

**Transcript: “How Top Lawyers Ditch Hustle Mentality and Win Bigger with Althaus Law Founding Partner Jeff Althaus”**

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**Description:**

YOUR FINEST HOUR | Most leaders are stuck in reactive mode—constantly solving problems, hiring for gaps, and chasing revenue goals. But what if the real unlock isn’t doing more—but becoming someone different? In this episode, host Joseph King Barkley, President of the Meta Performance Institute, sits down with estate planning and probate attorney Jeff Althaus, Founding Partner of Althaus Law, and his coach, CJ Martindale, Associate Partner at Novus Global. Together, they reveal how elite coaching helped Jeff triple revenue, double his team, and build a culture of excellence—without losing his purpose, health, or vision for his life.

**Video Podcast:**

**Jeff Althaus:** “I think Stephen Covey said it best when he said, that in between stimulus and response there’s a space, so take that space, figure out who you wanna be to tackle this problem. There’s two ways to do anything, you know, you can have a heart at peace, or you can have a heart at war – if your heart’s at war, it doesn’t matter what you do, you’re gonna not do it well, you’re gonna fail.”

**Jason Jaggard (voiceover):** Welcome to the Beyond High-Performance Podcast featuring content and conversations from me, Jason Jaggard, along with our elite coaches at Novus Global, their high-performing clients, and the faculty at the Meta Performance Institute for Coaching. On this podcast you’ll hear some of the world’s best executive coaches and high-performing leaders, artists, and athletes discuss how they continue to go beyond high-performance in their lives and businesses.

**Joseph King Barkley:** Welcome to your finest hour, a series of interviews covering the transformative stories of world class leaders, their teams and their coaches, revealing how to unlock your potential in coaching and life. I’m your host, Joseph King Barkley, the President of the Meta Performance Institute, and Associate Partner with Novus Global.

I’m joined by Jeff Althaus, founding partner of Althaus Law, along with his coach, CJ Martindale, Associate Partner at Novus Global. Jeff is an entrepreneur, attorney and educator and author, leading a thriving law firm while also teaching estate planning and probate law at the University of Colorado Boulder.

Jeff’s journey is one of reinvention. From feeling stretched thin, juggling multiple businesses, teaching, writing to discovering a new way of leading. Coaching has played a pivotal role in transforming his approach. In our conversation, we explore how Jeff leveraged coaching to shift

from a mindset of overwork and overwhelm to one of clarity, intentionality and higher performance. We dive into the challenges he faced in scaling his firm, the unexpected impact coaching had on his personal life and how embracing a new way of being, not just doing, allowed him to double his team, foster a culture of excellence, and redefine what success looks like.

If you've ever felt stuck, uncertain or like you're spinning your wheels, this conversation is for you. Join us as we uncover how shifting the way you choose to be can unlock unprecedented growth – not just in business, but in life.

**Barkley:** Jeff, we're so excited to be talking with you today. Our audience likely does not know you, so give us a little context for who you are, and what you do.

**Althaus:** So, I'm Jeff Althaus, um, I am an estate planning and probate attorney, in, uh, Northglenn, Colorado, which is just north of Denver. Uh, so that means I'm a lawyer who doesn't sue anybody, which is kinda cool. I just deal with death and dying all day long. But, wills, trusts, powers of attorney, that's kind of the job. And then if families lose a loved one and that family didn't have a plan, we can help them through that court process called probate and get them to the light at the end of the tunnel.

**Barkley:** And you have a family, you mentioned kids.

**Jeff:** I do. I guess a little bit more about me, I'm originally from Iowa, so go Hawks. If that means anything to anybody out there. Definitely not a Cyclone fan. I grew up in Ames, Iowa, and I'm a traitor, went to Iowa City at college, at University of Iowa. That's where I met my wife. We've been together for nearly 20 years now. And two kids, got a almost four-year-old and a freshly two, two-year-old.

**Barkley:** We've had the pleasure of working with all kinds of attorneys who focus on different kinds of law and serve in different ways and I've noticed a – you know – there's the tactical part of law, contract law, litigation, there's the tactical part. And then, for a lot of attorneys, there is the qualitative part. There's "this is what give me meaning in what I do," and I make up, Jeff, that there's a part of your job that isn't necessarily on the page or the job description, but really matters to you, that you really, really care about. What are some of those aspects of your practice that matter to you just as a human?

**Althaus:** Yeah. There's a lot of them. So, estate planning is kind of a unique area of law, like I said, we're just not suing anyone so it's on the transactional side, rather than the litigation side. And the human piece, you know, we're called attorneys and counselors at law, and the human piece is that counselor part, so the stuff they can never teach you in law school about, you know, how to deal with people who are going through the hardest time in their life. You know, they just lost their parent, their spouse, heaven forbid their child, and we get to – we get the honor of guiding them through the process of all of the legal crap that comes with losing a loved one. And it's selfishly my favorite part of being a lawyer, is at the very end when you get through

the process and they're in tears -- I'm usually crying with them -- and they just give me a big hug and they say, "we couldn't have done this without you." And that's -- that hits home. It's hard to explain how great that feeling is.

