

Yanik Silver: What I like to do is figure out how can we harness the entrepreneurial power and bandwidth and talent and resources and connections to then use that and apply it towards making a difference in the world.

(Intro Music)

Robert Glazer: Welcome to Elevate, a podcast about achievement, personal growth and pushing limits in leadership and life. I'm Robert Glazer, and I chat with world class performers who have committed to elevating their own life, pushing the limits of their capacity, and helping others do the same.

Lenox Powell: This episode was previously recorded and published on the Outperform Podcast

Robert Glazer: Our guest on this episode of Outperform is Yanik Silver. Yanik is the founder of Maverick1000, a global collective of some of the top entrepreneurs and industry innovators. In Maverick entrepreneurs assemble for breakthrough retreats for rejuvenated experiences and giving forward experiences. Yanik's lifetime goal is to connect visionary leaders and game-changers to catalyze innovative business models and new ideas for solving 100 of the world's most impactful issues by the year 2100. Welcome, Yanik. It's great to have you on Outperform.

Yanik Silver: Hey. Thanks, Bob. I appreciate it.

Robert Glazer: So I read that you grew up in an entrepreneurial family, actually one that emigrated to the U.S. from Russia. Can you talk a little bit about the role in your family business and some of the things you've learned from that experience?

Yanik Silver: Yeah. Absolutely. I mean, it's almost like a prototypical emigrant success story. We came over when I was about two and a half. My dad had about \$256 for our family. My mom, me and my dad and my grandfather came over, and the whole family didn't really have much use of the English language, and within about six months he ended up starting a medical equipment sales and service company, because he was moonlighting on the side at the hospital he worked at. They pretty quickly gave him an ultimatum that he had to stop doing it or they were going to fire him, and he decided he was gonna quit and start his own business. And like almost any family business you end up working in there, and no child labors, I'm sure, applied to me. Up until even age 14 I got more responsibility. I would cold-call telemarket for latex gloves, call my own clients. 16, the deal my dad gave me, basically was like, "Go Mr. Yanik. Go make some sales." And the deal was I got a car if I went out and cold-called. And so I got a very early experience in sales, and then marketing, and learned that cold-calling really sucked.

Robert Glazer: Although it seemed to be a very formative experience. This is not the first time I've heard that someone had to go door-to-door or cold-call and have that ... So everyone kinda says like, "I hated it but it was one of the best learning experiences they ever had."

Yanik Silver: Exactly. I mean, looking back I was annoyed because my friends were living at the beach for the Summer, and my dad's like, "No, Mr. Yanik, you work." But it gave me this amazing head start. And then even it turned me on to direct response marketing and copyrighting, because one of my clients gave me a Jay Abraham tape when I was about maybe 17 or 18, and I was like, "Wow, this is fascinating. I could actually write something and have doctors raise their hands and be interested, and I don't have to necessarily cold-call on them, and only talk to the ones who are interested." So it gave me a massive, massive head start. It was a formative skill that really helped.

Robert Glazer: My wife and I had a debate about this recently, because my 10-year-old son went to set up a lemonade stand, and there was no one on the street. So he took the lemonade door-to-door, and my wife was complete ... So he and his friends sold a lot of it, and she totally mortified that he was forcing it on them. I was like, "What? That's a tough thing to do when you're 10." I gave him a lot of credit for that. That's not easy to do.

Yanik Silver: I love it. Was that your idea or was that his?

Robert Glazer: No, that was his idea. He did that on his own. He has no-

Yanik Silver: Good for him.

Robert Glazer: She thinks that he's imposing. I think it's good character building. So-

Yanik Silver: It really is. I mean, for seven years I've run this family event where we teach kids about business, because I've really created it for my own kids, because they didn't have the same experience that I had growing up. And I wanted them to know what it felt like to go sell, and they actually had to go sell on the street. It was over July 4th sometimes, and over New Year's Eve. So they'd have these little trinkets and items that were related to the holiday, and they had to go up, and people are, even if it's a little eight-year-old kid they'll be like, "No, no." They're not gonna be that shy to say no and reject them, but when they get that first yes it's so powerful, and it also forces them to learn their cost of goods. It forces them to learn they gotta pay back Mr. Yanik. The lemonade stand is a great way of doing it, but anything, selling anything is such a core skill.

