

The Underground Marketer Podcast – Episode 52 – Full Transcript

Introduction 00:00:03 Marketing, explosive growth, and revolutionary secrets that can catapult your business to new heights. You're now listening to The Underground Marketer Podcast with your host Tudor Dumitrescu, the one podcast devoted to showing new businesses how to market themselves for high growth.

Tudor Dumitrescu 00:00:24 Welcome to the underground marketer. This is the place where we deliver the real truth about marketing and explore big ideas that can help new businesses thrive and grow into big ones. I'm your host Tudor. And today it's my honor to welcome Opher Brayer, the co-founder of improv.AI, a company devoted to improving performance and developing talent for organizations and businesses at scale through AI and also stages.global, an organization devoted to changing the educational systems worldwide. Opher is also a polymath, has read over 17,000 books and has developed methodologies that can help lead to rapid talent development in multiple fields. Welcome Opher.

Opher Brayer 00:01:10 Welcome Tudor. Thank you.

Tudor Dumitrescu 00:01:12 I'm very glad to have you here. I have a lot of interesting things that I want to discuss with you because I think that learning is at the heart of entrepreneurship and really startups and how we can do that more efficiently. But before we get there, I was wondering if you can tell us a bit more about your background and how you really got involved with talent development, how basically your career has progressed until now

Opher Brayer 00:01:38 I would try to do it as short as possible. Todor basically I'm 65. So when I was born, um, the first thing I did is, was teaching my puppets in the room in, in the U shape, like in the room, teaching them different things that I was trying to explore for myself. My father was a great teacher. He's still alive. He's 101 today. Wow.

Tudor Dumitrescu 00:01:57 Wow. Congratulations.

Opher Brayer 00:01:58 Yeah. Thank you. After three years of teaching puppets and watching a model of a great teacher, my father, who was a teacher in his school, and I watched him, I wasn't to school like any other child for the first grade. And the first thing I saw that the teachers that know she does not know how to teach mm-hmm <affirmative>. So I told her that she said, no dunno how to teach, because I had already experienced three years of teaching the puppets and I had a great model. Mm-hmm <affirmative> basically when you practice something and you have a great model to copy, this is the essence of learning, right? So you see a model and you practice something daily. This is kind of the first thing that I've learned in my life. The second thing was that I said to my father, I don't wanna go to school.

Opher Brayer 00:02:35 So in Israel, at that time, when I lived those times, it was illegal to be homeschooled, but my father arranged it. Somehow. I went to school and two days a week, another three days, I went to the library. Mm-hmm <affirmative> in the library from 10 o'clock in the morning until 4:00 PM. I was just studying books, not reading books, it's different. And my father had a system on how to read books and how to extract the knowledge into practice. So I finished 17 tons of books until I was 18 years old. Since then I've read many more books, but it's not treating it's about learning, implementation and optimization. So basically I, I never went to

school, never went to high school. So if I was not able to be being able to being expected to university, I decided that I wanna be a music teacher because I played piano because I had enough time in the afternoon to play piano and do martial arts.

Opher Brayer 00:03:26 So I decided to teach piano. And I saw that the method that being taught in the world like harmony and skills also doesn't work. So I bought a book about mathematics and music, and I decided to create a methodology based on mathematics and music to teach musicians within the next, I would say 20 years from 20 years old to, to, for the three years old, basically what I did, I was teaching the mathematics of music. Mm-hmm <affirmative> I became very known, just musician, just music teacher, probably Israel. And in the world I've trained 3000 professional was basically to take the non talented and help them to become talented in as musicians, 3000 professional musicians been trained by me in the those 20 years and also became head of the jazz department of a school and also open another school for rock music. And then after those years, I found that I have something in my hand and I started to give about innovation, different companies, right?

Opher Brayer 00:04:23 Just cause they hired me to give a keynote speaking or a workshop or something. Within three years, I found a way to translate what I knew about the mathematics of music, the mathematics of management and innovation mm-hmm <affirmative>, which is logical process. And then I wrote my second methodology. My first method was how to use mathematics for music. And that's probably the reason I succeeded as a teacher. And then I did the same for innovation and management systems to create some logical processes. So within the following 20 years, I was working as a consultant trainer, a coach for hundreds of companies. I had hundreds of projects from small startups from, I dunno, Singapore to Silicon valley, Germany, other places, of course, Israel. And then I worked also with a large global organizations like, uh, Microsoft, HP and, and others. And I was known as a keynote speaker as a coach, as a mentor, as a consultant in the field, still in and management, innovation and management is about talent development.

Opher Brayer 00:05:26 How do you take a person who is a normal person with some abilities and you're making totally gifted. And then while doing this work, I went one day to the check Republic with my daughter to, to drink some beer and, and have some good food. And I fell in love with the church Republic and I decided to stay there in one day. Wow. I called my wife and I told her Maya come over <laugh> she took two bags and she came over and we stayed there for two and a half years. Prague in Prague. It's a beautiful city. Yeah. Amazing, amazing. The food, the people, the, the view. So while staying in Prague, I met people. One of the skill sets that they have after, you know, 40 years of work at that time, you know, is that I developed about 200 methodologies from different skills of personal development, 200 methodologies.

Opher Brayer 00:06:14 Some of them were for as a request by people who wanted me to buy, to write for them in methodology. And most of them were methodologies that I wrote just for myself. And one of the methodologies was how to build relationship. Mm-hmm <affirmative>. I came to the Czech public. I didn't know one person after six months, my friends were the prime minister, four billionaires head of, uh, universities. And of course, I would say tens of times of people in the Czech Republic in my name that I've done it. Like in six months I had a plan. I had the model. It works. No you implement. That's how it works. That's a methodology. So while doing this, I found a little city somewhere, very poor city. And I saw that the children are still learning things from the 1960s mm-hmm <affirmative>. So I decided to devote myself and build them for them, my methodology, to the speed of development for the children.

