "Why would you do business any other way?" but people still do.

These are some of the companies and their stories that I get a chance to tell. Like Southwest, we all hear their incredible stories, and some new companies like Buffer. It's just a fun book, proving that at the end of the day love always wins. It always has, it always will. Truth does too. It wins. It always has, it always will.

We've got to just harness these things as business leaders to just crush it to the marketplace with integrity, with a good name, where people like you. You don't have to be one of these idiotic leaders that go, "Hey man, it's just business. It's not personal." Those people are like the worst people on the planet. They're super dangerous, because it is personal, right? We know that.



This is kind of the backbone of the book, is really kind of coming back to the core things of what it means to be a good leader.

Pat: Absolutely. I've seen in all industries the transparency and honesty movement having a huge impact on the success of those businesses. That's something I incorporate into my business all the time, being online in the internet marketing space. That's where I'm at today, just because I've been completely honest with people, and I think more people need to understand that that's what you have to do now or else you just look like you're hiding something.

Dale: It's one of those things, like I said. We have an incredible BS meter. We can sense that. Especially any time after a recession, consumers are increasingly skeptical and we're still following the 2008 fall, so we don't trust brands. Capitalism is a dirty word. We're trying to figure out what business is meant to be like.

I give a great story in the book and I talk about how in 1965 the CEO-to-employee pay ratio was like 20:1. If you made \$40,000, your CEO would make \$800,000. This was great. This was a decent balance. I would even argue that the CEO has the right to make more, the right to make as much as they want at the end of the day.

But as we go along in time, in 1975 just 15 years later that shifted up to 150:1, so talk about a massive, massive increase in the gap between employees and CEOs in publicly-traded companies. Again this is all public information. We get up to 1990 and we're talking almost 300:1. Then we get to 2008 and we're at 400:1. Then we move into 2012 and we see companies like WalMart or JCPenney at 1745:1.

Their CEOs are making more in an hour than most of their employees do all year. It's just mind boggling. Again, at the end of the day it's just greed. I'm thinking, "Why aren't you investing this into your company? Why aren't you investing this into your people?" Take a \$2 million, \$4 million, or \$8 million salary or whatever it is, but you have to have a point where you go, "Hey, this is enough."

That's not capitalism, that's ugly disgusting business. We know there's no bad businesses, just bad leaders, so this is what I'm here to help repair. Let's get this message into hearts and minds of entrepreneurs, of managers, of executives, of CEOs to see if we can turn the world around a bit.



Pat: This book's great. I love the way it's broken down and I love the quotes in there. I saw a quote by Anne Frank, "Nobody has ever gotten poor by giving." That's one of my favorite quotes of all time too.

Tell me about the book writing process. Every time I have authors come on I always ask about the book writing process because that's something I'm very interested in. You went traditionally published, and how long did it take you from the moment you started writing to yesterday when it came out?

Dale: It took about 20 months, which is a long time. It is a little bit of an antiquated system. It's a really good system to go through to kind of feel out what it takes to work with a publisher, to get a PR plan together, to get a marketing campaign together, to rally everybody you know to help support the mission of it, to try to hit the New York Times list and all these things.

The writing process was really unique. I'm a blogger so when I blog at StartupCamp they're short 800- to 1000-word articles and they're really easy for me. This was a short book. I hate long books, and there's so many books that I read halfway through, so I wrote this book in about 32,000 words, which is about half the size of a normal business book. I wanted to keep it short, but still writing 32,000 words took the life out of me. It was so hard. It took me probably four months to get it done.

I actually hired what I call a chief editor. People hear about ghost writers, but there's no person that's like, "Hey, just write a book and then bring it to me later." That doesn't exist. A real ghost writer would say, "I want to write a book, but you need to give me the content. I'll just write it."

Then there's another service which is called a light write, where you write the first draft and then you have another really seasoned writer come in and manipulate it with your guidance.