Robert Glazer: And you get used to the rejection, and you realize it's not the end of the world and you move on.

Yanik Silver: Right. And out of your comfort zone, and just approaching people, I mean, it's so powerful. And we make the kids do everything, right? We've had cops show up and they're like, "Do you have a permit to be selling here?" And we make the parents stay away, and the kids actually have to go negotiate with the police and talk to them and tell them what's going on, or negotiate their sales with the people who are buying. I mean, it's really cool. You can let them figure out stuff.

Robert Glazer: Wait. That's amazing. So that's all part of the staged lemonade stand event?

Yanik Silver: Well, no. Well, it's not a lemonade stand. They go out and go sell-

Robert Glazer: Well, I mean, it's an exercise. Yeah.

Yanik Silver: Yeah. Exactly. But yeah. Exactly. I mean, it's a multi-day kind of thing, and they're learning about business. We have ventures as families together. And, again, I kind of created, this is my pattern in a lot of things, I'll create things to scratch my own itch. And this was if I tell my kids something, my kids are now 13 and 11, if I tell something they're not necessarily gonna listen, but if I create a unique invented experience where there's other kids and other parents, and they're saying some of the same stuff, then they'll be intrigued and listen.

Robert Glazer: And did you videotape those interactions? That would be amazing to watch.

Yanik Silver: That would've been smart. Yeah. No, I don't we ever videotaped what happened. I have a few pictures of them making their first sales ever. I mean, it started when my daughter's like three, maybe four, and then my son was a little older. But they can only use their cuteness for so long, and then they actually have to have sales skills.

Robert Glazer: You have any of those nine-year-olds offer the guy a bribe?

Yanik Silver: The police?

Robert Glazer: I don't know what they said to them, but they got out of there.

Yanik Silver: So from researching your background a bit it seems like you've been able to avoid a traditional desk job almost your entire career. Did you always know you wanted to be an entrepreneur, and how did you avoid never ever having a real job?

Robert Glazer: I think it's funny, the framework about avoiding a real job. Yeah. I mean, it's actually the first time I've thought about this in a while, but I got mad at my dad once. I was working with him. I was probably 16, I think, or 17, and I'm like, "Fine, I'm gonna go get a 'real job.'" And I went to work at TCBY, the country's best yogurt, the frozen yogurt place. And so I was on the night shift in high school, and I had to break down all the yogurt machines. And I thought cold-calling sucked. That totally sucked as well. And pretty quickly sorta crawled my way back to my dad and said, "No, I'd like to continue selling and come back." And so he welcomed me back in there. But that's, I think, my only real job if I come to think of it.

Yanik Silver: So cold-calling was better than frozen yogurt?

Robert Glazer: Yeah. Exactly. And I love entrepreneurship. I mean, my whole world, I think, today is I call it catalyzing the catalysts and the people that have the leverage, and interesting platforms and reach, and how do we bring them together to do something more. And to me entrepreneurship is just this amazing opportunity that so many of us have, or can have or wanna have, but it allows us to use our business in a way that can be almost like artwork. Like the business becomes like the canvas that you can paint whatever you want on it. So you get to decide how much do I wanna work? Who do I wanna serve? What do I wanna do? And I don't know too many places that you have that much freedom.

Yanik Silver: And so how did that experience lead you to end up starting Maverick?

Robert Glazer: So the experience with my dad's business, got really good at direct response marketing. I helped grow that from the little regional player to more of the national player by using these ads. And my dad would look at it and he's like, "Nobodies gonna read all this." And by the way I only have one accent. It's a Russian accent. That's it. You ask me to do a Jamaican accent or Irish accent it all pretty much comes back to a Russian accent. So that actually worked where we're getting people to buy EKG machines and fetal dopplers and all these things that were pretty high-tech pieces of equipment just through these ads.

