

The Nomadic Mindset meets The #1 Service Guru



TNM_Podcast Episode #002:

Ron Kaufman

with Kevin Cottam

Transcription



Speaker: Kevin Cottam 0:04

Welcome to the nomadic mindset season one. My name is Kevin cotton, a global Nomad and the author of the leadership book, the nomadic mindset never settle for too long. Over the season, we will go on a journey to discover what is the nomadic mindset and how you can tap into that. For this I will be interviewing a diverse group of cross cultural thought leaders from all walks of life. So let's get on with it. Let's go no matting together.

Speaker: Kevin Cottam 0:38

Welcome back to the nomadic mindset. And if you were tuning in today for the first time, thank you for taking the time to get curious about what is that nomadic mindset that lives within you? You just may have forgotten what it is. In this episode, the nomadic mindset meets uplifting service one of the qualities of animatic mindset. Have you ever met a guru before? Our guest today in 2018 Global gurus rated him as the number one customer service guru in the world. Amongst other accolades, he has been featured in The New York Times and The Wall Street Journal is the world's leading educator and motivator for uplifting customer service and building service cultures. Rated one of the top 25 whose hot speakers by speaker magazine, the author of 14 books, and the New York Times and USA Today bestseller up lifting service. Do you know who I'm speaking about? It is the humble, eternally giving and caring. Ron Kaufman. Thank you very much for being here today. To be on the show. And I know that all our listeners are going to be absolutely excited by you. That's you, that's you and with Everybody, because this is you know, you You are an expert in in service. I am and I'm always blown away by not just your service, but the care that you take. So I would like to start this way. Okay, kick off. Can you share with me? What is the true meaning of service?

Speaker: Ron Kaufman 2:19

Okay, good. When I started working in the field of service about 30 years ago, yeah, what I discovered at the time is that the concept of service itself wasn't well defined. And the field of continuous improvement of service wasn't well mapped out, there weren't a lot of articulation. So I'd hear things like oh services, making people feel good, or you know, doing what they want you to do, or you do for them what you would like them to do for you, which is assuming that everybody else in the world is like you unfortunately, they're not like they're like them, right? So I wrote a definition, which is that service is taking action to create value for someone else. And when people hear that no matter whether it's b2b or b2c, or front line or middle management Leaders really Yeah, that makes sense services taking action, you got to do something to create value for someone else. And that could be a customer or a colleague. So if that's service taking action to create value for someone else, service excellence is taking the next action that creates more value for someone you care about.

Speaker: Kevin Cottam 3:20

More value, action value, other care, and others right? And that's care. And that leads to care. So what would care then mean to you?

Speaker: Ron Kaufman 3:29

So care turned out to be this next whole area that I discovered wasn't well defined? Not clearly map the philosophers will debate it forever. the health care industry means you know all you're

talking about us but that's not what we need today. When we say why should I care? What do you care about? I don't care. What is care. And so I've been working on that for a while and here's the very short definition I've come up with care is concerned for the future well being of someone or something. cares concerned for the well being of someone or something that you care about. Now, why did I say future well being because the present moment is always immediately going into the next month. Right? Right. So if you say, Well, I care about my kids, you're not just caring about them in this moment, you're caring about their well being, which means being into the future. That's part of the nature of being human.

Speaker: Kevin Cottam 4:19

Being being being human right, being human right. And so that's very, very strongly linked in with service and care. I mean that because you're talking about action you're talking about being you're talking about the well being of other others, right i think that this is and so if we were to throw that back Yeah, a we're talking about others. But what about our self reflect back?

Speaker: Ron Kaufman 4:42

Yeah, very good. Very good. So when you say cares concern for the well being of someone or something that someone could be you? Yeah, right. So if I care about my own future well being I might get better education. I might take better care of my health and my eat more healthy, I might get more sleep, I might leave a an abusive relation. Ship right out of why self care? If I care about the well being of someone else, then I'm concerned with what they need, what they want, what their life and how its evolving.

Speaker: Kevin Cottam 5:11

Evolution.

Speaker: Ron Kaufman 5:11

Yeah. Evolution, always into the future. So some people would say, Well, what about what am I care about? You know, the history of something? Yes. But you could say you care about the history, but what you mean is that that history is still dignified and respected and understood and studied into the future. So care is concerned for future will be. Now how did that in service Connect? Yeah. So in that original definition of service, creates value by taking action, usually in teams, right? within a culture. All right. Okay. That's the whole world I worked on for 30 years. But it doesn't answer the question, why do you serve? And that's because you care. And that doesn't answer the question. Why do humans care? And that's fundamental to the nature of what it is to be human.

