# Audio file

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# Transcript

00:00:00 Greg Reffner

And all right this is Greg Reffner with the abstract podcast. We're here today with Mr. Sam Jacobs, CEO and Founder of Revenue Collective. They provide support assistance education, career Grosero, CMO's CEO, CCO's. I don't think I missed any CS there and they just launched a pretty cool new operations community as well.

00:00:24 Greg Reffner

And the whole goal here perform better in roles, earned, titles, compensation and achieve professional goals. Sam pleasure to have you, Sir, take him to introduce yourself.

00:00:34 Sam Jacobs

Well, thank you, you did a pretty good job, Greg. So yeah, my name is Sam Jacob.

00:00:39 Sam Jacobs

As you said, I'm the founder, I I'm not giving myself the title of CEO yet. I'm going to give myself a performance review right around December and maybe we'll promote myself to CEO, but we'll see. But I am the founder of Revenue Collective and.

00:00:53 Sam Jacobs

And and as you mentioned, revenue collective is is what we call a career enablement platform. It's really trying to re envision professional networking and put all of us as operators at the center of the Community and work to help all of us unlock and achieve our professional potential and our career goals and doing everything we can and anything we can think of to help people.

00:01:15 Sam Jacobs

Get to where they want to get to in there.

00:01:17 Greg Reffner

I love that I love that. What was the Simon Cynic has a pretty powerful book. Start with why was your was your why behind wanting to start revenue collective?

00:01:28 Sam Jacobs

Well, like many successful companies and were this successful but but a little successful. But I I'm sort of like the ideal customer profile.

00:01:38 Sam Jacobs

Of the community. The Why is that two things have been happening at the executive level in high growth companies, one of them is that the jobs and it's really not specific. You know, Greg, you mentioned we're launching and we today on Thursday November 19th, we announced the launch of Operations Collective, which is for finance legal.

00:01:56 Sam Jacobs

HR and operations executives revenue collective is for customer facing revenue executives and sales and marketing, but the point is 2 things have been happening at the executive level. One of them is that the jobs themselves have become more difficult and harder because there's new technology, new strategies, new go to market motions. The second thing that's been happening is that all of us are spending less and less time.

00:02:16 Sam Jacobs

In those jobs, and so the average tenure in role for a revenue executive.

00:02:21 Sam Jacobs

Had a high growth companies under two years at 17 months, the last time we did the research and so an my personal story is exactly that, which is that I was from. You know, I've been doing this for 20 years, meaning leading sales and revenue organizations at high growth companies. The first big stint with seven and a half years. The next it was four and a half years at a company called Axial.

00:02:43 Sam Jacobs

The next, it was two years that a company called Live Stream the next. It was nine months as Chief Revenue Officer of a company called The muse.

00:02:48 Sam Jacobs

and then the next day it was ten months as Chief Revenue Officer of a company called Behave Box. And so you can see my personal journey has been shorter and shorter and shorter stints, while the job becomes more complicated and so we started revenue collective. Really to put all of us as operators at the center of the community. And I say that in opposition to or I'm specifically saying.

00:03:10 Sam Jacobs

Not investors, not CEOs or founders. Not service providers like executive search.

00:03:16 Sam Jacobs

firms, none of those people are the primary focus of what we're trying to do. The primary focus is all of us as human beings and operators, and helping us and working to stitch together a career because, you know, in the modern world, and we're recording this, you know, hopefully on the tail end, knock on wood of the the COVID-19 pandemic, but even more so now, right? The companies themselves are not able to provide.

00:03:31

Huh?

00:03:39 Sam Jacobs

Career support right. If you're only going to work there 18 months, the companies cannot provide career support. They can provide a little bit of support in the world, but what they really need is for you to make an immediate impact right now.

00:03:50 Sam Jacobs

So companies can't do it. There's you know there's no pensions anymore. Maybe we'll get Social Security when we're of retirement age. Maybe we won't, and so there's no safety net. For executives, there's no guidance. There's no playbook. How do you put together 20 to 30 years of work that results at the end of it? Of you have the money that you hope to make. You have the circumstances that you hope to live in.