Robert Glazer: So at first I thought I was gonna just take that over, and then this was when the internet was first starting to really come together, maybe about '99. And I'm like, "Oh, this is interesting." I see people selling stuff. They have sales letters basically up online, and they're selling digital products. I'm like, "This is fascinating to me. Maybe I can do something like that." And I had been working on the side, helping a few other clients, some other doctors, other clients who had other products and services. And I created these sales letters, and I started this first website called Instant Sales Letters, and they're little fill in the blank sales letter templates. And I thought I was late to the internet. So this was in 2000. I had no idea how to put up a website, still didn't.

Robert Glazer: And that became the first foray, and then about, I don't know, 10 years later, at this point I've already had a lot of people ask me how I did it, which turned into me teaching them. But I just really asked the question am I happy? Would I be happy 10 years from now doing what I'm going now? And on the outside looking in had all those sorta indicators that you would look at for success. A lot of revenue from the businesses, great reputation, accolades, the business was thriving. But I just wasn't totally happy. It was good, even really good, but it wasn't the ultimate sort of expression. And that kind of forced me down this path of, okay, what would that really look like?

Yanik Silver: Tell me about the first event.

Robert Glazer: So the very first event, we get on like scratching my own itch essentially around what would I want, and so I've been part of other CEO groups and entrepreneur groups, but I never found anything that really combined ways for others who have a lot of passion to do big things in the world, but also cared about the

world in some way that they want to make an impact, and they enjoy having fun. Like they didn't take themselves too seriously. So I created a first event, which is a Baja dune buggy racing event in 2008, and I had no idea who would come, who would show up. And that worked really well, aside from the fact that we lost about \$40,000 on it. And my wife's like, "Okay."

Robert Glazer: And so the other company, the publishing company was paying for this. And so the original company I built with maybe \$1,800 to start out of a one-bedroom apartment, and a small kinda three, \$4 million company, but spry profits, because it was selling mostly digital information and content. This one was a whole different animal. But there was something there. And I kept trying to figure out what it was. And about \$400,000 in my wife said, "So what the heck are you doing?" And I'm like, "I don't know." And it was really, really tough decision, because before that almost everything that I tried had worked so well, and this one I had cared so much about and had so much passion around was just faltering. In some way the same playbook didn't work, and it really forced me to think about my why, and my why wasn't to build an adventure travel company. It was, now what our mission is is change the way business is played. And it really got me to reevaluate, "Okay, what am I doing. Do I wanna continue doing this, or should I just go back into the digital marketing space and do what I know how to do?"

Yanik Silver: So you've had some incredible guests over the years, from Richard Branson, Tim Ferriss, Tony Hsieh. How did you connect to them, get them interested? How did it evolve from the initial event to what it's become in 11 years?

Robert Glazer: So when I really forced myself to look at that why, the essence has remained the same, right? It's always been about growing yourself, growing your business, making a difference in the world and having some fun. And that appeals to that same caliber of person that you mentioned. But where we really made the change was when I decided it's not just an adventure travel company. We renamed it Maverick1000, this idea of 1,000 suns who can each light another 1,000 suns, and what would that look like, and really make it much more of a collective, and to work on some big global issues. And when we made that intentional choice and what that looked like, these relationships really started coming together.

Robert Glazer: So for instance, for Branson, we're going on 10 years now, going to his island and partnering with Virgin United, which is his charity arm, to help really do that same thing. They think about business, like how do you use business to make a difference in the world? How do you make business good for everybody? And so when there's that authentic alignment the relationships really happen from there. And again, it's gotta be a win-win-win across the board for everyone. There's gotta be something in it for that person for that icon, and for them there's lots of different drivers. Sometimes it's a charity piece. Sometimes it's a key relationship of a ... Someone might know them, or I've been fortunate to get to know quite a few different people over the last, I don't know, 20 years or so that are in that sphere, like Tony and Chip Conley, and so forth. And then also it

starts building from there, because once you do an event with someone, or an experience, then you can point to them and say, "We've had them as part of our program, and this is what we did and this is what happened."

