



## **Ray Edwards Show, Episode 501 The Culture In The Kingdom**

**Announcer** ([00:00](#)):

Ray Edwards Show, episode 501- The Culture in the Kingdom.

**Announcer** ([00:04](#)):

The Ray Edwards Show, This is the podcast for prosperity, with purpose.

**Ray Edwards** ([00:16](#)):

Welcome to episode 501. And today we are going to be talking today about kingdom culture. But wait, wait, don't click off yet. It's actually not going to get super spiritual, although it can be. I think we're all living in the kingdom of God. That's as spiritual as I'm going to get. He's got plans for us that are for our good. But we're talking about business kingdom. Like if you think of your business as a kingdom, the kingdom that I want my business to run like is the Magic Kingdom. We've been to the Magic Kingdom together, Kris.

**Kris Edwards** ([00:48](#)):

Indeed, Sir. It's been a while. I'd like to go back.

**Ray Edwards** ([00:51](#)):

I would too. I'm plotting when, when the world returns to the point where we can all travel again for fun, I'm planning, don't tell anybody, to do some kind of seminar or live event or workshop in Orlando.

**Kris Edwards** ([01:04](#)):

You're going to have a seminar or something in a place where you're going to be the least exciting part of the trip. I don't know about that.

**Ray Edwards** ([01:11](#)):

Oh yes. But no, look at this. I'll be the excuse people can use to go to Disney World for a week.

**Kris Edwards (01:17):**

I do like that.

**Ray Edwards (01:18):**

And we can all write it off our taxes, which will be here by that time. So what I remember most about Disney is truly, it felt magical. It felt like this whole production had been created just to put us in a different world. Did you feel that?

**Kris Edwards (01:34):**

Oh yeah, I remember you even commenting because we were both standing there and a plane flew overhead and you're like, Oh reality. Because at the time, I mean, everybody's debit card now, but at the time you could trade in your money for Disney dollars and I mean really just experience like you're on a different planet or a different country, at least.

**Ray Edwards (01:56):**

Yes. Yes, it was, it was so freaking fun. So it turns out I did the math, the guy we're talking to on today's show was actually in charge of the Magic Kingdom during some of our visits. Dan Cockerell was a 26 year veteran with Disney and ran the Magic Kingdom. And he is one of the guys responsible for creating that environment of magic. Now he'll tell us in this interview, he'll point back to Walt, of course, because it all starts with Walt, but I mean, Dan had a huge influence on continuing that culture. In fact, his book is called *How's the Culture in Your Kingdom*, and like, now it's like, Oh, the title makes sense. Cause he's going to tell us how they set up the culture in the Magic Kingdom. And one of the questions I had for him, which we'll get into in this conversation, you're going to hear, is I asked him, so that works for gigantic Disney. Does it work for a little five or six person shop? And he says, absolutely.

**Kris Edwards (02:57):**

The Copywriting Academy Live is back for 2021 and this year it's virtual. Ray and his team are committed to giving you the same value that you would get. If you were sitting in a seat in Franklin, Tennessee. I mean literally the same deal you come in with a blank piece of paper and two days later at the end of the workshop, you've got your copy finished, ready to go. And I don't just mean finished as in you wrote some stuff down on paper. I mean finished and reviewed by Ray and his team of experts. We want to make sure that what you leave with is going to perform. Whether it's for something new that you haven't introduced to the world yet, or maybe you already have a product or service that you're like, "Hey, this is really great. Why am I not getting more orders?" Most likely your message is wrong. Well, during the Copywriting Academy Live, we're going to fix that. Not only will we get the right message created, but you'll learn the process to do this on your own. This is a valuable skill. Whether you want to market your own products or services or do this for other people, visit [Rayedwards.com/tcalive](http://Rayedwards.com/tcalive). You can see testimonials and real results-actual numbers from people who paid big money to attend the same workshop in Franklin, Tennessee. So no travel expenses for you and no venue expenses for us means this is the most accessible version of the Copywriting Academy Live ever. For you early bird adopters that want your ticket right now, we've got a special price, \$197. That price ends January 31st. So get it now. And we're also throwing in three months of coaching after the Copywriting Academy Live has ended- and no, this is not one of those sneaky things where you have to remember to cancel something or you'll get charged a bunch of money. None of that. This is just us taking care of you and making sure you get more value than what you paid. Business seems to go better for us when we do that. Take advantage right now, visit [Rayedwards.com/tcalive](http://Rayedwards.com/tcalive). That's TCA as in The Copywriting Academy. Save yourself some money and get your ticket before January 31st. [Rayedwards.com/tcalive](http://Rayedwards.com/tcalive).