**Barkley:** Yeah, as someone who has had losses in our family and has also walked with friends through it, there is a mountain of details that must be managed at a time when you have very little emotional fuel in the tank. So to have great counsel that is able to manage important details, so that you have space to grieve is a powerful role to play. And so I, yeah I celebrate with you that there are people like you in the world supporting people with -- hey, we've got to get some business done, at a time when nobody wants to be thinking about business.

**Althaus:** The human part reminds me of stuff CJ and I have worked on a lot, which is kind of like why I founded the firm, is putting more of that humanity back into the practice of law in general. One of the founding principles of our firm is we wanna change the entire industry of law. You know, we have -- not just dealing with our clients -- but dealing with other attorneys and our team. We have the highest rates of, some of the highest rates of suicide, depression, alcoholism, drug and alcohol abuse, just in the legal field in general. And we're really trying to change that. At our firm, we've actually had two people stop drinking who were -- one at least, was a self-proclaimed alcoholic and they don't drink anymore and I think that's frickin' awesome. So, trying to change an entire industry just starting one community at a time.

**Barkley:** Yeah, I don't imagine those were outcomes that they -- in law school, they were training you to be on the lookout for, that "oh, by the way, some people might break some addictive patterns and some destructive patterns as a result of your work."

**Althaus:** Yeah.

**Barkley:** Well, Jeff, you seem like a big-hearted, kind person, clearly intelligent, hardworking, I mean -- as my brother-in-law is an attorney, and I know from witnessing him going through the process, it is no small task just to qualify to be a lawyer, practicing attorney. So, you've got plenty of hustle and hard work in your bones, I can tell. And so, it may be curious for some people to find out that you then decided to partner with a coach. So, can you wind us back to the beginning of a coaching journey. What prompted you to start? What gaps were you experiencing or vision did you have and you thought, "hey, I think I need more than just my own capacity -- or at least my, what I've got so far, to get to where I want to go."

**Althaus:** Yeah, I think there's kind of two things. Like, one, just in the beginning not knowing what I was doing and kind of always having some form of mentor slash coach in the background, and then, just in general after a while of not having a coach, feeling lost and just trying to do everything. So, I didn't really mention, in the beginning I have this law firm, I have a commercial real estate company, I teach wills and trusts at the law school in Boulder -- well, CU Boulder -- so, I'm like the wills and trust professor, I'm running the law firm and then I wrote the book on, not *the book*, but I like to say it's the book on estate planning and probate in Colorado as well. That's somehow -- people must like to torture themselves because it's somehow hit a

bestseller on Amazon, but... Just kind of doing everything and grasping at straws, it just seemed like if I do more and pile more on my plate, I'll be successful. And it just felt like I was spinning my wheels. So, it was kind of a – it was – oddly enough, I think, -- I'm a religious person, and I think CJ and I meeting was meant to be from the first moment we met. But we actually met at a Rotary meeting. I'm in the local Northglenn/Thornton Rotary club. And I had just been tossing around the idea, you know I had a coach when I very first started the company that went pretty well for a year and both of us had just kind of agreed that the firm had outgrown their experience. So I hadn't had a coach for a few years and was just kind of feeling lost and didn't know the best direction. Was kind of pointed in 15 directions. And in the middle of thinking about that, praying about that, CJ ended up at the only Rotary meeting he'd ever been to before that, I think. And we met three or four times while he was trying to court me into letting him be his coach – or me have him as coach.

**Barkley:** CJ, you're in the world all the time, I know this, you travel a lot, you're in a lot of different rooms and you happen to be in a room with Jeff. What did you notice in those initial conversations and interactions where you're like, "yeah, I do think that this could be a powerful partnership" what was it about Jeff and his story that drew you?

**CJ Martindale:** As people are listening, I think people can gather that Jeff has a huge heart. It's – he's one of the rare leaders. Probably, yeah, probably the only one that I've met that has such a big heart to be honest. He's more committed to his team achieving breakthroughs than he cares about the bottom line or revenue, or anything like that. I think he is more willing to even, if he had to, you know, go into debt in order to help his team grow. And so he just has such a big heart that immediately drew me in, I also happen to have a decently big heart, I happen to think and so that just allowed us to connect quite a bit. And the second piece that allowed us to make a great partnership, is that you heard him mention that he wants to change the face of law. That gets me very excited. I love partnering with people that invite me, even more so to believe – man, I didn't know that, – yeah, I didn't even think this was possible, what a great partnership to go after. And Jeff is no stranger to reinvention, as it occurs to me, he's always willing to kind of get out of his own way, he's willing to tell on himself and he wrestles a lot. He's really willing to put in the work to find out, man, what's next. And so, the big heart piece was the initial catalyst, but the thing that really kept me around, I would say, not that the heart piece doesn't, but the thing that kept me around is just how committed to reinvention Jeff really is. And just what a team player he is. His team is, I mean, you step one foot into his office and you see that the culture he's built is unlike any other. They're very committed to just being family, and not the typical, "we're family around here," we have a poster on the wall that says family. You know, it's not like catchy family culture, it's truly – it's one to behold, it's quite inspiring.