Robert Glazer: But I like to go beyond, hopefully, a typical keynote, like the last interview I did with Richard. We had him in a mermaid outfit, and it was all to celebrate ocean impact and this global goal number 14, which is life below water. And what I like to do is figure out how can we harness the entrepreneurial power and bandwidth and talent and resources and connections to then use that and apply it towards making a difference in the world. And so we love putting on these brainstorming events and things like that. And so I think he sees that authentic part of the playfulness, the mischief, the mayhem that we put on, but also the seriousness of what's gonna make a difference in the world, and then actually seeing things occur. One of our last project was we sunk an old World War II ship in the Caribbean and B.V.I., that he proposed to us, and then we brainstormed how to make it even better. We added this gigantic kraken on top of it, like a octopus on top of this old War War II ship, turn it into an artificial reef and sink it. I mean, those kind of things are really engaging for someone like that.

Yanik Silver: So they like big stuff. This is about big thinking, right?

Robert Glazer: Yeah. It's big thinking, but then also to me it's the genuine alignment, and you can't fake that.

Yanik Silver: Right.

Robert Glazer: You can't fake that you care about making a difference on this planet. You can't fake the other pieces, and there's certain icons or business celebrities that we propose as a team to bring into different things, but they don't fit also with our ethos, and they don't have that same vibe and the same values. So we wouldn't do anything with them. And so I think it's gotta be alignment on both sides.

Yanik Silver: So you're known for setting pretty big goals in a bunch of areas. I mean, I guess we can dig into different facets of this, but I know on your site you talk about your lifetime goals. Can you share a little more about that and how you came up with it, and kinda dive into maybe one of those?

Robert Glazer: Yeah. I mean, so this all came out of this idea of, okay, this is not an adventure travel company that I truly care about. Then what is it that I'm building and that we're building here in this whole idea of changing the way business is played? And I look at the global impact, all these issues going on in the world, I look at that as the soil, and within that soil we can plant these seeds, and the seeds are the evolved enterprise framework, which is really this framework that I came up with by meeting all these different co-conspirators and colleagues and different icons, who had pieces of this puzzle of how business can be the greatest leverage in the world to make a difference.

Robert Glazer: And those are seeds are planted, basically a new way of doing business. And then this idea of Maverick1000, these suns, are the ones who nourish these seeds, and out of these seeds come these blooms, and the blooms are these ideas that can help change the world. And so it's this very interconnected eco-verse, and I've kinda set up an intentionally really big goal that I don't even know exactly how we're gonna measure it, what it's gonna look like. But to me I'm more concerned about the essence of it than I am about measuring exactly if we've hit goal number 18 on this list of 100. And I don't even have the full list of 100. I think it's gonna come throughout my lifetime and show up. So again, for me it's more about the essence of how do we use business to make that difference, and it truly has the greatest leverage I think.

Yanik Silver: I have a relevant timely question about this. So this article comes out last week from all these scientists talking about global warming, and we have about 10 years to fix this or we're gonna face sort of irreparable harm, and one of the problems, this dovetails into what you're doing, is we have some real serious challenges in the world to deal with. Now, whether people agree of the source of that warming, there's some realities that we're gonna have to face, and I think everyone would agree on that. But we have some of the brightest and smartest entrepreneurs in the world because of the economic system focused on new social media systems and dating. And when some of the brightest are not solving our biggest problems is this something that you're thinking in your organization? I thought about this a lot recently in terms of particularly that. I'm like, "Wait. We got 10 years to figure this out." Some venture capitalist saying, "Hey, there's probably some money to be made in this."

Robert Glazer: Right. Well, I love Peter Diamandis will talk about that the greatest problems are our greatest opportunities. And I believe, he's the author of Abundance and created the X Prize and so forth, and I believe wholeheartedly in that case that it's gotta be an economic incentive in some way and it's gotta be a win. And I see this massive tide shifting, and it's exciting because consumer buying behavior is changing, and consumers are much more willing and want to buy from companies that have a greater purpose and impact in what they do. And they're willing to either pay the same and switch brands, or even pay more in some cases. And that's from the outside in.