**Announcer (04:59):**

And now, our feature presentation.

**Ray Edwards (05:02):**

So how can you create a magical culture in your kingdom, in your business or your church or your club or organization? We're going to find out. Dan Cockerell, who I somehow enticed off the slopes at Breckenridge to have this conversation. What led you to choose to move to Breckenridge? Is it just the skiing?

**Dan Cockerell (05:23):**

No, we're down near Denver, but when I was 16, I worked in Rocky Mountain National Park for a summer and I decided I was going to live in Colorado. And uh, I got sidetracked. You know, I got a little distracted, but uh, 35 years later, I refocused my, my goal- I'm here.

**Ray Edwards (05:40):**

So, the distraction was you had this job at this little company in the southeast part of the US.

**Dan Cockerell (05:44):**

yes.

**Ray Edwards (05:45):**

Where you were the vice president of the Magic Kingdom.

**Dan Cockerell (05:48):**

Yeah. That pulled me away from my hiking and skiing hobby.

**Ray Edwards (05:52):**

But you got to create magic, nonetheless. I got to tell you, I don't know if you know this, Dan, but in my radio career, there were several years where we went to Disney World and Epcot center and Animal Kingdom and all those various beautiful parks a couple of times a year, because we'd broadcast on the radio. We had a radio show from the Disney MGM studios at the time is what it was called. And we got the Royal treatment. I mean, they would come and pick us up at the hotel on a limo. We had a liaison that took us to the studio. We did the broadcast. We went around to the parks and my son was, I think, seven years old at the time we started doing that, and we have these magical moments that we all share as these lifetime memories, indelibly stamped into our family's culture. And it was because of Disney and the culture, not only as people who were guests at the park, but seeing how the, how the whole kingdom was conducted. I'm trying to be careful in the way I say things. The cast members, how they treated us and the environment that they created was so special. We could sense it, even though we were "backstage". You know, a lot of times people say, don't go, don't go into the kitchen of your favorite restaurant.

**Dan Cockerell (07:00):**

Right.

**Ray Edwards (07:01):**

I was a little bit worried that going backstage at Disney was going to be disappointing, but it was the opposite. It was uplifting. Can you talk a little bit about what, what is that culture? What does that, that magic that we feel when we go there?

**Dan Cockerell (07:12):**

Yeah. Well, I mean, it goes all the way back. I think what you were sensing, it goes all the way back to Walt Disney. You know, his original vision, he was an animator, and, uh, you know, he was sitting in Griffith park watching his daughters on the carousel and he looked around and he said, there must be something better than this. There must be something cleaner, safer, just better for families. And that's when he came up with this theme park concept and his, his idea was can I let people go into these movies? Can I immerse them in an imaginary world? And he started- he was the first one to come up with this concept of theme parks and taking people out of the real world and putting them into these imaginary worlds where they can escape reality and create those memories together. And so he had this vision, I mean, decades and decades and decades ago. And luckily, you know, every company has ups and downs, but I think Disney has done a pretty good job of retaining that basic human nature of creating situations where people can connect emotionally. And that's not only the infrastructure you build, which is incredibly important, but it's the people and their real genuine affinity for hospitality and wanting to take care of their guests. And, uh, he thought about it as a theater. When you go to the theater, you're treated very. And there's onstage, there's backstage, there's cast members. You go to casting to get cast in your role in the show. And so everyone understands how they fit into the show. And I think that's what you're seeing is, when you can create a pride for your employees and they feel, they all know how they're contributing to their jobs every day until the goal of the company, people just start doing things that are unexpected and they maintain, you know, people always say, well, how do I motivate my people? I said, that's, that's the last thing you should be worried about. You should hire motivated people. Once you get them, then you get them to really perform your job's not to motivate people. So you hire the right people. You make sure they understand what their jobs are. You give them the tools and training to do those jobs. And you treat them like gold, and you thank them and you respect them and you make sure they understand how important they are. And if you do all those things and sometimes you get lucky and you can create those moments.

