

Elliott Hulse Interview With Dirk Gorman

[Hulse Strength & Wisdom Tribe](#)

EH: Hey, Elliott Hulse here guys and I've got an awesome guest on the call. His name is Dirk Gorman and he's the owner of a company that sells medical instrumentation. But, what he really does, the essence of what he does is he inspires people and it's funny. We spoke a couple of weeks ago about the type of work that he does and the guy doesn't look at any numbers. If you know me, with regard to fitness, I get sick and tired of looking at numbers, reps and sets and stuff. What he does is he looks at the character of the people he's inspiring in order to improve their performance. And when I heard that, because a good friend of mine is also friends with him, he told me about what Dirk is doing. And I was like, this is a man of my own blood. This is a guy who's doing exactly what we're constantly talking about. So, I thought it would be a perfect fit for some of the things we're discussing in the Manifesto of Strength and Wisdom and besides that, he's a really entertaining guy.

So, Dirk, pleasure to have you on the call. Really quickly, could you just tell us a little bit about yourself and your background?

DG: Yeah, sure. I'm from the Bronx, New York. I grew up like everybody else. I went to a public school that's called John F. Kennedy High School, which had over 5,000 kids and I think you just learn how to survive and you learn what character's all about when you're put in that kind of environment.

I was a pretty good baseball player most of my life, and unfortunately after a stint in the minor leagues, it was clear my baseball career wasn't going to make it. I moved on, really into a sales career. I wasn't that happy with it. At first, comparing it to the passion that I had for baseball, sales really didn't compare. I was kind of disappointed that I thought this was going to be my life.

And then, through commitment and really diving in deeper into how to succeed personally and professionally, I was able to create a deeper passion for sales, sales motivation and leadership that I never even had for baseball, which to me was really an enlightening experience.

EH: Now, you got a book, I'm looking at it right now. I got it in the mail a couple of days ago, called [Become Capable Today](#). Dude, I got through about half of it, pretty

awesome stuff. It's about really your story. And one of the things I wanted to ask you about is how your dad inspired you to start doing the things that you're doing right now.

DG: Well, my dad was a pretty unique character, right? So, he was a man on his own mission and he had very strong beliefs in terms of what he thought was important in life. And I guess I witnessed him making certain decisions that for many were outside the norm. So, he had a pretty good corporate sales job and he was making pretty good money. And at one point he just decided he didn't enjoy the every man for himself selfishness of corporate America, doing whatever they could at anyone else's expense to climb the corporate ladder. It didn't appeal to him even though he was doing very well in this business line.

He just decided, I'm going to become a teacher and I'm going to become a New York City high school math teacher. This is what I want to do and I want to inspire kids. He thought that was much more important and more valuable.

For me, I don't know if I really recognized at the time as a young kids how powerful of a decision that was. I mean, we didn't really have much money, so I don't know that I even recognized that. It was what it was. But, when my dad passed away, at his wake, the wake like anything else, it was a crowded night. A lot of people were coming to pay their respects and obviously most of my friends did as well. The thing that struck me that night were the number of people that were my age and looked like me, yet I didn't know them. I was kind of like who are these guys? People were coming up to me and saying, "Oh, you must be Dirk. Your dad was unbelievable. We used to call him the master." And they were telling me stories about how my dad changed their life and allowed them, propelled them to go to college, maybe to become an actor, to become an accountant, or become a fireman in the FDNY.

It was at that point where after this transpired throughout the evening, five, six, seven, eight, nine different times, and it really struck me what an impact my dad had made. And for most of us, you know, my dad is my dad. He's impacting me. I didn't realize how many other people he was impacting along the way.

It was really at that moment for me when I was like, I kind of understood the mantra of inspiring others to accomplish more than they ever thought possible. It's really what was propelling me from that point forward.

The interesting thing there is when you try to inspire other people through your actions, you're also a beneficiary of those actions, of the integrity required to inspire other people. It almost propels you to your own individual peak performance as well as you inspiring them.