Robert Glazer: And then the inside out are team members. Everyone's wired this way, but they wanna be part of something bigger, especially millennials, which are the biggest group that's coming up next as team members, and they wanna be part of something more. So I see this shifting, and this idea of how do we put the brightest minds to work on it. I don't know for sure. I think it's something that I call a cosmic alarm clock that goes off, and it goes off for people in different minds. I see it a lot with entrepreneurs who've reached a certain threshold of success, and they kinda think about, "Okay, now what?" I call them stage three entrepreneurs.

Robert Glazer: And my friend was giving me a hard time that that sounds like a cancer. I'm like, "Well, I don't know." And I didn't think about that before. I'm like, "Well, maybe

because stage one is you build the parachute on the way out," right? You jump out of the airplane and you're like, "Oh, I'm sure I can make this work." And then stage two is like, "Oh, I figured out some stuff and it's actually working," and you're getting the accolades, and things are happening. And then stage three is, "Okay, now what?" To me that's that cosmic alarm clock moment where we can either hit snooze, or we can wake up to what is our greatest potential and what's our greatest work where all our talents and our skills and our resources now become the new sort of floor for what's next.

Robert Glazer: And it's a really exciting time, and I think the world is waiting for that to happen, and the world needs it now more than ever. So there had been ... I'm friends with a guy named Tom Chi, who came from Google X. He helped create the Google Glass, and he's left Google X, and now alls he cares about is, "Okay, how do I use this rapid prototyping skills," that he helped develop, to solve some biggest issues. And what he identified was coral reefs were the part that couldn't be changed and couldn't be salvaged if it went too far. So now he's focusing all his time on that. And also reforestation and so forth.

Robert Glazer: And I don't know if there's a way to compel people into it aside from building the next Tinder or something like that. But I think that economic incentives need to change in same way, and big companies, they're not stupid. They're seeing these, I guess, they look at it as trends, but it's really much more than a trend, about consumer buying behavior changing, and to be associated with something more is what's happening. But it's gonna take a lot of us thinking about, "Okay, how do we really show up?"

Robert Glazer: And the ocean has been our big impact focus for the year. And what I get really excited about, we have a Maverick member who has great reach in the photography space, and then he uses those relationships in the photography space to then get verbal commitments from others in there who have even more tremendous reach, and they're gonna be creating something that is gonna help impact this big goal that we have of 30%, not that we have, sorry, that our partners have, of 30% of the ocean protected by the year 2030. And they're positioned in a way, and I'll be slightly vague because we haven't released it, but they're positioned in a way that it becomes a win-win-win for everyone, for the supplier, for actually the distributor for this, and of course for the environment. And I think that's what has to happen. It has to be ... It can't be guilt-driven. It can't be from corporate social responsibility-drive piece. It has to be incentivized and something that people are extremely excited about.

Yanik Silver: All right. And then I saw something this week around related to the ocean where this bottle collector was starting. And I also read some guy, I think it was maybe in Norway, some billionaire, was using his entire basically wealth to build some ship to collect bottles out of the ocean. At the rate it's piling up it's not going so well.

Robert Glazer: No. And the ocean, as I've gotten deeper and deeper into the ocean subject, it's huge, huge piece of our world. It's-

Yanik Silver: Oxygen.

Robert Glazer: Basically yes. Responsible for every other breath essentially. And there's all these different issues facing the oceans. So not just plastics, which are becoming a much bigger sort of public awareness. The whole straw campaign was great, and that got bigger. But that's such a tiny, tiny minuscule piece of what's going on there. And then even this plastic bottle collection, the plastic collection piece, that's only what's on the surface, which is still huge. But what the real issue, or one of the real issues, are these microplastics. So these plastics break down to microplastics that the fish eat and the coral eat, and that's what's really, really creating a huge environmental issue with the ocean. And then you add in overfishing, you add in increased temperature and over-acidification of the ocean. I mean, it's scary.

Yanik Silver: Well, I think we talked about big problems. So I'd love to hear some more about the 100 most important issues that you wanna help solve by 2100. It sounds like we gotta solve some of these things for us to be here by 2100.

