



**Complete Transcript: HALO Talks with Dr. Layne Norton  
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Pete Moore:

This is Pete Moore wanted to officially announce the release of time to win again. 52 takeaways from team sports to ensure your business success. I wrote this book over the last year. I think you're going to love it. Good to great meets wears Waldo pick 'em up for your team. Time to win in 2022. Happy to come to your club, your studio, your company, and talk about ways we can optimize business and win going forward. Go halo. This is Pete Moore on halo talks, NYC, have the pleasure coming in from Tampa natural pro body builder power lifter, and a man who is the Mossad of nutritional sciences. Dr. Lane Norton. Good to have you on the show, buddy.

Dr. Layne Norton:

Thanks for having me. I, I appreciate it. Very honored.

Pete Moore:

Awesome. So, you know, you've kind of dedicated your entire life to basically calling bullshit on a lot of different modalities science food, what is in your body. So you want to give our listeners who don't know you, just a little bit of background on how you got to here and you know, how you became an evangelist for good.

Dr. Layne Norton:

Yeah, I'll try to give the quick couple minutes feel. So I describe myself as a meathead who loves science or a geek who lifts heavy things, 6 0 1 half dozen. The other, whichever you prefer. I got into lifting weights when I was a teenager because I wanted to stop getting bullied and I wanted to get attention from girls lifting weights, didn't help with either of those things, but I developed a passion for, for lifting weights. And then when I got to college, I'd always known that I wanted to do something in the sciences, and I originally wanted to be a Marine scientist, but the more I got into bodybuilding, the more I just was very taken with the human body. And so I switched my major to biochemistry competed in my first body building show at age 19 was hooked.

Dr. Layne Norton:

And then when I was about to graduate my bachelors, I realized I have no idea what I want to do with my life. And I don't feel like a professional. So I'm going to delay the real world for a few more years and go to grad school. And I was fortunate enough to really, I didn't put a, a I'll, I'll be honest. I didn't do like this huge search. I just got kind of lucky that I found an amazing advisor at a really great university. So I

went to university of Illinois for my PhD permanently in the top five for nutritional sciences and grad school. And then the guy I was with Dr. Don layman his specialty as protein metabolism. So I learned a ton about protein. Did several research studies published those studies. And then during that time earned into ProCard natural body building got the powerlifting turned out.

Dr. Layne Norton:

I was actually better at powerlifting than I probably was at bodybuilding. In 2014 and 15, I was the USA national champion in the 93 kilogram class. And then I actually set a world squat record 2015 IPF worlds. And that was all drug tested. And during that time as I was in grad school I was writing con before people knew what, before content had a word. So I started writing for bodybuilding.com back in 2002. Did that for well over a decade, had a video series with them, just was doing stuff cause I loved doing it, but was building a following and didn't even really know what I was going to do with it. That was

Pete Moore:

Before there was an influencer tag, right? Or,

Dr. Layne Norton:

Yeah. Yeah. I mean, I just, I was posting, I made I, I want to say conservatively a hundred thousand posts on various bodybuilding message boards over 10 year period. So I always say now is like, if you're, when you're, when you're paying, you know, when you pay somebody something they can do in 30 minutes, you're not paying 'em for the 30 minutes. You're paying 'em for the 10 years. It took 'em to get there. Yes. So I started a coaching company in 2005. Well, I started coaching in 2005. I didn't start a company until 2007 where I was just doing, you know, one-on-one online nutrition coaching because I was getting so many inquiries from people who read my articles. And I just kind of started that to get some extra pocket change during grad. And by the time I left grad school, that was a, a six figure business and was really in demand.

Dr. Layne Norton:

And then, you know, once you get to a certain point where you're so in demand you start thinking about scaling. And fortunately I met my wife, who's right behind me. You can't see her, but Holly and she's like, you know, you really are out train a, a team of people to like do some of this stuff. So we trained a, we trained a team of coaches. We have our app as David alluded to before we started that's our automated version of things. We have a subscription website and I'm also working. We're also working on a few other projects as well, so awesome. We have, we have books, we, we do everything in the fitness.