Opher Brayer 00:07:01 It became a very successful project with thousands of kids and hundreds of teachers. And that's what we've done. It was kind of no, for profit, of course, and then I said, okay, so I have something in my head. What if I know that in the next 10 years, there will be 100 million jobs in AI, but the world will not find the 5 million was suitable to work in this area and most of the jobs will be automated and disappear by machines and robotics and you know, whatever AI. So I said, there's a missing link. It's not what you teach in school. It's how you prepare the brain. So I decided that I will take this kind of concept that they did in the cherry public and try to sell it to the world schools to, for homeschooling and so on.

Opher Brayer 00:07:43 And I developed little methodology, 300 lessons that was the beginning, and started to implement it in schools, in many places in just in order to help those children to be ready with their mind, basically it's to make the non gifted, gifted. So I do it with adults and I into it with kids. And then I met this guy, who's my partner today. And Josh, and he said, what do you do for adults? And he said, well, I created a methodology that can coach every person in the company, every person in the company, every person like even the lowest level in the company, right. Daily. But I develop a unique methodology, which is not coaching. Cause when you say coaching, basically, you say, I know what coaching is, but it's not coaching, but we do something totally different. We call it guidance. And there's a new model that when you start to implement it, you become better every day.

Opher Brayer 00:08:30 You become better every day at every action item at everything that you have. So I did it with 60 people first doing by email. Then I developed an app. May I develop the app? And now we have of users and we have like more than 30 companies working with us. And we having a whole team of AI experts and developers and coaches and stuff like that in our system. That's amazing. And this is what we do today with, in per AI, we go into companies and we have a very, very revised model, which is totally not coaching, but we still call it coaching because people don't understand what we do, that the results are phenomenon. So how do you help 1 billion people to stay in their jobs in the next 20, 20 years? Because they're going to lose their jobs anyway. Right? So what do you do?

Opher Brayer 00:09:12 How do you prepare the brain for the future? You make people ready for the AI world, which is coming up fast. And how do you prepare their children to be ready for this world? This was the mission that we have had. And those two organizations are basically focusing on that mission, trying to get to as many people, not teaching them skills, nothing, just making them gifted enough, making them brilliant enough, making multi talents, make them polymer thinkers in the industry and poly thinkers in the school system. So with they we'll be able to understand their general understanding of the world and be able to focus on a new subject every two years and changed their jobs.

Tudor Dumitrescu 00:09:50 This is all fascinating. I mean, I took a lot of detail notes and it's hard to decide where the start, because I have a lot of questions for you. I guess let's start by. You mentioned towards the beginning of the discussion that you studied the books, instead of just read them, can you explain a bit the difference and exactly how do you approach studying a book? Like what your methodology there?

Opher Brayer 00:10:14 Well, it's not my methodology. My father's my, I will share a little bit of it because it's, it'll take hours to explain, but let's say the books. So my father told me one thing, you go to the library, you choose a book on one shelf in that shelf, you have books on the same subject. Usually mm-hmm <affirmative> that two books with stories or you have books

with knowledge mm-hmm <affirmative> so you different had between them, right? The books was stories are more inspirational, kind of. And the book with knowledge, like about philosophy, about mathematics, whatever are more tools, right? That skills and tools there. So you take a book, you take the first book, you go to the first chapter. First paragraph, you read the paragraph. And then that's why my father told me to. Do you write questions arising you had on the notebook?

Opher Brayer 00:10:55 Mm-hmm <affirmative> when you read it could be questions about the paragraph itself, or it could be questions that arise in your head because you read the paragraph could be about other things. Mm-hmm <affirmative> right. Questions. So you read one sentence question, one sentence question. Very slow model. It's not fascinating. It's deep reading. Then I'll show you how you can finish seven tons of books because it's like three books per day, basically. But it's still deep learning. You take the sentence. You write the question you take, send you write the question. There's a matter how to write the questions. No, you finished it. One paragraph. You take the questions to answer them. Mm-hmm <affirmative> you answer every question. It could be an answer that you found in that book, or you can be an answer that comes from your head. It could be a guesswork. It could be anything, but you have to answer the question.

Opher Brayer 00:11:36 Mm-hmm <affirmative> you see in school, the questions are being asked by the teacher. You give the answers, but now we don't need the answers from the, from the student because the student can go to Google and find the answers probably so that what the children need to learn is how to question. So now what I did was that read questions, read question, read the question, answer the questions. Whether they're related to the subject or not second paragraph the same third paragraph the same. So the first book, 100 pages will take you a month, six hours per day. Wow. Very slow. But very deep. Then my father told me, you finish the book. You go to the second book in the library about the same subject, maybe by same writer. Remember another writer. Let's say it's a book about philosophy. Mm-hmm <affirmative> but lodging, whatever, take the second book.

Opher Brayer 00:12:18 But you see when you take the, the second book and you start to read, something happens. Why? Because all of those writers usually have references. Okay. And from other books mm-hmm <affirmative>. So when you go to the second book and you read the paragraph, now you can ask questions of course, about the paragraph. But sometimes you can see that the paragraph is you don't need to read it and you don't need to question it. Mm-hmm <affirmative> why? Because the same kind of material that you found already on the first book. I see, you already know it. Mm-hmm <affirmative> so what happens in your eyes? You go first paragraph, second paragraph. Then you go to the third one. I know this continue. So you jump over the paragraph because the, I can see that you already know this material. So if the first book took you, let's say 100 hours, the second book will take you 90 hours.