Robert Glazer: Yeah. It could be. I mean, to me, and again, my role, I look at my role as catalyzing the catalysts, right? To me I'm not the mastermind behind how are we gonna solve all these 100 issues. I can just see different dots that be connected, and I can see different resources that can be connected. And I love working on business ideas and models that have these multiple facets of impact. And that's where I get really excited. And whether it's smaller issues that are country-specific, or they're global things like the ocean, or bees to me are another big one, the declining bee population. The pollinators are huge. And again, it's one of those things that it's like this impending massive potential catastrophe that we have the power to do something with, and if we don't do something with it how do we look future generations in the eye essentially and say, "Well, we weren't totally sure if it had an impending possibility or not, but you know what? We figured it was just a bet that we could afford to lose, and sorry."

Yanik Silver: There are a lot of people who chase ... There's a lot of dreamers that chase big ideas. What's the different between people or the systems that you're created, between solving big problems and talking about these big things but never getting action? I think there's people who think big and get it done, and then there's people who always have ideas, and then seem to have ideas, and can't get it done. I mean, you've worked with some incredible people. What have you picked up in terms of some of the things that they have in common in that area?

Robert Glazer: That's a great question. And sometimes it's hard to know the difference, and sometimes it's out of your control what happens. I mean, I look at it as there's almost a certain flow of energy to projects and things that happen, and sometimes if it becomes too difficult it's just not meant to be. It's not worth the hassle when I take that same issue and look at it from a different point of view in another kinda solution. You can't just forcibly sort of will your way through a potential project. I don't think that necessarily works. There's always this give

and take and the check in between is this actually worth the squeeze kinda phrase, right? Everything what we're doing is at worth, and of course if you're working with a bigger issue then you do have a bigger reason why.

Robert Glazer: And I love Viktor Frankl, who wrote Man's Search for Meaning. In there he quotes Nietzsche, and he talks about that basically you can survive any kind of how if you have a big enough why, and if you give people that big enough why, then they are willing to do things that they wouldn't do otherwise, and be willing "suffer" through some of that. But in the practicality of getting a project done sometimes it doesn't come through. But the real issue stays there, and then again, you can tackle it from a different spot.

Robert Glazer: So I've learned from, let's say, someone like Branson, when I watch big projects that he's involved in. He gets excited by it, and then he's gonna pass it off to his team. He'll be the first to admit that he has incredibly smart people around him who are better than him at executing and getting things done, and he will work on what he's really good at, which is being sort of that igniter and the instigator, and then let them go do it, and then depending on what happens, then he'll continue to promote it and be the sort of mouthpiece for the project once it's ready to get a bigger audience.

Yanik Silver: So you think it's about breaking it into practical steps, or is it more is it more of a Jim Collins [inaudible 00:26:28] problem, and you find the person, and you let the person tell you what needs to be done?

Robert Glazer: I think each one probably has a separate way of going at it. Just from my thinking, the way I always look at things is my overlay is who's sort of the leveraged hub that already it has that distribution or has that voice or platform already, and how do we piggyback on that? So who's got the database or the distribution or the mailing list or the reach already into that spot that we wanna go into, and then how do we engage them. Because that to me is you're kinda halfway home, right? So this ocean project with the photography space, we have a company that has a reach of 100 million families. So it's like if we can get them to say, "Yeah, this is what we wanna do, and this is the big thing we wanna be a part of," then things start to get a little easier.

Yanik Silver: Totally. Well, it's fascinating. I mean, you don't play anything small, and you also have your ultimate big life list. Tell me about a few things that are on that.

Robert Glazer: So it's interesting. The life list came, I don't know, maybe 10 years ago or so, this whole idea of, okay, what do you wanna do? Before you die, what do wanna experience? Who do you wanna meet? What do you wanna accomplish? What do you wanna see? kind of thing. And it's an interesting list where I don't know if I've matured maybe, or I don't know, but it's become less important for me, but it was a driving force earlier, I don't know, 10, 15 years ago maybe. But it was really interesting just some of the lessons that came out of it.