00:04:12 Sam Jacobs

You feel safe, you feel confident, you feel secure.

00:04:15 Sam Jacobs

And that is exactly the type of framework that we're trying to provide to our members were trying to take all of the mystery and the fear and anxiety and the guesswork out of their careers, and as much as possible, try and provide support so that if you want to get somewhere, we give you the lessons we give you the playbook we give you the answers to the test so that all you have to do is put in the work and by the end of X period of time.

00:04:36 Sam Jacobs

You'll get to where you want to go.

00:04:39 Greg Reffner

Well, you answered my one of my questions that I was going to pose is kind of what have you. What is the biggest need you that you guys hope to kind of solve in the market? That seems to be pretty clear. Has that changed all in the last 12 months?

00:04:54 Sam Jacobs

Well, it's it's become more acute. You know. Obviously, like many companies and particularly communities. We were impacted by covid an we pivoted and.

00:05:05 Sam Jacobs

Like many folks, you know we were doing like maybe one webinar a month. Now we're doing 30 a week. We're doing 30 digital events a week. We didn't have a kind of a career services notion, you know, we we created this community called on the bench over the last nine months for people that have lost their jobs. Basically as a support.

00:05:14

Wow.

00:05:27 Sam Jacobs

Infrastructure and resource so.

00:05:29 Sam Jacobs

It has changed. I think what's changed over the last 12 months is that it's become even clearer as we're all working from home and we're all more isolated than ever. That community is now more important than ever and that the world is less certain than it's ever been. And as a consequence of that, the need for platforms and communities like Revenue Collective is even more cute. So I think.

00:05:50 Sam Jacobs

You know, for better or for worse over the last 12 months, like the mission that we serve has become even more important to many people.

00:05:58 Greg Reffner

Yeah.

00:05:58 Greg Reffner

Yeah, absolutely. So I want to talk about that that moved to remote working because it's it's almost.

00:06:06 Greg Reffner

I don't want to say maybe define, but redefined how leaders frontline workers people feel connected and valued. For someone who is so used to maybe being surrounded by SDRS all day and picking up on the energy of them prospecting and getting wins.

00:06:26 Greg Reffner

Two now you're maybe in a 1 two bedroom apartment sharing it with three other people, and you're trying to find yourself in a closet like so. Easy for your emotions to like, get the best of you and become disconnected.

00:06:41 Greg Reffner

How are you guys providing listeners today through? Maybe some examples from revenue collective of like what are you guys teaching to to overcome these challenges that that people are being faced with when they are disconnected? They're different environments. They're not supported by other people like how you guys helping?

00:07:00 Greg Reffner

Those types of.

00:07:01 Sam Jacobs

Well, you know a lot of what we're doing is going out to our Members and saying what are you doing? And then we're synthesizing that. So, for example, we, you know, launched a biweekly. We call it an economic benchmarking survey we started in March. It was happening biweekly. I think can mean either every two weeks or twice a week. In our case, it meant.

00:07:21 Sam Jacobs

Twice a week.

00:07:23 Sam Jacobs

And and then it we, we reduce the frequency of it But basically right away what we're trying to do is give people insights on what is everybody else doing and how might you might you achieve whatever it is you're trying to achieve. Now your point, Greg, I think that exactly what you mentioned is is the biggest challenge. The biggest challenge is that this pandemic is really unevenly distributed.

00:07:44 Sam Jacobs

It's obviously most unevenly distributed between blue collar work and white collar work, where blue collar workers are are often still on the job, still more exposed to the virus and still in high risk situations, even though they're being paid.

00:07:56 Sam Jacobs

Less white collar work is much, much better off because we're we're able to work from home. We have our laptops, but then exactly as you said, there's still this tension between young people who actually are the most in have the most interest in getting back to the office because like you said, they're in smaller living spaces. They're sharing with many other roommates.