Speaker: Kevin Cottam 5:55

Why do humans care became active evolution because there's something that I I learned when I was doing research with in with the Messiah, okay, and one of the Messiah warriors said to me said, where we were is not where we are, we are evolving boldly. And so this concept of evolution is very important. So, I would like to ask you about the evolution of service. So if we look in organisations, for example, there must be an evolution of service within that, yes,

however, I suppose within humanity, there's an evolution of what service is, I suppose, obviously, right? Yeah. So well, can you just Sure, sure, let's,

Speaker: Ron Kaufman 6:32

let's look at this whole field. When people hear the word service, they tend to think of customer emotional interaction. And, and so in the sort of the industrial age, there was product and price and buy and sell and transaction and the objective was to satisfy the customer, right? And so customer service and customer satisfaction were very closely linked, right? Yeah. And then people started to realise, well, I don't just want to satisfy the customer because I want the customer to come back. And as satisfaction became more commoditized and Words more people could do it, then you wanted to differentiate, you want to distinguish and stand out. And so it wasn't just customer satisfaction, maybe when you want to do customer delight? Well, how do you do that, then you don't just focus on the customer service, you're focusing now on the customer experience. And so then journey mapping and working out perception points, and that whole evolved, and then we know what was the intention of that and evolved to customer loyalty, but you actually want that customer to come back and make referrals for you and give you recommendations and, and then it became customer advocacy with the world of social media. So right and now it's evolving to the level of what I would refer to as customer partnership, where you and the customer, the service provider, and the people being served, see themselves as in an ongoing partnership together. And this relates obviously also to internal service between departments in the old industrialised era, you can have silos within an organisation my job you do your job you complain, complain about, you know, but I met My KPI Yeah, right, where's that became know, how do we actually be more valuable to the company more efficient, more effective and have a better time, then we want to be service partners with each other, not just service providers to each other.

Speaker: Kevin Cottam 8:17

Yeah, the whole idea partnership is really become very valuable today. Now, if I go back to the work that I did, right for the nomadic mindset,

Speaker: Ron Kaufman 8:25

yes, is this by the way, phenomenal, thoughtful, over years work, I really need to congratulate you. I've seen so many people in the coaching, speaking training offering business who say, Oh, I came up with a new model, but you really did the groundbreaking research and then distilled and synthesise it. So thank you for your book. And by the way, if you haven't seen it, there's the book. And here is

Speaker: Kevin Cottam 8:52

and I want to just say one thing on here because I think it's very important, which I just noticed, actually, is that we both have path on recovery. Right as

Speaker: Ron Kaufman 9:00

your friends and it's an ever evolving journey Exactly.

Speaker: Kevin Cottam 9:04

And so I think that what I wanted to ask was about this whole aspect of the evolution, but the evolution is really changing today in organisations because of industrialization. And because it was industrialised. And now we're moving into the digital transformation. What is shifting in that sense? I mean, how is service now? Is it different? Or is it

Speaker: Ron Kaufman 9:28

great, great quote, I mean, it's taking action to create value for someone else. And underneath that we have that narrative about care for someone's well being and you know, you call it industrialization, but it's also commoditization. It's also globalisation, now it's digitization. And so what's happening is people are, let's be face it we're being bombarded with with more stimulus, more inbound, more digital, more visual, more auditory than ever before, and there's less and less daily. Human, intimate, compassionate, concerned full interaction. Now add on top of that all of the faking, that has come along like you know, run an advertising campaign but tweak it all just to be able to get the eyeball time or to get the click through rate. But that's now you're measuring click through but you're not necessarily measuring whether or not the other party is being well taken care of. And so there's been a certain amount of in the news media fake news in the commercial space, who can I really trust exact I, you know, I go on Amazon to buy something, but is it actually an authentic thing that I'm buying? So the whole world of Who can I trust has now started to shake up in a different way. And there I think that the human side is becoming ever more important and will continue in the future, right? Do you just want somebody who made a promise and then executed on something or somebody where you had the sense that they actually understood you? They were curious about you. They cared about you. They took action to be able to enable your well being into your future.

