



Building Your Team & Making the Switch from Operator to Owner

Host: Josh Cantwell

Guest: Joe Evangelisti

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Josh: So hey everybody. Welcome back, this is Josh CEO, at StrategicRealEstateCoach.com and Freeland Ventures, real estate private equity. Welcome back to The Strategic Real Estate Coach Podcast, an interview series. I look forward to sharing some amazing information with you today. And I've invited a good friend of mine and the guests onto the line, a guy that I've known for just a couple years and I was introduced to him by some other really phenomenal real estate operators. His name is Joe Evangelisti and he is from the, the Philadelphia market and is just a flipping assassin. He's known as the flip king, TheFlipKing.com and Joe is really one of those ultimate real estate success stories, started investing in real estate and doing fix and flips, doing wholesaling, doing turnkey rentals. And is really focused now on being outside of his business and above his business.

Josh: Works about five or 10 hours a week in this company that's, it focuses most of his time, as basically an advisor, strategic advisor to his own companies. And so what I want to talk about today with Joe is his kind of journey, starting out as a new investor and moving to intermediate and moving to advanced and then ultimately popping himself out the top of this company and the importance of spending time with other amazing real estate operators, give you a chance to even spend time with Joe and his, what he calls The Syndicate, and really just getting his insights on leading, what it takes to be a leading entrepreneur, what it



takes to be an elite performer. So, Joe, welcome to the podcast and interview series, my friend. What's going on today? How are you?

Joe: What's up, Josh? Thanks for having me, man. I appreciate, appreciate the invite to be on and I appreciate the opportunity to talk to your fans and your followers.

Josh: You Bet. You Bet. So you told me you were just spending some time with your, with your wholesale team. Tell me what you were just up to, what, what, what? What did I pull you away from?

Joe: Yeah, Monday mornings actually is our time to do, Monday mornings my time with my team, right, so once a week we do what's called an L10 meeting. That's a, that's our time to, for the entire team to get together. We start out the morning with an hour and a half session, which is generally our issue solving track, right. That's when we get together, we put together a high level problems and we solve them. It's also my time to do some, some training for them. I kind of went a little bit overboard today with the wholesale team, dug a little bit deeper to try to try to solve some issues. We're in the process of trading platforms on the back end with our CRM and stuff like that, so we had a couple of deeper issues than we generally do. But yeah, Monday mornings is really when we focus on getting the team energized for the week and solve our issues and get everybody a often running for the week. So that's generally and you're going to find me in the office on Monday mornings getting everybody cranking.

Josh: Gotcha. And so you're at the office Monday mornings getting your team cranking and then what is the rest of your week look like? You know, I know you've done over a thousand deals, you can flip over \$10,000,000 in real estate every year. And your team is very busy both on the flip side, the wholesale side, but what do you find yourself doing the rest of the rest of the week?

Joe: You know, I finally, I find myself just the setting appointments, right setting and trying to find myself occupied and trying to find high level, you know, situations like this where I'm talking to guys like you trying to find myself, you know, in front of people that are going to force myself to think bigger to keep myself outside of the box, right. Because, uh, you know, if you stay in the office, you stay in the grind and you stay doing the things that you've always done, then, you know, you just got to stay in that mode. So you know, I'm looking to constantly to set up appointments with things are going to keep me creative, things that are going to keep me thinking next level, things that are going to think how we think bigger. I'm trying to put together bigger deals and things like that, or I'm traveling or I'm, you know, spending time with my kids or whatever,



whatever I have to do to keep myself out of the office so not just on the day to day, you know what I mean?

Josh: Right, right. Absolutely. That sounds great. I know you have a passion through your mastermind that you brought your training, your training that you run The Syndicate. You have a passion for helping operators become owners. And this is something that, you know, when you get to Joe's level, it gets to my level is partially about giving back, but it's partially about, you know, kind of being a coach and really enjoying seeing other people level up their game. So tell us about that passion of yours and helping these operators become owners and what do you define as an operator and what are some of the challenges that those guys have and then what do you define as an owner and what is that like to get somebody to move to that level?

