# Audio file

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# Transcript

00:00:01 Greg Reffner

And - good morning everybody, my name is Greg Reffner with abstract on our podcast today we have Richard Harris. He is the director of Sales training and consulting at Sales Hacker and founder of Harris Consulting Group. In my opinion, one of the leaders in the b2b tech world when it comes to sales strategies and Richard, if you'd like to take a moment to introduce yourself, Sir.

00:00:23 Richard Harris

Uh, thank you so much. I appreciate you asking me to be on here and hopefully I can provide some support and knowledge to other folks. And you know, maybe not embarrass myself, which has been known to happen, but I'm OK with that too.

00:00:37 Greg Reffner

Alright, well I don't think we have to worry too much about that. I think everything would be talking about today is right in your wheelhouse, so I want to first begin with really something that has always stood out to me when it comes to your point of view around things is earning the right to ask the next question. I think in sales and sales training you always talk to, you know, ask that second, third level fourth level question.

00:01:03 Greg Reffner

But oftentimes what's forgotten about is like how do you earn the right to ask that next question. So I'm really fascinated how that's become your area of focus and kind of your tagline on LinkedIn. How long has this been? Your area of focus and and how did you decide that this is where you kind of wanted to build your career?

00:01:23 Richard Harris

It's a lot like so.

00:01:26 Richard Harris

Let's start with how I wanted to build my career, which is. This was never intentional. There was never any intent for me to ever become a business consultant, a sales consultant.

00:01:40 Richard Harris

I always liked helping other people like I always liked training. I was always the Rep who's trying to help on board people and show him the best practices. And actually you know the real best practices, not the ones that that you're sort of rogue reps try to teach.

00:01:55 Richard Harris

Um, as a kid, I actually wanted to be a teacher, but I I knew that I wouldn't make a lot of money, so I was sort of able to figure out that sales was a little bit like teaching, and I actually love when I find teachers who want to move into sales because I think they're the best at sales. Literally the best background for sales.

00:02:16 Richard Harris

There's a couple others, but I really like that one.

00:02:20 Richard Harris

And then I just, you know, I had all kinds of sales jobs. And, you know, I was director of Sales VP of sales. I was a sales Rep. I was an SDR. I was a full cycle Rep sales manager sales up. So I really sort of throughout my career. Did that and then.

00:02:35 Richard Harris

2011, 2012 came along with this great job with a company called Mashery. They were going to get acquired at that point. Within sales OPS, they're getting acquired by Intel. Intel didn't need another sales OPS guy, so I was probably, you know, one of the easier people to sort of cut. But they did a really nice job. They hugged me out the door as I said and made sure that I had.

00:02:56 Richard Harris

Plenty of runway to take care of my family and look for the next gig and and and so they really did it the right way, which I really, you know, I can't thank them enough.

00:03:08 Richard Harris

And then people kind of called me and said, hey, could you help? Could you do this? What do you think? And that's sort of how it fell into this. That's how I became sales training.

00:03:17 Greg Reffner

Nice.

00:03:18 Richard Harris

Earning the right to ask questions. Actually a Rep that I had said, you know, we gotta earn the right and so I just sort of kind of thought about it for a long time and.

00:03:28 Richard Harris

And this was before I became a consultant. I was like, you know, it's a really smart idea and I was like, well, what kind of writer we earn, right? And and I realized it was earning the right to ask the questions, and so that's where I really started to hone in on it. You know, I've been through Challenger and Sandler, and some Miller Heiman stuff, and.

00:03:48 Richard Harris

Everybody intends to teach you that sandler probably does the best of it.

00:03:54 Richard Harris

An I just sort of took it in and created what I call a respect contract and over out of it or sort of having elements that I felt were missing and teaching it away that was teaching the reps how to be respectful to themselves. 'cause we hear this all the time. We hear sales leaders, you know walking there with swagger or you know own the place.

00:04:14 Richard Harris

You know, you know you're there, you belong there. It's your time to just like it, but.

00:04:19 Richard Harris

Nobody could ever teach it.

00:04:20 Richard Harris

And so that's where I really came up with this, where I sort of dug into it. I should say, I wouldn't say I came up with that. I would say I dug into it and and created this respect contract that I use it every conversation to just sort of acknowledge. Here's what we're here for. Here's why we're going to talk. And if it's not going to work, tell me right, and you know, literally. I don't want to send you.