Then you have a chief editor that's like you write it, you edit it, and then he's going to come in there and help with transition and tone, and make sure that it reads like a book and not like 20 long articles. So that's what I did. I hired a guy, and it was great to learn how to write. I thought I knew how to write. I knew how to write articles but didn't know how to write books.



So we got that experience and locked it down, and because we did that I sent it to my publisher and they were like, "Man, this thing's almost ready to go. Good work." It saved us a ton of back and forth on the edits, and I was just super stoked.

I'll probably continue to write. Every two years I think is kind of good timing to come out with a new book, because you want to focus on it for a couple years and get that message out, so it does have a cool life cycle there.

Pat: That's cool. A lot of people who I talk to who've completed their first book say, "I will never do that again," so it's good that you want to keep doing it. Actually, when your publisher sent me the advanced reader's copy it was really cool how it came. It came in this package, but then the book was inside this little sack or little bag, and it has a quote on it with a hashtag.

I don't know if they're all different or if they're all the same. This one says, "How you make employees feel about themselves says a lot about your business. #peopleoverprofit"

I think that's obviously super smart for marketing purposes, and you have those quotes with the hashtag throughout the book, which I think is cool. When I got that and I opened it I was like, "Wow! I'm excited to interview Dale because he pays attention to those small details."

You had mentioned before we started recording that that's something you love to do. It just seems like you know how to make people remember you. Can you talk more about that?

Dale: You know, it's a hard thing. I'll actually say this, and again I talk about this in one of the later chapters, but I say that design has been one of the things that really drove me as an entrepreneur. I'm a designer by trade, creative by trade, and I will commit most of my success to my ability to pay attention to small details.

I think that design has very little to do with knowing how to use Photoshop and the tools, and has everything to do with developing your eye, so I'm constantly developing my eye for what's beautiful, whether it's furniture, whether it's packaging, whether it's graphic design for my business card.



I always ask myself the question before I put anything out, "Is there anything I can do that will make this a lot better for a little bit of money?" The answer is almost always yes. Actually I've never had a no to that.

When I was setting up the book I said to myself, "What can we do to make this a lot better for a little bit of money?" I'm in the author space so I get sent a lot of books with letters and different things, so I thought, "I want to just stand out and be a little bit different," because branding at the core is just differentiation. We want to figure out how to be an orange dot in a sea of gray dots.

I called up [Uline](#) and I said, "Do you guys have these really cool parts bags?" They're like canvas parts bags. I was like, "If I bought 1,000 of them, how much would that cost?" and they're like, "Oh, it's going to cost you 6 cents a bag," and I thought, "Oh my gosh, that's amazing," so I got this bag for 6 cents.

Then I called this screen printer and I said, "How much would it cost to print some quotes on these bags?" and he said, "I think we can do it for about 20 cents a print." That's one color, black, easy. So I thought, "For 26 cents I can really change the difference of this experience for people, and especially the influencers that get these bags and the press and all that kind of stuff."

So if you order my book from me at [PeopleOverProfit.com/spi](#), I have a deal for you guys there, and you'll get your copy inside that bag too.

Pat: That's awesome. I love that. Just a few cents. That's not that much money, but you just took a little bit of time to actually think things through and differentiate yourself. I think that's something we could all learn from for sure.

Dale: Absolutely, and again it's looking at costs, because we've got to be real, costs are real, but there's almost always something you can add for a quarter that will change the day.

Pat: Awesome. Before we finish up, Dale, I want to ask you one thing. For everybody out there who's listening to this right now and they're really, really wanting to do more than just build a business, but actually build a business that matters, what one or two tips do you have for them?

Dale: A couple things. Just because you can doesn't mean you should, and just because it's smart doesn't mean it's right. Those two statements have guided me a long



way towards making good decisions. It makes you think before you make decisions, and remember that every decision we make affects somebody else, so as a business leader I think it's important to ask that.