So, it's a very interconnected philosophy and it's really been the premise that allowed us to build an independent sales organization that five years ago started out with four people, about \$3 million dollars in sales and then five years later has exploded to \$35 million dollars a year in sales and 35 people.

EH: Yeah, absolutely. I just wanted to kind of point to something you were saying because I think it's probably one of the most important things that you're saying, is how we benefit by inspiring others. In your book, I only read about three chapters so far and you've got some big gems in there. One of them is that a lot of times we think we don't have time because we're so busy trying to do our thing. But, how is it that me helping others or inspiring others or breathing life into the dreams of others is going to help me out? And you told a story about a kid named Jeff that you took under your wing and just decided to start inspiring and how that changed your life. I'd love to hear a little bit about that.

DG: Well, Jeff Goldburn, who today is still a really good friend of mine, was...he was from Bed-Stuy and he was a college intern when I was working at a company, Airborne Express. So, he was just working in the office. I guess I had heard a story that his dad had recently passed away. His dad was actually hit by a drunk driving sanitation worker over in Brooklyn and his dad died suddenly in that accident, which was obviously quite traumatic for a kid who's going to college. He was a freshman at the time.

The interesting thing about Jeff was, Jeff was immediately faced with a difficult decision. He was on the Long Island University basketball team, which is a Division I basketball team, and his dad was instantly killed, unfortunately, in that accident. And Jeff had to make a decision, okay, what do I do? He gave up basketball, which if you're growing up in Bed-Stuy as an African American, basketball is really an important thing to you. You're playing Division I basketball, it's a big deal. He gave it up to focus on his studies and then to get a paid internship so he could help out his mom and his sister and everybody else with the bills.

When I observed him in this new corporate environment, it was very uncomfortable for him. He wasn't familiar with just how everything worked and I wanted to just see him succeed. Maybe it was because we had something in common. I had lost my dad less than a year before that. But, I had to figure out, how do I get this guy to excel, because I think he can.

What worked for me was for me to inspire him to do the things that I thought he could do, I had to demonstrate to him every day that I was doing them myself. So, all of a sudden it required me to show up to work, into that office, more prepared, with more things going on, with more prospects for me to sell, with a better organizational plan.

And as I was doing that, he would start...I was able to show him, hey, you too can do this.

But, when I'm doing it, my own performance is getting better because I need to impress him so that he'll keep going. And then I also need to show him some of my weaknesses or my struggles and how I'm overcoming them. Where I'm saying, "Hey, I was down and out this morning. I wasn't getting...I was having trouble with these customers. This that and the other thing, but here's how I'm going to respond." Because, I knew he was struggling.

So, you get more honest with the person you're trying to inspire, but you also feel a deep sense of responsibility that says, wait a second. I can't leave early today because this guy's watching me. I feel responsible for him. So now, I'm going to put in that extra effort so that he will. And you start leading by your own actions, your own example, to inspire them, which in turn benefits you, because then my own sales performance started to...really started to rise. I was getting in better habits.

So, it's mutually beneficial, but it has to be sincere. So, what I always try to advise anybody in our organization is, pick somebody. I don't care who it is, whether it's a family member, the kid down the street, and decide, I'm going to inspire them to do more than they ever thought. And it starts with my actions.

Elliott, you're in the fitness world and you're in high intensity training. And the thing that I always found was, it's really easy for me to say, "Hey, you know what? I'm not going to wake up this morning at 5AM. I'm tired. I got home late last night. I had to stay up; I had to help somebody else out in my family and I'm better served to miss my workout and sleep and extra 45 minutes this morning." That's easy to do. I can rationalize that anyway I want.

But, if I know that I'm meeting the rest of my organization at 5:30 to work out and there are people relying on me and I feel obligated to try to inspire them, I can't miss that workout because I'm letting other people down, not just myself. I think that's when it becomes interconnected. That's when it becomes mutually beneficial. And then, what I like to say, that it's high tide, really raises all boats. But, you're the one that's taking the action to do it. You're taking the accountability and the responsibility to try to inspire other people with your actions.