Joe: Yeah. You know, Josh, much like a, I think a lot of things is, is you learn from doing and then you figure out the challenges that go from, you know, the process, and then you look back and you say, well if I, if I did it this way, maybe it would have been a little bit more effective, more efficient, right? I think what a lot of folks are struggling with in business is they are, you hear this term owner operator, right? And then you wonder why you never have enough time in the day. You wonder why didn't you can never get anything done, you wonder why you're never effective. And I think that that's one of the biggest challenges is it's really difficult to be an owner and an operator, right? And so we start to try to separate those two things and we have, you know, a visionary and an implementer and we separate those two things into two different roles to where the owner can be the visionary, which has its own set of unique abilities, unique requirements and unique skill sets.

Joe: And then there's the implementer, that's the person that runs the business the day to day, and helps the employees have the guidance and have the accountability and keeps them on track and kind of runs the ship. That's the operator, right? So, so you have to really, in my opinion, you have to split those things in half. Otherwise you're never going to find yourself being able to have enough freedom to where you can go do other things, you know, start other companies have had the freedom to travel, you know, have the freedom to go experience whatever it is you want to do, whether that is create more and get bigger or maybe it's just to go, you know, living the life the way you want to, you know. So, you know, so we try to, we try to separate those two entities into the two distinct roles and that's a mindset that's really, really difficult for a lot of people to kind of grasp and to tackle and to live with, you know, so, that's the mindset we're trying to help people, help people overcome.



- Josh: Yeah. So I love the ideas? So I want to kind of hunker down on this because I think every entrepreneur has this, this epiphany this time when they're growing a company for so long and their still wearing both hats. So let's take a look back at your journey, give us a little bit of color, some foundation about your journey, but specifically at that time when you were the owner operator and what was it like to break through? What kind of mindset shifts did you have that you now coach people on? What were some things that you had a change in your own business, your own life, your own habits, your own routines to make that a reality?
- Joe: Yeah, so I mean, a lot of it I think basis off the ego, right? And I think a lot of us can admit that, you know, we, so when we started the company, you know, it's our baby, right? It's our foundation, it's our thing, it's what we're good at or proud of being and you know, it's hard enough sometimes just to hire an employee, you know, give them any responsibility whatsoever to give them, to let them take on any challenges, any little minute delegation of anything, right. So that's one start. So sometimes you get a entrepreneurs that you're just like got, hire anybody, hire a marketing, hire anything, you know, and then they start to grow a team and now maybe they have four or five or six employees, depending on what type of industry you're in.
- Joe: You know what I mean? If it's real estate, sometimes it can be super simple. If it's a wholesale team, it could be two or three people before you could walk away, right? But you know, let's just say, let's just assume it's a real estate team and you can get four or five people now it's like, okay, now we have systems and processes and everything's implemented, there's money coming in and now it's time where you can, you can hire a high level operator and you can actually walk away. That's a whole other level of challenges and that's what I call letting go of the vine, right? Because now you have to actually trust not only somebody to do an employee's role or a certain process, now you have to trust the responsibility of someone to take your position and a leadership role and actually walk away from a day to day and assume that, you know, someone's going to take a high level challenges over and make high level decisions for you.
- Joe: That's a whole other level of ego that a lot of us, I mean it comes down to working on ourselves more than it comes down to anything else. It's not a trust issue, it's a you know, it's a deep seated, you know, ego issue a lot of times, um, where, you know, can you handle that? And then there's, you know, there's all kinds of different, you know processes that we put into place to make sure that the things are done properly and reporting and all that type of thing. And that's



where the L10 meeting that I did this morning comes from right when you can trust that the numbers are going to be reported to you properly and you can trust that certain things are going to come and happen all the time and every time and you can trust it on Monday. Those things are going to, you know, come back to you. Um, you know, you start to be able to let go a little bit and start to breathe a little bit because you know, hey, you know what, no matter what I'm going to learn on Monday, what happened? You start to let people have that responsibility and then once you start to find is when you hire the right people, we call A players. A players really take it to a whole other level. Sometimes they do it better than you would have done it, and then they started to amaze you and then you start to grow an amazing team and you know, there's all kinds of steps that happen after that, but that's when the release of stress starts to really happen and you can start to see the progress of basically 10x what your results could have been had you not built that thing and allowed it to grow without you. So it's, it's an amazing adventure, man. It's really a lot of fun, but a lot of times you just can't get past that first step because again, we're in love with that baby we created from step one you know?