00:08:17 Sam Jacobs

Does somebody like me, you know, an older person I know. I don't say how old, but an older person I haven't. I have enough living space. I work, you know, I live by myself with my dogs and my family and it's a lot lot easier. So what is first? I guess the first thing I would say is what are we doing to help those people were trying to re distribute best practices now? What are those best practices?

00:08:38 Sam Jacobs

Well, that's

00:08:41 Sam Jacobs

There's no, there's no silver bullet. There's no perfect answer. I think you know the things that you're going to hear over and over again, the 1st.

00:08:46 Sam Jacobs

Is that you have to respect you can't.

00:08:50 Sam Jacobs

Expect perfect productivity and perfect engagement all day everyday and that you need to be a little bit more flexible when it comes to people's life. You need to let them incorporate their life work. Life integration is the phrase that's often used.

00:09:03 Sam Jacobs

A little bit more than beefore.

00:09:04 Sam Jacobs

For, which means that if they have to go to the dentist in the middle of the day, they have to go to the dentist in the middle of the day in that. So that kinda, that's that's. I think that's obvious to most people, but just to just to reinforce again now that I think all of us know the commuting time hasn't been replaced by nothing, the commuting time and the time socializing after work has largely been replaced by more work, so.

00:09:24

Yeah.

00:09:25 Sam Jacobs

So we have mindful of you know that phrase work life balance which is really again work life integration because we're all at work all the time. I think this is shown that anyway, right? We all have our phones on us all the time, so that's thing number. One thing number two I would say.

00:09:25 Sam Jacobs

Yeah.

00:09:39 Sam Jacobs

Is.

00:09:40 Sam Jacobs

You have to be very intentional about the frequency and type and duration of the meetings that you host, right? Because there's one type of interaction, it's it's, uh, you know whether you're using Google meet, God forbid, or you're using zoom, but you know that's what we have to interact with. The other people. Yes, we have Slack, but Slack is.

00:10:00 Sam Jacobs

Just as intrusive as it is supportive and helpful, and so you know at first, everybody, including revenue collected, including like the team that I managed, we were having twice a day, twice a day meetings. We were having a morning daily huddle. What's everybody doing today and then an afternoon or evening wrap up? What do you do today? What are you gonna do tomorrow?

00:10:21 Sam Jacobs

And then we had our internal meetings as well, and then of course you have customer meetings and and so pretty soon you've got like your day booked with video calls, yeah?

00:10:30 Sam Jacobs

I think you have to be very intentional about that. We've reduced it. I think most people have reduced the frequency of video calls. You can't be on having you know 12 internal meetings a day. You can't have five internal meetings a day, 15 a week, and not expect there to be fatigue. Every meeting that you have, especially internally has to be very specific and intentional. What are you trying to get out of that meeting?

00:10:50 Sam Jacobs

What do you what do you want to happen? Now, I'm a believer in meetings and the last thing I'll say is, is that now more than ever you've got to incorporate. You know you can call it authenticity. You can call it humanity. You can call it fun but you have to.

00:11:06 Sam Jacobs

You know, energy the way that people feel when they click end meeting in the bottom right corner of their zoom window? That's that's your culture. Now that's what it is. That's your culture. And so how they feel when they log off. That zoom is, is is all you have as it relates to, really the manifestation of the energy of your culture. And that's why.

00:11:28 Sam Jacobs

It's really, really important that if that as you're hosting meetings.

00:11:32 Sam Jacobs

You know, people talk about they. We all remember how you make us feel. We don't remember what you say or do right. Well we remember from an interaction is how we felt leaving the interaction. And So what I'm trying to reinforce and hammer home do people is. It's really, really important that there's there's inspiration. There's there Simon cynic, somewhere in there you know there's there's motivation.

00:11:52 Sam Jacobs

And that people leave the meeting feeling energized because you don't have.

