

Garrett Gunderson: Family legacy is something, I believe, that you live and leave. I think for too many people, legacy is about something that they leave behind at the sacrifice of enjoying life. How many business owners have you met, because I've met so many, that they say stuff like that they're doing things for the family, but the family's just saying, "We'd just like to spend more time with them. We'd like to have them present when they're actually here"?

(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: We'll start with today's quote, which is, "It's up to us to live the legacy that was left for us and to leave a legacy that is worthy of our children and future generations." That was said by Christine Gregoire.

Our guest today, Garrett Gunderson, is the founder of Wealth Factory, a company that provides personal financial education, guidance, and family legacy programs for entrepreneurs, professionals, and small business owners. He's also the New York Times best-selling author of *Killing Sacred Cows: Overcoming the Financial Myths That Are Destroying Your Prosperity*. Garrett, it's great to have you join us today, and I'm really excited to talk with you about building family legacies and some of the interesting work that you're doing.

Garrett Gunderson: Good to be here. Now, I've called you by three different names. Robert, Bob, and I actually said to someone you referred me to, I called you Bobby, and he goes, "Does he let you call him that?" I'm like, "I don't know. I just felt like I would say that right now."

Robert Glazer: All of those are okay. Anything but Rob works.

Garrett Gunderson: I like Bobby. I'm going with Bobby, man.

Robert Glazer: You can do it. It's your party.

Garrett Gunderson: Okay, great.

Robert Glazer: From my experience, either good, bad, or indifferent, it seems that a lot of our financial values are rooted in our upbringing. Can you share a little bit about your upbringing, how that influenced your values about money and being an entrepreneur?

Garrett Gunderson: Definitely. My grandfather was the only one I knew that was somewhat an entrepreneur in my family, because my great-grandfather actually left San Giovanni, Italy, in 1913, and then he left there because he couldn't make ends meet. He really literally couldn't put food on the table, came to United States all the way over to Utah to a really small place in central Utah called Sunnyside, Utah, where he was a goat herder for a while, and then eventually became a coal miner. Then my grandfathers were coal miners, and then my dad was a coal miner, so I definitely got work ethic. That was something that was handed down to me, and my grandfather was actually a little bit entrepreneurial, because he did two things. One, he repaired TVs and sold Zenith TVs. Remember those huge things that looked like-

Robert Glazer: Yeah.

Garrett Gunderson: ... a piece of furniture for the house? Right? Then he also played the accordion, which is a little bit too clichéd for an Italian to be playing the accordion, but ultimately, they went and played in weddings and everything, and this guy was so admired in this community from people giving him baked goods, and enchiladas, and you name it, and to him winning community awards, because he just knew everyone. I loved that about him, and I got to kind of venture out there with him and go on some of his TV calls. That kind of brought the entrepreneurial piece, but on the other side, I think that what was really handed down to me was a saver's-type mentality, because it was all about just squirreling up enough money to make ends meet, to make sure that you'd be okay. You never knew when the next mine strike was, so there was a ton of scarcity that came with that.

Robert Glazer: When was your first entrepreneurial endeavor? Was it early, or did you pursue the corporate path first?

Garrett Gunderson: Entrepreneurial all the way. My first official one was when I was 15 years old. My dad, being a coal miner, brought home the surface vehicles when the bosses were in town. I'd help him clean them. Then my mom worked for a credit union where they'd repossess vehicles. I went and talked to the president there, and I used to clean those so they could resell them, and I launched my first official business that wasn't like babysitting and lawn mowing called Garrett Gunderson's Car Care. Definitely very innovative with the names back in those days at 15.

Robert Glazer: At 15. Did you go to college?

Garrett Gunderson: I did go to college. I actually still operated that business a little bit during college, and I started my financial services career when I was a sophomore in college as well, so I was really good at talking to the professors and have them put tests in the testing center, just taking the final and getting my grade based upon what the final was, and navigating the system of like taking on more hours than I could actually handle, then auditing a few courses, dropping a few courses to maintain my 3.5 so I could keep my scholarship, but I did graduate,

barely, simply because I was making good money and running my business, and so college, my senior year, felt like it was getting in the way more than helping.

Robert Glazer: 3.5's pretty good for an entrepreneur.