00:04:42 Richard Harris

Reaching out, checking in and touching base emails, yeah.

00:04:46 Richard Harris

And then I'm able to transition that I think better than a lot of other methodologies from that to get the prospect talking by just asking a simple question of what made you come here. I think what made you want to have the conversation, even if they give me a tongue information even when people like Richard I need. I've got a team of, you know, this any AEs and this many SDRs and

00:05:06 Richard Harris

We need sales training. We want qualifying and discovery training. We want prospecting training.

00:05:10 Richard Harris

Well, there's still.

00:05:11 Richard Harris

Reason they want all those things and I want to know about the reason as much as I want their actual wants are 'cause oftentimes what they want isn't what they need, and so that's where I would sort of diving in. So that's the long answer to that question.

00:05:24 Richard Harris

Or anything right? So I hope it.

00:05:26 Richard Harris

Sorry for the diatribe.

00:05:28 Greg Reffner

No, I love it. There's actually a couple of things that I would like to expand upon a little bit more.

00:05:33 Greg Reffner

First things first, as your background of teachers, I when I when I hire sales reps, one of the things I look for is kind of that.

00:05:43 Greg Reffner

Different background, you know I I hired a guy who trained Falcons. I've hired people that have done door to door Internet sales. I've hired teachers and it's so funny because they're the ones that always far exceed my expectations.

00:06:01 Greg Reffner

Beyond just the that person who is maybe.

00:06:06 Greg Reffner

You know, five years of successful sales, and so I'm really curious. Kind of where why you see that teacher persona as being somebody who transitions well into into sales.

00:06:21 Richard Harris

Well, it's super from my perspective it's super easy. They know how to take things and explain them in very simple ways, right? They can take what a kid might think is complex and break it down into something simple and walk them through the process. They also understand what processes they understand that.

00:06:44 Richard Harris

Cheat and I'm going back to kindergarten that they understand the mindset of their customer, the child.

00:06:50 Richard Harris

And how to navigate them down the path and get them to buy in to do these things?

00:06:57 Richard Harris

Right, that challenge the kid appropriately and you see it as a kindergarten. Learning the ABC's You See it in, you know the first time they start to learn, you know simple addition, subtraction, multiplication.

00:07:10 Richard Harris

You see it in going into algebra and geometry and all that kind of stuff. You see it everywhere, and so they're naturally inclined with the.

00:07:20 Richard Harris

Desire to know where they're going.

00:07:23 Richard Harris

Lead the conversation in a way that's often not dictatorial, although we have some teachers that are dictatorial and and then let the kid you know, buy in. Yeah that sales like that. Yeah like that is there's no there's no difference in that theory or philosophy than it is selling somebody something.

00:07:42 Greg Reffner

Right, I love. I love that.

00:07:45 Richard Harris

Now you gotta connect with those people. You gotta earn their right to trust. You gotta have a warm personality. You gotta be personable in personal. You've got to understand what processes understand you just can't walk in and tell him to memorize. Although that often does happen, but that's not the intent of the teacher.

00:08:06 Richard Harris

That's that's a little bit on the on the on the child or the prospect. So in all the lines in my mind super well. So the question then becomes, do teachers want to be sellers? Do they? Do they thrive on that? energy of.

00:08:20 Richard Harris

Of encouraging people to change their minds or they competitive in the sense that they like the challenge, not that they played a ton of sports. But again, long answer, but hope that hope that was OK.

00:08:32 Greg Reffner

No, I love it. One of the things that imidiatly stood out to me was, you know, kind of like helping someone arrive at their own conclusions. I often think of Leonardo Dicaprio's movie Inception, kind of planting ideas in peoples minds and helping them.

00:08:45 Greg Reffner

Get to the place where they think that idea was their own, and I think back at all the teachers I've ever had.

00:08:53 Greg Reffner

They were really good at that and people that are really successful in sales have a very unique way of helping prospects arrive at conclusions on their own as well. So really, really fascinating point getting into.

00:09:09 Greg Reffner

The kind of OK we've helped identify kind of a persona. What a background might look like and getting. How do you earn the right to ask that next question? Maybe I'm kind of simplifying your explanation, but it's an upfront contract. You're setting the expectations right up front with somebody.

00:09:27 Greg Reffner

I've noticed on some of your things you talked about SDR's all the way to like customer success and everybody in between in that lifecycle of revenue.