**Barkley:** Jeff, as you began with CJ, I know just from a cursory glance at some of, sort of the record of your journey up to this point, that early on you also had an eye towards how your team was going to feel it. And some of the things early on for you were a desire to see them – not just do a job but to become, to see this influencing their leadership, their influence, like that they would take more ownership and empowerment within the work of Althaus. And maybe it's that, maybe it's some other things, but I'm curious, what initial challenges or vision did you and

CJ tackle right – if you could kind of get your brain back to where you were when you first started – it's like, man, we were really trying to face this, turn this around, create this; what was it at the first stages?

**Althaus:** Yeah, I mean, a couple things: I wanted to hire six people in a year, which may sound like small potatoes to a lot of people, but the fact that we had six people working at the firm, that was doubling the size of our law firm. So that was a real big one, which, you know, there's a lot of things that come with that like increasing expenses, and hopefully a goal of increasing revenue by a lot. It wouldn't have made much sense to hire six people to decrease revenue, that's probably obvious. But, that was the big one. And then, a big thing we ended up tackling that I didn't expect to tackle, which was probably like the biggest, most pleasant surprise, I guess, like state of being and mindset. I was not expecting to go that route at all. You know, I hired a business coach because I wanted someone to tell me exactly how I needed to do something, someone who'd been there before, and had a plan and I could just follow a playbook. And what I got was so much better.

**Barkley:** Yeah, we get really excited when we have a vision, crystal-clear, white-hot vision of place no one's been before. And so then that gives us an opportunity for reinvention and transformation. And that doesn't mean we're not getting good input and advice along the way, we can't see great mentors, other colleagues and peers – there's good data available, but it sounds like you were charting a course towards something that hadn't existed yet. And so, it was a co-discovery between you and your coach, like, "wow" what are we capable of? Where could we go? What could we try?

You talked about way of being, and if you could give us a picture of, I – most of us, we're meeting Jeff as is, right here. So compare Jeff today and the way of being we get to experience right now from what you remember Jeff and his way of being from when you began your coaching journey.

**Althaus:** Yeah, I remember it too well.

**Barkley:** I see that smile...

**Althaus:** I didn't know what way of being was. CJ was just like, who do you wanna be? I'm like, what are my options? What do you mean?

**Barkley:** Myers-Briggs, Enneagram, where are we going?

**Althaus:** Yeah, I was definitely a lot less confident. I had this – CJ and I have uncovered a lot of rackets that I have and, you know, working on what my total act is that kind of holds all those rackets to use your guys' terminology. But, I didn't have any idea of who I was being, because it's kind of like what I said earlier, I just wanted to do a bunch of stuff. You know, do and maybe be, if it's even in the equation, and then, you know, have a bunch of stuff. So CJ kind of smacked me in the face...

**Barkley:** He does that.

**Althaus:** Probably would have gone quicker if you actually would have just punched me in the face. And just turned everything upside down, like, you've got to be someone first, then you can do some things, and you'll have whatever you want. I actually teach that in law school now. So, not only trying to change the face of law through my firm, but through the new students that come out of my class and they really appreciated that. Yeah, I didn't have a way of being. I was just doing. So that's what my state of being was, just constantly busy, constantly on fire, stressed out all the time, not thinking I was good enough, just looking for answers everywhere. To today, much calmer. Things still catch on fire, but you've gotta stop and breathe a little bit. I think Stephen Covey said it best, that in between stimulus and response there's a space, so take that space – figure out who you want to be to tackle this problem because there's two ways to do anything: you can have a heart at peace, or you can have a heart at war, and it doesn't matter if your heart's at war -- you're constantly just spinning your wheels – it doesn't matter what you do, you're going to not do it well, you're going to fail. Not that failure is a bad thing, but your chances of success increase so much more when you know who you wanna be and you focus that and have a heart at peace.

**Barkley:** Yeah, for our listeners, Jeff's doing a brilliant job of illustrating such a powerful principle of life. As coaches, we love to focus on mindset before skillset. No problem if your first instinct when you have a circumstance or an opportunity, a challenge that comes up is action, we've gotta do something. And that's a – that can be a beautiful part of your brain is the orientation towards action but if we could slow it down even for a moment, and examine how we're thinking about this scenario, how we're thinking about the event, how we're thinking about the circumstance we might open up more options that are available to us and we might decide we're still going to take the same course of action, but now we've got a robust menu to choose from. So now we're focused on mindset before skillset. CJ, take us back to your experience of Jeff when you were first starting in coaching, particularly in his way of being. He described, maybe lower confidence, higher frenetic activity. What were some of your experiences of him as you were observing.

**Martindale:** Jeff pretty much hit it – hit the nail on the head – I mean it occurred to me like a – the picture that's coming to mind is like someone just on the cusp of drowning, I guess. I don't know, just trying to grasp for anything, you know, like when someone's just about to go under and they're just trying to flail and grab anything. That's an extreme metaphor, I don't think that it's actually like Jeff's life was falling apart or anything until CJ came into his life. That's not what I'm saying I am.