Robert Glazer: So for instance one of the things on the list originally was be a semi-pro beach volleyball player. You and I are doing this interview over the computer, so you can't see how tall I am, but I can tell you I'm not the height of a professional beach volleyball player. I'm 5'8 on my driver's license. That's why I wrote be a semi-pro beach volleyball player, because I thought, "Well, I don't know if I can actually do that, and if I'm gonna put in all the work that's required for it," and so forth. And a couple years back my buddy, who's actually a pro beach volleyball player, he was on the tour, this is during the days of AOL IM, he was IM'ing me. And he's like, "Hey." It was more like just kinda bitching. He was like, "Ah, man. My partner just bailed on me." And I'm like, "Ah, sorry to hear that. You need a 5'8 partner." And he's like, "Yeah, I'll get back to you." So there's a day before the cutoff for this last tournament, and I'm sure I was, who knows how far down the list, but he's like, "All right. Fine. You're in." And so literally I got to play in a professional beach volleyball tournament with him, and so because I technically played in a pro beach volleyball tournament with him I got to be technically called a professional beach volleyball player.

Robert Glazer: So it kinda changed my idea of what could be on that list, and it really helped me say, "Okay, well, it's just a list. Who cares. I can just add more things to it regardless if they happen or not." And I do think there is a magic that happens when you put that intention out there and you write it down. And again, it's a piece of paper. Who cares really. But also when you start telling people about it then they get excited, and wanna help you and wanna help you do some of these interesting things.

Robert Glazer: And I think some of them maybe came from an ego point of view. Like climb Mount Everest, those ones on the list. And I don't think that's on the list necessarily anymore. I knew the risks and the dangers then, but even more so now just really feeling into them, and that was more of like an ego-related, I think, checkbox. But there are things that I still would love to do, and they're now more wholehearted I think. So one of them is to actually help and entire country develop an entrepreneurial ecosystem. That to me would be incredible.

Yanik Silver: And have you started that?

Robert Glazer: No. But now that I put it out there publicly on your show we'll get it going. Someone will reach out from this and say that, "We have a country."

Yanik Silver: Right. There's a small country that will call you.

Robert Glazer: Yeah. But you know what? It's fascinating. Now that I'm actually thinking about it, my buddy who I just saw in New York who's a Maverick alum, he's working with the entire country of Estonia to redevelop their educational system, and that's what he cares about. So I'm gonna reach back out to him and say, "Hey, where could we help here?" Because we're always, I think, within one degree connection of someone that is doing something really exciting, and they could be helped most likely be someone else that you know or you're connected to.

Yanik Silver: Yeah. I've had this debate with the people in my company around sort of big goals and vision boards and all this stuff. How much of a putting it out there is the universe versus you just keep talking about it and keep thinking about it, and you connect with someone who's connected to it. And as best as I can see it's some combination of both.

Robert Glazer: Yeah. I think there's definitely an energy that happens when you have that intention, and to me I think it has to be aligned with what you're about. So for instance on my life list originally was have lunch with Richard Branson, right? I checked that box, right? That happened. But if I only had that happen these other pieces would never have occurred. To me I love, I don't know if you've ever read Michael Singer's book Surrender Experiment, or Untethered Soul.

Yanik Silver: Untethered Soul, actually. I just listened to it on audiobook.

Robert Glazer: Yeah. So that's really good. Check out Surrender Experiment. It's got even more business-related stuff, because he actually became CEO of WebMD, a pretty big company from kinda in the woods of Florida. And he talks about this idea of that the universe has even more in store for you than you can imagine. And I really love that because, again, if I'd just got my lunch with Richard that would've been great. It would've been the pick of it. But there is so much more that has happened, that because I think our paths are aligned in these different ways, and now I've even served on the board of his charity for his Constellation board, where that wasn't even in my realm of thinking.

Yanik Silver: And when you put stuff out there the connections happen. All kinds of things. I've seen this over and over again, and I think it's something ... If you want something put it out there. Tell people you want it, and that starts down the path to getting there.