Pete Moore:

That's great. So, you know, go, going back to your, you know, when you're getting your, your PhD, how did nutrition get so complicated?

Dr. Layne Norton:

You know, I don't really think that the, the big messaging doesn't need to be complicated. The, the problem is you're in an industry now where there's hundreds of thousands, if that millions of voices that are not just vying for your attention, but for your dollars. Right. And how can somebody stand out in that? Well, if you're, you know, somebody who's evidence based and you're an actual expert, who's been through the ringer of grad school, you use words like likely, maybe possibly, you know and, and you sound very unsure and typically people who also go through that, don't always have the, the,

they're not usually good on camera, right? They're not, they're not they're not charismatic that that's usually a kind of competing skill sets. So I think one benefit I had was from writing content early and being on camera early, I got good at that, or as good as I can be.

Dr. Layne Norton:

And I was able to kind of, I, I consider myself a science communicator. So I'm able to take complex topics and relate them to somebody's they feel, so it feels a little bit easier to understand, but I think what happens is when people Wade out into this pool of, you know, huge amounts of influencers, they kind of go, well, how can I get heard? Well, if you're doing it the right way, you know, it's going to take time. And people don't, people are very impatient. And so they start just making, you know, very bold claims because they see that that's what gets attention. And I think that this is a big reason why there's a lot of confusion because you have, you know, extreme claims on all different spectrums, whether it's Cheeto, carnivore, plant based, you know, you intermittent fasting, you name it where somebody sitting out here saying, Hey, you know, there's actually validity to a lot of these approaches, but they probably work because they restrict energy intake and whatnot.

Dr. Layne Norton:

I mean, that's not sexy enough. We, we can't have that, you know, so, right, right, right. I think that's a big portion of it. And I think the other big portion is people don't understand that there's a hierarchy to of data, right? So people, if they hear a study gets, they, they give it the same weight as any other study they hear, which is why people are so confused. And what I have to tell people is no, there, there is weight to studies, right? So a, a, a great example. I just did a post about artificial sweeteners. A lot of people are very, I saw that. Yeah. A very anti artificial sweetener. And you know, they they'll say, well, did you see this study? And of course it's in, you know, mice or it's in a Petri dish or whatnot. And Hey, like my full disclosure, my PhD research was in ROEs.

Dr. Layne Norton:

And like, there's a lot of great things that you can do with the RO model. But if it doesn't get validated in humans, it doesn't really matter. It's a great as a proof of concept. But what I'll always say to people is like, what do you, what do you care about? Do you care about a mechanism? Or do you care about the actual outcoming humans? Right. So for example people say, well, look, if you put it in a Petri dish and a high dose, it does this to this specific gut bacteria. Okay, great. Well, what happens when we feed it to humans? Do we see their gut micro Flo change? And the answer so far really is no, we don't really see that. Another great example is people say, well, on a ketogenic diet, look, it increases your fat oxidation, which means you're going to lose more body fat.

Dr. Layne Norton:

Okay. Well, do you care about burning more fat or do you care about the loss of body fat, which are two different things? Okay. That's fat oxidation, a mechanism of body fat is a phenotype outcome. So when we, when we actually look at the human data, what it says is that when you equate calories and protein, you don't see differences in losses of body fat, despite differences in fat oxidation. And I, I could explain mechanistically why that is, but it's probably beyond the scope, but the point is, do you care about the actual thing that you should care about or do you care about all this other little nuanced stuff, right. Yeah. And I think people get confused with the details and they major in the minors rather than, you know, the big buckets. I mean, I always like to relate it to finances, right. What do you need to do to save money? You need to earn more than you spend. I mean, you can break it down however way you want.

You can talk about crypto and FTS and, and interest rates and like all this kind stuff. But at the end of the day, really, that is the, that's the big buckets right now. There's a, a lot of different ways to get there, but that is the rule. And so I think, you know, people get confused with the nuances of things.

Pete Moore:

Yeah. If you take a look at the role of the, the FDA or, or the lack thereof have you seen a model where you know, there's a regulatory body or is it really just going to be voices like you to say, Hey, look, once you cut through this, even though there's a lot of noise, like let's get back to the basics. You're basically putting fuel in your body. Here's what the fuel is. You don't put leaded gas into your fucking car, right? So like, you know, there are reasons why you should, you should think more fundamentally about what you're doing. And, and at some point you can understand that this is a very simple equation.