Opher Brayer 00:12:59 Mm-hmm <affirmative> and you go to the third book, it'll take you only 80 hours because most of the materials have been read already and understood on the first second book. Yeah. When you get to the 10th book, it takes you 10% of the time. Cause 90% you already know. It's just, you're looking for new insights. Now. I think you finish 10 books about philosophy, and now you take 10 books about geography. What's interesting is that suddenly when you question things in the book of geography, let's say mm-hmm <affirmative> or physics, whatever, based on what you read in the philosophy books, sudden your question becomes smarter because they're not about geography. It's about the philosophy of geography mm-hmm <affirmative>. So the bring now translate knowledge from philosophy to geography.

And this is the poly mind. When you can translate knowledge from one film to another, like you're another DaVinci, right?

Opher Brayer 00:13:42 Mm-hmm <affirmative> and that's the way I learned. It was not the only thing that I've done, but this is kind of the main essence. Now, when you question those questions, some of the things are questions. How can I implement it with this philosophy geography? And this is what my father added to it slowly. He told me, so what can you do with it tomorrow? What action can you take? What results can you measure? If it works, how you replicate it to do it many times mm-hmm <affirmative> if it does work, how you fix it, basically, this is exactly what we do in improv, right? When we are going into this kind of daily coaching on every subject that matter that you have in end. So this is kind of the process of learning. Maybe I should write a book about it. I don't know. Maybe I should write a whole system around it, but part of it is being done with the in improv.

Opher Brayer 00:14:28 And part of it is be of course it's being used in stages for the children, but it could be a standalone mm-hmm <affirmative> for sure, because to the, if you cannot learn fast and deep, you have no understanding how things work. That's the problem. People are learning on the surface. They read books, you know, on the surface, no deep understanding and therefore can, they cannot implement the knowledge. So it just become inspirations and stays in inspirations. And may, maybe you will take some tips, but you will never be able to implement. So if you take the book the four hour work week, can you implement everything into your life really to have a four hour work week? No, just being inspired.

Tudor Dumitrescu 00:15:04 Yes. I mean, this is fascinating that you've covered a lot of ground there from how to translate knowledge from different feel, to taking theory into practice, which you covered with the last part of the methodology that you shared. This is all very interesting. And I definitely agree with that. I mean, reading for the sake of reading has no value in and of itself. And the point is for you to become a better thinker. And I think better able to learn for yourself to be independent somehow, because I mean, if you can take knowledge from other people, but you can't create it, there's not much value in the world because we have Google, we have machines which can already take existing knowledge, but they can create new knowledge. So I wanted to ask you next, if you have worked on anything that in falls, the creation of new knowledge, and if you have a methodology around that as well.

Opher Brayer 00:15:56 Absolutely. Yeah. So, because I was doing what I was doing all those years, I've learned something very important. How can I create a methodology to create a methodology? Because methodology is taking knowledge and implement mm-hmm <affirmative> right. That's methodology, right? So, but you learn the theory music, you create a methodology, how to play the piano. That's what I've done the first time. Mm-hmm <affirmative>. So I needed a process. How to transfer knowledge, whether from a book or whether that I want to create by myself into a methodology that can become, let's say an online school with six courses mm-hmm <affirmative> okay. Or seven courses or eight with daily implementation, daily measurements, daily optimization. So over time everything can be implemented. So I created the methodology to create a methodology. I see I needed it because there was no other way. It means how do you create, okay.

Opher Brayer 00:16:47 The subject matter, like two weeks ago, I started to work on something about management. I created more than the 300 lessons and it took me less than two days. Wow. But I was focused 16 hours a day. So that's what, in the past I did, people came

to me and said, oh, can you build an online school for me on what object? So it's here. You can go on SEO and find what people are looking for. Or you can say I'm a salesperson. So I think know how to help people, how to make buying decisions. Mm-hmm <affirmative> okay. So if you wanna buy buying decisions, no problem. I will go on internet. I have a team, they will research, but there's not okay. And then I will create the skeleton of the methodology and we'll try to write the methodology for you, everything together with you.

Opher Brayer 00:17:32 Okay. And there's a moment you have course implementation of every step and everything. So the concept was basically, how do you take knowledge about something could be an experience of a person that's you've been working in a field. I mean, uh, podcasting for a couple of years. Mm-hmm <affirmative> so how to build a methodology to help people to become great podcasters. Okay. But straightforward going, let's say the next six month, every day, what to do every step, what to do, how to do, why to do, how to measure, how to optimize, how to check it, how to test it. Right. So methodology to understand methodologies with requires, first of all, and most of all, knowing how to map data mm-hmm <affirmative> and how to turn it into information through smart questioning as I've done. When I was reading the books or let's say studying the books.

Opher Brayer 00:18:22 So there's a whole concept because if you don't map the data first and you don't have the big picture, okay. From 10,000, how can you know exactly what to do in each step? And then when you go to each step, so how do you go to the root causes of things? How do you understand deeply what you're going to do in the business we are going to do? What will be the right example? What will be the process, how to do 1, 2, 3, 4, 5, good gut results. How to measure, how to optimize, how to, if it works, if it does work, how to fix and then replicate. And then you create a replication system, which is the essence of every big business in the world. It's all about replications of what works. And if you've seen the COVID, it's a good replication system. We don't like it, but it's one of the best replication system in the world of DNA, right? So this is this saying, if you understand the DNA of things and you map it, like they do in science, and then you question like they do in science, and then you create a profound method with step by step for everything. Then you can train soldiers better. You can train business people better. You can train children better and you can train yourself better.