EH: Now, I think you guys will find this really interesting and awesome that what Dirk does, he's got a...I don't know what percentage, but a large percentage of the guys that work for him all go to a training camp that's similar to what I do here at Strength Camp. And they flip tires, they do stone loading, they do all the Strongman and power lifting,

bodybuilding type stuff that we do here. And as the leader of his organization, he put this together and invites everyone to go.

These guys have all worked out together at the same time, in the same hardcore stuff that we like to do, but there's something that's even cooler that Dirk told me about last time we spoke, that he uses this workout at times as an interview process. And not only did I laugh, but man, I had goose bumps because I figured I really believe that this is the best way to test someone's character.

Dirk, could you tell us just a quick story about how you've used the workouts to determine whether or not someone is the right type of character for your organization?

DG: Sure. We're in a very, very competitive environment, so we sell medical devices in the operating room. So, all of our guys are in scrubs. If you're getting an ACL or maybe a biceps surgery, Elliott, or a rotator cuff, the likelihood is there's a medical device salesperson in that surgery explaining to the doctor how to use the different devices if there are any problems.

Our industry is super competitive. There's not much differentiation in most of the products. So, the differentiation is really just personally, you. So, I have to make sure we're bringing in people that understand what I can't and I can do. And when you make that change, that transition mentally, going from I can't to I can. I have to know that they have the fortitude, the internal strength to do it, even if they're getting knocked down, they can push a little bit further or they can come back the next day.

Sales really does play mental games with people. So, we have to uncover that. It's typical to do it in the interviewing process. So, what we do is, after we assess, okay, this person's resume's pretty good, but we haven't met them yet. We call them up and say, "Hey, listen. Why don't you meet us out for a casual workout?" They show up in shorts and a t-shirt.

We had a guy this morning, as a matter of fact, show up. So, this morning, here in New York, the humidity is about 90%. It's pouring rain and we're out there at 6AM. We're on the old Jet training facility for the New York Jets. We've got the cement stones, the chain, the tire, the sled, I mean, it's going to be go time. I don't care how strong you are, any of those workouts, and Elliott, you know it better than I do, we've only been doing this for a little over a year, everyone is faced with that lactic acid burn in their legs, their arms, their stomach, whatever, where it says, I can't push this sled another inch. We want to observe when do they...can they make that transition from I can't, because they have a mental barrier set, and will they push through that mental barrier to, I can? That's what we look for.

It's such a telling result. I mean, we've had, in the last five years, and this has been a really tough economy, and in medical sales turnover is typically 50 to 55 percent for most companies every two years. We have almost zero turnover. Not only do people not leave because they entered the right culture, but because of that extra step that I really think has a lot to do with what we call the gridiron workout, because the place is called Gridiron, out at Hofstra.

But, I really think it has a lot to do with that assessment made there. People either feel like yes, this is the culture I want to be in with the same kind of people that I want to be around. Or, we're able to say, wait a second, this person doesn't want to push through I can't. They have too many self-imposed limitations.

EH: It's funny that this is the way that you evaluate your prospects, because one of the reasons why I went into personal development as opposed to just fitness training is because I started recognizing a pattern amongst all the guys that did really well in my training program, which is very similar to yours. It seemed like the guys that were committed, that were clear, the guys that were disciplined, that they were working past their mental barriers like you say, were also CEO's, high level entrepreneurs making big things happen. They were real estate, they were in sales, not only that, but they always had great families. These guys were high achievers in multiple areas of their lives.

Because of the effort and the discipline that they put forth here, it was never a question why or how they did well outside of the gym. So, it makes perfect sense that you're using the gym, using weight training, using fitness for the physical exertion, pushing yourself through those barriers where the person becomes a brand new person. And you get to test their character. It allows you to know what they're going to do outside the gym.

You told me a pretty cool story the other day, also, about a girl who wasn't really living up to her expectations with regard to sales. And you asked her a question and you made a challenge to her. I'm sure you remember the story, she was a little bit overweight. I'd love to hear that story again, because it reiterates the same point and it shows how having goals or achieving somewhere in your life can roll over into others.