Dr. Layne Norton:

I, I think, you know, the inclination is always to, when, when we see these sorts of things to say, well, the government needs to step in and do X, Y, Z. And I, I'm probably going to surprise a lot of people with my answer, which is, I don't necessarily think that's the best move. And it's because if the, what is the government made up of the government's made up of people, flawed people just like everyone is every single one of us. So what you are saying, if you're going to have the government step in and, and decide who's giving out good information, bad information that you actually trust them to be able to determine that more than you trust the average person. I, I don't necessarily trust that. Right. Like I, I'm not sure that that is actually going to be a good thing. And there's, there can be unintended outcomes to that, for example, what if, so I'm a PhD nutrition, but I'm not a registered dietician.

Dr. Layne Norton:

What if the government just gets frustrated and says, well, you know, what, if you're not a registered dietician, you just can't give nutrition advice. Well, what am I supposed to go back and get my RD and do, you know, six months of 40 hours a week of an internship, because that would really suck for me. You know? So I, I think that maybe there's a middle ground there somewhere, but I, I really do think that, like, I look at what I do in terms of calling out, you know, misinformation almost like a public service. I, I, you know, yes, it helps get me a following, which I can monetize, but I'm not making money off, you know, calling nonsense out directly. I do that because I understand what it's like when I was 18 years old reading the muscle magazines, and one article said this thing, and then the next magazine said that thing. And sometimes in the same magazine, it contradicted itself. So I know what it was like to be frustrated by that, that amount of diversity of information. And so, like I said, I kind of look at that, like a public service.

Pete Moore:

Yeah. So talk a little bit about, a lot of our audience are, are bricks and mortar health club operators that run group exercise studios might be personal training. You know, when you take a look at the impact that fitness exercise translates into more confidence, people become role models. How do you kind of look at that and say, wow, you guys are charging 19 bucks a month or 29 bucks a month. Like, why are you giving this away when it's probably one of the three most important things in somebody's life?

Dr. Layne Norton:

Well, you know, I think that there's a, there's probably a lot to unpack there, but I think one as sad as it sounds, if every single person who signed up for the gym used the gym, they wouldn't be able to charge

1999 a month because good point they would, they would have to charge more because their gyms would be completely flooded and they would be no, the

Pete Moore:

Fire, the fire guys would be there. Like everyone comes in line or the Vel.

Dr. Layne Norton:

Exactly. So, you know, you can look at that as a bad thing of, oh, you know, these gyms charge 10 bucks or 20 bucks and people come in, they don't use their membership maybe, but that per person probably wouldn't have signed up at all. If it was, you know, 80 bucks a month or 90 bucks a month or whatever it is. So at least, at least we're getting, 'em interested. At least we're getting 'em in the door. Right. And as far as like the impact it has, I mean, really you know, I'm a nutritional sciences guy. So my, my first love was nutrition, but I will tell everybody, you know, people get so hung up on the nuance of nutrition, but man, you can, you can offset a lot of, a lot of junk if you just train, like honestly the effect that resistance training has, you know, the effect that aerobic exercise has just moving is really incredible.

Dr. Layne Norton:

I mean, it's one of the only things we like most even Mo a lot of medications that improve metabolic health do so through weight loss, like they actually like, for example semiglutide, which is probably the most effective weight loss drug, we have, you know, people lose weight and they, they get healthier, they get metabolically healthier, but it's, it's mostly because they lose weight, whereas exercise, you don't even have to lose weight and you'll get more metabolically healthy, even without weight loss with doing exercise. So it really is an incredible tool, but again, I think our, our society is so programmed and I'm, I always tell, I always say that I, I, I'm very aware of the problems. I'm not really sure what the solutions are. Right, right. Because people, sometimes it's just a people problem. Yeah. So, you know, I can, within seconds I can access pretty much any information I want in the world on here, I can order dinner.