00:11:57 Sam Jacobs

You know, if you if you have a crappy you know weekly kickoff meeting in the office, you might still or you are in a bad mood as the leader. That might be OK because you walk out of that meeting and then you grab somebody who's low energy you notice was a little low and you say you want to grab a coffee and let's talk about how things are going. You don't have that opportunity anymore and so you have to make sure that like.

00:12:18 Sam Jacobs

There's there's the right level of motivation and enthusiasm throughout all of your interactions with your team.

00:12:26 Greg Reffner

I love that I've never really thought about that and I'm just thinking back to. Over the past week, how many times have I hit that end? Call meeting and I like throwing my headset down and been like, oh, I'm so glad that calls over verse like.

00:12:41 Greg Reffner

Read it right into the next meeting, like, oh, I'm so pumped. I feel good about the outcome of that meeting.

00:12:47 Greg Reffner

And it could be prospects facing it could be internal, it could be anything but that.

00:12:54 Greg Reffner

That I got goosebumps just thinking about it. Sam because I think that something very important that we all need to think about is how. How are people feeling as a result of an outcome of an interaction? You know we don't have.

00:13:07 Greg Reffner

That human face to face anymore. Now we have the digital face to face I guess. But hitting that end like there should be a.

00:13:15 Greg Reffner

I think there should be a software company that measures that or something. I.

00:13:18 Greg Reffner

Don't know it's coming, I'm sure.

00:13:18

Yes.

00:13:19 Sam Jacobs

It's not that it's like. How do you feel about that smiley face or frowny face? You know, like when you leave the restroom in an airport or something like that.

00:13:26 Greg Reffner

Yeah, the happier or not buttons. Yeah yeah, that's a good point. I appreciate that. So on the flip side of that, employees like, let's say we have an SDR and they used to be able to walk up, talk to their manager.

00:13:27 Sam Jacobs

Happy or not, exactly exactly.

00:13:41 Greg Reffner

You know, hey, I have this idea. Do you wanna bounce off you? They got that face to FaceTime right now everybody is on calls Slack phone email.

00:13:51 Greg Reffner

Do you? Are you seeing amongst the your community where you you have some frustrations with? Maybe people that are being passed up on promotions because they're not getting that face to FaceTime anymore? What are you guys hearing in terms of kind of different ideas to make sure that people are staying in front of their managers?

00:14:12 Greg Reffner

And they're doing what they can to get promoted because it's a little bit different. Trying to to showcase your capabilities in today's world.

00:14:21 Sam Jacobs

Yeah, I think in the absence of as, whereas we're talking about in the absence of face to face in the absence of soft skills and body language, what do you have? So what's happened is that I think.

00:14:34 Sam Jacobs

There's more emphasis and focus put on presentation and writing then then before, even though presentation skills. Community, you know storytelling, broadly defined, and really the ability to effectively communicate in writing are now more important than ever.

00:14:51 Sam Jacobs

I think you know I was talking to a member. I'm kind of coaching it. One of the things we do is one on one coaching for our members, where you know if they have a situation in their life that they want to talk about. They have every opportunity to use me or to use any of our career coaches that are on staff here at revenue collective. But one of them is really thinking how do I ask for exactly this question? How do I ask for a raise? What should I do?

00:15:12 Sam Jacobs

We have data, so I said. Well first you know you need to reference the data. You need to make sure that it's an objective that you're not grounding it in emotion in the request and emotion, but you're grounding in a subjective objective fact, and then you need to figure out how to present that information in a compelling way. Maybe it's putting together a spreadsheet. Maybe it's accessing a graphic designer. You know one of the.

00:15:32 Sam Jacobs

The CHEAT SHEET. One of the like the pro tips that I always tell income like first time executives is have your own graphic designer. As a contractor. You know in your in your Arsenal of personal resources so that when you want to put a presentation together, it looks better than other people's presentation or it just looks it looks really good. You're always putting your best.

00:15:50 Sam Jacobs

Forward, so I think that presentation skills are now more important, and then you know what I always tell. This is not specific to covid or working from home, but it's always about.