Tudor Dumitrescu 00:19:29 This is truly outstanding because I mean, this is a meta theory of learning really? And it affects things at all levels. I think that the impact that this can have in the world is huge really, right? I mean, my next question, because now we've discussed about the acquisition of knowledge, transferring knowledge from one field to the other. Yeah. The next big factor is the human factor. Or shall I say the emotional factor? Because from my own observation, let's say the biggest thing that holds entrepreneurs back and people who are looking to create change in the world or do something that's out of the ordinary different than what's already out there is really managing their emotion and their mindset. Like I've observed this on myself. It's not often the lack of knowledge that hurts me so much as emotions, which I cannot effectively control. So have you developed any methodologies around that and what would be your advice to entrepreneurs in terms of that?

Opher Brayer 00:20:29 I, I will tell you something that my father has to do with me. And then I said to what we do today, uh, when I was young, my father taught me how to play with puzzles. Mm-hmm <affirmative>, you know, pieces that you put together. I started with, uh, a puzzle with 100 pieces. I got to the puzzles of 5,000 pieces. Wow. Mm-hmm <affirmative> in a couple of years, not one day in the beginning. He, he brought to me the box. I was able to see the picture and I was trying to figure the parts and put them together. Something I've learned

about puzzles is when you finish the puzzle, you are not happy. Mm-hmm <affirmative> because you, you stop playing. It's 10, you finish the puzzle. So what's no, you know, when you're happy in the puzzle, every time you find the one piece and put it into the right place, mm-hmm, <affirmative> think about business.

Opher Brayer 00:21:05 If you find the right piece every time and you build a business, a system that works, then it works. When people come to me and say, yeah, Opher, I want to make 10 million. I wanna make 100 million. This is their own target. You should think how to build the system. Mm-hmm <affirmative> that will create 10 million, 100 million, 1 billion. That's how I'm working with startups. What is the process that should be in place? Not the numbers. Mm-hmm <affirmative> now the problem with this kind of things that it's based a lot on biases and false, false beliefs. Our emotions are triggered by the biases that we have. Mm-hmm <affirmative> and there are more than 250 biases in the world. And there are more than 400 different false beliefs that people encounter in their life. And this leads them to make the decisions. So how can you fix it? You go to the puzzle, you say, okay, this event, what did you do exactly?

Opher Brayer 00:21:50 How do you feel about it and what you've learned from it? Three questions. Mm-hmm <affirmative> I've created the thinking algorithms, hundreds of thinking algorithms. This is one of them. So like I said, two door yesterday. When you met with X, what did you do? Oh, we had lunch. How did you feel about meeting that person for lunch? And <affirmative> you show some feelings mm-hmm <affirmative> so what have you learned from it? Why, why have you learned? Because now you want to replicate it. Isn't it mm-hmm <affirmative>. If it was fun, meeting a person that you haven't met for six months, and it was beneficial to you on an emotional level, intellectual level, physical level, hugging the person, whatever. Then you have to learn. If you cannot learn, if you cannot stop to learn at every you're doing in life, it's like after this call, how do you feel about this call?

Opher Brayer 00:22:33 What have you learned this call? What have you learned? Not only from me. What have you learned about yourself in this call? Which is more important. Mindset can be changed by concept, but mindset is not good enough because there's implementation part. So in order to change a mindset, really, you have to implement, to fix, to optimize, to copy, to fix and copy, and then go back to the beginning, you know, to read the cycle of building this beautiful puzzle in the ring, all those books about mindset, okay. There's are great books, but people don't change mindset because of reading a book about changing a mindset. Mm-hmm <affirmative>. But if you go to every piece of a puzzle day, imagine you could ask yourself every 15 minutes, what did they do in the past 50 minutes? What did you learn from it? What can I implement from it?

Opher Brayer 00:23:17 What can I replicate? Imagine you do it every 15 minutes for 30 seconds, you would change your mindset for sure, because it's all the micro elements of your life are being optimized and optimizing, optimizing optimized. This is what we do in, by the way, with all or all our users mm-hmm <affirmative> participate. We gonna participate, not users. So we have a coach, okay. That is looking at what you do. We look at how you manage your people in a team, in a company mm-hmm <affirmative>, we'll advise you. And we also analyze 60 different layers of your conscious, because when you answer me, I can know things about you that do not know about yourself. Mm-hmm <affirmative> because we are using some AI platforms, smart AI platforms to really analyze. And maybe you will tell me, you know, Twitter. Yeah. I had a great Y great day yesterday.

Opher Brayer 00:24:04 I would in for lunch and we did this and we ate a nice steak and blah, blah, blah. And I will be able to analyze this question with AI and some human work together, a mix. And I would say, Twilio, you sound very sad and there's no one word that can describe it. You're said. And then I will find the reason you are said, and if you'll find a reason, I will be to you to overcome mm-hmm <affirmative> and have a better success model for this event that you went for lunch and having a mistake. Right? Mm-hmm <affirmative> because there was sadness in there. Okay. Maybe the sadness was because you cannot hug the person because there's COVID mm-hmm <affirmative>. So let's talk about, you need to hug a person or not to hug the person. And now you overcome it when you can't hug people. Right? So we go in very deep levels through micro sessions. That's what we do of understanding and making the change of mindset. And I implementing measurement optimization and replication.

Tudor Dumitrescu 00:24:57 Right? It sounds like this system works very well. However, it does take a person to be somewhat self driven, to make it work for them. Are there any techniques that you can use to take somebody who doesn't have that drive? Because I mean, I've met a lot of myself. I'm an entrepreneur. I do have that drive to go out there and do things myself. But I've met a lot of people who don't have that drive or they do have it, but it's not strong enough. Is there anything that people can do to strengthen it?