Dr. Layne Norton:

I could have flowers delivered to my wife. I could, you know, I can, I can manage my whole day right here. But if I want to get healthy, if I want to change my, the way I look takes months and months, and years. And so, you know, most people go, well, what, what thing is there? What, what hack, what trick, what, you know, what, where's the, where's the catch, you know, where can I do this thing that, you know, you know, it can, it can make me and we, but we see that message, you know, consistently, you know, with, with other industries to, I mean, we absolutely see it in the financial industry, you know, that, that just was so much coming out now there's, you know, even currencies are changing so quickly now. And I, obviously, this is not my area of expertise, so I don't want to, you know, Wade into something, but there's nothing that's more appealing than the get rich, get rich, quick scheme. Sure. And people, people will want to believe that because if they could believe that, you know, Hey, I can work two hours a week, you know, on a laptop, on a beach and make, you know, six figures then, you know, people believe what they want to believe, but, you know, maybe you can, but I haven't met metric mini entrepreneurs that made, you know, a really good living, sitting on a beach, on a laptop.

Pete Moore:

Yeah. So when you take a look at, you know, there there's been talk for, I've been doing this 23 years now in the industry and a lot of bricks and mortar players have always said, yeah, adding a nutrition

component to what I'm doing. And some of 'em hired a certified nutritionist and, you know, they try and book appointments. Do you see, given what you've built on, on your end with the, with the carbon app and with, you know, outwork nutrition, as well as maybe some of the, to coaching that these clubs that I believe are the authority within their five mile radius that says, Hey, look, let's not try and build this ourselves. Let's go and find best in class partners. Telehealth is probably 10 years Excel from where it would, would've been pre COVID. Yeah. With adoption there. So do you see a, a, a positive convergence between, Hey, we're actually going to bring this nutrition in and it's going to be part of your membership or we're going to bring in experts and I, if you eat properly and you take better care yourself and you understand the science, you're going to make better decisions.

Dr. Layne Norton:

Yeah. I, I'm a big fan of letting people specialize in what they're good at. Yeah. Right. Like, I, I, I know where my wheelhouse is. I, I read a book called good to great by Jim Collins and yep. One of the things that really stuck with me was the hedgehog, like knowing what you're good at, what you have a knack for what you can make money with and really honing on that and trying to minimize everything else, you know? And so for me, like, I I've, I've said to people in my company, what I really want to end up focusing on is, you know, my content science communication, because that's why I think I'm good at am I writing because I think I'm a good writer. Yes. And I really want to minimize a lot of the other stuff, you know, with regards to like managing the business or, you know, like, Hey, this package didn't get delivered to this place, like lane, what do we do?

Dr. Layne Norton:

You know, like that kind of stuff. Gotcha. But I'll take it. I'll even take it one step further. I think not just nutrition, but I think your management or behavior modification truly is hand in hand. And whether it's, you know, having an in-house person who, you know, is kind of a behavior specialist or behavior model, cognitive behavioral therapy, whatever you want to call it. I think that that is also really needed and very devoid in the fitness industry. And I'll, I'll give you an example, you know, we really make people out to be X's and O's, and, and the fact is that people are messy. That's one of my friends was an entrepreneur, you know, he said what I wanted was employees and what I got were people. And I I've found that one out the hard way too. I like that.

Dr. Layne Norton:

But think, you know, when you look at it, let's go back and take a financial example. So we, we know how to lose weight, like regardless of what people say online, if you eat less calories than you, than you expend, you will lose weight. So why guys there so many people that are obese cuz it's, it seems simple, right? Well, we, we know that if you earn more money than you spend, you will save money. And there's plenty of people who make enough money to not be broke. So why are people, why are a lot of people broke? Well, it's because it's not a, it's not a head knowledge issue. It's a behavior issue. It's trying to rewire those circuits in your brain to where, when you're out, you know, with friends at a bar, you don't all the need to, you know, not just grab a beer, but buy everybody around the shots or, or, you know, like D depending on what you're, or, or when you, you know, when you've paid off one car, you just go out and get a new loan on another car.