Ultimately it's "What got you here is not going to get you there," so we have to always be growing. We have to constantly be changing. I remember thinking, "Gosh, I built a \$10 million dollar company. What do I have to do next? What's next? How do I even get to that mentality and that type of thinking?"

The people over profit philosophy I think is something that's really helping me get there, to make sure that I'm continuing to grow on this journey.

The last thing I'll say is building these deep relationships as a CEO or a business owner is really important, because experience alone doesn't make you better at anything, but experiencing deep vulnerable relationships does.

I remember a friend came up to me and said, "Self-evaluation is helpful, but evaluation from someone else is essential," and I thought, "I've got to remember this" because iron sharpens iron. I needed someone to literally give me the, "Dale, you've got a booger on your face" moment. It's always an awkward moment when you have to tell someone they have a booger on their face.

I dove into vulnerable, transparent, awkward, humiliating leadership relationships with mentors. It allowed me to see the vision, to look in the mirror with clarity on how my behavior affected other people, whether it's my 1 employee, my 5 employees, my 2 customers, my wife, whatever it might be.

I remember the day that he came up to me and he looked me in the eye and says, "Dale, you hurt people and you don't even see it." He told me these stories about these things that I would continue to do to people, and I thought, "Oh my gosh, I left a wake of destruction."

I think it qualifies me to write this book called *People Over Profit* because it's a struggle that I've dealt with and I still deal with, to look at people in our businesses and to use those people to ultimately – our companies aren't parts, they're people, so to grow those businesses just treating people well has been the greatest asset for me in my position at least.



Pat: That's something I take to heart because I'm starting to grow a team myself too, and making sure they're happy is my top priority. When they are, they're happy to do the work that they need to do, even though it's not always the most enjoyable. I'm not saying that what I'm making them do is bad, but it can be hard sometimes and stressful, and that relationship is definitely what helps keep people moving forward, that's for sure.

Dale: Absolutely. I love that.

Pat: Dale, thank you so much for your time today. I appreciate it. Again, you mentioned the link where people can get a special deal. Can you talk about what that deal is really quick?

Dale: Sure. If you go to PeopleOverProfit.com/spi you can get a copy of my book. Buy it there at the store on the site, and you can come back and enter your receipt number and you're going to get a copy of my ebook, *People Matter*, which is a great book. I actually don't like to put bonuses with the book that aren't as good as the book, and I would say this ebook is just as good as the book.

There's a private podcast with me talking about the deeper questions, and then there's a couple training videos where I discuss 3-minute training leadership tips that you're going to get for free as well. I was selling them for about \$200 for this little kit, and you're going to get it for free.

Pat: That's awesome. Thank you, Dale. We really appreciate that. Then as far as finding you online, where should we go?

Dale: @dalepartridge on Pinterest, Instagram, Twitter, Facebook. It's pretty easy to find me, I'm everywhere. Pinterest is actually one of my main things, so you can find me, the manly man, on Pinterest.

Pat: Awesome, Dale. Thank you so much for your time today. We appreciate it.

Dale: Thanks for having me.

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Pat: Thank you again for listening to today's interview with Dale Partridge. Again, you can find him at PeopleOverProfit.com/spi. You can grab his book—it's an amazing read. It's one of those books that helps you think much bigger and shows you there's so much more to do than just crunching the numbers and thinking about profit and money. There are a lot of people out there who need help—who *we* can help, all of us. So again check him out: DalePartridge.com/spi.

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Thanks again for listening in. All the links and resources are over at smartpassiveincome.com/session160. I can't wait to serve you in the next episode of the Smart Passive Income Podcast. See you next week, cheers, and keep crushing it.

Outro: Thanks for listening to the Smart Passive Income podcast at www.SmartPassiveIncome.com.



Links and Resources Mentioned in This Episode:

LewisHowes.com

PencilsofPromise.org

[Smart Passive Income Podcast Episode 102](#): How to Create Extraordinary Change and Transform the World with Adam Braun of Pencils of Promise

[People Over Profit](#)

Sevenly.org

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