Opher Brayer 00:25:26 First of all, let's think about driving bicycles. You need to want to drive bicycles. If you don't want to ride bicycles, then I can do nothing about it. I don't say you want, but you're afraid to fall. Mm-hmm <affirmative> right. Afraid to fail. Right? So let's say you're afraid to fail or so no, I'm saying, okay, how can I help you not to fail in the beginning? So you have enough cars. Mm-hmm <affirmative> okay. So I will do something that will enable you to drive the bicycles, not really falling or maybe failing a little bit. Mm-hmm <affirmative> as long as you enjoy the ride. So you see, maybe I will give you 30 seconds on a bicycle that you will enjoy and almost not fail, but it will be a challenge for you mm-hmm <affirmative>. And maybe basically, instead of riding the bicycle with your feet, you will put your feet on the ground and move with your feet on the ground.

Opher Brayer 00:26:10 Okay. Mm-hmm <affirmative> while sitting on the bicycles. So you can still feel like that you're secured mm-hmm <affirmative>, but in a certain moment, you raise the feet and you let the bicycles continue for like 10 meters or 10 feet or 20, 30 feet. Right. And you say, enjoy it. It's fun. Next day, let's try to do something else. Let's try to hold not 10 seconds without touching the ground 20 minutes. Mm-hmm <affirmative> 20 seconds. And then you say, Hey, this is really fun. Can I now use the, the pedals? Cause I took the pedals off before mm-hmm <affirmative> I just was breaking them. I was taking them off. You didn't have them. You have to do with your feet on the ground. Right. But then suddenly you say, okay, I'm ready. You see, you have to be ready, but how do you make people ready?

Opher Brayer 00:26:48 You give them a challenge. Not too big enough. Not to fail. You teach them how to enjoy that challenge. Mm-hmm <affirmative>. And while doing this with this micro level, enhance it to a little bit more than it was before then when you start to accelerate the speed, it goes somewhere else. Why? Because in the beginning, when you ride the bicycles, you drive slowly. It's like when you do ice skating, mm-hmm <affirmative>, you're trying to hold to the bar, right. You know, not to fall. Right. But suddenly you can, oh yeah, you can do it. This is so beautiful. I can have five meters without attaching the bar in the ice skating. Wow. As long as you create more joy, people will become more addicted to the joy, right? Because this is what we do. We are going for the joy. And we are trying to not to live in the world of pain.

Opher Brayer 00:27:38 Right? We are running away from pain, running towards joy, right. This is what human do. So if you are doing in small segments, in very, very small parts, and every time you will learn the bar, mm-hmm <affirmative> okay. Saying, okay, you will see that people enjoy one thing. For sure. I can tell you. And it's being called speed. I, when you drive the bicycles two kilometers per hour, and then you know how to drive the bicycle 10 kilometers per hour, then you can drive the bicycle 30. You enjoy. That's why people go on the rides and the Disney mm-hmm <affirmative> right. Because I enjoy the speed. So over time, when you have these little small little techniques combined together to enhance the speed, then the joy becomes bigger. But if you don't want to go on the bicycle, there's nothing I can do for you. Mm-hmm

Tudor Dumitrescu 00:28:18 It's fascinating how you're building the system step by step. And I think that that's a missing key for a lot, lot of people. I mean, it reminds me of the way that I learned swimming, you know, because I used all these devices to help me in the beginning and I never felt uncomfortable. And then suddenly I could swim. It was like magic, you know, <laugh> and I never felt discomfort. And I compare that with ways that I learned other things. When I was older, where it was sort of like the equivalent of jumping in a pool and having to figure it out. And it was a lot more anxiety producing. And even though I learned, and maybe I learned faster, it wasn't anywhere near as enjoyable as doing it step by step. So I think that this is a key of, to the process because I mean, willpower does help, but there's a certain limit to how much you can push yourself.

Opher Brayer 00:29:06 I, I can tell you one more thing. We had a, a company that came to us and they said, uh, we just, uh, bought this book for salespeople, but sales. And we did a workshop about it, but now the workshop was there. The book was there, there was no implementation optimization. Mm-hmm <affirmative>. They gave us the book. We have a team, they can sit down and rewrite the book as micro action items and measurements and coaching processes around them. And we just sit down and implement daily with every salespeople, three to four times a day, every aspect of that book. So if you will give me, let's say the, uh, work week. Okay. Book tomorrow. Okay. I can take the book, create a coaching system around it, implementation measurements with everything. Speed, joy, acceleration and so on. Mm-hmm <affirmative>. And then basically I can go to team team Ferris was a friend also and say, team, not only did all the people implemented the book because people, when they buy books, they hardly read it.

Opher Brayer 00:29:57 People write books and never read them to just buy them. Now it all implement. But now I can give you all the data, how it was implemented, what works, what does work, how to write your next book, what are the next needs? Because it's all implemented. So we know how to do this. We know how to take the book and rewrite it as a coaching program, micro coaching program. This are expertise, micro coaching. This is the expertise of info, right? But it's also in the education. It's micro training of children to become gifted. So it's the same micro ability. The micro is the fastest way to go. People want to jump conclusions. You cannot jump into conclusion. You can have one conclusion at a time, but over time, as I told you, the 10th book took me 10th of the time. Mm-hmm <affirmative> to understand, to deploy and to make.