Dr. Layne Norton:

Like, you know, those are some of those things are behaviors and, and the same goes for food, right? It's not just food is, is not just what you eat. It's a part of our culture. When was the last time you went to an

event that didn't have, you know, food, it always has food. And if you look at like, for example, dinner plates from the 18 hundreds, they're like this big and now, you know, then the they're gradually expanding, right? And they've even shown that, like, for example, the contrast between the plate and the food you're eating can influence how much you eat. A lot of this stuff is subconscious. And I think, you know, one of the really big gaps we need to bridge with the obesity crisis is acknowledging that one, there is a personal responsibility component here, you know, but also there's other fact that play into this that are subconscious genetic, you know, whatever have you, we know, for example, that obese people get a much greater reward from food than somebody who's lean or not obese. Hmm. So while yes, they need to eat less than they explain. It's not as easy for them necessarily. And we also know that obese people are more likely to have for example, trauma in their past. I think there was a study on obese women. And I think it was something like 60 out of a hundred had some form of like sexual assault in their past. And, and many of them actually said that they put purposely became big because it made him feel safe.

Pete Moore:

Interesting.

Dr. Layne Norton:

Wow. You know, there's, it is a calorie thing, just like, you know, finances are a saving thing, but there's a lot with the what's going on under the hood that needs to be untangled. And I really feel that's where like behavioral therapy needs to come in and, and we have structured like our writing to encompass a lot more of that over the last few

Pete Moore:

Years. So some of the things that irritate me is when I'm in the airport, which I travel a lot and they've got like a M and M sharing pack yet I'm traveling by myself and I'm not sharing that with anybody. I just got two times the amount of sugar loaded. And then I get, like, I'm thinking I'm eating a I'm going to just get the trail mix with the you M and MSS and raisins and whatever else in there. And then you look at the back and it's like, fucking 12 surfing sizes. Yeah. And, and like, take out your multiplication map for 12 and realize like, I just down like 120 grams of sugar, which is what that's like 60 teaspoons of sugar. No, not 60, like 30 teaspoons of sugar or something crazy. Right. So, so, and I know, I know you're, you know, you're not anti-sugar, but I feel like is there a serving size issue? Like, has anyone put the pint of Ben and Jerry's back three other times you have, and it's for four people. Like, I just not sure if that's like helpful or not.

Dr. Layne Norton:

So there is some government crackdown on that a little bit now. No. Good to hear. So when you you're, when you're getting like for example, it used to be like those 20 ounces, mountain Dews.

Pete Moore:

Oh, I just, I just references today that there's 24 cubes of, of sugar in that, in a podcast video we were doing. Yeah. It's shocking to me.

Dr. Layne Norton:

Right. So they used to be able to, like on the label, you could put whatever serving size you wanted. Right. So they still, while serving size is eight ounces, even though they're individual servings are 12.

Right. And so, you know, there was 2.5 servings in a container. And now the government has kind of come out and said, well, if you are going to have something that is an individual package, it needs to be one serving. Like you need to reflect what people are actually eating. And I always tell people like this is a big problem. People are horrible estimators of their, their food intake. Horrible. In fact, the majority of people underestimate by 30 to 50%. And I, I always tell people if you're, if you ever doubt me, go way out, go way out of serving of peanut butter or go way out a serving of ice cream or cereal.

Dr. Layne Norton:

You, you want to see something depressing, you will be depressed. Trust me. And you'll realize that, Hey, when I have a serving of ice cream, it was actually more like three, or when I have a serving of cereal it was more like four, you know, like when you fill your bowl up. So there definitely is something to that, but it's, you know, it's tough because there's a few different ways to look at this. And a lot of people have kind of put the blame on the food companies. You know, you're creating these hyper palatable foods, whatnot. And the libertarian entrepreneur in me says, but they're just giving people what they want. Right. Like they're just creating a product. People want the product. So they're try. I mean, what does every business do? How can we get people to buy more of our product and more frequently, right.

Pete Moore:

Yeah. I think it was the out, there was like a, a, a famous AI seltzer marketing woman that said how are we going to double sales? We'll just put two, two drops of AI seltzer in there in the in the commercial. And then they doubled their sales, you know, so right. I, I hear you. Yeah. And then you go to Costco and like, everything's bulk. And you're like, oh, that's great. I got a deal on it. Well, you, you haven't got a deal. Cause you got way more calories and you you're shelving that you thought they did.