Garrett Gunderson: Hey, I had this Italian mom that if you didn't get the grades, you were getting beat, man. I mean, there was no two ways about it. You got good grades, and there was no choice in the manner, so I developed really good habits based upon fear.

Robert Glazer: I'd love for you to bridge these two concepts for me. I hear one group of people saying, "I love Garrett. I work with Garrett," and then other people are like, "I don't understand what Garrett does." I know you're focused on financial education, not advising or planning. I think you've helped created a new category. I'd love to help explain kind of what that is, what the difference is, and how you actually work with entrepreneurs.

Garrett Gunderson: The people that are confused about what we do, it comes from a few things. One, we're not a done-for-you service, so we don't manage money. We're not saying, "Hand your money over, and we'll build the retirement plans for you." We're more emphasizing for the entrepreneur what I would call a virtual family office. When I was 22 years old, I was shadowing this guy in New York who was working with people on Wall Street as their financial planner, and he would go into a family office that was representing that individual that was highly affluent, and I was like, "This is amazing. You've got attorneys, and accountants, and investment advisors, and risk management people all around the table doing due diligence, analyzing everything, working together."

Garrett Gunderson: At 22 years old, I naively said, "I'm going to build that for the entrepreneur that isn't as high-net-worth but is growing their business, and a lot of the wealth is within that business, and help them improve." One of the major things that were going on in those family offices were improving cash flow by saving tax, preserving wealth with the proper asset protection and estate planning, so I built a comprehensive financial services firm with a virtual family office, meaning we can work in all 50 states. You write us a check, we're not going to manage the money. We're going to help you boost your cash flow, get your entire financial house in order, get a second opinion on every single thing that you do, with an emphasis of, "How do we put more money into your life and build a legacy that will last, and think how to pass on non-monetary assets for generations to come?"

Robert Glazer: You work with financial advisors and probably lawyer ... You act as the kind of quarterback?

Garrett Gunderson: We are the quarterback. We're the financial quarterback, and we're helping them build the plan, navigate the plan, analyze the plan, and implement the plan. If someone has a good financial person, we're just getting a checkup form

and going, "Yup, they're great." We communicate with them. If they're missing that person, we actually bring that individual in to implement, or if something's broken, we bring in the individual to fix it, and we build that team out of accountants, and attorneys, and everyone for the individual.

Robert Glazer: Got it, so that's pragmatically what you do. I know one of your big passions, though, where you spend a lot of time, is helping people and families think about legacy and their legacies. One of the families that I think you've studied a lot is the Rockefellers. We'll include this in our show note, but you have a free book on your website titled *What Would the Rockefellers Do?* I'd love to hear you talk a little bit about what they did, how they ran their business, and how they focused on their legacy, and maybe, and the different than the Vanderbilts, which is another family that's often talked about.

Garrett Gunderson: Yeah, and I'm going to give like the additional insight that I've gathered even since the book, because the Vanderbilts did have more money than pretty much any family at the time that they were at their peak. They had more money than the U.S. Treasury, so they had global money, essentially, and they found a way to squander that fortune. Really, within 54 years you saw the first real decimation of it, because that's when the first Vanderbilt heir died broke. They became entitled, wealthy socialites that it wasn't about value creation anymore, other than Cornelius' first son, who actually doubled the estate nine years before he died. The rest of the family became the biggest purchasers of Manhattan mansions that have been torn down, or the Breakers in Rhode Island that's not owned by the Vanderbilt family, or the Biltmore Estate in the Carolinas that's not owned by them anymore. I mean, they just learned how to spend money.

Garrett Gunderson: They didn't have certain core components to keep that glue together and to invest back into each generation. It just became about spending, where the Rockefellers are on their sixth generation of passing on wealth. They donated \$50 million to charity last year just from the interest that was coming off of the estate, and they have 153 families benefiting from that trust, but not in an entitled way. We're talking about senators, bank presidents, and a lot of things that way, so yeah, there's a lot of information that you can kind of dive into, good, bad, and different, even ugly, within the Rockefeller family, but the fact that they've moved it for six generations, they've broken that curse of shirtsleeves to shirtsleeves, and they did very strategic things to do just that. As a matter of fact, the whole family office concept is one of the three main core tenets that they have to preserve, protect, and perpetuate that wealth.

Robert Glazer: What were the other two?