Opher Brayer 00:30:41 And I will admire one thing into it. We work with a lot of people in companies, and I've been doing consulting and training and coaching, you know, forever. One of the things I've been able to see that people are very busy and this something we call

busyness and people believe that being busy is a formula to success. Don't wanna tell them the warm buffet is getting up in the morning and reading books for four hours. And, and he's reading excels for four hours of data. And then once a day makes one decision, one hour of work. People tell me. Yeah, but that's because he's rich not he he's rich because he's like that. Mm-hmm <affirmative> do you know any person that knows how to read and deploy books every morning for four hours building a startup, building a company, being a manager, being people they don't learn.

Opher Brayer 00:31:21 They dunno how to. So they become less knowledgeable. The only knowledge they have is the experience that this little experience that they have in one field. But you need to understand the world much better in order to build something, which is really unique and strong and powerful system, but they don't have the time to read. Now I enforce them to read eight times a day because I, I do it in between meetings, but there's a whole model. How do you read, how do you learn? How do you implement? How do you use the knowledge? How do you make the company better? How do you make your life better? How do you make your relationship better with your children, with your wife, with everything else? No. Everything. Everybody is now. Every person now needs today in the world therapy, therapy, therapy. What did you need therapy for? You see, because there's some sickness. So you need therapy in order to fix it. But if there were was no sickness, there was no need for therapy. Mm-hmm <affirmative>. If you know how to manage right, your life, you don't need therapy. I don't think the Warren buffet goes to therapy.

Tudor Dumitrescu 00:32:12 I agree with that. <laugh> I think that it's a big problem today. And it's also a problem because it doesn't teach you how to be. Self-reliant. I think that a big factor in there is that people never learn to us themselves. And they're always looking for reassurance outside of themselves. And that's never a hundred percent dependable. And this is a very interesting topic, but I'd like us to move the discussion to something else, which you said much earlier in our conversation, which I think is of great interest to our listeners. Namely, you mentioned about building relationships when you went to Prague and how one of your most important skills is the ability to build relationships and every entrepreneur. I mean, that's one of the key components of what ultimately makes for successful entrepreneurship, whether it's getting partners, whether it's getting investors. So, uh, what's your methodology there? How do you go about building relationships?

Opher Brayer 00:33:09 Why quite simple, quite simple. Look, first of all you say, why do you need relationship for, so the guy's calling me said, or can you help me? I'm looking for a job. Mm-hmm <affirmative> I'm saying, so use your relationships. I don't have any, I want to build my relationship. Now. I said, it's too late. You see when you're successful, you build relationship. Not when you lost your job, nobody wants to be your friend. So in the past 10 years you've been working in the company. You didn't build relationship or people that wants to give you back. People wants to help you. Now it's too late. You have to do it when you're on the top. Not where your bottom, the bottom you don't build. Relationship. Relationship is about two things and endless opportunities. I can tell you and endless opportunities, whether it's venture capital, whatever, like finding the right employees.

Opher Brayer 00:33:51 I know whatever it's all relationship. And because of the relationship, you can have shortcuts. Mm-hmm <affirmative>. So if you want to send your CV to 60 companies, because you're looking for a job, you can do it. But also if, if you, the relationship, you just spend one phone call and you get the job mm-hmm <affirmative> right. So this is where it comes. The relationship is about opportunities and shortcuts. No, what I did when I came to

the chip Republic and I give you just an example, I will beat it over there. I'm a very well connected person. Mm-hmm <affirmative> so if you would call, let's say Tony Robb. Now, when you say Tony, do you not Opher? He will tell you a whole story. How we became friends and we are friends, personal friends, not a person who buys these books, personal friend. We talk mm-hmm <affirmative> oh, everybody wants to be a friend with Tony Robbs but how many can and how did I became one and with a lot of other people, right?

Opher Brayer 00:34:38 So the mothers very simple. I, I came to the Czech Republic. Okay. I don't know anyone. Just the beer, good food goulash. I was happy. <laugh> so, and I was, was my daughter for one week. Then I, she was 21, 22, 20, sorry. And then I said, Maya, take two bags. Come over here. I found a nice apartment. Airbnb. Let's take mm-hmm <affirmative> let's stay for almost like three years. No. I said to Maya, after one a month, I'm not looking to make money in the C Republic. I'm making money, you know, other ventures and other projects. Mm-hmm, <affirmative> solving all over the world. So it's not important. So, but there's one missing thing. I don't have anyone to go for coffee besides a few Maya, you know, I like to make other people mm-hmm <affirmative> but I want 'em to be meaningful people. I don't wanna waste my time on every person on just to have a conversation or the coffee.

Opher Brayer 00:35:24 I mean, I want something that will be, there will be some outcome to over time. So what do you do? So in the Czech Republic, I took a little napkin and I wrote a model mm-hmm <affirmative> triangle. And I said to Maya, okay. My target is that 3000 people will know my name in the church. Public. They should become from two sectors education and business because that's what I do in my life. How will make 3000 people know me? And I have said, my, I have one year for this project. So in 12 months, basically you have to that five, 500 people every month, we know you by the end of 12 months, you will have. So, you know, it's 500 people. Then I said to my, uh, out of door, 3000 people, I want to know personally, 3000 of them, what does it mean?

Opher Brayer 00:36:06 30,000 will know me. 10% of them. I will know them. And then from these three, 3000, I would show 300 people that I want to build relationship with. And from the 300 straight of them, I want to become my, my close friends. Mm-hmm <affirmative> and there must be either billionaires, successful CEOs, people from the university and high positions and government people. And I wrote it down. And then I said to my, okay, let's plan the model. I've done it in the past. I know how to do it. So system, if you were ask me, I would show you how to do it. Now, first thing I said, what do you, you know how to do well, Mr. Brier, I know how to speak. I'm a keynote speaker. I used to get \$25,000 for a keynote speaking. So I meant probably a good one, right? Nobody will pay you if you're not good enough.