DG: Yeah, I mean, we had an individual, a lady, who was a super nice person. But, she was lacking the confidence to actually go in and really address an orthopedic surgeon directly and say, hey, here are the features and benefits, this is why you should use our product. This is why it's better than the competition. And she didn't have that confidence to do that, and in our business, I mean, we're based on growth. We have to grow to survive. Manufacturers like J&J will not contract with us if we can't produce outstanding results.

So, she knew she was struggling. I mean, she was struggling and unfortunately, not only in sales, but like you just said, it's endemic. She's also struggling in other areas of her life. So, all the things are tied together. So, she knew I was coming to talk to her and she pretty much expected me to give her that speech that said, hey, look. If you don't pick it up over the next 30 days, you're on notice, we're going to probably have to part with ways.

You could see she was expecting that. And instead, I asked her one question. I said, "If there's one thing you want to accomplish this year, one. I don't care, personal, or professional, here in New York, what would it be?" She said, "I would love to run the New York City marathon." I said to her, "If you run the New York City marathon, you will save your job. You will save it. I'm not going to save it for you, but you will save it. I guarantee it."

EH: That makes perfect sense.

DG: Right. So, then we see, you know, I made her hold that commitment. And the interesting thing in that development was this, so she starts running, and this is not somebody who was an athlete, or a runner. She was pretty much outside her comfort zone, but she made the commitment, she was going to do it.

She starts running two or three miles a day, four miles and sure enough...and this to me is where you see the power. She got shin splints, which happens to a lot of runners. And this is, to me, this was really the test. This was her first obstacle. She made a commitment, I'm going to run the New York City marathon. She knew she had eight months to train and get herself ready or to that level if she handle the 26.2, and she faced shin splints. What do you do? Do you bail and quite honestly, Elliott, if she bailed, she probably would have been done with our organization.

But, instead, she had to do the research. She had to find out more education. She had to learn more about training for a marathon, why was she getting shin splints. Did she have to incorporate more weight training, more stretching? Did she have to eat better, get more rest, become better hydrated?

So, all of a sudden that first obstacle triggered a whole bunch of other positive events in her life. She couldn't be out late on Tuesday night at happy hour drinking, expecting to get up the next day to go run four, five or six miles, or her shin splints were going to reoccur. So she had to be better hydrated, eat better, get more rest. She started working out with weights twice a week. She also developed a new network of other runners because she was asking people for help. So, all of a sudden this one commitment started to impact all different areas of her life.

Four months after training, and she still has four more months to go, her sales performance starts to spike, Elliott. It was unbelievable. She's all of a sudden confident because you know what's happening to her now? People are asking her, and this is my favorite question in the world. Hey, what's going on? Hey, what's up? And how many people do you know go like this, naw, nothing, nothing much.

EH: Right.

DG: It's like, that's like your greatest opportunity in the world to make a new relationship, to make a connection to meet more people. And most people, they have nothing. Well now, this individual was saying, actually, I'm training for the New York City marathon. She was really excited about it. She's like, I'm overcoming shin splints. I figured out this, this and this. She was getting excited about her commitment.

With that energy, now her sales performance started to increase, increase, increase. It was an unbelievable evolution. Things started getting better. All of a sudden her financial problems started to clear up. She got rid of her debt because one commitment. She's like, wait a second, I have too much debt on my credit cards. So, it was a really great thing to view and I think from our organizational perspective, from a leadership perspective, you realize the power of getting someone to make one commitment, stay disciplined, fight through those obstacles, create the passion you need to succeed and you see it transition into other areas of your life. I mean, that's what we saw there and that is what was so exciting about it.

EH: You mentioned something the other day also, that was like, I mean, I was on the phone with you and I'm like shaking my head yes the entire time I'm listening to you. I mean, it was story after story, that's why I'm just having you bring them up here, because I was inspired by listening to you. There was something you said about the weekends. I know a lot of people it's like you work your 9 to 5 and you think you're doing your thing, you're collecting our pay check, you go home and they live for the weekend. It's football season, they start drinking beer and eating chips and then expect to turn it on on Monday.