Dr. Layne Norton:

It's funny you say that. Cuz the first time my wife went into a Sam's club, I think we got like through three aisles and I'm doing the math in my head and I'm, we're, we're already in like 500 bucks, you know what I mean? Yeah, yeah, exactly. And I'm like, I'm like, if you don't want to spend more than a thousand bucks, we got to slow our role. We don't need all this right now. You know, cuz that's how that is. How they get you. Right. but, but it's, it's difficult because, and I, I relate this to kind of like news, right? Like everybody loves to blame the media for a lot of the stuff out there. And I I'm, I'm no big fan of mainstream media. However, what I'll tell people is they're just giving you the stuff you're clicking on because right. If you would watch good news, if that be what got clicks and shares and whatnot, then they would stop because they are they are capitalists. They want to make money. So if you, if you started watching the good stuff and you've stopped watching the bad stuff, guess what they would stop doing bad stuff. Cause you vote with your dollars.

Pete Moore:

That could be interesting to see if like you know, for every, you know, car chase, there's like some kid getting, you know, like a scoring a goal in little league or, you know yeah. And like toggle between the two and let's mix it up here.

Dr. Layne Norton:

I mean, I I've, I've been at this, you know, I'm 40 years old now and I've, you know, at every single age group there has been something that is going to be the apocalypse. Yeah. You know, ever since I was a

kid, you know, and I, I always tell, I think that this is a people problem that our brains head towards the negative, you know? And so like I, I tell people like, listen, the great thing about social, like I don't watch the news. I don't. The great thing about social media is you can curate your feed. If you start liking and sharing a bunch of bad stuff, guess what you're going to get more of. You're going to get more bad stuff. So I, you know, follow accounts that are, I follow a couple of news accounts, I follow obviously nutrition and training stuff. And then I follow stuff that makes me feel good cuz I, I don't need to be filling my brain with negativity all day.

Pete Moore:

Yeah. I hear you. So, so you're 40 I'm about to turn 50. When I turned 40, I said to myself, I'm not going to make any more mistakes cuz I obviously have seen every movie. Right. And I know what the Sequel's going to be subsequent to that 40, you know, I've definitely invested some companies that I shouldn't have. I took out some deals I shouldn't have, you know, and everything's a continuous improvement, you know, you've been a successful entrepreneur. It sounds like you're pretty laser focused on, Hey, here's what I'm good at. Here's maybe not what I need to be good at. Or you know, I don't need to learn that because it's better to optimize my strengths than it is to kind of, you know, I can get people to tuck in and fill in my, you know, weaknesses or areas of, of opportunity that I don't need to be the guy to do it.

Pete Moore:

So how do you think about being an entrepreneur, obviously, whatever your feet is, you know, you see all these companies raising ridiculous amounts of VC money. No one really knows, but that VC money is above the entrepreneur's money. So they're getting their money back. The entrepreneur ever sees a dime and these valuations sound crazy except they get their money first. And you're kind of sitting there hoping that this is executed well and you take an entrepreneur and say, oh, here's a hundred million dollars. That's never done this before. You know, I'm not sure the return on investment on a hundred million is a good thing to put in there in their cough or so how do you think about, you know, you live in Tampa, you're working there with your wife, you got a thriving business, you got an authority in what you're talking about. How do you think about how do you define success?

Dr. Layne Norton:

My, so my business advisor actually asked me this today. So I'll, I'll give you my really broad definition of success, which is I'll be working because I want to. And cuz I like it. Not because I feel like I have to. So that, that would be my definition of success. And I, I, I don't think we're actually that far off of, of where we're at now. I mean, I, to be quiet Frank, I've been, I mean I came from a lower middle class family. I got bullied growing up, told, told I'd be nothing. I've already done way more than I ever could have dreamed of as a kid. So I, for me, this is all gravy. If it, if it ever gets better than this, I mean, I'm good, you know, but I, I, I would love it to, and I'm obviously a very driven person and want it to, but you know, I look at everything right now as kind of gravy.