00:16:00 Sam Jacobs

You know how do I get promoted? Will you put the question to your manager and you don't say promote me? You say what? First, let's talk about. So you do need time with your, you know you do need scheduled time over zoom or a phone call zooms probably.

00:16:13 Sam Jacobs

And then you need to be intentional about the use of that time, and then you need to say, hey, you know. Here's where I'm trying to go. What do you think I need to do to get there? And it's not about a direct request in the moment. I think some of the mistakes that people make when they're trying to put together their career or think about or or or position career advancement is kind of.

00:16:32 Sam Jacobs

Not doing anything. and this is true of all things in life, right? Not doing anything in preparation. Not leading in doing anything in advance of the moment and then hoping that the moment itself is the thing that determines your fate. Where the moment of can I get promoted? Yes or no. What you want to do is you start planning those seeds well in advance. Six months 12.

00:16:49 Sam Jacobs

And you say, here's where I want to go. So by the way, one of the things you have to do to have that conversation effectively is you have to have asked yourself where do I want to go so that you can answer that question so that you can present that answer back to you. Know your boss and you say, here's where I'm trying to go. What do you think I need to do in order to be able to get there? And you put the onus on them.

00:17:09 Sam Jacobs

To to define the qualities and the skills that are necessary in order to achieve the career goals that you want. You have you. You put it on them.

00:17:17 Sam Jacobs

Because oftentimes the bosses themselves don't have objective criteria on what it takes to promote somebody, and so this is you saying no, I'm I need you. One of your jobs as a boss is to be able to define what success looks like now. Of course, if they say I don't really know then then then there's another step. You're stuck without power, then it's your job to propose it.

00:17:35 Sam Jacobs

No, not with that.

00:17:37

Yeah.

00:17:38 Sam Jacobs

And say, OK well if you don't know, here's what I would propose. Are the criteria for you know, a senior SDR manager? Or you know, I'm an account executive. Here's what. Here's what I understand, a senior account executive to be in to do in to, to exemplify.

00:17:52 Sam Jacobs

And I want to touch base with you on a regular basis so that you can tell me as I'm working towards those goals whether I'm achieving these characteristics, these qualities, and these milestones that we've that you know you didn't have him. So I proposed him, and you agreed to him.

00:18:04 Greg Reffner

Yeah, so it's a I'm thinking about a book. Chris Voss never split the difference, right? Engage with them. You know, how do you envision I do this? What do you propose? Get them involved in that, because then they feel like they have an emotional stake in that journey with you. and they are tied to an outcome.

00:18:09

Yeah.

00:18:23 Greg Reffner

And so I think as an early SDR my career one of the first things I always did is I had a spreadsheet. Here's my day-to-day performance. Here's my weekly performance. I tracked all those things so that when I was ready to start talking about a promotion, I would go and I would say, hey, what's it going to take for me to be promoted to AE? Cool? Here's what I've done.

00:18:43 Greg Reffner

If I keep on this track, we're in agreement that my next step at these goals would be in AE, and so I think too many.

00:18:52 Greg Reffner

Early in their sales careers, you know, SDRS AES don't track their their performance, and they really should because it allows them to take that and build a professional presentation of what they've done. So I love that and then really plant the seeds for the promotion, like start 6/12 months.

00:19:12 Greg Reffner

Early so yeah, absolutley.

00:19:14 Sam Jacobs

I mean, I think.

00:19:15 Sam Jacobs

They just yeah, just to underscore that point, Greg. Like documentation, you know, just documentation is just so important. Here's what I've done, you know. And also, here's what I'm going to do and then let's check back in. I remember when I said I was going to do those things. I did those things. You see how that works. So I mean so much of success.

00:19:35 Sam Jacobs

In professional life is simply doing what you say you're going to do.

00:19:40 Greg Reffner

Yeah, absolutely so true. So true. Well, Speaking of that revenue collective, it's not open to everybody. There's an application process. It's not just something that you can click join on and you're part of.

00:19:52 Greg Reffner

Group.