**Althaus:** Let me adjust your cape for you there, CJ.

**Martindale:** Yeah. But there was just – there was a form of like, earlier what he said is I just need to do so much, and once I do all those things, then I can be happy, or then I can be content or fulfilled, whatever word it was. And that works – it worked for him, you know, he's very

successful in multiple fronts. He is incredibly intelligent, it works. We just found out that there was a point that it didn't end up working anymore. It wasn't helping him achieve the thing that he wanted, which was changing the face of law and changing his culture. And so he was leaning really heavy into action orientation. I remember our first two or three months were specifically about slowing down to change Jeff's language on how things are truly occurring for him. And he just kept wanting to do tasks, what do I need to do, CJ? What do I need to do? Let's build out our entire Asana board... I've never had a client that has so many things on our Asana board, it is jam-packed. And we had to really just stop for a second, say hey, there's so many things here that are great but Jeff, we're burning ourselves out and you're going to keep doing that – that's how you've lived. Is this how you want to live over the next 12 months? Ultimately, it's up to him to choose, but I made up that it wasn't the most fulfilling way to go about life.

**Barkley:** I also make up that there are a lot of attorneys – maybe they're not all writing best-selling books, and, you know also running some real estate side-hustles and also teaching at a college, but I do – my experience of a lot of attorneys, a lot of physicians, a lot of highly-technical, credentialed professionals, is that do, do, do, do, do, is their lifestyle. And it's the culture that they create. Jeff, you talked about a vision of changing law. You know, a tiny little vision of changing the landscape of law. What are some of the, I don't know, the challenges or the, you know, I don't wanna put words in your mouth, but maybe some of the cancers that exist? Or the mindsets, the unhelpful or unresourceful mindsets that you see when you look at the landscape of law and you're like, wow, if I could be a part of transforming that, that would be incredible. What are the challenges facing the law industry?

**Althaus:** Geez, where do you want me to start? So many...

**Barkley:** I need you to answer this in a 123 seconds, go!

**Althaus:** Here we go. No that's, I mean, geez we could spend the rest of the episode talking about that. But, I've got to say right off the bat that I love that you said the cancers, 'cause in every – our interview process to work here is pretty long, we have pretty much four interviews minimum, we make people read a book, *Leadership and Self-Deception*, which you guys love.

**Barkley:** Yeah, from Arbinger Institute. That's a great book.

**Althaus:** Yeah, I've just finished *The Anatomy of Peace* the other day, too, which is like the pre-quel but they wrote it later.

**Barkley:** It's a Star Wars thing, Jeff.

**Althaus:** Yeah. The – I sit people down in one of the final interviews and try to talk them out of working here and I talk about what we call the seven C's, 'cause we're pirates. But, we go through the cancers that can destroy a business and they're the cancers I've seen in the industry of law. And I think they're applicable not only to law, but to all businesses. And I won't go through all seven, but the biggest ones we see are can't, like I can't do that. You know, we had

some clients come in the other day that didn't speak English and the language they spoke, not many interpreters in the legal field exist for. So we had one person on our team being like, "we can't do that, it's going to take too much time, it's going to cost us too much money to figure this out." And that same attorney came back, after I was like, "well, that sounds like a can't attitude," came back the next day and apologized to the team. And said, "I was in the box, I had this can't attitude, and I just, last night, just had a switch go off in my head, of like, what if we could and not only that, what if we could be the best in Colorado at this specific thing? Like, then, everyone who can't find legal services because of interpreter issues, would come to us?" And that would be a huge source of service to the community, it would be a huge source of revenue, it would be great. And now we have an interpreter program here. And that all came from a "can't" mentality that they just switched and flipped it on their head. And I think a lot of firms don't do that because they are ingrained in law school, do, do, do, do, do, do, do, do and don't worry about anything else. The big thing that attorneys have to deal with when they leave law school is, do I want to go to a big firm, make a ton of money and have no life? Or do I want to go to a small firm and try to make them a ton of money and have no life? I've worked at big law firms, I've worked at small law firms, I've worked for the County. And everywhere you run into attorneys that are just trying to make tons of money because that's like the stereotypical, you see in the movies, just a high-profile lawyer that has tons of cash, they want to be that person so they're trying to do all these things to be that person, like CJ said, which is the wrong order, you know. Be who you wanna be first and you know, do the things you need to do to be that person. People don't realize that, if you want to make that money, great you can, but you're going to have the equivalent of three fulltime jobs doing that because that person's working over 100 hours a week. They make all this money and they have nothing to spend it – great, they have a Porsche that never leaves the garage, they've got a cool house, but they sleep at the office. So what's the point of all that money if you're going to die full of regrets and never having used any of it. So those are the biggest ones we run into. There's comparing, contending, cynicism – cynicism is huge in the legal world. Competing. But, like I said, I could go deep into all of those, I won't bore you to death, but those are kind of the main things.

**Barkley:** Yeah, and I think this is where, for our listeners, it translates even beyond the law industry because I imagine that they notice, maybe, similar patterns or something like it in their particular industry. Cynicism is an interesting one because it is a – we didn't make up this definition, but one definition of cynicism that I found to be helpful is a cynic is a passionate person who has been disappointed and refuses to experience that pain again. And so I would rather suspect that things are going to go badly in the future and sandbag myself now, protect myself now, build a moat around my life now, so that I don't have to face that pain again. And I know there's a lot of industries that face that same kind of bitterness and fear and insecurity. And I don't blame people for just like – we gotta, we have to ostrich ourselves, just stay in the lane, don't break the mold. And so that might be an encouragement to some, Jeff, frankly, is putting a little pebble in their shoe now that someone like you wants to change the industry and maybe they – it awakens a vision for them to be a part of changing the landscape of what they're up to.