Opher Brayer 00:36:49 I said, okay, I can be keynote speaker. I need to do this for free, but who will hire me in the Czech Republic to give you for free? So I called my friend, but judge from Silicon said, do you know anyone? The Turkey public said, yeah, I have one friend. I met with that friend for, for lunch. Mm-hmm <affirmative>. I gave him some advice. I was thinking about him. I was helping him trying to do everything I can do for him. Ask me business questions and so on. And by the then end, he said to Opher, what can I do for you? You know, that's what people do said find me a group of 500 people are willing to listen to my lecture, could be an organization of lawyers, organization of business, people, organization of entrepreneurs. I will give one and a half with all my best knowledge.

Opher Brayer 00:37:27 Sure. For free. Of course, within two weeks he found the group. The mother was very simple. Every week, every month I would do an event to 500 people giving

them a lecture or four times per month for one 30. It's the same number. Now I will go into the room and I will say to everyone, Hey guys, I wish I with you, my knowledge, I want to be the relationship with you. Therefore, what I suggested by the end of this presentation, send me an email. Here's my email. Mm-hmm <affirmative>. And I will send you a present a course on how to build relationship for free books, videos for free. And I will never sell you anything in the world in afterwards. I'm not going to use this email to sell you anything just free so we can make maintain connection. That's how I started. So now you go and you give it extra to five people you say to them, you can get my relationship model for free nor string attacher will never sell you anything.

Opher Brayer 00:38:14 I will never use it against you or to sell you something. Mm-hmm <affirmative> get it. Imagine that I can do it. Okay. Every month with 500 people, I get the 12 months. So the number of 3000 people know me, how do I know? 10% of them? Now, here is here. It comes. When the people send me, this will send me the email I'm saying will send me because I use the model in a different way. In the end. I'll show it you in a second. I will take two people in the office and I will tell them, okay, now this is what you do. Okay, well you can hire somebody on fiber to do it for you. Here is the email of the person. Please send an email. Hi to door. I'm so happy that you wrote to me. Let's be friends. Mm-hmm <affirmative> would you please share with me your Facebook, your LinkedIn, your tweet, your whatever, every channel mm-hmm <affirmative> and a website of your company.

Opher Brayer 00:38:59 If you have a blog or blog, so I will know more about you and maybe I will connect you to some people, right? Mm-hmm <affirmative> that's the only thing I was doing. Give me all the list, all this channels. And here is the link to the course. However, you have any questions about the course, right? Personally, to me, I'll answer you. And I do answer four emails per day. Now next, okay. About have a system. How to answer for four hundreds. So it's fine. <laugh> templates and stuff like that. So now the person got is getting and giving me data. The data is going to a person in the office or whoever you hire like a VPA. And you go to the Facebook and ask certain questions that I wrote 10 questions. What to take our out of the Facebook to know about this personal life or this person.

Opher Brayer 00:39:38 Mm-hmm, <affirmative> what to take about this business life and these connections from LinkedIn. And I created a profile. Okay? And I'm using CRM machine and there's a profile about every person from the 3000 mm-hmm <affirmative> for them. I will share with them once a month with all the 3000 a newsletter of knowledge that they share with them. Mm-hmm, <affirmative> just knowledge of different things, links, whatever friendship, then somebody else in the office or somebody else on fiber or whatever you find the VA will have is having a description. How to choose the 300 that I want to meet for coffee. Then I put a budget like in the chocolate public, you go for coffee, 10 year old, you go for lunch. 15 year, you go for dinner for 10 year old, whatever. So I created a budget, how me three people per day, an hour and a half, each one of them.

Opher Brayer 00:40:19 And the budget will be 300 people, times \$10, 10 euros and blah, blah, blah. So I created the budget for the whole year to build this network. And 300 of them, I'm going to meet every day, three people, morning lunch. Even you can do it anyway, when you can meet one person a day that's but I had time. So, and then after we'll meet with them, I will decide who are the 30 that I'm going to be in contact every week. Mm-hmm, <affirmative> be the 30 people on the top that I will care about them. And I will do things for them and I will help them and I will connect them and I will send them personalized links and knowledge and

different things that just will show that I'm a giver. And I don't want anything from you, you nothing. And then when I started to do it, I made shortcuts.

Opher Brayer 00:41:01 So basically this was the plan. But then in the end, I became the friend of the, the prime minister and two billionaires in less than two months, because I was able to optimize the model I optimized. I was able to choose faster, but I had a plan that the plan was the plan. I think in the CZE Republic, that will probably today, half a million people who know my name. I was on the media analyst time without having a PR agency. I became friend of the right people. So I'm well connected and that's it. So there is a system for everything to do. There's a system for everything. If you work with a precise system and you optimize it and you do it and you measure and you understand, you understand your feelings and your actions, everything will work in your life. Everything will work in your life.

Opher Brayer 00:41:42 And some things you cannot do. I mean, if you have cancer, if you have a COVID science should help. But most of this normal things that we want to human life can be optimizing into a precise system, of course, with the ability to improvise, because it's not always exactly as it's supposed to be, but when you have the tool to improvise and systemize, you're also becoming a classical musician. Mm-hmm, <affirmative> orchestrate. You can conduct, but you also adjust musician. So if something doesn't work immediately improvise on it. Mm-hmm, <affirmative> make a change because you have a system on how to do that too.

Tudor Dumitrescu 00:42:13 This is outstanding. Thank you. Thank you for sharing that Opher. I have one final question, which I really ask all the guests, because listeners are always curious about this. And especially in your case, since you've studied well over 17,000 books, now, what would you say that what would be the top five books that you recommend to entrepreneur? And I realized that must be quite hard for you having read so much.