Speaker: Kevin Cottam 11:00

What I love about what you said there's a word I'm going to pick up. And that is curious. Because about the curiosity and someone else, I mean, it's very important to find that and that becomes partnership into itself. Right is is that that curiosity now for the nomads and part of the mindset of a nomad is a curiosity, because they have to survive, because they cannot just be blind, ah,

Speaker: Ron Kaufman 11:24

looking and observing and wondering and finding out about new environments, other people that they interact with, you'll be surprised or perhaps not and delighted that the root of the word curious is the same Latin as the root of the word care, which is CUD. Right, which is to be concerned for right now, the part of the Latin derivation that went into concern for the sick concern for the wounded. That's one route but the French took the curiosity. So it's concerned for what's here. What's about who am I meeting with what are they interested in? what's possible In this new environment, nomadic

nomadic.

Speaker: Kevin Cottam 12:04

So does it take a specific type of mindset then, with regards to real great care? Yeah, and taking that value and looking at value and taking action and service, is there? Is there a mindset?

Speaker: Ron Kaufman 12:16

Yeah, there are a couple of components of that mindset. One is authentic curiosity about the other, being interested in their concerns, their world, their history, their background. So for example, there's a word called listening. And we tend to think of listening like I heard what you said, right? But real listening is listening to the way the other person listens in the world. What's their background? What's their history? What's the cultural narrative that they come out of? Such that they're saying to you what they're saying, it's not just the words, it's the whole background, cultural background, social background, historical background, really authentic listening. That takes a tremendous level of curiosity and Right, so then that also has a mindset of respect for the other party because they're going to be different than you. So then there's pluralism rather than partisanship. There's curiosity about the other rather than the conviction and the rightness of your own history.

Speaker: Kevin Cottam 13:15

I love that what you're talking about and I love the the definitions. I mean, those are beautiful, different definitions. Absolutely. The the Nomad when we talk about the nomadic mindset is that there is this sense of four different aspects that are that I noticed within nomads and that is being still being alert, listen, and observe all at the same time. And so they didn't you know, for most of us, it's hard enough to listen. Yeah, and most of us hard enough to observe one at a time. But within service and within care. Yeah, are those four absolutely important.

Speaker: Ron Kaufman 13:52

They are and I would add another which is the desire to contribute contribution You're new to the well being of the space in which you are. So you know a lot more about a nomadic history and examples. And you know, one version can be you go where the harvest is good and when it's not you go somewhere else and a nomadic manner, whereas a service orientation is you go somewhere with that curiosity with that interest that respect and you want to contribute to the well being. So I learned something, for example, recently about my last name, which is Calvin, and in German, that means merchant. And there was a part of me as a child, I was away you know, by cell, you know, it's not the kind of thing you want to be until I learned who were the original merchants in human history. And they were the ones who would take what a particular area of Valley a group of people a culture and would literally take it to other locations, and then find what was precious and unique about their and bring it back so they were the ones who actually introduced worlds to other People, and where this showed up with great sense of completely reoriented me. I was in Switzerland. And I was speaking to a Swiss friend about their bankers during an era when there was a lot of scandal going on. And they said, Oh, we are so embarrassed about, you know, our bankers, because that's not the sense of generally being Swiss and being responsible. And then I she said something, but we're very proud of our governments. What do you mean? And she said, Well, in history, it was our customers or merchants who went down from the mountains, found things that were happening in the world in the valleys and by the sea sides and foreign lands, and brought them back up into the mountains for us, and took what we had crafted out to the rest of the world. So there you have

sort of a nomadic service oriented and I guess that's what I've been all my life. When I think about being born on United States travelling all over the world with friends me doing citizen diplomacy now living in Singapore. I never thought about it that way before. Thank you.

Speaker: Kevin Cottam 15:56

Well, this is a good place to do. Yeah, absolutely. You're a nomad. I mean, just look at your the way you also think. And I think that's one of the most important things is the way you explore in your thought process. And most people don't. But they can do it too. But they can do Right, right. It's just a desire, whether they want to be able to do it.