Now, you do something...or you invite the guys who work for you to do something outside of work, to get involved in something outside of just the 9 to 5 because you know that if they're on all the time, they'll essentially that ball will be rolling continuously. Can you tell us a little bit about that?

DG: Sure. Look, energy, enthusiasm, optimism, health, right? all those thing to me are interrelated and have to be consistent. You don't see people that you would say, "Hey, that person's optimistic, but they're only optimistic Monday through Friday.

They're only energetic Monday through Friday and then Saturday and Sunday they sit down on their couch, they eat Doritos and they're gambling on college football all day, drinking 200 beers." That's not the same person.

So, what we look at as an organization, you mentioned earlier, we don't talk about sales numbers because to me, if I'm setting sales number, I'm almost setting limitations. I don't want to. I want people to push through those limitations, man. The limitations are nothing. How high can we go?

What we've found is, if we get the organization together, like right now, this Sunday, we have seven guys that are doing the New York City triathlon. They've been training together...a couple of guys had to learn to swim. They're ex-football players, they're not swimmers. So, they're going outside their comfort zone, they're going to swim down the Hudson River. They've been training on weekends for the last eight to ten weeks together, building comradery, keeping energetic, optimistic. They're going to tackle a great goal together. They're going to provide personal best times, all of them, no self-imposed limitations.

And when we have that consistency around the clock, commitments, action, overcoming obstacles, and developing passion for life and a passion for what their achievement needs to be for their goals, it all stays intertwined and then an explosive growth group, just a group of people that are really committed to doing great things and actively doing them. That's what we try to promote in our organization.

So, we're much more than a medical sales organization. To me, it's really a group of people that are saying, "Hey, we can do, we will do and we're doing."

EH: Those of you guys who are listening, Dirk has a website, a blog. It's BecomeCapableToday.com and I think if you search sales motivation, his website will come up on the first page or maybe even number one in Google. So, I want you to go check that out because he puts up, like almost every other day, he puts up videos and blog posts that are just as fired up as he is. He gets on there, he's got a motivational message almost every single day. A lot of times they are related to like current events and stuff like that. He's also got an email sign-up box down on the right hand side. So, definitely sign up for that so you can get his motivation daily.

I was just going to do...you obviously made a video about something that we spoke about the other day that I thought was really interesting also. The name of the video is "Do you emulate your hero?" You told me about a guy who was a big fan of Derek Jeter. Could you tell us that story real quick?

DG: Sure. Again, we're trying to get people to reach peak performance and I think that the toughest thing, again, is people look at things out of their own lens and they don't look at themselves and assess themselves in real time, from a true, critical perspective.

So, here in New York a lot of our people are huge Derek Jeter fans, right? And New Yorkers are known for cheering wildly and booing people tremendously, right? So, when Manny Ramirez used to come into town, I mean, Yankee Stadium would rain hatreds of boos on Manny, not only because Manny would hit well against the Yankees, but a lot of it stemmed from the fact that Manny was recognized as a lazy player, took games off, didn't hustle, all those little attributes. So, Yankee fans hate guys like that.

As a New Yorker, the idea is like, well, this is the city that doesn't sleep. We've got to hustle to make it. They always hate people, especially in sports, that dog it at any time. They hate that.

So, I was talking to one of our guys, one of my cohorts and I was asking him who his favorite player is. He's telling me Derek Jeter, asking him why? He's like, "Look man, in the 8th inning when the game is 7 to 3 and the score doesn't matter, Derek Jeter hits a grounder to short and he busts it down the line very time and makes it a bang-bang play at first base. He never turns his engine off." So, that's why he loves Jeter. It's not only about all the rings that Jeter has or how fancy he is, it's really about the grit, the daily grind and Jeter never taking a play off.