00:19:55 Greg Reffner

So I'd love to understand kind of first and foremost, like why. Why did you kind of make it that exclusive thing? 'cause I like it, but what was your intention behind doing that, Sam?

00:20:05 Sam Jacobs

Yeah, well I.

00:20:09 Sam Jacobs

I I quibble a little bit with the word exclusive and and exclusivity is actually not the point of what we're trying to do. It actually, in some ways the opposite. It's inclusivity. The reason, the reason that we have those membership guidelines. Well, first of all.

00:20:25 Sam Jacobs

The main reason that you can't click just join is because.

00:20:29 Sam Jacobs

The central concept that we and this is something I've discovered, you know recently in my own mind, but here's what we're really trying to do with revenue collective. What we're really trying to do is we're trying to actually teach people a way to behave. That's actually that's the fundamental thing about revenue collective. What it is is saying, hey, you can join this thing and you have to pay. So yes, we do want your money, but we don't.

00:20:50 Sam Jacobs

Only want your money. What we want is your agreement that you are going to behave in a certain way. So what does that mean? That means that you're going to be helpful and responsive, right? This isn’t.

00:21:01 Sam Jacobs

This isn't LinkedIn, right? It's not everybody is not a member. Everybody can't join, and as a consequence, when if you do join, we need to know that you're willing to help other people and you're willing to be responsive. An in a world where responsiveness has gone down precipitously, that's really, really important. The second part of it is also, by the way, because.

00:21:21 Sam Jacobs

We are all agreeing to be responsive to each other. You can't. You can't spam people. You can't pitch people you can't directly solicit people when they didn't ask to be. If there's a conversation happening in public.

00:21:31 Sam Jacobs

About sales, engagement software and they expressed disappointment with the specific vendor and you work for that vendor. You are not allowed to directly approach that person and say, hey I saw that you were, you know, had some problems with insert the blank vendor. You know. I'd love to talk to you about it. They didn't. They might not have asked for your forget that intrusion. So part of it is just getting everybody to agree that we're all going to behave in a certain way because.

00:21:54 Sam Jacobs

We believe that if we all behave in a certain way, the world will be a better place. Second, part of it is that.

00:22:00 Sam Jacobs

You know all of these communities? Again, we're so used to like the Internet the way that the Internet works generally, right? This is what we've been indoctrinated. We like take it for granted. the Internet is mostly free because it's mostly free. We understand that there's a business somewhere and that we're feeding that business by doing stuff. And there are other people who are being served by us doing stuff. We are the product. Our behavior is the product.

00:22:22 Sam Jacobs

Our data is the product and so we wanted to make it very clear that the members of our community are not the product. The product is their experience with the service and so.

00:22:32 Greg Reffner

I love that.

00:22:33 Greg Reffner

I love that.

00:22:35 Sam Jacobs

You know in every other community, there's often subsidies that are like it's either investors, right? Like first round capital has their own platform or Vista Equity Partners has like a CMO summit, right? So investors are often the people that are being served. CEOs are often the people being served or companies themselves, or some other service provider like an executive search firm or start a community. But it's really because.

00:22:58 Sam Jacobs

They're just trying to trying to get as many resumes into their community as possible so that they can power their search their search business so we don't let those three people join because we want to put the emphasis and maintain the emphasis on the operator, right? We think that.

Greg Reffner 00:23:04

Yeah.

00:23:12 Sam Jacobs

Listen, we all know who Bill Gurley is, or Fred Wilson, or you know, Mark Cuban. Like we all know who the famous investors are. We all know who the famous CEOs are. They don't. They don't need anymore covers of magazines. There are plenty of magazines and so this is a place not for them. They have plenty of places to go. This is a place for the people that work for those people that are that are building the companies on a day to day.

00:23:35 Sam Jacobs

A basis they're getting fired that are dealing with stress that don't have any kind of preferences on their equity. These this is for the people that are doing the work on a day to day basis. We want a place where they feel special where they feel like they are. You know the Kings and Queens of the of the world.