**Ray Edwards (09:18):**

Oh my gosh, there's so much to try to unpack there. But one thing that strikes me right off is that if you have a cast and you have cast members, it's no longer a job interview, it's an audition. And that sets a whole different expectation on everybody's part. Am I right about that?

**Dan Cockerell (09:32):**

Exactly. That's exactly right. And we have traditional auditions for dancers and singers but we also have auditions for, to be a custodial cast member. You're going to audition for this show and you're going to be in this show and how you interact with the people while you're in that show is going to be very important in their experience. And when you start getting everybody involved, not just the quote unquote entertainers, it gets pretty exciting. We call that our common purpose. And this is a real important concept. And you know, my wife and I, wherever we speak to groups, we always talk about this idea. You know, every company has a mission, they have a vision, they have a lot of the things that you need for success. But the problem with vision and mission is a lot of times it is something maybe a CEO can fulfill, but it's really hard for an employee to help see how they're helping the vision of the company come to life. It's just too big. It's too broad. It's too, you know, too up there. But when you talk about common purpose and you tell everyone, Hey, guess what? You all have different jobs here, different roles. You're custodial, you're a vice-president of a park, you're in accounting, you're a dancer, you're a food and beverage person, you're a cast member of Pirates of the Caribbean. You all have different jobs. And that's, that's, that's the way it should be because we need lots of expertise to make this place come to life. But you all have the same purpose. It's to make sure every guest has a magical vacation. And so then once you

tell people that purpose, then people start to figure out how they can contribute to that. And, uh, that's where the creativity comes in. You know, when you tell a custodial cast member who sweeps the grounds and empties the trash, you're here to create magic for guests. You know, most companies would say, well, okay, they're not included. That's just for these people because they have the tools to do that, but the custodian's not included, the housekeepers aren't included because you know, they never see guests and they can't do that. That's not what that's not possible. If you go to Disney, if you've ever been to Disney, you get towel animals every night in your room. The housekeepers have probably become the most famous magic makers at Walt Disney World. And you never even see them. That's what common purpose does. And the custodial cast, they paint with their brushes, with water on the ground and create, you know, Mickey mouse and goofy. And it lasts about three, three seconds in Florida because it evaporates. But when you tell everyone they can participate, people figure out a way to get involved. And it's, it's incredible.

**Ray Edwards (11:49):**

And I've, I've seen the evidence of that in our times on Disney properties, at the theme parks, we had just, I don't want to go too deep into the story and take up too much of our time, but I'll just say this one magic moment that happened. My son was very young. He was really into Winnie the Pooh, the whole, all the movies and Tigger was his favorite, and he loved Winnie the Pooh, and there was, uh, there was a cast member nearby who saw that through no fault of the company, there was, there was a little bit of disappointment on the part of my son. He didn't get to spend the time with Pooh that he wanted. And the next thing we knew, we were being ushered into a room backstage where Pooh and Tigger took a few minutes to spend just with our son, because that was somebody who noticed a little bit of magic, did not happen and they were going to make sure it got done, right. We were like, well, you don't have to do this. It's not necessary. But they rushed in and turned what could potentially be a disappointment that we might nurture for the rest of our lives and talk about, well, yeah, there was, there was that time. And then they turned into a magic moment that we've used many times to evangelize and say, no, wherever you go, when you're in Orlando, you've got to go to Disney because this is, this is the kind of care they take of you. So my question is how did, how did Jody end up getting cast as your co-host?