**Althaus:** Yeah, they should call me. I'd love to get a beer. Figure out how to change the whole world.

**Barkley:** But when you've got a big vision like that, CJ, I'd like to address my next question to you. Big vision like that, we encounter – in fact we don't really like to partner with clients who don't want to be up to something big – 'cause then there's really no transformation available to us yet. But I imagine that there are some – like Jeff had moments of like, I don't think I can. I – maybe even cynicism, like I – we've tried stuff before or I've seen somebody try it before and that didn't work. What were some of the mindsets, the things that might have been getting in the way early on that you and Jeff got to face and overcome?

**Martindale:** One of the biggest stories that Jeff tends to kind of have lead his life, what used to lead his life in a lot of ways, is why am I worthy of followership? And who am I to be someone that others would follow? We've recently gone even deeper on this belief, it comes from similar to what I mentioned at the beginning, a deep desire for creating love and community. And he kind of would collapse the two and go, "I want to create such a big impact, but am I worthy of doing so?" And it would tend to get in the way of going after that vision. And you didn't necessarily ask this question, maybe you were going to go there, but Jeff really had to – he didn't have to do anything – but what helped us get out is to realize, you know, why the heck do you wanna do this? Why is this vision so powerful? Because, what's it gonna change? Not only in your life, but the lives of others and the other team members that you have. And secondly, is we had to – we had to illuminate the fact that, he didn't like this one, is that he has that story exist for a reason. It's on purpose, whether it's subconscious or conscious, he's running that on purpose because it's allowing him to avoid or stay in comfort for certain things.

**Barkley:** Yeah, a little something to stay out of it, like all of us.

**Martindale:** Exactly, welcome to being human, right? And so the illumination of it is just step one. And then it's, "do you wanna do anything with this?" You know, we're just kind of throwing out the puzzle pieces for him, we're emptying it out on the table. It's up to him to decide if he wants to put it together and Jeff is brave enough to decide to jump in and say, "yeah, let's put this together," this is going to require a lot of time, time under tension, growth, energy expend – what's that word, energy whatever, energy, and I'm worth – it's worth making it happen. And it takes, like I said, it takes courage for someone to step into that. So it's really commending Jeff that he's willing to jump into that.

**Barkley:** Yeah. One of the gifts that I have received from partnering with a coach now for years. You know, I've been – you know, CJ, in the firm of course, we would recommend no one hires a coach that doesn't have a coach. So we've all – CJ's coached me, I've coached CJ. We do this all the time and one of the gifts there, is laying a lot of these points out on the table. Hey, no problem, but when you're thinking about – Jeff, when you're thinking about yourself like this kind of a leader, do you notice how that gives you a reasonable excuse to stay comfortable, it gives you a reasonable excuse not to ask for help, it gives you a reasonable excuse not to stick your neck out there. So there's actually a little payoff that we get. Hey, if we weren't to judge

this just for just a second, we weren't going to say that this makes you bad, this just makes you a person, what do you want to do with that? And what a massive gift it's been, for me I know personally, and for many of our clients, where it's "listen, I'm not going to tell you what to do with this, but let's get as much data as we can out on the table so that you can make a decision that serves you, serves the people that you care about, serves the vision." But I imagine that it was uncomfortable or has been uncomfortable at times for you, Jeff. What's the experience like for you? Maybe help – people are considering getting a coach – normalize the discomfort for us. Like, what's it like as CJ and you are putting all those things out on the table?

**Althaus:** It's always beautiful, it's never uncomfortable.

**Barkley:** Yeah.

**Martindale:** It's very easy all the time.

**Barkley:** What a blast. It's a party bus.

**Althaus:** Yeah. Get on the party bus. I think that the favorite, or my favorite, meetings that CJ and I have had are the ones where someone ends up yelling. If we're not getting pissed off at each other, we're not doing good work. I think a lot of leaders out there get in this position where no one tells them they're wrong anymore. No one questions them. They're just like, "whoa, you built this huge thing, you're doing great, if you have an idea, awesome, let's do it." And definitely no one gets into the "who are you being?" and you know, "who are you being when you made that decision?" and "what's the most productive person to be today; is that going to give you the most value?" People just aren't asking those questions of a lot of leaders and they should be. And then, leaders get into this – I don't know, state of grace or whatever you want to call it, a false sense of grace where they think they're infallible and then they stop being followers. And then they don't let their team lead and then you're not really building a company that's worth keeping around cause you're the only leader in it and you've become a bad leader. And my favorite thing to say, now, it's more comfortable to say since working with CJ, but if I get asked to speak places or present somewhere, I love to tell new business owners specifically, but people who've been at it for a while too, you're responsible for all the problems in your life. And that – people don't like that at all.

**Barkley:** I don't. Yeah, ownership sucks.

**Althaus:** CJ, you know the quote, was it one of the three laws of performance? I can't remember what it was where everything is the way you – exactly the way you want it to be?

**Martindale:** Yeah, exactly, yeah. Everyone's behaving exactly how they want to, the world is operating exactly how they want it to. Yeah, there's multiple ownership quotes in there.