00:09:35 Greg Reffner

An SDR has a much shorter amount of time to earn that trust and earn the right to ask for that meeting than someone at an AE level or even the CSM level. How is the strategy different? Or is it different? Whether you're helping an SDR understand that principle or someone kind of managing a book of business and farming accounts?

00:09:56 Greg Reffner

What's the difference there? Or is it the same process?

00:09:59 Richard Harris

The process is the same, but there's some tweaks.

00:10:03 Richard Harris

Right, so if I'm, uh, if I'm a customer success person or account manager where they're already my account, you know, I'm never going to say to someone. Hey, look, if it's not a good fit, just tell me and you can walk away. Yeah, right, like that's not what you're going to say but I would say something to the effect of hey, you know one of the things I thrive on in an appreciate is an honest dialogue.

00:10:24 Richard Harris

So if ever something is not working or your expectations are not being met, or I'm not giving you proper expectations, please tell me because it's my job to do all those things so it's my job to support this relationship.

00:10:37 Richard Harris

And if I fail then you're going to be unhappy and I want to. I want to know that as fast as possible. I'm actually going to do my best to to not do that. But you know, I've got enough experience that it's not going to happen. But every now and then if something is not aligned, you need to tell me. And likewise, if I discover that your expectations are not in alignment with what we do.

00:10:57 Richard Harris

I'm going to find a professional way to share that with you, and then we're going to problem solve it right so it's a little bit longer of a windup to get to the point, but that's how I would do it there.

00:11:07 Richard Harris

Um, on the SDR side. It has a lot more to do with earning that right to ask the question, which is, you know, do you wanna take a meeting an for meeting the SDR setting that first appointment is really just an interview. It's not even trying to set this meeting for the sales person is like, hey, I want to interview you and understand how you're tackling these challenges. Would you give?

00:11:29 Richard Harris

a window conversation.

00:11:31 Richard Harris

And I I'll go so far with STR to say look, it's not a sales call.

00:11:35 Richard Harris

It's not. We're trying to talk to experts like you understand where we are in the marketplace and how people are using these. You know what they're currently doing versus what we offer.

00:11:44 Richard Harris

Now, naturally, that could turn into a sales conversation, right? That's up to the AE to then skill that into a sales conversation.

00:11:53 Richard Harris

Right, and so it's a. It's a favorite technique that I really like that I learned about a couple of years ago, so I've been. I see it working a lot and it and it favors.

00:12:04 Richard Harris

The prospect so for me.

00:12:07 Richard Harris

Earning the right has a lot to do with talking about the pains you solve.

00:12:12 Richard Harris

Not what you do.

00:12:14 Richard Harris

Right, so when people and that's that's my whole learn the right phrases that you know.

00:12:19 Richard Harris

You know, Richard, what do you do? Oh, I train SDRs/AEs on how to be better sales people, but that's terrible. Yeah, yeah, it's horrible, right? That's like everybody else. Yep, so. But if I say oh I teach people how to earn the right to ask questions, which questions to ask and when to do it.

00:12:37 Richard Harris

There's not any revenue leader with any type of title C level on down who cannot.

00:12:43 Richard Harris

Immediately picture what that means.

00:12:46 Richard Harris

And people don't buy the words we say they buy the pictures we paint, so I have to paint a very clear picture of their pain in relation to what I do. So I'm always trying to talk about their pain and I'm trying to meet them in their headspace and in their mind to deeply understand where it's coming from. And once I understand that, then I can say well.

00:13:07 Richard Harris

Let me let me let me shift a little bit, let me let me explain to you how I might tackle this and you tell me if you think it's a fit.

00:13:13 Richard Harris

Right so.

00:13:15 Richard Harris

That's that's the ultimate earned yhe right to ask questions which questions to ask and when to do it. You know analogy so.

00:13:23 Greg Reffner

I love it. I love it. It's it. Seems so simple but it's it's you look across the board and not too many companies have figured out that it's not about them. It's about the prospect.

00:13:35 Greg Reffner

And everything from your SDR messaging to your marketing, product, marketing, sales, everything needs to be in alignment with that.

00:13:42 Greg Reffner

Uh, I want to get a little bit into technology and so companies invest in training. They invest in kind of messaging. They invest in people like you coming in and helping the reps earn the right to ask that next question. Really think through what that journey should look like and then they're deploying technologies to try to measure.