Josh: Right. You Bet. So the guys that you've coached and work with to implement this L10 meeting and their own business and go from owner operator to just owner. For guys that have had success, you know, there maybe two or three characteristics that you see that those guys they have, they use, they continue to implement to kind of stay and keep pushing it, that owner level let somebody else fill in and then conversely, are there maybe a couple characteristics of the guys that fail at that they can't let go and their businesses don't grow anymore because they're kind of stay, they knowingly or unknowingly they stay in that owner operator, they continued to wear both hats. So what are the couple of characteristics of the guys that do it right? And a couple of characteristics of the guys that maybe can't get out of their own way?

Joe: Yeah. Yeah. So I think the characteristics of the people that do it right, number one, they're coachable. They're willing to take a take action and they're willing to listen. Just like anybody with a mentor. I mean, I'm sure Josh, you've got plenty of mentors and just like myself, I mean, when I first hired my first mentors, they would tell you something and then it would take you months to finally have the guts to just go ahead and take action on what they told you. And as time goes on, now my mentor tells me to jump off a bridge. I'm looking for the closest bridge, you know what I mean? So I think that when you're coachable and you trust the process, the quicker you do whatever you're being asked to do or directed to do, you know that you know that's the right thing to do. So being



coachable is a big piece of it. And then of course, you don't take the advice of just anybody. You hire someone that's had that process dialed in.

Joe: Number two is just, you know, a lot of the skills that most entrepreneurs need, right, is you have to have the guts to take the risk. You know, if you're built to be an entrepreneur, you're built to be an entrepreneur. If you're not, then that's totally cool, you know, go get a high paying job and stay there and be comfortable and be happy with that. But you know, this is not for the meek, this is not for, you know, people who are not comfortable taking risks and you know, to be successful, to grow a team, to build a team, to walk away from a team, to go build another team to keep doing that. Look, you're going to get slapped in the face, you're going to get knocked down, you're going to have to stand back up and it's never going to stop. I don't care how successful you are and that's a lesson in life that you just have to learn. Like there's just no, there's no level of comfort that you're ever going to have, no matter how much success you have, you have to continue to, to know how to fall down and stand back up again. So you need those people that are resilient and used to being able to take that that punch and be able to get back up, right. You know, those types of people.

Joe: So you know, the ones that, the ones that take the first step off the edge and then they get punched real quick and then they're like, whoa, whoa, whoa I'm going back to doing what I did before. You're never going to. You're never going to see freedom. Right? And those are the types of people that frankly, you know, you should go get a good job, you know, because being entrepreneurs probably not a good thing for you to begin with. You know, those are the types of things that are really, that are really important to somebody that wants to go out and become a real true owner of a company. And then you ask what's tough about being able to make that transition? If you really married to your company, I would say if you start a company and you're not the type of person that can start a company with the idea that you're going to sell that company one day, like that idea just completely, you know, evades you. Like it's not even something that you can think about. Then don't think about stepping away as the owner and doing it again because there are those of us that are thinking about it as a company, as an asset. And I'm going to come, I'm going to start multiple of them and I'm going to do this multiple times over and over again.

Joe: You know, I think sometimes again, when we're young and we start a company, you know, my, my, one of my first companies was called Addison Quinn Development. My kids are, my daughters are Addison and Quinn, you know, we make this. I don't want to say it's a mistake, we all do it's natural. We just think it's our baby and we're going to put our family name on it and it's going to last



forever. You know, and I look back now and I'm like, man, if somebody offered me a million bucks for that thing, I'd sell that name tomorrow. You know what I mean? It's natural, right. It's part of business. Now I name companies off a street signs like, I don't care because I know that I'm building an asset. I don't care about the name of the asset, I'm building a process, a system and something that's replicable that I can sell, you know, that's more of what a company is, not necessarily something that's my ego anymore and that just comes from maturity, right? So if you're building a company and if it's something that's so close to you that you're not willing to part with it, well then maybe you're not that person that wants to transition in ownership either. So you know that if that helps a little bit.