**Barkley:** You know, I will interject here, because we'll often get inquiry -- curiosity around the ownership statements. It's definitely not -- in the hands of a toddler a scalpel is a murder

weapon, in the hands of a surgeon a scalpel is an instrument of healing. And ownership – these ownership statements are like that. Hey, try on a lens, what would you see if, just for a moment even if this was one percent true, the experience that you’re having following the circumstance, is one that you are creating? So we’re not saying that the economy did this thing and that’s your fault, you were abused and that’s your fault, that’s gaslighting we’re not saying that. But hey, the experience you wanna create in response to that, what if you had complete ownership of that? This could be the worst moment in your life or this could be your moment of truth that catalyzed the best chapter ever. And so that ownership tool you’re talking about, Jeff, is not pleasant. That is a really difficult lens to try on. It takes some courage to do it and say, “hey, what if I awakened all the agency I have to create something different out of this?” Yeah, we just skipped a stone across a very, very deep lake there, but ownership is a powerful tool.

**Althaus:** Yeah, and I think those are probably the best meetings CJ and I have. It does get uncomfortable, to swing it back to your first original part of that question. But the uncomfortable meetings, at the end when CJ asked, you know, how would you rate this meeting? The most uncomfortable meetings are the ones that I always give a 10 to. The ones where everything was easy, I’m like, “this sucked, I didn’t even yell at you.”

**Barkley:** Yeah, it’s like no one, well not no one, very few people, it’s like I wanna go to the gym, and I just wanna take selfies and go home and that was a good day at the gym. I mean, there are some. But for the most part, we all walk away from leg day like, wow, I hated that and I’m really grateful I did leg day.

**Martindale:** Time to have fun trembling down stairs to walk out of the gym.

**Barkley:** Yeah, now I need a nap. That’s good.

**Martindale:** Yeah.

**Barkley:** We could talk a lot about mindset, way of being, and if our listeners are thinking, “this sound really abstract,” I don’t blame them because it is. It is at first. It’s sort of nebulous and abstract and these are thoughts and principles and philosophies, but it often pays off in the real, measurable world. Jeff, what I’m curious about is, results that you have seen, outcomes, changes, revenue, time-saved, impact; wherever you wanna go, I’m curious what, so far, you are most proud of as a result of how you’ve engaged in coaching?

**Althaus:** There’s a lot to be proud of. I think CJ should be more proud than I am, I mean, he was able to turn a bum like me around. Thanks, buddy.

**Martindale:** No problem, man.

**Althaus:** The thing I’m most proud of is the thing I didn’t expect at all. And it’s how much coaching has impacted my personal life, my family life. And I just told CJ the other day, I was having racket conversations with Amanda, who’s my wife, and we’re just not talking about work

at all, we're talking about rackets we're running in our relationship and with our kids. All the stuff you learn in coaching relates to every aspect of your life a hundred percent. So the ability to be able to, I don't want to say fix my marriage, but to have a better and stronger relationship with my wife and my kids through using racket conversations, alone, has been amazing.

I've got a really fun story for you, CJ probably didn't let you in on, just to – I tend to give people too much information, so buckle up.

**Barkley:** That's okay. It's just the three of us and thousands of other people. Go ahead Jeff.

**Althaus:** Well, they decided to get on the party bus themselves.

**Barkley:** I love it, I'm in.

**Althaus:** So my wife and I have been together 20 years, but we've actually been divorced, so I get to tell people I now live with my ex-wife. She loves that because we've been married, twice now, to each other. But, we were married for, like, three years got divorced and then I just got out of Minnesota because that was – I'm originally from Iowa, but law school was Minnesota, 40-below zero winters were just a little too cold. So I got out to the mountains and six months later she showed up at my doorstep and we dated for like eight years after that and then finally got married in 2019. Then, started having a family, two kids, all of that kind of stuff. So our marriage could use as much work as we could possibly have, you know, any help we can get, we'll take it. And coaching has not only helped the business, but it's really helped my marriage. Amanda has talked to CJ, I think she's going to be moving forward even more with CJ in the future. And it's just – that's, I think that's – business aside, I think that's the most, well, include business, that's the thing I'm most proud of.

**Barkley:** Yeah, Jeff, thank you for sharing that. And I will speak on behalf of people who are listening in who may have wanted to create business outcomes as a way of medicating the pain or gaps they're experiencing in their personal lives. And one of the distinctions of Meta Performance Coaching – I had hired a coach long before I became a coach – and one of the distinctions is that we're not interested in coaching part of the person. The more that we integrate your entire life, frankly, the more success we have. Because there is one Jeff, you could show up at different ways of being with your kids and with Amanda, with your clients, and with the firm of course, but the more that Jeff is experiencing his own reinvention, the more those – all of those different constituents get to benefit from it. So thank you for sharing that because I think that's probably giving a little glimpse of hope for some people who might be feeling a little scared of what's happening in their personal life.