**Dan Cockerell (12:55):**

Well, a couple of reasons, you know, he had met Lee and he did a great job talking to Lee. And I think after he and Lee started, my father, started doing podcast. "Everyone said, well, Jody, how did you do that? I mean, who do you know, what did you do? He said, I think you emailed him or called him. And he said, yeah, let's talk. And then all of a sudden you're doing a podcast. So this is where a lot of people in life, I think walk around and say, whoa is me. I never get opportunities. The world is unfair. No one cares about me. And then you have people like Jody and they're like, Hey, I'll call. They say, no, they say, no. They say, yes, we'll create a-this partnership. Um, so when I left Disney, you know, I'd look to my, my dad is a, a great mentor. You know, he had worked there in the corporate life for many, many years. And he had learned for over, you know, he, he retired in '06 and I left Disney in 2018. So he had had about 12 years of experience on the outside world being an entrepreneur. And I said, I can be, you know, I can take my stand and make it on my own, but I'm old enough now to know that why would I go through all that trouble? Let me find someone who knows what they're doing. So he gave me some great tips and tricks, and he introduced me to Jody and Jody and I started talking and I said, are you, do you have time and bandwidth to do another podcast? And he said, yes. And, uh, we got off to a start. He knows all the technical part of podcasting. He's got a smooth voice. So he's got a great radio voice. And, um, we seem the connect. You know, we, we seldomly, I don't think we ever have had a, well, we seldomly have a topic in advance of our podcasts that we get on and we just decide real time because as he explained it, we want to make it feel like the listeners are sitting and listening in on a conversation and,

with you. And and it's not, uh, it's very, um, conversational. It's very genuine, very authentic. And so, um, Jody and I have continued to look for opportunities. He's, uh, as he told me, you need to be known for something. He's like known for podcasting, but he does marketing. He does business. He does, um, you know, he's, he's technically advanced in a lot of things to do, so we all need to be known for something. And so we've, uh, we've found a lot opportunities. It's been great to work with him.

**Ray Edwards (14:56):**

I love that. I love that. Dan, you've got a book called *How's the Culture in Your Kingdom*. Tell us a little bit about what's that book about what will I get if I get that book and read it, what's it going to do for me?

**Dan Cockerell (15:07):**

Yeah. Good question. Thank you. So, um, when I left Disney, I, you know, one of the big things that I, I was trying to figure out is, do I know anything that anyone wants to learn? You know cause when you, when you work at Disney, you get really good at what you do, but you just don't know if it's applicable. Is it transferable to the real world? And you do everything by, because you've been trained in a certain way to do things. You don't see anything special in how you get work done. That's just the way it's done. And so, um, you're kind of insulated. And so when I left Disney, I spent some time thinking, okay, what do I know how to do? And I literally wrote on a piece of paper, Okay. I know how to communicate. What does that mean? Let me write down what that means. I know how to organize things. Okay. What does that mean? I know how important guests services and how to create it. Okay. What does that mean? So I came up with that list and sent it off to a friend of mine, who's um, that runs the executive MBA program at Rollins College, where I went and I told them, I said, you know, I got a bunch of stuff here but I don't even know what it is. Can you look at it? And within 24 hours, he sent it back to me. He said, you have three themes here, leading self, leading team and leading organization and I put them into columns for you. I was like, I am immensely grateful. So he's, uh, we've, we've kept in touch. But sometimes just giving something to someone else you just don't know what's going to happen, cause you're just so close to it. So the book is organized that way. It's, how's the culture in your kingdom. And, uh, it's exactly what you talked about at the beginning, Ray. It is when you create positive environments for people, better things happen. Um, it just happens. And there's a, a nursery tale that I remember, um, reading when I was older and it talked about the, the wind and the sun had a bet and they were betting who was more powerful. And so they made this bet. And one day there was a guy walking down the street in his overcoat and they made a bet. Okay, who's more powerful? Well, whoever can make that man take his coat off will be considered more powerful. So of course the wind blew and blew and blew and the harder it blew, the more the guy held onto his coat. And then the sun of course came out and just radiated warmth and created the environment. And he took it right off. So that's where I think a lot of companies and executives are frustrated. They want to direct culture as opposed to creating culture and letting people live in it and, and bring that to life. So the book for me is all about how do you do that? So the whole first section is leading yourself. Before you can create a great culture, you have to have your own culture internally. You have to make sure you have the right mindset. You need to know what your values are. Uh, you need to take care of yourself. You need to be able to have emotional intelligence and deal with stress and get enough sleep and, you know, feel good about your, yourself, um, and be organized. And once you, you can get yourself in the right, as you say, once you get your house in order, then you're ready to lead others. And then you lead teams. And I wrote all about that. And that's what a lot of my training was at Disney- how to lead teams and that goes into many sections, but there's pick the right people, build great relationships with them, set clear expectations for performance and reward and recognize them when they do it right. And those four things is what I spent 90% of my time on when I was working at Disney. It's a simple formula. The third part of the