Opher Brayer 00:42:37 <laugh> this is a very hard question. I would say, because I mix everything in my brain, different aspects from different books and I create my own internal books. So I would not be able to answer that question. Mm-hmm <affirmative>, I'm, I'm sorry. I know that this is kind of a question people, but there's nothing I can recommend because I think you have to read a lot and to take an expert from each book, from each system and to create your own internal book of yours, but it should be organized and managed and optimized and implement. There's no book that I can say that you must read in that will change your life. Because I Don think that there was any book that really changed my life. Mm-hmm <affirmative>, it's the sum and the deep work that I was doing in order to, I can tell you like, subjects that you can learn, but it's very hard for me to say a book that you can learn. This is the only thing that I cannot do. I give a lot of answers. I cannot say that there was one book that changed my life. The way people say this book changed my life. It doesn't mean that it changed their life. It just inspire them very strongly to change the life you have to measure.

Tudor Dumitrescu 00:43:42 Absolutely. And, and I mean, and the other thing that matters here is the order that you read books in because I've known people, they said, oh, read this book. You know, it changed my life. And then I read it and I'm like, but more than half of what's in here, I've already read in this other book. Exactly. But it's just that I've read that other book before. And the other guy read the other one before. So each one finds the impact in another one. So I'm with you there. I mean, it's difficult, especially with probably as much as you have read. Yeah. So, I mean, I know that our time is wrapping up. So I was wondering if you have anything else to share with our listeners, or if you would like to share some resources with them where they can learn more about you and what you do.

Opher Brayer 00:44:30 I would say two things, first of all, deploy measure and optimize all the time. This is kind of the, the three words that I believe work well to deploy knowledge or whatever, try something. Don't be afraid to you to do anything. New, try something. It works replicate. It does work, fix and replicate second optimize all the time, whatever you do make it better and better, better. So that's why you need measurements. Don't tell me, I went to this workshop and it changed my life. How, what was changed? Exactly. If you made 1 million, now you make 2 million. I can understand it. Can you measure it? Okay. You can measure habits. You can measure any, but not just changing how I see the world, because this is not important. The only, I would say two, maybe three things that I can Opher people. First of all, if you have an organization, a company or something, go and start to work with an imper coach, because look, it's beautiful.

Opher Brayer 00:45:20 I didn't know whether we become so beautiful. We built this company only like nine months ago and it gets very good results. So if you have, let's say a whole team of a startup go because it's, it's so low cost anyway. So, wow. It's like \$10 per session, even less go and do it, give it to all the employees, optimize the system. Then we can give recommendation to the leader of the company on what to do with all this knowledge from all the employees, because we have a lot of data. Mm-hmm <affirmative> we don't do it B to C yet. So I cannot Opher people to sign in, you know, and do it from themselves. Maybe we'll have bit soon, just go with somebody that can guide you and learn how to coach yourself every 15 minutes. And the guide will enhance your ability. So this is when it comes to improv.AI.

Opher Brayer 00:46:03 I think that if you are a writer of a best seller and you have a list, let's say of, I dunno, 5,000 people that you want to take the book and give it a us. And we will create a method of implementation. We'll give you all the, the, the necessary data for you to understand what works for us and where so on. If you have the scan and you have at least 5,000 people, 10,000 people, whatever you have, and you want us to take the implementation, it will be white labeled, and we will help you to do it for you and also share with you the revenues. So this is another business, another Opher I would say, Opher from Opher. So it's an Opher from Opher. I think when it comes to education systems, if you know any education system, government system, local systems, schools, that they need help with them, with education, how to help older children become gifted.

Opher Brayer 00:46:48 If you want to study by yourself, how to work with the children, like an edit homeschooling model or homeschooling model, it's not subjects. It's about, if look, if the child is gifted, then you solve other problems. Of course, without the emotional part, right? But gifted is gifted and non gifted will take him hours to learn something that the gifted can learn in two minutes. So it helps your children to become gifted because it's necessary. And being able to understand every subject that's the layer of the PolyMet thinker. So, oh, you can go to stages, do global. You can look, can write an email to me, or you could do whatever you improv. You go to improv dot improv, like improvisation, like or improv improvement, like improv.ai. Go there. Look what we do. Tell us if we want to collaborate. If you want to work with us, if you are a coach executive coach, we will help you we, we will coach the layers that you don't coach.

Opher Brayer 00:47:34 If you are a consultant, we will do the implementation of your consulting with all employees. If you are a trainer, you do training mm-hmm <affirmative>. We will do the implementation, give it the data, and you'll tell us what you want. So we are not competing with any market. We'll just support the market. This is where it comes to, to this. And, uh, on a personal level, when I have the time, if somebody wants to build the whole school

online with all this kind of processes place, you know, sometimes I can help some people to do it so they can approach me personally, you know, through the websites or whatever. And it will be able to, uh, help them to build methodologies, which is the, for me, methodology is almost the same. You create a methodology, works, you create processes, you put it on a technology and the technology will work. Mm-hmm <affirmative>. So if you want to be the technology company, need the methodology. Tell me, and I'll try to see, you know, in the time that I have, because I still have to run to organizations, but I have a team so I can be helpful. So this is kind of the things that I can share and on a personal level, if anyone, anyone wants to know more or something just right to me, I do answer.

Tudor Dumitrescu 00:48:37 That's awesome. Thank you very much for sharing that and for your kindness Opher and to our listeners, stay tuned for the next episode. And until next time, remember to keep growing your businesses and provide massive value to the world. You are the reason why we're all growing richer. Our freedoms are expanding and we are all living in greater prosperity. Thank you.