And then I asked him, I said, "Listen man, when you look in the mirror, do you hate what you see?" And he said, "No, not at all. Why?" I said, "Because, you are more the epitome of the activities of Manny Ramirez than you are of Derek Jeter. You show up to work, sleep still in your eyes. You leave early whenever you can. Your effort is maybe two days a week, pretty good, and then the other two days a week it's punching the clock. They guy you boo in major league baseball is really you. You don't represent Derek Jeter at all. He'd probably be disgusted if you told him that he's your idol and he's looking at your actions saying, 'Really? You think this is how I operate? I'm not inspiring you at all.'" And for him, I thought that was the only way that I could get through to him to raise his levels and his expectations. Because he really does love Derek Jeter. He thinks Derek Jeter is really a hero of his and he doesn't emulate anything that Jeter does, or maybe didn't understand it.

So, those are the kinds of things that we try to really bring to the forefront with personal development. Because, again, our underlying engine is always inspire others to accomplish more than they ever thought possible. And that's what each one of our people have to do every day. They understand that. That's how they keep their job.

That keeps them involved as a member of our organization. Are your actions inspiring? Derek Jeter's are. But, are yours? If he's your hero, yours better be, too.

EH: Now, you've got a method, I just saw the mind map. You're a mind map guy, I guess, too. You like to draw pictures, because that's how I learn is by looking at maps and picture. In your book there's a map that describes your capable message. I think the C-A-P in capable is an acronym for something. could you just kind of like draw us a picture of like what that process is. I guess this is a process that you use to inspire your cohorts and what you use on a daily basis to get yourself up and going and reaching your potential.

DG: Yeah, I think the big difference that we have, Elliott, is this. We start out with our goal, to inspire others, as we said. The thing that you recognize is, look at anybody who's inspiring. Inspiring people are always passionate about what they do. So, we know that. We know that passionate people are usually achieving levels of peak performance. So, Derek Jeter's real passionate about baseball. He's passionate about the Yankees. He's a simple example.

So, how do you become passionate? That's a key thing, and people in my mind, living in a gray area, indecisive, they're not really sure what they're doing, they're not taking action, they're not passionate. So, in our organization what we realized was, you don't find passion like Oprah and everybody else tells you to do. Go on some cruise and figure out maybe...hopefully you'll run into it. We actively create passion. So, passion is a goal because I know if I'm passionate, I'm at peak performance. If I'm passionate, my actions will inspire others.

So, how do I create it? It's commitment plus action equals passion. That's our C-A-P process. That's why we demand everyone, Become Capable Today. Commitment plus action equals passion. Now, in that model that you're looking at, Elliott, I think a key component to this is how do I know if I'm passionate? How do I know if I'm achieving passion? That's what we call a emotional intensity, not emotional intelligence which you'll see all over the internet. We're talking emotional intensity. Devastation or elation. That's the feeling, the powerful feeling you experience when a goal is complete, when the bell rings at the end of the last round. That's when you know, was I really into this? Did I put everything I have into it or not?

So, a simple thing is, many of us have taken tests, grammar school, high school, college. If I studied my ass off for that test, it's amazing, I put everything I had into it. You get your test back and you get a 92, but you can't believe...you're so frustrated, you can't even believe that you got something wrong. You're like, how did I make such a stupid mistake? How about those tests that we took when we barely studied? Was

there any emotional intensity upon the result whether I got a C, a C+ or a B? Were we even frustrated? No. We didn't care.

So, to us, what we try to do is we drive people towards either elation or devastation. We dare them almost to devastate themselves. But, you just fell short. So, that girl, she ran the New York City marathon. If she'd all of a sudden in mile 24 got a cramp in her quad and couldn't finish, she would have been devastated, right? She sacrificed eight months of her life to do this, she changed her whole lifestyle, she left some of her friends that were just lazy, eating French fries. She wasn't meeting at the diner or she wasn't dancing with a bottle of Vodka every night. So, she gave up a lot. If she feel short she would have been devastated, and that would have been painful.