book is leading organizations. So how do you, how do you create an organization's creative? How do you innovate? How do you create, um, a connectivity between people? Uh, how do you, uh, understand how important diversity is in an organization? And then the last section we added, right, as I was finishing, the book up was leading change. And that just seemed like something we couldn't leave out because it's just such a big emphasis today. Things are accelerating so quickly and things are changing so quickly. And every, you know, every company, I think every 12 months at Disney we were reorganizing. So trying to figure out and settle into new changes was a big deal. When, um, Morgan, James, the publisher, asked me, who are you writing this book for? I said I'm writing it for everybody. I want everyone to buy the book. They said, okay, that's a good point. But you need to know who is going to, who's your target, who is just going to help? I said, all right, I'm talking to maybe, uh, uh, someone who's in their mid, late twenties, early thirties, and they've, they're a high performer. And they just been promoted to lead a team of people. And they're trying to figure out where to start. And I think that's where this book's going to have the most impact. It has lots of stories. You know, Morgan James reminded me. I was not the first person to ever write a book about leadership and management. So it better be interesting. And so I have lots of stories in there, lots of personal stories. And at the end of every chapter is, um, the fast track to success. So you've read this chapter. Here's five things you can go do today, if you want to be better at this topic. And, um, I wanted to be very accessible for people very much, um, kind of a genuine, the way I speak is the way the book was written. And, uh, and it's good for, you know, lots of different people. And then as, as we've understood is I've become, you know, when someone reminded me is the word author and authority, uh, both have the word authority in it. You know, if you're an author, you become an authority. And somehow I don't know any more than I did before I wrote the book. But once you write a book, people think you're more knowledgeable, so. And it's pretty cool because I, you know, when I was in college, I was writing papers and, you know, double spacing them and moving the margins in to get that 10 page minimum. I mean, this wasn't my wheelhouse, but luckily my, uh, my wife stepped up and helped me get it done. And that's the book.

**Ray Edwards (20:19):**

So now if I'm, if I'm a little over than, say I'm outside that 35 to 40 year old age, top of the age range, it'll still work for me, right?

**Dan Cockerell (20:28):**

Yeah. So when you think about the title, *How's the Culture in Your Kingdom*, your kingdom can be anything really. I want it to be more general than just business. Your kingdom could be your church. It could be your family. It could be an organization, a club you belong to. Wherever you are, there's a culture and a lot of the things I talk about in here can be applied throughout your personal and professional life. And I know a lot of people talk about, should you, should you separate your life into boxes or should you try to connect it all together? I'm a big, I'm a big fan of merging all those things. You have one life. You should plan one way. If things aren't going well at home, I don't do as well at work and things aren't working at work. I'm not as good at home. And so trying to look at that as one big piece to be successful and content I think's important.

**Ray Edwards (21:15):**

Amen to that, Brother. You know, I love that you, you had to get specific in order to write the book and do the target marketing and all those publishing world things. But I also love what you just said about your kingdom could be just anywhere you are. And I think the proof of this is that for a big company, I mean, Disney is a big, huge company. And yet there's such a personal love relationship between your guests when you go to the theme park and the cast, and there's some- it's, it is magic and people sense it when they go and then maybe they can't use the same language that we're using, but they'll go home and they'll say it was the best

vacation we ever had. And they will often say it was the most magical vacation we ever had. And yet it also works for small companies of let's say, Oh, like a team of 12 people based in Spokane, Washington. And so I know that it's applicable in whatever environment you're working in. I love the work that you've done with this book. And then you, you do some speaking. How else, what other ways can people follow up with you if they're interested in tapping into your authority?