Josh: Yeah. I interviewed Kevin O'Leary just in this conversation with you it just brings me back. I interviewed Kevin O'Leary for this podcast a couple of years ago and he said, look, you know, when you're successful in business and you've worked hard and you've started to kind of graduate out into that, you know, owner hat, you know owner position at the table if you will. And you don't have to be there all the time. There's still always something that's burning in the business. Even when you have all the systems and procedures and lots of a players, there's still always something that's burning and even if there's something that's not burning that day, it could just be the company needs more customers, it needs another strategic relationship, it needs another affiliate, it needs more capital. Those are all those really high level big picture things that, that owners should be doing is going and finding that next relationship going and finding more money from the bank, going, tightening up the process if you see a glaring weakness, there is all plenty of things to do as the owner, even when you're not the operator, you know, looking for you know blindness in a business that nobody else sees that that's, that's really your job. So Joe, when you think about building the team, right, you mentioned systems, procedures, being able to let go, but the people, right? The people of people, it's all about, that's what businesses are all about, is the people. I say at my events, the business of business is people. You've got to be able to build a business and build it on the backs of software technology using software as a weapon. But using people as a weapon. So when you're interviewing people building teams, are there any kinds of hacks or special things that you look for in your team and culture or in a specific person that you're going to hire? Are there any maybe personality profiles or tests that you give them? What are some different techniques you've used to build an amazing team?

Joe: Yeah, definitely a few things. Number One, remind me to go back to that Kevin O'Leary thing. I've got something to talk about, the visionary piece. When we're



hiring, there's a couple of things that we, that we do in house. Number one, we give everybody a Kolby test after the second interview, we're going to put them into the team, I want to see how they're going to associate with other people and how they're going to work. Number two, we hire on culture so they have to fit our cultural profile. So we have our core values within our office and we hire on core values, we review on core values and we'll fire them core values. So on our quarterly review, we actually rate people on the core values within the company and if they don't fit our core values and our culture that they're not a team fit that go.

Joe: And the way, the best way I can explain core values is, the people in my company are people I want to hang out with. These are like friends of mine, these are somebody, these are people that I would invite to my house to watch the game on Sunday and, and you have to start out and understand when your company, even though I just got done talking about how your company is really, you know, it shouldn't be your baby and you should want to sell one day and all those kinds of things that you still have to, at the beginning stages, you have to want to work with these people and you have to enjoy being around these people. And they have to be your team, you have to, you have to like them. So you have to, if you, if you're sitting across the table interviewing someone and for whatever reason you're like, man, I don't know, Josh just rubbed me the wrong way and man, I don't care how qualified is you better not be making him an offer because you're going to spend a lot of time with that person. And if they're rubbing you the wrong way, that table, then they're going to rub you the wrong way six months from now, a year from now, two years from now. Another thing we do is we set expectations up front. Se hire on a 90 day probationary period and we set 30, 60 and 90 day goals and we track them. So every 30, 60, and 90 we do a review and we sit down, we say, Josh, 30 days has passed, this is what you've accomplished, this is what you haven't accomplished. What do you think so far? And let's set up another 30 day review and see where we stand in 30 days in that 90 day window it's an open door policy. You have the right to walk away and at any time, no questions asked and we have the right to fire you. No questions asked.

Joe: And then at the end of 90 days if we like you and you like us and you want to keep going, we'll actually offer the candidate up to \$2,500 check to leave to quit at that time. So it's basically like take 2,500, no harm, no foul get out of our, you know, our office and you know, it's a bonus for, for quitting at that point. Or we rip the check up and you're part of the team and congratulations. You get a hat and come on in the office and you're part of the team now you're full time. You know, we do that as an incentive because truthfully, it's the best money I could ever spend a. luckily, no one's ever taken the check, but I hope they do one day



because you know, that right there people don't realize you could spend up to two years or more in salary on a bad cultural fit for an employee. I've done it multiple times. I've lost millions of dollars on employees in the last 10 years, from people that just came, sat down and sucked time and sucked money and lost all kinds of stuff, you know, from sitting at a desk you know, creating bad habits and all kinds of stuff that I'm going to get into, but I've made a lot of bad hires, to put it to you that way. So my experience in the office, but I've made some amazing hires and that's why we had the team we have today. So, you know, those are a couple of examples of how we hire. We take it pretty seriously around here.