Pete Moore:

Got it. That's great. Great answer. So when you think about, you know, I'm sure you, you got a hundred ideas a day like, like we do and you're like, oh, this makes a lot of sense. Let me go and hustle and, and do that. Do you do you pull the reins back on yourself? Do you know, is this business advisor saying like, Hey, look, I'm going to listen to this guy. Like some, some politicians, you know, not having to name him because it's obvious, you know, if they just had one voice in the room that was like, they're real,

conciliary, they'd probably be a lot more success asshole because there's a governor on what they do. And I think entrepreneurs are the same way. So how do you, how do you kind of think about that about, Hey, it's a great idea, but you know what I do, I need to be the guy to do that and I don't know if I need to,

Dr. Layne Norton:

So yes. And actually I'm in my company, I'm probably the biggest skeptic. So I

Pete Moore:

Actually that's, that's not normal usually.

Dr. Layne Norton:

Right. So I actually need somebody to kind of push me a little bit. In fact, my wife and I are a great team. We have a lot of conflict sometimes because we're very different. She is the ideas person. Let's do this idea. Let's execute it on it now, like is a great thing. And then I'm the one like poking holes in it, like, yeah. But have you thought about this and who's going to manage that? I don't know about if we have the, we have the bandwidth for this, you know? And so it, at first it was really tough for us because it did create quite a bit of conflict. And I think like actually having a, a business, a couple of business advisors who really helped us a lot because they've helped us understand each other much better. And understand that like me being a skeptic is not me. Like, like I've said, I'm like, I'm not saying it's a bad idea. I'm just saying, it's not something we need to execute on right now. Yeah. So I think one of the things that I've gotten better at is saying no. And I think that that's a, a huge thing. Like it's the most powerful word in your vocabulary. And just, you know, just saying, nah, I'm not doing that, you know or if we're going to do it, then it's going to be outsourced to somebody else, right?

Pete Moore:

Yeah, no, we got that. I, I got that issue where, you know, I I'm, you're in the business of helping people, right. I'm in the business of helping people. And if you want to get a deal done, you call and say, I'm trying to accomplish X, Y, Z. My, my gut says, let me figure out a way to help you. Oh yeah. Sometimes you can't help everybody, you know? And you, you, you spread yourself too thin. You know, one, one of my friends back at at business school said to me, you know, like, you're, you're the middle of the five, most imp the five people you talk to the most during any week. Like you're like in the middle, you know? So if you think about, you know, you got your business advisor, you got your wife, like where do you find, you know, either the positivity or where do you find maybe somebody who's a critic or somebody who's going to challenge you? Like, how do you think about your like top fives?

Dr. Layne Norton:

I, I actually really think that when it comes to business, I'm probably the worst critic in the company to be, to be quite honest. In fact, we, we did a test, it was called think X, which I was actually pretty impressed with it. And some of these tests I kind of taken when I'm like, eh, but this one, I was pretty impressed with it said that I had a high degree of skepticism, which I actually think it's my scientific background that I just, yeah, sure, sure. You know, I, I, I've just seen so much stuff, not pan out that I go, eh, I'm not sure about that. I wonder if it's bullshit. So there's that, I think it's great that, you know, my wife is so involved in the company because she's the ideas person. She is the person that's always, how can we improve this?

Dr. Layne Norton:

How can we make it better? How can we expand it? You know, there's that, and then our, our director of operations, Samantha, she's fantastic. Cuz she's kind of like Holly, but also with a little bit of me in there in terms of, she is kind of thinking about some of the things that, you know, okay, well, how are we going to manage this? How are we going to do this? You know, that sort of thing. So she's good go between, and then our business advisors our, our, our main business advisors named Don Russell, he was a, a really successful investment banker back in the nineties. And now he just kind of like at the he's part-time CEO of like, I don't know, half dozen different companies, he just, this is his like retirement fundies sort of thing. Yeah. And you know, so talking to him, he's just got a very, you know, he's kind of seen it all done it all.