**Dan Cockerell (22:15):**

Yeah. Uh, we, there's a bunch of place to get us, uh, Cockerellconsulting.com, uh, has Valerie and I on there. And we have Jody and we have Lee and we have some of our partners. Dancockerell.com, there's some videos of me speaking. And, um, we've tested, you know, through the quarantine. Uh, we learned a lot cause we, we figured, all right, we can sit on the couch and wait till this is over or get busy and do something else. Cause I think everyone was impacted just like we were with this pandemic. So we went and, uh, create a college core- undergrad college course. We started working on a second book. It's going to come out in February and called *Hard-Wiring Magic*. It's kind of an engineer's approach to hospitality and creating magic. And we, we worked with two industrial engineers on that. We have online seminars, we have lots of stuff. But if you go to Cockerellconsulting.com, my email's on there, our cellphone number's on there. You know, I learned at Disney, being accessible is important. You need to be able to talk to people and get in touch with people. And interestingly, we've worked with lots of diverse companies. We worked with concrete companies, we're working with a big accounting firm right now. I know a lot of people say, well, what's a Disney guy doing work with an accounting firm? And a lot of it, you know, a lot of that is the same- The Processes, how you treat your, how you treat your guests, your clients, your customers, understanding, um, the, what, what they want being empathetic to their needs and building processes to deliver that. And that the thing I always tell people is everything I'm going to tell you has nothing to do with resources. A lot of people say, well, yeah, if I had Disney's resources, I could create magic too. Well, I can tell you, you can create magic with nothing. It's not, it's not a resource. I wish you could buy it. That would make it so much easier if we could just throw resources at it. But you got to get into people's heads and you got to get your employees emotionally connected. And as a leader, you have to give a lot. And so, um, that's a, that's what we teach companies to do. And that's what we talk to people about. Uh, just real quick story Valerie and are constantly evaluating service. We're looking at processes. How could they improve that? I mean, we're just like the worst people to travel with because we would always see the opportunities. And, um, you know, we're up in here, Breckenridge skiing. And I would tell you that we've been here for three days. We've interacted with probably, I don't know if probably 50 employees and there's one, his name is Seth and he's from, uh, Texas. And he's the one I remember. If you asked me next week, the name of any of the employees and the interactions they had, I'll only remember him. So a lot of companies they'll hire someone and get one superstar. If you're going to be a great company, you have to create processes. Everybody is contributing. You're not just, you're not just, um, waiting for a couple people that, you know, bring 80% of the, the, the value. And all he did was he was down they're scanning, people's passes at the bottom of the lift. And when they scan your pass, they see your name and they have all this information on you. He was the first one out of everyone we've talked to, Hey, Valerie, Mrs. Cockerell, Hey, Mr. Cockerell, how you doing today? How's your day? I'm like, Seth. I said, who taught you to do that? He goes, I get bored out here. It's just more fun to do that. And he was just talking about motivated and they need more people like that. So anyway, there's, um, there's so much, there's so much opportunity for these little moments for companies to create. And once again, it's not lack of money. It's not lack of resources. It's just probably lack of focus. And that's what we help bring to the companies.

**Ray Edwards (25:29):**

I love that. I love that story about Seth. So now if I go to Breckenridge, I'll be looking for Seth. And I, you know, I love what you just said about, it's not about lack of resources. I think it's a lack of resourcefulness.

**Dan Cockerell (25:40):**

Yeah.

**Ray Edwards (25:41):**

And we can all be friendly. We can all do go the extra step of remembering somebody's name or looking him in the eye or smiling, or, and I'm also fascinated by this new book you've got coming out. So many things that are happening that you just talked about. I want to, I would love to unpack, but we don't have all that time on this interview, perhaps this won't be the last one we do. I do want to ask you if I could. You mentioned about having to make some changes, do some adapting during the pandemic, as things changed. What's like one or two of the biggest insights or ideas or distinctions you made during the pandemic that you think is applicable to just about everybody?