00:14:03 Greg Reffner

The effectiveness of that, you know? I looked on G2 crowd. There's like 200 different sales enablement tools on G2 crowd, so there's definitely not a.

00:14:14 Greg Reffner

There's not a problem in finding technology to help measure the effectiveness of the investment in these strategies.

00:14:22 Greg Reffner

I'm really curious to understand from your perspective like what what we have like this void. I feel like where we have technology. We have strategy sales, leadership, we have frontline worker. Where does technology in your mind fit into this? And then the second part of that question is like.

00:14:42 Greg Reffner

Are we trying to force a fit with technology like we trying to do too much with technology and kind of repeatable process?

00:14:52 Richard Harris

That's a good question.

00:14:55 Richard Harris

And there does become this tech overload right and I you know I. I do think that you're starting to see more alignment an acquisition of of some players by larger players or those who want to be larger players to make it one platform. The issue to me is that it's it's got too many platforms to go through.

00:15:17 Richard Harris

Now each one is absolutely meaningful, right? Whether it's salesloft or outreach or vanilla soft, whether it's vineyard or Bom, bom right? All those things aligned. I think the challenge just becomes sort of like how do I get 'em all in one place? And I think salesloft and outreach and windowless off. They've all done a good job to.

00:15:37 Richard Harris

Integrate these additional pieces.

00:15:40 Richard Harris

But there is a place where you have to recognize that.

00:15:45 Richard Harris

Most of these tools, like I don't love someone to call me album someone, please email me Richard at R Harris 415 Richard R harris at 415. Tell me if I'm wrong.

00:15:55 Richard Harris

Most of these tools accelerate the value of a meeting.

00:15:59 Richard Harris

Right, that's it. Whether it's the first meeting, second meeting, third meeting, whatever it is, that's what they do.

00:16:05 Richard Harris

However.

00:16:06 Richard Harris

Unless you're in the self serve mode, if you're just training the reps how to have these better conversations and teaching them how to earn the right to ask questions, which questions to ask and to stop talking about what you do and start talking about the pains you solve in relation to the customer or prospect. If you aren't doing that, all you're really doing is accelerating this suck.

00:16:27 Richard Harris

And I guess.

00:16:29 Richard Harris

Not a phrase I came up with that came up with my friends over connecting salaries like look.

00:16:33 Richard Harris

You know we can build great dialogue which they have, but you know if you can't teach people how to talk on the phone later, you're just accelerating this suck and then you're burning runway, right? Like you're, you've only got a TAM so large. Even if your TAM is 100,000 people or 100,000 organizations, you still only got 100,000 right? Like that's it. So you gotta look at the short term versus the long term gains and.

00:16:57 Richard Harris

The challenge there is Silicon Valley particularly.

00:17:00 Richard Harris

But not just there. I I work with a lot of larger organizations that are not mainstream or or or SAS players.

00:17:09 Richard Harris

And everybody is just trying to push revenue, right? And you're chasing the revenue dragon as I call it and you make a lot of mistakes if you try to tame the dragon in the wrong way, right? You can't tame a dragon quickly like it does not happen, right? You know even you know, look is, you know even all the way back to Game of Thrones.

00:17:31 Richard Harris

It took awhile, became interested.

00:17:33 Richard Harris

In, you know, sometimes the Dragons had a mind of their own, so.

00:17:38 Richard Harris

Yep, so honestly, but but I think the biggest challenge on the technology side is that recognized in what it will do and what it won't do, a technology will has yet to actually.

00:17:49 Richard Harris

Well, I can't say improve the conversation 'cause you know gong and chorus and exact vision are out there and they are working to teach the reps. But again, that technology is one of those are the one or two technologies I see.

00:18:02 Richard Harris

They were actually teaching you how to not accelerate the suck, how to improve so that you don't suck? But even then you still have to have the human element of either a the acceptance of the Rep to be self coached through those tools and get better and or the meeting. The manager and leaders to coach the team on how to get better based on those outcomes so.

00:18:24 Greg Reffner

Yeah, absolutely. Have you actually read Game of Thrones by the way?

00:18:28 Richard Harris

No, I have not. But it's sort of.

00:18:30 Richard Harris

On the To Do List I'm I'm I for this year. I got a couple of business books I read a couple of.

00:18:37 Richard Harris

A couple of the of the books around systemic racism have been trying to educate myself more in that realm, and then since then I took a really light approach.