00:23:53 Greg Reffner

I love that. That's awesome. That's awesome so.

00:23:57 Greg Reffner

Exclusivity was definitely the wrong word, and I love that you guys are focused on that.

00:24:00 Sam Jacobs

Well, it's a natural word to use, but you know, I know that we're coming short on time. I just want to say this last part, which is that really what we think about is inclusivity. Because if you do meet the requirements and they're just requirements, right? Like you're not this type of person. You are this type of person, and by type of person, it's really your function. But if you meet the functional requirements like you're a VP of sales, or you're.

00:24:20 Sam Jacobs

Up and coming sales leader.

00:24:23 Sam Jacobs

If you meet those requirements, then actually what we're doing is deconstructing what you might consider to be opaque power structures, right. What we're saying is, if you mean if you're a salesperson, we don't care what you look like. We don't care where you're from, we don't care how old you are, and I don't mean on the young side. I mean, old people. You know ageism like.

00:24:43 Sam Jacobs

People that are.

00:24:44 Sam Jacobs

A more advanced age like like like me that are discriminated against in the workforce and so you can be from Mumbai. You can be from Omaha, NE. You don't have to be from New York or San Francisco. You don't have have to have gone to, you know Bucknell or some you know.

00:24:58 Greg Reffner

Stanford or.

00:25:00 Sam Jacobs

Yeah exactly, you don't have to be a white male. You can be anybody you can be in the remote. You know you can be in Saskatoon, Canada, but if you want to make something of your life and you're in the industry, the functional industries that we serve. If you're in marketing or sells.

00:25:16 Sam Jacobs

'cause you can be anybody you want to be. And we're going to give you the answers to the test. We're going to tell you how to do it or and all you have to want to do is just be better. And if you want to be better and you want to advance your personal life, it doesn't matter where you come from. What you look like, how much money you come from, we're going to equalize all of that so that all that matters is how hard you work.

00:25:35 Greg Reffner

I love that you're surrounding yourself by with like-minded people. I absolutely.

00:25:38 Sam Jacobs

Exactly.

00:25:39 Greg Reffner

Love it, I love it. Well I want to wrap with a couple of key points Sam so my takeaways from this really community is more important than ever right now. Learning from others. There's so many people out there that have figured out how to work from home. How to maintain some motivation like share that with as many people as you can and share it with within a community of like-minded people like yourself or your message is going to resonate.

00:26:02 Greg Reffner

Work life integration. I always go back to work-life balance, but it really is work-life integration right? I have a 3-month-old son knowing I can take care of him for a couple hours in the middle of the day if I have to and my boss is OK with that. You know working or building organizations where people feel comfortable doing that because you're right.

00:26:21 Greg Reffner

That commute has been replaced with just more work. It's not like I got those two hours back in my day.

00:26:28 Greg Reffner

And then really planting the seeds for promotion and then all the things that came with that. The documentation asking your boss to be emotionally invested in the process, really making sure that there's clear guidelines so you know what you have to do to get that promotion and then go and actually execute on it.

00:26:48 Greg Reffner

So those were my biggest three takeaways, so thank you for those. I think those are great Sam, for anybody who wants to get in touch with you or revenue collective. Learn more. What's the best way to go about doing that?

00:26:59 Sam Jacobs

If you want to get in touch with me, that's easy. Sam@revenuecollective.com, or you can go to linkedinlinkedin.com/in/samFJacobs and then if you're a sales marketing customer success professional, you'll be eligible either for our associate Executive Community revenue collected that's revenuecollected.com and if you are a finance legal HR or OPS professional.

00:27:19 Sam Jacobs

go to operationscollective.com either way. Click apply now and we'll get back to you as soon as we.

00:27:24 Sam Jacobs

Yeah.

00:27:25 Greg Reffner

Cool, awesome Sam. I appreciate your time today. Good luck on the launch of Operations Collective. I'm excited to see how that turns out and thank you again for your time.

00:27:34 Sam Jacobs

Thank you, talk to you soon bye.