But, if she looked in retrospect, what would have happened? She would have run 24 miles that day. How many people run 24 miles that day? There is still production even when you're devastated. Yeah, she fell short, but she still accomplished, like 24 miles is a good day of running. Not too many people do that today. And then yes, she's have to go back and recommit and maybe devise a better action plan so she could finish the next time.

So, we push our people towards devastation because that's a good, far reaching goal and you know you felt that passion, man. You feel it in you. And that's what we ask people. We talk about the interviewing process, we ask them, when's the last time you were devastated? Because, I think in today's society, people, they try to protect themselves away from being devastated.

EH: Yeah.

DG: Because, they're scared. A lot of us feel that that's not good. Parents do it to the kids. Right? But, what are you robbing them of? You're robbing them of a passionate goal of the passion driven life. You're actually robbing them of an accomplishment.

EH: Absolutely. You know, people are constantly held back by their fears. They have high aspirations...I think we've all had the seed of aspirations, and we all know our greatness deep within our hearts. But, the people who decide to do those things are the people who have enough courage to allow themselves to be devastated. And you're right, because if you're that type of character, you're not going to let your children suffer from not perceiving devastation and you're going to let them perceive challenges. You're going to give them challenges. You want to see them grow and the only way that they'll grow is through challenges.

I'm reading an interesting book right now, it's called, In a Pit with a Lion on a Snowy Day. It was about a bad-assed guy in the Bible, his name is Benaiah. But basically, there's a story about him where he's face-to-face with a lion and he's got two choices. He can run, which most people would do. I mean, I wouldn't even consider it two choices. He's got one choice; get the hell out of there. Or, what he decides to do, he chases this freakin' lion down into this pit on a snowy day and walked about alive. I mean, he does something that absolutely no one would ever consider doing, especially because of the opportunity for devastation. But, he walked out of that alive and the rest of his life continues along a successful path because everybody knows that, hey, this guy is no joke. He's willing to put himself on the line and be devastated.

My dad used to say, with my brothers and I growing up and stuff and my mom obviously trying to protect us and stuff, my dad would be like, they've got to hurt themselves. We'd be climbing up something or doing something that's risky or dangerous or taking up a challenge that we probably won't be able to succeed in, but my dad would say, you got to let them hurt themselves. They've got to hurt themselves so they know how to grow.

I think that's what I hear you saying with regards to allowing yourself to be devastated, to put yourself on the line to either succeed or more likely, in certain circumstances, be devastated.

DG: Well, right. Because, look. I mean, you can read a million Albert Einstein quotes, right? The bottom line is, you're going to fail more than you succeed. But, with every failure, there is still production and that is the thing, there's still growth.

I experienced emotional intensity for the first time in high school on the baseball team in the Bronx. Our goal was to win the New York City championship in the Bronx. It's played at Yankee Stadium. We were the baddest group of people on the baseball field in all of New York. We were almost entirely Dominican except me, and that was the goal. It was a two year goal. We used to practice at 6AM every day. We won our last 14 games our senior year in a row. We beat like four pitcher that wound up getting drafted to go into professional baseball right out of high school. We won the next four games of the playoffs, we're at Yankee stadium. We're a bad-assed group of guys. It's on.

We're playing John Adams from Queens. In our estimation soft, they're not the Bronx. They're not beating us. We're winning 5 to 2 in the bottom of the 7th and before I knew it, a bloop, a bleeder, a walk and the next thing you knew, they scored four runs, Elliott. They left us standing on the field shocked. We were devastated.

You know what? It was awful. All that work we put in for two years, I mean, work. But, you know what happened? Ten guys on our team wound up playing minor league baseball because they kept that same work ethic. Four of us played the next week in the New York City All Star game at Shea Stadium.

Those same group of guys that I keep in touch with, that had no right making it, may of them had a tough time speaking English, these guys are all successful business people today. How did that happen? Same thing. They understood that commitment plus action equals passion. What they applied to baseball, they felt the devastation, it's okay. We're coming back tomorrow. You've got to keep moving.