**Dan Cockerell (26:15):**

Well, you know, specifically, I think one thing we did was, and I'm a big fan. Any, any time you hear me speak, you'll hear me talk about growth mindset. This idea that, um, you know, 10% is what happens to you in life and 90% is how you react to it. And so there's a lot of people who came in and the pandemic hit and they were victims. It's like, well, the world, this happens. It's like, this is by far not the worst thing that's ever happened in the world. I know it feels bad and it's been difficult. But my, you know, my 88 year old mother-in-law who lives in Leon France, when this all hit, you know, I like, I was joking with my wife. I said, Anna, she's about four feet tall. You know, she said, COVID hold my beer. I lived through, uh, being occupied by Germany, in world war II. So COVID okay. You know, you know what I'm gonna do. I'm gonna start making masks on my sewing machine. And that's what she did. And she's been motivated throughout this whole thing cause she's useful again. So I think that one of the biggest things I learned was, you know, when, when this hit, we started getting up earlier, I was working out, uh, we, we, you know, Jody and I, we created a mastermind group for free. We sent out a note and said, Hey, for every day, from one to two, o'clock Monday to Friday, we'd like to talk to people about how they're doing and how they're handling things. 250 people signed up and, uh, we did it. We had 10 groups going every day, rotating 10 over two week period. We had people- an air force pilot from Uruguay. We had a couple people from Australia, Canada, the United States. Um, and we just met all these incredibly interesting people. And then come two months ago, we, we launched a subscription online community. And I, it didn't, I didn't realize I was doing R and D during the whole quarantine on how to run a community until we were done. And we said, you know what? We learned a lot. I think we could actually make money doing this. And we launched it and you know, people signed up. Uh, so this idea that, you know, when, when things aren't going well, you should pull back and wait until things get better. It's I don't, I don't believe that at all. I think it's always on you to make efforts. You're not always going to feel like you're making progress, but, uh, it's within your hands and you're not always going to see the results right away, but good things happen when you put yourself out there. I was just sharing a quote this morning with a group. I love quotes and I collect quotes and there was one by Stephen King and, uh, his quote was something I don't have in front of me. If I'm going to try and do my best. He said some long lines of amateurs, wait for inspiration. The rest of us, just go out and get the work. So I just thought that was great.

**Ray Edwards (28:37):**

You got it. You nailed it. He's one of my favorite authors and that's one of my favorite quotes by Stephen King.

**Dan Cockerell (28:42):**

Yeah. Yeah. So I think we learned a couple things is, you know what, you know, I tell people I'm a pretty optimistic guy and I'm very positive, but I'm like, who knows? Maybe 2020 was a great year. You know, maybe we're going to look back in 2025 and go, what was the best year of those five years? 2020 was great. You know, you never know what the future's going to hold. So you just gotta take what you have today and deal with it and make it the best you can. And if the environment gets better, things get better. Well then that's even better.

**Ray Edwards (29:07):**

My favorite quote of this whole interview is Anna saying, COVID hold my beer.

**Dan Cockerell (29:12):**

Yeah, That's right now. I'm paraphrasing. She doesn't speak English. I don't even know if she knows that, but that's what I knew she was thinking.

**Ray Edwards (29:19):**

I assumed you were conveying the attitude more than the- I know we're going to have you back again, cause now that we've had this conversation with you, I can't imagine not having another conversation. That's magical. Thank you for taking time from the ski slopes to come talk to us. And your book again is called *How's the Culture in Your Kingdom*. And we're going to have a link to the book and to your sites and to your LinkedIn, and all your different ways people can reach out and contact you.

**Dan Cockerell (29:44):**

Well, Ray, thanks for having us. I really appreciate the time and love talking to people, so thank you.

**Ray Edwards (29:50):**

So you can get all the links that we mentioned to Dan's various magical activities by going to the show notes for this episode, which are at [rayedwards.com/501](http://rayedwards.com/501). [Rayedwards.com/501](http://rayedwards.com/501). All the links in the show notes, all the good stuff. And if you are interested in coming and being part of our, as yet undefined pretend business trip to Disney World, drop us a note in social media or in the comments and let us know as we start building our case for going there. Really we're going to do business mostly at Disney, but we're going to do business. Okay. Until then I pray for you that you have long life. You have perfect health, you have great prosperity and I pray peace over you and your house.

**Announcer (30:39):**

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