**Althaus:** Yeah, and I think it relates to *Beyond High Performance*, the book, an awesome book. I think it talked about, once you have 10,000 hours at something you can master it or be really good at it, but what's like your 100,000 hour mark? And it has a bunch of stats in there about how much time you actually spend at work and with the people you work with. And what you said about the whole person, and you are – there's one Jeff – couldn't agree more because I

think a lot of people try to have three Jeffs. There's a work Jeff and there's a married Jeff, there's a dad Jeff, and you know, whatever. And when you finally realize work is what you're probably going to do the most of, you're going to spend more time with the people you work with than you probably are your family, and like, you just have your life. And everything is all tied together, so work is your life and your life is your life. You shouldn't just be working so you can go take a vacation, you know, for two weeks out of the year. It's tying the whole picture together, so I like the way you said that.

**Barkley:** You've already shared what is likely the most valuable outcome that you'd experienced so far. I am curious, though, and I wonder if some of our listeners are curious, and CJ can – maybe you could help out here too – I would be curious to hear, professionally, what are some transformations that you've experienced?

**Althaus:** Yeah, I'll throw a few out and then CJ fill in any gaps. Unless you want to go first?

**Martindale:** Yes, thank you, I'll take the reins. The one I'm thinking of that comes to mind first is, I can't remember, probably three months ago we had a conversation where we were wrapping our brain around numbers, just numbers. How many hours – you know, attorneys are, they bill, there's billable hours and things like that – that's a bit different for Jeff's field, but you know billable hours are certainly a big part of it. And as we're going after numbers of revenue goals and targets and bringing on more people and him expanding to his other branches, and things like this, we want to get into the numbers to see where we might be losing money or create more revenue. And, yeah, we had a conversation just realizing what people on the team, what they're, you know, like what their close rate was, what their average hourly rate was, how they were selling themselves, at what rate, different partnership levels and skill levels, things like this. And we kind of noticed a few trends. One was that, you know, Jeff would allow people to come into the firm and for the first 6-12 months would kind of be like low-performing or under-performing. It was kind of enabled or a standard to allow it to take a certain amount of time. There were some, the other numbers like the typical average hourly rate and things like that, that were not meeting the numbers we wanted to. And so once we got into the numbers we discovered, man, there's this whole kind of company mindset that we're all kind of co-conspiring or buying into that we need to wait for a certain amount of hours for people to charge more, to people are running to the finish line, not through the finish line, when we set these goals. Just a lot of limiting beliefs that is allowing the team to kind of all together not achieve Meta performance or achieve the goals that they really want. And so based on the conversation and things he put into place, I think about a month ago, when he took the team on their company retreat, and things like that, now he has things in place to increase revenue by, I think it's, it's like 30 percent. It's not a small margin. And correct me if I'm wrong Jeff, you probably know the number better, but you know, if that happens I think it's a sixth of what you made last year, as a whole or something like that. So it's a decently high percentage.

**Althaus:** I think, you're spot on. And it's important to note that's in multiple areas. If you think of a bigger corporation as, like, having departments, the thing of our law firm is we've done that

in multiple kind of departments or sections of our law firm. So as of March, we will actually have our 12<sup>th</sup> person. So we will have hit that goal of hiring six people.

**Barkley:** Of two-exing your team.

**Althaus:** Yeah, so that was huge. I kind of joked when I said it at first, that we were going to double the size of the firm, but it happened. So now I've gotta buckle up.

**Barkley:** Too bad you're not somebody worth following, Jeff.

**Althaus:** Yeah, I know, if only. It's all somebody else's fault. But yeah, that number alone is amazing. You know, we'll – the processes we've implemented, we're already on track to increase our revenue by more than 30 percent. Like, January and February, alone, from processes that we implemented last year, January tripled revenue. And February is out to be one of the best Februaries we've ever had. And this is kind of cool because when people are like well, you know you're doubling your team, you're obviously going to double revenue, but comparing last January and last February to these months, we have the same amount of lawyers. And those are the people that are generating the revenue. So it's just cool to see that with the same amount of revenue-makers, we tripled our revenue for January. With the same amount of revenue workers, we are exceeding February by a long shot. So it is cool to see those shifts kind of play out.

**Joseph:** One of the really fun lighthouses that we go after is, what if we could get twice as much done in half the time with increased satisfaction. And so if that's the game we're playing, sometimes the way that that happens for – we've worked with a lot of wealth managers, estate planners, and so we've seen some of the similar, some of these patterns. And one way of doing that is let's increase the streams, like the number of streams. And that can be a great strategy. One is how do we actually widen the existing streams? How do we clear up the noise where we've got some integrity gaps, or we're not getting feedback, or we've got too many obstructions in the stream, let's get that out of here. How do we go after – you know, how do we play a bigger game or take bigger risks that might widen an existing stream? And so sometimes there's a lot – in fact, I would say most of the time, in our experience, there's a lot more resource available with what you already have. And it does take some courage and some discernment, creativity to unlock that. But Jeff, I know I speak for CJ, I want to acknowledge you and Althaus for taking some of those incredibly big risks to triple your revenue already in the month of January; you receive that?

**Althaus:** I do receive it, thank you.

**Barkley:** Meanwhile, it seems like you're having a better year than ever with your ex-wife, wife.

**Althaus:** My ex-wife, wife and I are doing great.

**Barkley:** Spectacular. So as you look forward to the next, you know, maybe the next point on the horizon or next lighthouse, that we want to sail toward, what are some things that – even if it's, if you wouldn't mind sharing, if it's in kind of draft phase, you're like I kind of envision a day where this is what we're creating and this is what we're experiencing; what do you see ahead of you?