Josh: Yeah, for sure. Joel mentioned The Kolby Profile. So I've been a huge fan of The Kolby Profile going back all the way to 2004 is first time that I was introduced to The Kolby Profile. For those of you that don't know The Kolby K O L B E.com it's a test that you take, but it's not a personality test it's not an IQ test, it's a, it's a, it's 36 questions that somebody takes and it measures their instincts. It measures how somebody is going to attack a project naturally. So like if Joe was given this test and I was given this test and 10 other people were giving this test, there's kind of four buckets that somebody falls in. And it's really important I'm a firm believer in Kolby as well. Really important to understand is somebody going to make decisions based off of the past, are they a fact finder? Is somebody going to make a decision based off of a system, right? Are they a systematic person, which is in Kolby as high blue? Are they somebody that's quick start, which a lot of entrepreneurs are, visionaries are quick starts, they come up with a lot of ideas that cash visions, that's the green category. And then finally is the yellow implementer category, which is often people who are good artists, musicians, people good with their hands, people don't like to do things on their own and you've got to know who you're dealing with. Like I know my brother Mark, who's one of my business partners is high yellow and Mark likes to do a lot of things on his own, likes to be sort of a solo-preneur likes to operate within just his own bucket by himself. Got to understand that guy because if you don't and you think you're hiring like a high green or high red and you hire that high yellow, that guy is not interested.

Josh: My brothers not interested in coming to team meetings and playing in the same sandbox as everybody else. He's a hands on dude, he's really good at art, good at music, he's good on a construction job, but he's not going to be great at playing a team game, so you've got to know who you're hiring and where they fit. And The Kolby Profile is an amazing tool, it's amazing weapon for a business owner to use to, to hire the right people. Joe, along that same category along those same lines, is there anything you do on a quarterly basis or maybe an annual basis just



to have fun with your team? Do you take them out for drinks, do fun goofy stuff at the office? Is there anything you guys do to, to build culture?

Joe: Yeah, 100 percent. In fact, we just a Thursday or Friday, we just took the team out go kart racing, which was actually had a lot of fun than I thought it was going to be. You know, we tried, one of our core values is to have fun. So we do our best to have fun. We've taken them out, sail boating, we've taken them out a bowling, we've taken them out, we do happy hour constantly. So yeah, we're trying to do a lot more things. I'm constantly trying to train on a personal level so that it's like self-development and stuff like that. So I have a financial coach coming in next week, you know, I mean, we're always trying to think a little bit outside the box from your typical, I don't want to become, you know, corporate America, I don't care how big we get even though I don't think we'll ever get much bigger than 25 or so. You know, I'd like to, I'd like to make sure that we're always trying to, you know, to create some sort of outside the box thinking as far as creating a resource for our team and not just, you know, a place where they come in and they hit the grind for work and then they go home and it's a nine to five, you know, I like to make it, that it's a, you know, that they're making themselves better humans while they're here. You know, that's, that's the whole idea that's part of it, but yeah man, you've got to have fun. You know, we're always looking for ways to have fun.

Josh: Nice. Nice. So just Joe, I probably should have done this at the beginning and we kind of skipped over because we got into this, you know, high level entrepreneurs stuff which is one of my favorite topic and raising capital's the other one, but give our audience just a little bit of an idea of what your business looks like today. You guys have done over a thousand, flips you over 10 million a year. Give me an idea, is your, what's your main strategy for making money and what does your team look like?

Joe: There's about a 20, I think there's about 20 of us in house now. We have a bunch of people virtually and that's the real estate company. We're primarily, we're primarily a rehab business. We're, we're focused a lot heavier on the wholesale end right now. If you asked me two years ago, we were super super rehab focused, we're cutting back way back on that right now. That's just because I see a market trend shifting and I don't want to be caught with a shit ton of inventory. I'm sorry if I can't curse on here, bleep that out.

Josh: My grandma always told me when I was growing up that shit, damn and hell weren't swear words. Those are totally cool for this podcast, grandma said so.