Robert Glazer: But then also really think about why do you want it? Is it gonna make me look good on social media kinda I want it thing? Or is it a deep, deep soul-level, this is what I was almost designed to do, or this is what is really in alignment with my head, which is my business side, my marketing side, in my heart, my impact side, and then even my highest purpose, aligning all of that together? And I think there's a level of discretion and discernment that comes from getting to know yourself more and more, and my buddies and I, we've had this discussion before, I think, even just recently about does the ego goal, does that create the desire in order for you to do what you need to do, and then you realize that that's not the big goal. And I didn't have a good answer for that. Does the world like to watch, or the sports car become the-? Do you need that as a driver?

Yanik Silver: Well, you need to know why you want it. I just finished my second book, and it was talking about this topic and example around goals, which was let's say you want a beach house. Do you want the beach house because that's an actualization of success for you, and you understand that, or do you want the beach house because it's about getting all your family together? Well, if your family doesn't like the beach, and you did it thinking it was because of your

family, then you're gonna have this house and not be so happy with it. So, right. It's really important to understand not just the goal but the why of the goal.

Robert Glazer: Yeah. Do you have anything on your sorta life list, or anything that's intriguing for you that you've been kicking around?

Yanik Silver: Yeah. I mean, it's different forms of making an impact, and trying to make a bigger impact. So Tim Ferriss, he's on my list for a while. I'd like to meet him. He's been a virtual mentor for me over the years. And just connecting to other people who are doing things that are interesting and amazing. So I'm good on the sorta 10-year. I'm working on sorta more of the visibility on the 5-year now. But I've had a really ... The last couple years the couple of things I wanted to do or people I wanted to meet, it's all happened in strange ways. So I'm all up for doubling down on that strategy.

Robert Glazer: [inaudible 00:34:44]. Yeah.

Yanik Silver: All right. Last question for you. So when you swing big you make a lot of mistakes, and I always like to learn from people. What's the mistake you've made in your life that you've learned the most from?

Robert Glazer: I'll tell you what it is. It's not giving 100%. And I look back and that was a pattern through college. I remember going out, getting drunk the night before a big test, and coming in 8 a.m., 9 a.m., borrowing a pencil, being the last in, being the first out, and getting a solid B- or something. And that sort of just cruising through, never putting a full 100% in, because then I had an excuse of things that, "Well, yeah. Of course I didn't get an A, because I got drunk the night before a test," or whatever.

Robert Glazer: And that sorta continued through my entrepreneurial journey. I wasn't creating value for people that bought from me. One of my core values is I get rich by enriching others 10x, 100x what they're paying in return, but it wasn't putting my full heart and could into it, because then I'd be out of the excuse of didn't work. And there's a really interesting book called The Great Work of Your Life, this guy named Stephen Cope, and he studied the Bhagavad Gita, one of our greatest spiritual texts, and in there one of the core concepts ... So he looked at all these people that when they found their Dharma and alignment, how they really just turbocharged what they were doing. People from the Harriet Tubmans of the world to Susan B. Anthony to the Mandelas and so forth. But how they got all that into alignment, and one the principles was this idea from the Bhagavad Gita about that you're not entitled to the fruits of your labor, just essentially your labor. So you're only entitled to putting your full heart and soul into something, and that's the reward in and of itself.

Robert Glazer: And as entrepreneurs it's hard to separate out our attachment to results from what we put into it. And so that's been something that I continue working on, which is how do you put your full heart and could into it. And for me the

Evolved Enterprise book was a manifestation of that, where my wife asked me, "Hey, how many copies of this thing do you wanna sell in order to feel successful about it?" And I'm like, "Honestly, zero." I felt like I put my full self into it and that was a great feeling.

Yanik Silver: All right. Well, Yanik, thanks so much for joining us to talk about what you and your team are doing at Maverick, Evolved Enterprises and helping businesses and entrepreneurs make a greater impact across the world.

Robert Glazer: Thank, Bob. Appreciate it.

Yanik Silver: All right. To our listeners, we'll include links to Yanik's site and events, and other helpful resources from the show notes. Thanks for listening. Until next time keep outperforming.