Garrett Gunderson: Okay, so the other two are the family retreat structure. The family retreat structure is, think about everything that businesses do that make a business great, like a business that's crystal clear on their vision, a business that has their values outlined, identified, and that they're living by, a business that has operational structure and even manuals. If you do that for your family where

you have regular meetings, just like you have regular meetings in business, where you've got a family crest that represents who the family is and what they stand for, and there's those symbols that are behind that, that family mission statement that the family can start to learn, read, and be part of, the family values start to guide what they're doing. Then you're creating traditions, and rituals, and structure with those habits to really invest in the individuals. That is the core tenet, once again, of moving the non-monetary assets, which are the human beings that are actually alive and that are moving through this.

Garrett Gunderson: Then the third piece is the family constitution. The U.S. built a constitution that was 4,400 words long, and it transformed and revolutionized not only a country, but a world, because pretty much every country has a constitution now. Imagine, rather than just leaving behind the legalese to future generations, if you had this dynamic piece to your trust, which was your own words, as a statement of purpose, and said, "Here's the core philosophies of who we are. Here's the biggest lessons that we learned, and here's the signposts we want to leave behind in the future so that it can be, as times change, governed by principle, giving some freedom and flexibility to the heirs without having to learn every lesson the hard way, with having some of the ideas captured so that there's a certain contribution in that future of how they can operate and be super productive."

Garrett Gunderson: In the inside of that, you could have everything from a family bank that you borrow from the trust and pay the interest back so that now the trust is earning interest rather than a bank, or if a business is doing well, teaching the other heirs what you've learned and what you're doing, certain books that could be read, and that there's reports on that that go back to the board of trustees.

Garrett Gunderson: See, the board of trustees become the people that interpret that family constitution so that if something happens to me, that board of trustees, each one represents a characteristic that I plan on being and teaching future generations, but if something happens to me when I die early or when I die, having someone that represents who we are, because it's their abilities, so that that could be lessons for future generations, and then they look at that to kind of determine how the trust should be operating versus dividing, destroying, and distributing, which most trusts do that say, "Okay, when you're 30, you get a third. 35, you get a third. 40, you get a third."

Garrett Gunderson: Some people in their 30s, they haven't figured life out. There is no purpose. If money were just coming in, it would cripple them, because they wouldn't actually focus on their own purpose, their own processes, their own skillsets being developed, so it's really that family office, family retreat structure, and family constitution. When you bring that together, the core thing that holds all that together is the Rockefeller Method that I share in the book, which is a way that replenishes the trust and protects the trust from some of the financial structures that avoid some of the taxation, that helps replenish if an economy's down or inflation's higher than expected, or heirs make mistakes, which is going to happen, and it also protects it if there's divorce or premature death. There's

some additional kind of financial pieces, but I love that kind of the family legacy ring is what I call them, those first three.

Robert Glazer: There's about 12 different questions or trees that I want to take that. I guess the first is the statement. I don't think Rockefeller, I think people know about the Rockefellers, and Rockefeller's a wealthy family or person, but they don't get enough credit for innovation. I mean, all of the Gazelles framework is based on sort of Rockefeller habits, and as you were saying, there's a lot of parallels between a great business structure and a great family structure. The other thing that occurred to me is that I've heard people say, "Great empires, they decline slowly over time," and great companies are kind of in a long death spell downward, because they're big enough and they handle enough money. It sounds like families can be in a decline, but that can last a while, because it takes a while to blow through some of that money.

Garrett Gunderson: It does take a while to blow through some of that money, and yet when you think about [Byrne's 00:14:06] book with the Rockefeller habits, that's basically take that and apply it to the family. That's a family retreat structure. When you have heirs, the key is to invest in those heirs and actually help them develop what they're up to, what they're doing, and make sure that they have zero entitlement. Like my son said the other day, he said, "Hey, Dad. Are we rich?" I was like, "I am. I don't know about you. That's yet to be determined." Right?