**Althaus:** We've decided that our vision and mission and changing the face of law and changing the entire industry is by spreading our culture. And just how we do the things that we do to impact not only ourselves but clients, the community, and everyone around us. One of our team members said it the best, like happy people make people happy. And spreading that culture to everyone. So we do want to have five locations in Colorado. We've got two now, and I'm thinking about a third already. And then we want to spread to all of the states. Our theory is that as more people can experience the Althaus Law way, if you wanna say it that way, the more they will expect it from law firms that they work with who aren't us from other areas of law. And the more attorneys that learn about us and our culture and how much our team actually loves our job and loves working with people and loves helping people – if their firm doesn't start doing that they'll leave their firm and come start working with us. So eventually firms will either become us, or they'll go out of business because no one will want to work with them anymore if they – if they stay in the old ways of treating people like numbers, just wanting money, and not really caring about anything else. It's the rough draft of trying to change the whole world.

**Barkley:** Yeah, I'm curious, if you're going to expand beyond Colorado, is Iowa next?

**Althaus:** I would love for Iowa to be next. Probably not Minnesota, still too cold.

**Barkley:** Still too cold.

**Althaus:** But –

**Barkley:** Probably one of your colleagues will plant in, on Minnesota.

**Althaus:** Yeah, go for it.

**Barkley:** They need it too, even in the Great White North, they need it.

**Althaus:** The Great White North, yep.

**Martindale:** They need it more than anyone else, if anything.

**Barkley:** Jeff, there – every time we post these conversations there are people who are considering whether or not they would partner with a coach for themselves or their team. And we would be the first to say not every person, and frankly, not every season of a person's life is primed for partnering with a coach. But, if someone is considering it right now, Jeff, what are

some of the things you might encourage them to consider or think about if they are sizing up whether or not partnering with a coach is a good idea right now or not for them.

**Althaus:** Well, I think the first thing people think about is budget all the time. That's always a consideration, so talking to whoever coach they're thinking about what that's going to look like, I think that's an easy one to just knock off right off the bat. But I would encourage finding the budget for it because it – I mean, you can track it – it pays for itself. But I think another big consideration is what exactly are you looking to get out of this? Is this a project-based thing where you're looking for a consultant? Or are you actually looking for a coach? And to me, I think, even if you are looking for a consultant, you should start with coaching because that be who you wanna be first – vision mindset strategy – develop a vision first, work on your mindset first, and then get to the strategy. I think, a true coach can do all of those. But there are sometimes when you just have a very specific problem and you want a very specific answer and a consultant might be the best for that situation. You just kind of have to analyze that. I think that's a very, very important conversation to have with the coach that you're talking to.

Joseph: Yea, that's so helpful, Jeff. We love consultants. We hire them all the time. And there's a lot of different areas of life where a consultant is exactly what is needed. And I have noticed how, if I'm thinking about my scenario in the most resourceful way, I'm far more productive when I select a consultant. Like, I know the problem is most worth solving right now. So I think that's going to be a helpful clarification for people who are considering it.

CJ, I already acknowledged Jeff for some of the outcomes that he's created, but I wanna give you some space here at the end to acknowledge your client for what you're noticing, what you're seeing, the swings that he's taken; what's coming to mind for you?

**Martindale:** Yeah, the main thread to follow with Jeff and I, again, is that love piece. And what's awesome is as Jeff has leaned into becoming a different version of himself, he hasn't lost that love piece. Even though, at times, it might have seemed like it could have been easy to give up on that love piece to go, "we just care about the numbers, we're committed to a bigger number, let's drop the culture, drop the love piece, let's get into numbers, details, work harder, get less time with your family. Things like that. And Jeff has stood grounded in staying committed to love. And so, like I said at the beginning, the acknowledgement I have for him is I don't know many people who have as big a heart as him, who is a leader as well. And there have been so many, for himself, difficult conversations to discover about who he is. And it's not like CJ is the one doing that. Jeff has been the one courageous enough to show up to the sessions and lift the weight. And then discover a different way of being to be more productive, and more valuable and more loving and more resourceful. Rather than give it up to make a profit or whatever the other thing is.

**Barkley:** Uh-huh. That's meaningful. Jeff, do you receive that?

**Althaus:** I do, thanks, CJ.

**Martindale:** Of course.

**Barkley:** We also do have some people who are listening and may want to consult with you for the services that you provide. Where could we find you?

**Althaus:** AlthausLaw.com have fun spelling that last name! It's a very specific – attorneys are state-specific, so if you've got listings in Colorado, give us a call. 720.340.2783. But as we expand, hopefully, we'll be able to reach more people in more states. But the website is probably the easiest and quickest way to find us.

**Barkley:** Iowa, we're coming for you. You're next.

**Althaus:** Yeah, watch out Iowa, I'm coming back!

**Barkley:** Jeff, CJ, thanks for letting us peek behind the curtain into your coaching relationship. Thank you for the time that you've spent investing into people that you haven't even met yet by having this conversation on our show, we're really, really grateful for that.

**Althaus:** Thank you. Appreciate the time.

### **(Voice Over)**

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