Speaker: Ron Kaufman 16:17

And the same with organisations that hold on, hold on, let's explore that just a little bit. It's not just a desire, it's, it's a thinking about, okay, if I want to be more rigorous about understanding what something is, then how do I think about it? And one of the things that I've learned I have a wonderful mentor named Fernando Flores and learn from him over many, many, many years, is to do what he would call an ontological reconstruction. That's a big word, right? What does it mean? Well, what was the fundamental concern for which that area of life evolved in the first place? Like what were we taking care of such that certain practices evolved, such that certain professions evolved, such that certain traditions and associations and regulations all evolved, they didn't evolve out of nothing, they evolved out of some original sense of concern for the well being of fill in the blank. So then if you want to explore what's going on today, or how I fit in as an innovator in a tradition like you've done with Nomad, I mean, the word Nomad didn't stand for an innovative mindset for the future. It looked like something ancient in the past, but you did a reconstruction of who are the nomadic tribes in the world? What is it that their fundamental concerns were that caused them to go be nomads, and then you even distilled it further into the different aspects of nomadic life?

Speaker: Kevin Cottam 17:40

Yeah, I mean, and if we think about organisations, we've talked about organisations, that that also is extremely important, they cannot be still they can be stuck, they cannot be, you know, just builders they need to have these nomads that are in within the organisation. So this is a we come back to the word partnership is understanding that how can this partnership happen with these different mindsets so that it leads to a better service not only for within the organisation, but to the others as we talking.

Speaker: Ron Kaufman 18:10

Yeah, I think you asked me a question earlier when we were preparing for this conversation about you know, what is it that's not working? Well today organisations and and what's missing is the fundamental understanding the conversations about why do we exist? Not who's our competition, what's our pricing? What's our customer segmentation? And that was our profit margin. Know, why do we exist? What are we here for? What's the purpose for well being concerned that we have for which we come together in an organisation or we have a particular department or we take on responsibility for a certain role, and I think that kind of conversations not happening as much as it could in organisations today, and I think that younger people, if we don't provide that if we don't birth that integrator vibrancy, you're going to have a real sense of

alienation and lack of sense of commitment or low It I'm doing a gig, I'll just go to the next gig and you know, bounce around. But ultimately, that can have serious consequences for the well being of the larger communities in which we live.

Speaker: Kevin Cottam 19:12

I love that.

The there was a, there's a thing that happens with Berber societies, which I think is actually very interesting. And that is incomes in just service and care. Okay, but there's and that is, is that I was told by some Berbers in southern Morocco, that when they do business, yeah, they will bring somebody in to the company. Yeah, they will say learn everything. We're going to give you everything to learn. But then in a couple of years, I want you to leave. I want you to find your own organisation, okay. But what they've done is is they have created this loyalty of saying, Oh, no, no, you're not you're not a debit to us, you're actually a credit to us. This is how they develop this network. Because they go, the next person will do it the same way. And there'll be a loyalty like an alumni back right and then in the spread out again, And so this becomes this expansion,

Speaker: Ron Kaufman 20:03

the real fabric of shared history and shared activity and concern for the evolution of the trade, the industry, the community, the the trade networks with each other. And then of course, there's the personal side because people meet and they married women. That is

Speaker: Kevin Cottam 20:22

right, very healthy. So this is sometimes missing within organisations, I think. I mean, in the sense that, you know, you often hear rhetoric from or bring all these millennials in, yes. And they will leave we educate them, we teach them everything, and then they leave until they become very angry about this. Who's that the organisation older people, the older people, often they are we spending so much money on Right, right, right. Right. It becomes then the cape goes on grateful souls. Exactly. And so it becomes down to our money again, instead of the care

Speaker: Ron Kaufman 20:55

and the service that you're doing to grow these people. So that Even if they do go off, even to become a competitor, right, right, they speak about you with tremendous respect, they may become a competitor but in a particular niche, and then recognise that you have strengthened another and they end up becoming a refer or a partner into the future.

Speaker: Kevin Cottam 21:15

And that is service.

Speaker: Ron Kaufman 21:17

That's a, that's a very special form of service partnership, where both parties are taking responsibility to take action, to create value for each other and for the health and vibrancy of the partnership itself. And this is the kind of thing that we need on a social level today. I have

some friends, for example, today, this is 2020 or 2019. Right now, where they're in Chile, in Santiago, and the whole country is going through a enormous conversation about who is this society for the answer, it better be for everybody. Why is there so much disruption going on because the way society evolved was not taking good care of certain members of the Society and they're literally now embarking on the redrafting of a new constitution. Like how do you constitute yourself as a society? And that's what lies in front of us if we don't already work with what we have in a more respectful, dignified trust building, partnership oriented.