Joe: You'll have a little explicit thing on iTunes. So, yeah, I mean about maybe a year ago we probably had 30 to 30 to 40 at a time going at any given time. I think right now we have 18 or 20, going right now but we'll cut that back, we'll cut that way down. So, so rehabs up there, we have wholesale going, we have a retail sales division, we own a Remax, so we have retail sales team as well. And then we have our buy and hold team so we have quite a few single families in inventory. We're constantly doing make readies and you know, turning over single family rental properties. And the big push right now is big commercial development. So I have a couple self storage facilities and things like that, that are in process, due diligence and the, you know, a preliminary phase for build out, and then we're looking for multifamilies, you know, all over all over the east coast right now. A couple in due diligence and we're getting close on a few. We really just started the two net division in the last in the last couple of months. So I'm excited about where that's going ahead. And then of course, I mean I have a bunch of other companies that's the real estate side. I have a media company as well, you know, we do some private lending and things like that. So yeah. So it's exciting stuff.

Josh: Very cool. Very cool. So Joe as we kind of round third base and head for home. You know, we started this conversation really talking about your passion for helping operators become owners and you run a mastermind, you bought an organization called The Syndicate, and you work with business owners and operators to help them kind of level up to that owner area. So just talk a little bit more about what that is. If somebody wanted to Ping you and learn more about that and how they can participate in that and get some help from you to level up there from an operator to an owner, describe that for us and then how can they Ping you on that?

Joe: Yeah, for sure. So I'm actually The Syndicate, so I've been running a real estate round tables for about two and a half years now for a high level business owners in the real estate space. And what we've realized in the last two and a half years is that, most of what we cover in these, in these events is all business owners stuff. You know, we go in there and we started talking about real estate, but we're covering business owner industry stuff, you know, hiring and then the processes and team building and all this other stuff. So actually The Syndicate is the first event is going to be February 27th and 28th. You know, what I really want to do is focus on bringing it to outside industries. So in the last year we've had a handful of outside industries come into the round table and the best thing about it was that they brought in such a great perspective into that room that we decided to do an event focused on outside industry. So that's where The



Syndicate was born. So the room in West Palm is going to be 12 high level business. They don't have to be owners, big business executives of any level that are bringing that or bringing, um, you know, strong resources, strong values, you know, folks that are looking to grow their business, grow their teams and really looking for ways to create more time, create more freedom, maybe expand their teams, and everything we just talked about on this call, but that's going to be the 27th, 28th in West Palm and they want to reach me they can find me on Facebook, they can find me on Instagram and I'm sure you'll put the contact info in the show notes.

Josh: Yeah, yeah, absolutely. Yeah. Check that out of, you know, if you're going to be involved in, in a group to really get to that level obviously Joe is your guy and can take you, he's done it for many, many, many other people. Joe, so just a couple final questions. So what does the future look like for you? You're obviously a lot of experience in construction selling lots of houses, retail with your team, building teams, you know, in the next three to five to 10 years, what are those kind of big, massive goals or the big reasons why you're trying to build your business, but where do you see the market going for yourself and what are you going to, you know, 10 years from now we're looking back at this interview, where do you want to be?

Joe: Yeah. You know, I'm a huge believer that we make our own market, which I'm sure you're definitely, you probably in agreements with that, so we're sure, you know, as long as you buy, right, you know, there is no mark and effect. I think that when the market goes down, we're going to really do well. You know, in the next five to 10 years I can see us a \$10,000 or more. I really want to see us pick up some great deals. I think when the market shifts, that's going to help a lot. You know, we have huge access to capital, which I'm sure you do as well, which is awesome. You know some of my high level goals that I write every morning is I want to be partners and JV partners with some of the best people, best operators in the nation, that's my goal. So, you know, making these contacts and talking to the people we've been talking to and you know, finding these awesome world-class operators all over the country that have access to deals and have access to, you know, on boots on the ground folks that can find these deals. You know, I want to have access to those guys and help them with the working capital, help them put the deal together, help them facilitate those things. You know, those are my goals in the next couple of years is to help build those teams. You know, we talk about the legacy building. You know, that's really something that's true to my heart. That's not about the money. It's not about, you know the, you know, it's not about being famous, it's about, it's about, you know, somebody, grandkids, grandkids, grandkids, 100 years from



now that have no idea who I am, are doing something awesome for people that they learned from somebody that I taught something to, and it, and it doesn't have to have my name on it, you know, it's just being able to put that knowledge out there and help people grow amazing, amazing stuff and, you know, I'm not getting the credit for it, you know, that that's the, that's the cool part about building legacy and helping other people build wealth and build legacies that it's going to last for, you know, hopefully thousands of years. So that's what I put out there.