Garrett Gunderson: That's kind of the attitude is like, "It's there for you," but there's zero entitlement. You work for it. Sure, you may choose to go work for a salary in the future. You may not be an entrepreneur, and that's okay. I just want to make sure that they're doing something that they truly enjoy, that gives them fulfillment, and give them something that my family never really learned, they almost forgot, which was to build this life that you love. My great-grandfather was just making sure that they could stay alive, making sure they could stay together, because they were separated. That created an immense amount of scarcity, which wasn't about value creation. It wasn't about service. It wasn't about major problem-solving. It become almost a selfish state, looking at, "Are we going to be okay?" In that survival mindset, creativity and innovation dies. That's part of the reason why you see these families.

Garrett Gunderson: If, A, the person just feels like they get the money because they were part of the lucky sperm club, that's going to decimate it, or B, on the other hand, they don't feel valuable, they don't improve their skillset and they get stagnant, then that's going to be a problem as well, and then you also have this huge amount of stewardship over that type of an estate, which is a different conversation that if you're not prepared for, then it becomes kind of a lottery winner syndrome. Right? The most miserable person I've ever met was someone that was worth \$100 million, all of it inherited, and they never found their place on this planet. They never felt like they were of value, so there was shame, and guilt, and sitting around, and not having anything to do in life. [inaudible 00:16:01] purpose brings forth that power, and a lot of these companies die because if

your purpose just becomes making money or spending money, that's going to destroy things.

Robert Glazer: Yeah, my wife started that book, *The Price of Privilege*, and couldn't finish it, she was so disturbed by it.

Garrett Gunderson: Yeah. Yeah.

Robert Glazer: Let me ask you this question. I'm going to ask you to answer this very 101, since I know you can probably take it to 104, so going back to the Vanderbilts and the Rockefellers, in terms of their strategy for passing wealth, obviously the Rockefellers had a whole strategy about values and passing on values and traditions and whatever, but were there also fundamental differences in the amount of money that they gave their heirs, or really was it the values in going that stuff made the difference? Could they both have done the same thing, but didn't, or ... Again, at a very baseline way for everyone to understand this.

Garrett Gunderson: Here's the simplest way to look at it. Cornelius' supposed famous last words was, "Keep the money together." Keep the money together. The Rockefellers had a subtle, yet powerful, difference. Keep the family together. They invested in their heirs. The Rockefellers really said, "Okay, here's someone ... How do we invest in them?" The Vanderbilts just were like, "Okay. We have this money. Here. Let's just make sure we keep it together." It wasn't really about the individuals, at that point.

Robert Glazer: Could the Rockefeller kids, even with those values, did they have millions of dollars at their disposal, or did they have to go out and make it on their own in the world?

Garrett Gunderson: Well, [inaudible 00:17:34] because it was, they were invested in, it's basically a meritocracy. You just see that you can get a lot more when you're up to more things, and you don't just get to sit around and get money, no matter what. That's the big difference. You've got money no matter what, as a Vanderbilt. Just got it.

Robert Glazer: It's very interesting. What does it mean, in your eyes, to build a family legacy?

Garrett Gunderson: Family legacy is something I believe that you live and leave. I think for too many people, legacy is about something that they leave behind at the sacrifice of enjoying life. How many business owners have you met, because I've met so many, that they say stuff like that they're doing things for the family, but the family's just saying, "We'd just like to spend more time with them. We'd like to have them present when they're actually here"? I think at a certain point, it's pretty easy to put food on the table in today's society, especially if you live in America. It doesn't take much. It used to take a lot more, and so that's kind of a tired excuse. A lot of times, people get really trapped in their ego, and they define success improperly. Success is defined by the cover of a magazine, and

do you have more money than anyone else? "Did you meet your potential," was only the potential of how much your business sold for, not about like the enjoyment you had along the way.

Garrett Gunderson: I believe that part of legacy is figuring out depth and harmony, depth in more than one area. You could be rich, but not necessarily wealthy, because you're going to have a lot of money, but not have much purpose, or not have the right mindset, or not have the right health, or not have any relaxation, rejuvenation, or recreation. For me, legacy is something that you live along the way, and setting up a life that you truly are inspired by and that you love. It might be that ... I don't think anyone has perfect balance, but what I mean by harmony is, yeah, you might be doing a big project and spending more time in it, but then you're finding some time to go and rejuvenate so that you come back strong or spending time with the ones that you love and doing other things like your hobbies instead of being so one-dimensional.