Speaker: Kevin Cottam 22:18

And this partnership is a collaboration, which I think is actually a very interesting word, co lab, working together, right? And then aeration. So aeration is but speaking it's about length.

Speaker: Ron Kaufman 22:32

I mean, we are we are the animal that speaks Yeah, we're the animal, the biological creature. We're mammals who has a language. And so every new baby That's born is born into an already existing world of all of these distinctions and conversations and practices and, and that kind of education of humanity is not being very well done. As you know, that's what I'm up to.

Speaker: Kevin Cottam 22:53

Yes, exactly.

If an organisation wants to really progress in today, Industry 4.0 and its industry five points, which is on our tails right away. Okay, what do they need to do?

Speaker: Ron Kaufman 23:08

I would say go back to do the fundamental reconstruction of why do you exist? What do you for who is the someone else that you have the intention of the contributing to? And then out of that, you can then start to see various options. You can see other players within the market, you can see gaps that are missing in terms of concern and generation of new value, you can invent new practices.

Speaker: Kevin Cottam 23:39

Is that something that's going to come into your care? over? Sure?

Speaker: Ron Kaufman 23:42

Yeah, for sure. I mean, you know, the fundamental is, if care is concern for the well being of something or someone, remember, and I said to you, why do we care? And I said, that has to do with what it is to be a human being. So I mean, that's an interesting question. I don't know how many people listening to this would ever say, Oh, yeah, I remember that class. I took in school. called what is a human being? Yeah. And isn't it remarkable that we all are and that there wasn't a fundamental orientation and and I understand how, for example, faith and religious communities have evolved to try to help fill in that gap from a particular spiritual organisation, which is one aspect of, of this amazing thing we have called human existence. But there's a biological aspect. There's a social aspect, there's a historical aspect, there's a community engaged aspect, there's an economic era aspect, like we live in the world where we can do this recording, and you can put it out on social media. And you know, we carry phones in our

pocket that are hyper computers. And there's the ecological aspect. Right, which is, of course, for all of us. Now, it's a big wake up call, because that one hasn't been so much on the radar. Really, we need to be concerned about that. Yes, you're a species called human being that can have that kind of impact with the practices that you engage in. And we're in a process today of looking at Oh, what do we need to become? Not just how do we perpetuate what we've been

Speaker: Kevin Cottam 25:00

It seems as if we have been looking at the planet as serving us.

Yeah. Resource resource, and how and now we really need to how do we serve?

Speaker: Ron Kaufman 25:16

How do we express our concern for the future well being something or someone, in this case, the ecological niche in which we exist. So I'm, you know, I'm a scuba diver. Yeah, my wife Jen and I love to scuba dive, we're still healthy enough and vibrant enough to do that on a regular basis. And over the course of the past decade, we have literally seen the coral dying off, down lower and lower into the number of metres in the water. And you told me about a wonderful situation with the women Tell me again,

Speaker: Kevin Cottam 25:45

I just read it today and in The Guardian, and they're talking about these Kenyan women on a small island, and they have been a lot of bleaching from in the coral and so it's dying and they have been reconstructing

Speaker: Ron Kaufman 26:00

Coral and bringing it back to light by planting outside of the water and then replanting and then putting the seaweed and making seaweed. And so now apparently the growth is already started. And it's fantastic. Fantastic. So this is all done by women. And part of the reason is that women know what they're taking care of, because they're concerned about the future well being of the reef for the children that are coming through their bodies. Yes, right. Women have always been more oriented towards the caring nurturing of the young. There's another advantage that women have is that they haven't grown up in as much of the narrative about the way you measure success is how much money right? If you're so smart, how come you're not rich? That storyline right? And so they're not looking at the refreshing and the regrowing of the coral as to how much money am I going to make? Right? They're looking at it like how healthy and vibrant is this whole ecosystem, so they actually have an advantage of not having been as corrupted. I was friends of mine called the God of money.

Speaker: Kevin Cottam 27:00

Well, hopefully that was stiff. I mean, it's shifting right in a small little pockets. And and with people seeing that it's not all about money today, however, unfortunately that the money is overtaking the greed in many ways.