Josh: Nice, nice. Joe last but not least, obviously you've learned a lot been an entrepreneur for a long time, built lots of different companies. Been around, some amazing, amazing people. We have a lot of friends in common. If you look back, going back, you know, we're talking about looking forward 10 years, and looking back to today. I wanted to ask you, you know, what would be the number one piece of advice that you would give your younger, former self? It could be in business, could be in your relationships, business relationships, personal relationships as a father. You know, it could be anything inside real estate, outside, whatever, but is there one piece of advice you'd say, you know, Joe younger Joe, I wished you had done this or looking back at all the things we've done, why don't we try this instead? So is there any, anything you'd give back because you know, people that are listening to this will be kind of the younger former Joe, you know, looking to kind of be, you know, in the near future where you're at today.

Joe: Yeah. You know what, man, I don't have a ton of regrets but you know I do look back and, and you know, it's funny because I think technology has made things just absolutely out of control nowadays. And I'm only 38, which I feel old but I'm not that old. And, you know, there's these 22 year old, 21 year old guys that are just killing it in the game because technology insane. You know, I think I would have done things faster. I think I would've, I would've tried to do things, you know, I just take, take bigger risks and go and just go all in because, I think that there's a lot of times, you know, I find myself telling people just take action, just take action. Like, what are you waiting for? Just take action. And I look back and I'm like, man, I should've taken bigger action. You know, so I think I would have just done the faster, I would've just done it faster. I would just done it bigger. I mean, I remember reading a book, Grant Cardone, I don't know what book it is that he wrote and he said, you know, what, if my goal back in the day was to have 20,000 doors, you know I think he started out with a goal of having 500 doors. And he was like, if my goal was 20,000 doors, I would have had \$10,000 by now, or whatever the numbers. You know, I think it's the same thing. I mean, I just started writing the goal of having 5,000 doors in my planner, like a year ago.



And to think about 5,000 doors doesn't even in relationship to what people are accomplishing nowadays it's not even that much, you know, it's not, it's not even in comparison to a lot of things. So I think if you just think a lot bigger and you can move a lot faster when you put your mind to it. And you know, stop being stuck on whatever else is doing and what, what people think is capable, you know, just put your mind into a whole different region and think a lot bigger. That's what I would have done.

Josh: Fantastic advice, man. Go faster think bigger and a lot of times what I found is that requires being around people that are already there, just being exposed to it. Because when you're not, you're kind of like, well what does that even mean? Or what does it even feel like? I have no conceptual ability to even wrap my head around that, but when you're around somebody else, like being a part of Joe's group that he's doing The Syndicate or being part of something bigger or some sort of mastermind or coaching or just having a mentor or just being at different groups with people that are levels and levels above where you're at, get exposed to it. Then you realize, man, if they can do it, I can do it. I've got some challenges. I've got some things I put it in place, but it's doable. I think that's the big hurdle is just convincing yourself it's doable by seeing other people doing it, it makes it much more of a reality. So that's a big piece of it man and I found like when I've set big goals and things like I have no clue how I'm going to get to this. Normally if I just socialize with people that are there, I think that are there. It becomes much more of a reality, there are so willing to share what they've learned, so willing to share resources or affiliates or joint venture partners or people that can help me along my way because they've already been there. That's often the connecting piece, right? A big part of it. Well Joe any kind of final parting shots, words of advice for our audience.

Joe: Ready, fire, aim, baby. Go after to take action. Don't hold back.

Josh: Fantastic Joe. Love it. Love it man. Well, thanks a lot for being part of our interview series. I appreciate it guys. Look up Joe. Going to be in the show notes, links and stuff there. Find Joe on Facebook, Instagram or places like that. If you're in the greater Philadelphia area and you find this interesting, reach out to him. Joint venture with them, become a private lender or go to his office. And if you're an operator, you know, anywhere in the country, especially doing multifamily and you're looking for some backing, really somebody with a real firm backbone that can really help you achieve your goals, definitely connect with Joe and can help get you there and Joe, thanks so much for jumping on today I really appreciate it, my friend.



Joe: Appreciate it, brother. Thanks for having me.

Josh: Alright, you guys take care. We'll talk to you soon.

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