00:18:49 Richard Harris

Actually, the book I'm reading right now, which is absolutely one of the best business books I've ever read, is Matthew Mcconaughey's autobiography. It's amazingly hysterical, but he talks about growth and his whole purpose of the book isn't the stories he tells. It's like how do those stories shaped the person and shape the the individual through growth.

00:19:10 Richard Harris

You know, I wouldn't say yeah, he had a Texas upbringing, right? You know he had a mom and dad who.

00:19:15 Richard Harris

Who you know he got a whooping, he said, right help right? He's not advocating for that like he's not saying that's how he's raising his children. 'cause I don't think he is but.

00:19:27 Richard Harris

But it did, and still certain things about how he needed to adjust his mindset and and I I appreciate that. So I I really liked that book. So if you're looking for an interesting book that's completely outside the business world but will improve you, this is one of 'em.

00:19:43 Greg Reffner

Love it.

00:19:44 Greg Reffner

Love it, I've wrote that down. I didn't know he had an autobiography out, so I appreciate.

00:19:48 Richard Harris

That a couple of weeks ago I just heard about.

00:19:49 Greg Reffner

It OK, yeah if I I'm on book two of Game of Thrones I I'm like it. It's so painfully long.

00:20:00 Richard Harris

My question is, is it written like Shakespeare or is it written like in common language?

00:20:04 Greg Reffner

It's common language like it's an easy read. It's just I think the first book, like 800 pages and I pulled out the second book and I was like 960 pages like yeah.

00:20:14 Richard Harris

And granted, I was never that

00:20:16 Richard Harris

Kid, but you know if if you were.

00:20:18 Richard Harris

A Harry Potter fan that seems about normal.

00:20:20 Greg Reffner

Yeah, yeah yeah yeah I I.

00:20:22 Greg Reffner

I usually read those books in about a day. I don't think I slept when Harry Potter books came out so anyways.

00:20:27 Richard Harris

I I was in generation too old for those.

00:20:29 Greg Reffner

No, no no I think.

00:20:31 Greg Reffner

Anybody can read Harry Potter, but anyway getting back on track so.

00:20:36 Greg Reffner

Um?

00:20:37 Greg Reffner

I wanna I wanna make sure we wrap this up pretty soon and keep to it. Keep to our time so we don't lose our listeners. But when we think about when you go into an organization Richard and you're starting to kind of do some analysis and start to piece together. OK, what's our messaging? Where’s technology fit?

00:20:54 Greg Reffner

Where's sales leadership's head at in terms of messaging that we need to teach everybody, you know I would love to know maybe what your biggest piece of advice is for companies looking to use technology.

00:21:06 Richard Harris

It all comes down to the pain you solve.

00:21:09 Richard Harris

Right, so I'll ask companies all the time. I will say, what do you do?

00:21:13 Richard Harris

Right, and they'll tell me and I'll say, great.

00:21:16 Richard Harris

What do you?

00:21:18 Richard Harris

What pain do you solve an even when I say that they still go back to what they do?

00:21:23 Richard Harris

So this is what we do it no.

00:21:24 Richard Harris

No, don't tell me what you do. Tell me what pain you solve. Paint me that picture.

00:21:29 Richard Harris

Right, pretend you.

00:21:31 Richard Harris

Could actually give a demo. Can you had to give a demo without the computer, which I've done?

00:21:36 Richard Harris

Back in the day.

00:21:37 Richard Harris

Right? Like that, you didn't always have this crutch.

00:21:41 Richard Harris

Right, we have a PowerPoint in your logo salad and you're trying to impress people with your VCs, which is all horse S\*\*\* and you know should go to the end of your slide deck, not the beginning. That's the first thing I'll tell people.

00:21:53 Richard Harris

It matters, but not as much as you think it does.

00:21:57 Richard Harris

Talk about the pain you solve. Don’t talk about the problem. Talk about the pain. If I'm talking to a VP of sales, what made you want to have this conversation? Well, you know we got this. Many people we want and I got it like that's normal. What's making you have this conversation?

00:22:14 Richard Harris

You know what pain do you solve, right? Oh well, we solve this pain for our customer like great. Where is that in your collateral? And it's nowhere? Yeah, it's nowhere there like you if you remember old tradeshows you walk by right at every booth. Literally, if I would just tell people I just want you to put up there, I'll give you. Write it on a poster board.

00:22:35 Richard Harris

We solve this pain.