All these guys then took that lesson from baseball and now have applied it to their professional world. We have teachers out of that group, people like executives at insurance companies, it's awesome. Nobody on that team should have made it if you looked at where they came from. No right making it. They all did.

EH: Could you...do you feel like everyone... This is a conviction that I have, but I want to know your stance on it. Everyone, regardless of their job or their position. You head up a team of salesmen and your dad is a teacher, obviously these are people who have others looking up to them just based on their position in life, our profession.

But, what about everyone else? Do you feel like everyone has a leadership quality or everyone should be a leader in their own way?

DG: Yeah, listen. I think everyone should lead in their own way. Again, I just like utilizing my mantra. I just want to inspire others with my actions to do more than they ever thought they could. I think everyone's capable of doing that. And if you do that, you start to build almost a leadership following. You don't have to be the voice, right? Like Elliott, you're a leader through actions and through words, and some people don't want to do the communication piece. They just want to lead through actions.

I've gone into the gym before where you see somebody who you're like, holy cow. I don't know who this person is, this person trains so hard every day, it's impressive. And you just observe them. You're like, wow, they're impressive. They don't have to communicate with me verbally and fire me up as that type of a leader. But, their actions are inspiring me because I'm impressed with their commitment. They're at the gym every day at maybe 5:30 in the morning. That's leadership.

There's an integrity to what they're doing. There's a commitment to what they're doing. And I think everyone possesses that. That means they can just lead whether it's their family, their community. If your actions have that kind of integrity, you're leading.

EH: Yeah, absolutely. To go one step further with regard to what you're saying, that's like you can see all that on the surface. Like you said, you walk in, you see somebody breaking their ass, you're inspired to do the same thing. But, in Eastern philosophy there's an idea of an energy source or energy field that follows you, it's called your chi. Like internal energy that people can feel. Have you ever like, you're around someone and you can feel their energy like, boy, this person's draining. Or, everyone who's listening to the call right now, Dirk is probably revving your chi up right now. He's giving you a lot of his energy. You feel that this guys is full of life.

Well, regardless of what you say or where your position is, the fact that you walk around with a high level of this internal energy, this chi, you are sharing with people just by breathing, just by being who you are, because you're going through Dirk's process and you're becoming capable, you're becoming a stronger version of yourself, like I like to say. That mere fact is going to attract people to you. They're going to get closer to you and they're going to take your energy. You have to have enough to share with them, obviously, and that's why you're doing the things like exercising, eating healthy like vital foods and reaching goals so that you're constantly renewing your chi, your life force, your anabolic energy so that you can then lead people who have less than you. You can share that. You can give that to them. But, it all starts with character, attitude, passion, commitment, all the things that Dirk is talking to you about here today.

Dirk, you are full of awesome stories. I mean, you blow me away because I'm just learning the power of telling stories. Before we let you go, I know you've got a busy day, anything that you want to relate to the people that are listening to this call? Now mind you, the guys that are listening to this call, these are people who are...they are leaders in their own right, otherwise they wouldn't be listening to this. They're aspiring, they want to inspire people and I'm sure they're listening to you right now, nodding their heads. How can you leave us with some motivation or some inspiration to continue to become our strongest selves?

DG: I mean, I think it just starts with look at what you're doing and every day, are my actions today going to inspire someone else to do more than they ever thought they could? And when you do that, there's a purity in your integrity and your character. I look at these politicians or whoever and they're just lying or they're cheating on their wives. They're making a spectacle of themselves and if you look at answers in the world, decisions, and it's so simple. If I do that, will other people find it inspiring or not?

That's almost how I walk through my day now. I wish I walked through my day like this every day of my life, but today, at 42, that's how I walk through my day and that's how I make any determination, any time I'm not sure, I just think of that simple thing.

Will this decision, will this action inspire others or not? And if the answer is no, then I know my answer.

EH: Absolutely. Be accountable for every single one of your actions like the whole world is watching you. That is awesome. Dirk, I'm going to click over and stop the recording. Can you hang on for a second? I just have a couple of questions for you.

DG: Sure.

EH: All right, thanks.