Garrett Gunderson: Then it is leaving behind signposts and leaving behind inspiring things for future generations, like my grandfather did for me. He took me around in his red work van and spent time with me, and taught me things. That was legacy. He taught me what it meant to get the family together and what it meant to create traditions, and then we created some of our own traditions, and so we've built upon those things, and so we're unveiling here shortly a family crest that's now an actual shield that's going to go on the mantle of our cabin. We bought a cabin, because that cabin is legacy. It's on a river. It's got big trees.

Garrett Gunderson: We have all these traditions now of getting our family there, whether it's for Thanksgiving, or New Year's, or just certain times of the year, like it's all these experiences we have along the way, and it's part of how we express love, and gratitude, and acknowledgement to those people that are close to us, and how we're there for them in key moments as well. I think of legacy as how we live now and the impact that has on other people after we die, and if you've actually written that down and have that family constitution or you've actually created traditions that last beyond when you die that other people are now enjoying and benefiting from, but to me, legacy is when you just find people continuing to improve life, recognize themselves and love themselves, and understand what I would call their sole purpose, where they're out there doing truly what they enjoy in life, knowing that, yes, there's going to be some failure, but they have the resiliency. Knowing that everything doesn't always go according to plan, but they have a bright future that they're excited about.

Garrett Gunderson: I find when people don't have legacy, everyone wishes that they had a better future, but they're stuck in the past. To me, when I leave my legacy, I want people to feel like there's a bright future that they're living into, that they're excited about, and they're choosing to do things that they truly enjoy without money being the primary reason or excuse why they do or don't do it, because I'm not leaving them in financial bondage. I'm giving them resources in the insights that I wrote and in the financial structure that I created that allow them to more fully express and accelerate results to enjoy life, but some of them

might get \$0, honestly, because if they're just thinking that they're getting that money, that's not how it's built.

Robert Glazer: Have you heard the quote, "Success ... " I'm not ... This is a tongue-twister. "Success without successors is not success"?

Garrett Gunderson: No, but I like that.

Robert Glazer: You can take it. As someone once-

Garrett Gunderson: Okay.

Robert Glazer: ... said to me, he said, "The first time I quote something, I use the source. The second time, I don't, and the third time, it's mine."

Garrett Gunderson: Yeah. [inaudible 00:22:10]. I could quote you, and then you'd have to quote someone else. Right?

Robert Glazer: Right. There's a quote out there that it's interesting that someone said, and it's funny, it's been so misattributed because other people used it. I think a lot of people said that Sheryl Sandberg said it, but she didn't, so yeah, quoting is tricky. You mentioned in there about the crest, and I know this is another thing that you work on, have a workshop. Can you explain a little bit about what that is and how it works?

Garrett Gunderson: Yeah, so we put together a family retreat workshop for two and a half days where some people that came to that, they're in their 60s, and their kids are in their 30s. Other people, like my wife and I, we attended, even though I hosted it, we had my 10 and 13-year-old there, and I'll be candid, that's the hardest work I've done all year, because we had our kids there, and we wrote our family mission statement with their involvement, and that was tough, getting them involved. We had a graphic artist there, and we started to sketch out our family crest with their involvement. What are the things that mean something to them? People support that which they help to build, and so especially with my 10 and 13-year-old, we're doing these meetings twice a month now where we're talking about what they're up to and how we can support them, or reading the family mission statement and asking what it means to each other. We're doing gratitude exercises.

Garrett Gunderson: We're rating like, "How am I doing as a dad on a scale of one to ten," so I can see if there's things that I can improve, because that's that family retreat structure. Well, this workshop really kind of kicked that off for us, and it was two and a half days. I brought in a guy, Rich Christiansen, who wrote Toes Turn Purple, has had five kids that are just phenomenal kids. One of them had a business that did just under a million of revenue while he was a teenager. It was just part of their family structure doing this, because they pay for their own philanthropic efforts, their own vacations, their own clothes, all that kind of

stuff, and he says, "I'm going to give you knowledge, not just cash, after you're 15 years old." I said, "Hey, you've got the best family retreat structure. Why don't you come in and do this?"