Dr. Layne Norton:

He's seen, you know, people get sued for hundreds of millions of dollars. He seeing the most stressful things that can happen in business. He's seen the, you know, the highest of highs, you know, in terms of, you know, billion dollar deals getting done. And so, you know, just having that kind of like steady, steady hand and, and guide to, to just, you know, especially me when I'm like kind, kind of like having some anxiety or freaking out about something that's going on and say, Hey, it's going to be okay. You know, here's why it's, it's, you know, that's really helpful for me.

Pete Moore:

Yeah. That's great. So one other question, just on the entrepreneur side of your thinking you can help a lot of people by continuing to scale your business. You can put it into different or languages. You could work, you know, 18 hours a day. When I started our advisory business, they're like, Hey, why don't you open up at an office in in Hong Kong and one in London? Cause I'm like, I want to sleep. And like, I don't really want to be on an airplane. Right. So I was trying to like create the life that I wanted around the business model that I wanted to pursue. You know, having, you know, I see your, your background set up there, you know, you're in Tampa, you got warm weather, you got a nice headset. You know, how do you kind of say, you know, we could do that, but like what, what extra do I get?

Pete Moore:

And the reason why I want to get your opinion on this is because we get a lot of entrepreneurs that come in and they say, Hey, I got five spin studios. I want to open up 500. Like you, do you want to go to your kids' literal league game? Do you want to have like issues with your family? Do you want to work for private equity firm? That's going to be texting you asking, like, how come you only sold a hundred, four memberships? You know, you said you were going to sell 110, you know, how, how do you kind of think about the, the opportunity and the return, and then also kind of somebody like messing with like, Hey, this is my life and I'm going to run the way I want to, and I'm not taking in investors because I'm not seeding that to anybody.

Dr. Layne Norton:

Yeah. I think that that's really point. We actually had a, a venture capitalist firm offer us a good amount of money for carbon. It was we just, not that we would never consider that, but it just, we didn't feel like it was the right deal for us. And we felt like we wanted to better on ourselves. And I think one of the things that I've been very adamant about is I would not feel like a success if, you know, even if I helped a ton of people and I you know, made hundreds of millions of dollars or whatever it is, if my own kids

didn't say, Hey, dad was there for me, you know, or, you know, my wife say like my husband was a good husband. Like that would feel like a, a pretty big failure to me.

Dr. Layne Norton:

And I just think about, you know, the story I heard about Steve jobs, who, you know, there's no question, he changed the world, but a lot of his family wouldn't have anything to do with him. Yeah. And to me that would just, you know, no, absolutely no disrespect to Steve jobs, because I think in many ways, the world's better off for having had him in it. But, you know, I, I had a, I had a friend or a client actually, who was a tax attorney and he watched people, he did estate plan and he is like, I've watched a lot of people die. He said, you know what nobody says to me I wish I'd just worked 10 hours more. I, I wish I'd just made a hundred grand more. I wish I'd just, it's always, I wish I'd spent more time with my family. I wish I'd enjoyed my, you know, my experiences more. I wish I'd traveled more. I wish I'd created more memories. I wish I spent more time with my kids, you know, that sort of stuff. And so I absolutely want to be successful and leave a big impact on the world, but I don't want to do that at the expense of the people who are closest to me.

Pete Moore:

Yeah. That, that that's awesome. Well said. I think that's a great, you know, kind of stay Numa or any D go R our discussion here, because I think people really need to realize that, Hey, look, we're outside of COVID things are going to come back. There's going to be a lot of opportunities in front. You pick the ones that you really want to focus on that feel, right. Research it and, and understand, or fast forward to say, Hey, what's my life going to look like? And do I like what that picture is? And you got plenty of entrepreneur and, you know, everyone says, oh, private equity, this venture capital that, but you know, it's not, you only read the, the highlight reel, you know, you don't, you don't hear the other parts of guys negotiating their employment agreement or, you know, shares getting squashed down or valuation tables changing. And they didn't really know what it was. And so I think, you know, having you on as a successful entrepreneur, you know, balanced, giving out authentic and, and accurate information is great for the halo sector. Look forward to meeting you in person at some point and you know, we're big fans of what you're doing and we appreciate you coming on the show.

Dr. Layne Norton:

Oh, thanks for having me on. I enjoyed it.

Pete Moore:

Awesome. All right, man, I'll see you in the gym.