Speaker: Ron Kaufman 27:14

Yeah, the greed is the unfortunate part. Yeah, right. But money itself is not an evil. Money is a linguistic invention where language and creature we made up this story called this seashell represents that value, right? This piece of bronze represents this kind of value created somewhere else, which I could then carry with me as a token of value that I created for somebody else. I can use it now to transact and enable this incredible global economy. There came a certain point when the objective of the capital was to generate more capital real capitalism, right? And then it got disconnected from what am I doing that generates that additional capital, and that's when a lot of other sort of corrupting influence came in. So we saw for example, the subprime housing crisis. which blew up the global economy from the United States, because people were saying not, I have a concern to help people who really can't afford it yet get into their first home. They were saying no, which cell on the spreadsheet Do I need to manipulate so that I get a bigger bonus. And then the fundamental concern for the well being of housing of communities, especially people who are in a lower economic stratum evaporated in pursuit of the money, God of my commission,

Speaker: Kevin Cottam 28:28

which brings me back to mindset. And that's definitely not an automatic mindset with the adding of contribution. Exactly.

So you know, what you're talking about with the crisis, the monetary crisis in 2008. Because of that, it was not about a nomadic mindset because the nomadic mindset would try to find the possibilities, the creation and what were the bug, corrupted,

Speaker: Ron Kaufman 28:50

exploitive, nomadic mindset would seek to go and get wherever you couldn't get out? Yeah, but a genuine nomadic tribe, I'm sure like the ones that you met in various parts of the world they would venture and leave, but in another time would come back and would want to be welcomed.

Speaker: Kevin Cottam 29:08

Absolutely. And if we talk about different evolutions, when what an nomadic tribe will not completely rape the land, they will leave a little bit they will leave it to grow back and they can come back again. Exactly. And that is what we also need to do in business is to keep that growing and in the world and and that is being of service.

Speaker: Ron Kaufman 29:32

Sustainable service

Speaker: Kevin Cottam 29:33

sustainable Ah, now we've got we've got another sustainable so.

I think that that's a great place to come to an end is sustainable service. So how I would like you to share with the listeners exactly how can we have sustainable service which is about the care

Speaker: Ron Kaufman 29:50

well recognised, let's go back to where we start exactly the fundamental definitions. Service creates value. And in life, you're going to want to do that. as anybody, right, because that is how as we were talking about with money, it's going to come reflected back that's going to give you the opportunity to then interact with the world, whether it's for your health care or your vacation or your children's education or your retirement or whatever you want to do. We live in that time. So services taking action to create value right now, what action Are you going to take, that's where you want to become proficient. You want to develop skills, you want to develop sensibility, so that you can take qualified good action to create value for someone else. Well, it doesn't matter what action you take if someone else is not getting the value. So there's that curious, nomadic mindset of really provoking Now remember, you want to distinguish, so service excellence, is taking the next action that will create more value for someone else that requires a more creative thought, that requires a more proactive concern for the other. So they may ask you a question and you answer the question you say, but you know, usually when people ask me that question, there's another question or there's something else here. The You didn't ask but let me take a moment. And so in that proactive manner, you're generating more value than was requested in a pure transactional situation. So then you're creating even more well being for the other. Now they're going to want to come back to you, they're going to respect you, they're going to be an advocate for you. You're generating Partnership, which leads to sustainability. But if you want to go down to the core underneath service, it's concerned for well being in the world, well being of yourself, well being of your family, well being of others, well being of those traditions and societies that you care about, and the planet. Well, the planet is one big society, we care about its ecological niche.

Speaker: Kevin Cottam 31:42

And that's the well being. I want to thank you very much for being here. With me Ron. It's been a great

Speaker: Ron Kaufman 31:48

pleasure as always to spend time with the vivacious enjoy. It's a great way

Speaker: Kevin Cottam 31:52

and I want to thank you in the audience, I know that you are listeners will really tap into the surface mind and the value of Take action

Speaker: Ron Kaufman 32:00

and if you're watching this on video, the nomadic mindset awesome book. Congratulations.

Speaker: Kevin Cottam 32:06

Thank you

and the awesome book

uplifting service, you can tell their friends.

great friends. Thank you so much. Okay.

Speaker: Kevin Cottam 32:18

You have been listening to the nomadic mindset season one. My name is Kevin called him and I invite you to find out more about the nomadic mindset at the [nomadic mindset.com](http://thenomadicmindset.com). Until next time, make it a point to go nomadic and start discovering your nomadic mindset.



Creative Performance Mastery International Pte Ltd

20 Maxwell Rd, # 09-17 Maxwell House, Singapore, 069113

connect@thenomadicmindset.com | +6590665010 / +16046712477

www.thenomadicmindset.com