00:22:37 Richard Harris

I promise you more people will stop and read it, and they'll be like, oh, and you could say, do you have that pain?

00:22:44 Richard Harris

What pain do you have.

00:22:46 Richard Harris

And then you have a conversation.

00:22:48 Richard Harris

Not hey, we make your team.

00:22:50 Richard Harris

More agile and did did did did did, right?

00:22:54 Greg Reffner

And it's it's like a qualification like oh, you don't have this pain. OK, we're not for you. Oh, you have this pain we are for you.

00:23:01 Richard Harris

Yeah, it's almost like the opposite of feature benefits. Here's the feature. Here's the benefit. No talk about the benefit and the benefit is the pain. So benefits, then your features.

00:23:11 Greg Reffner

Got it, I love it. I love it.

00:23:14 Greg Reffner

Well as we get close to wrapping up our time together, Richard, I really am taking away three things from this conversation. The number one thing that I really wasn't expecting to take away from this conversation was a background of kind of what type of person makes up a good sales Rep. You know, we talked about teachers and.

00:23:34 Greg Reffner

As you delve into why a teacher persona makes a potentially good salesperson, it's only like a light bulb. One of my off my head like I'm going to put this as a requirement on my next job. My job description. I push out like have you ever taught anything before in your entire life?

00:23:53 Greg Reffner

And it really gets down to their good at explaining process and helping people think through.

00:23:59 Greg Reffner

Ways to get to that conclusion on their own. Second thing, don't accelerate the suck right. If we can get a bunch of meetings on the calendar, great. But if we don't know how to talk in those meetings, that's a problem. So we need to teach conversations and then the third is talk about the pain you solve, not what you do right? Maybe we need to think about that.

00:24:19 Greg Reffner

Not just from a sales perspective, but.

00:24:21 Greg Reffner

Marketing product marketing. Product engine you.

00:24:25 Greg Reffner

Know as much as I want to.

00:24:28 Richard Harris

You can't blame product marketing and marketing. No one's told them that they should look at it this way and I think their intent is to do that, but they sort of get caught up in this marketing belief system. Which is fine, but.

00:24:40 Richard Harris

Yeah, the product marketing needs to get better at that in my opinion.

00:24:44 Greg Reffner

Yeah, I agree. Well, those are my three big takeaways from our time together. Richard, for anybody who wants to get in touch with you or learn more. What are some good ways to get in touch with you Sir?

00:24:54

Yeah, he's.

00:24:55 Richard Harris

LinkedIn in right, you can my my handle it everywhere. There's R Harris 415, RHARRIS 415. I'm super crazy.

00:25:04 Richard Harris

Here's my cell phone number 4155969149 4155969149 text me, call me and then richard@rharris415.com is my email address so.

00:25:21 Richard Harris

Connect with me. Happy to chat. I'm happy to have conversations. They don't necessarily have to turn into, you know, business opportunities. I believe in putting good karma out there in the world, so I'm happy to, you know, do that and you know the business will find you like that's how you don't accelerate the suck.

00:25:37 Greg Reffner

I love it. I love it. Well. I appreciate our time together Sir, is there any final thing you'd like to add before we wrap up today?

00:25:44 Richard Harris

Tell me about this painting behind you.

00:25:46 Richard Harris

Even though people are just listening.

00:25:48 Greg Reffner

Yeah yeah, so in my my free time I like to actually paint and it's a it's a starry night rendition.

00:25:57 Greg Reffner

Yeah.

00:25:58 Greg Reffner

And that oil on canvas. So it's kind of for for people who don't really know me. I'm kind of an introvert, which shocks most people when they find out. I've spent the past seven years in sales, but I find my energy kind of.

00:26:13 Richard Harris

And I ask because it aligns with how I teach surface pains versus core pains, like I literally draw a picture of the Earth.

00:26:21 Richard Harris

You know you have the the crust and in the the mantle. Then you have the outer core in the inner core and you know the inner core is where that core pain is real pain right? And so that's what made me ask about it so it it aligns very nicely with some philosophes of mine, which is clearly, you know, This is why we're going to be best buddies.

00:26:41 Greg Reffner

I love it. I love it. This is this. Went way better than I ever could have hoped. Richard, I appreciate it, Sir. And thank you. Thank you again for your time. Will talk soon.

00:26:52 Richard Harris

Let's do it again. Thanks, Greg, appreciate you having me.

00:26:53 Richard Harris

Thank you bye.