Garrett Gunderson: We designed our shield. I thought, "That was cool." We printed it up, and we put it at the house, but I was thinking like, "That's not an heirloom, us printing something at AlphaGraphics. An heirloom would be, let's get an actual real shield, and let's have that built and displayed where we can see it, and then probably we'll get another one so that we can give one to each of our sons," but I'm excited to see it. We're just a couple days away from actually putting it up, and then we're going to unveil it at a holiday coming up here pretty soon and let everyone kind of see it, but it's got four candles, which represents my wife and my two kids and I, and then lighting that for future generations. We've got things that represent entertainment and adventure, health and fitness. We've got things on there that represents like expressing yourself.

Garrett Gunderson: It's like all of these things about the family, but the main connection on there is, we've got a lot of like an infinity symbol that kind of looks like two hearts coming together, which is talking about infinite love, so it's got all these things that really matter to us as a family that are captured there that my kids actually got to say, "Hey, what about this?" Their voice was heard, and now captured in that crest, and then hopefully they can continue to pass on that for generations to come.

Robert Glazer: Do you have a link to the next workshop that we could share?

Garrett Gunderson: It's just an invite-only thing, so what we could do is, we'll get you a link, or if someone wants to learn more about it, they can talk to someone on our team, and we'll just give them a dedicated phone call to have that conversation.

Robert Glazer: Perfect, because I know some people are going to be interested in that. I wanted to run a theory by you that I have, and I think-

Garrett Gunderson: All right.

Robert Glazer: ... particularly for those who have first-generation wealth and really come from nothing and have gotten there, my theory is that wanting better for our kids, for a lot of people, has reached diminishing returns. I think if you talk about your grandfather and people working, hard labor in coal mines and all this stuff, I can see that where the parents really, or someone who did not go to college and wanted to get, came from another country and wanted to get their kids into college, wanting better for their kids, right, I think in the middle and upper class, the sort of wanting better for our kids has reached diminishing returns, and it's turned into wanting easier for our kids, so this is a complicated question. One, I'd love to get your take on that, and then two, how should someone think about, who really worked for it and meet it, not ruining that hunger in their own kids?

Garrett Gunderson: You nailed it. I really think this is a major problem. I'm just going to give you what Rich taught me, so Rich, who I mentioned just a moment ago, these are a couple things that he does with his kids. When they turn 12, he takes them to a third-world country for 30 days, and he just spends that time in service with his kids, one on one, with one kid at a time, to see how other people are living, what it's like to see that they can actually be happy with very few material things, to have an appreciation for what's going on. Part of the reason he does that, because when you remove everyday kind of structure and you remove technology, the kids open up and are willing to listen to you, because you're so close to them and paying so much attention to them and going through so much together, that's part one.

Garrett Gunderson: Then part two is when they turn 14. He believes in the private victory instead of the public victory, and so for him, his 14-year-old, last year, he took him up to the top of Kilimanjaro. Kilimanjaro, Kilimanjaro, I think I said it wrong. Kilimanjaro. He'd take him to the top. They go through eight different climates on the hike. His son's crying because it's so difficult, and he's barely able to breathe and make it, but he gets him up there, and then when he gets to the top, he has a completely different perspective on resilience, on a viewpoint from the top of the world. He's meeting kids on the way up playing soccer with a taped ball. Right? Just kind of experiencing that, and it becomes one of those moments where they go through severe hard work, but instead of becoming arrogant like someone who maybe has always been catered to because they were the sports star.

Garrett Gunderson: Like how many times do we see prima donnas in sports because they get to break the rules? Everybody allows them to get away with stuff, because they want their talent, and then they start feeling so big about themselves, and then a lot of times starts to collide in the future, because they don't know who they are. This helps people in a better way know who they are, be able to fight through and struggle through something. Then after that, he also does kind of the launch their first business and supports him as a business coach and then takes away, "Hey, we're not paying for your vacation. We're not paying for the philanthropic efforts that we do as a family for you. You're going to do it on your own, and if you want nice clothes, you better start earning the money," so he actually puts them in some of that where the consequences are smaller.

Garrett Gunderson: I love the book Love and Logic from a parenting standpoint, because one of the major messages in that is, let people and kids learn the lessons when the consequences are small. I really feel like setting that up where there's truly tough love, and part of it is, we've created certain rules, and I'm now rewarding my kid for thinking more than doing. Like I don't really pay them to go do chores every day, because those chores, I don't want them to get in the thoughts of, "Hey, if I'm physical and brawn, then I'm going to make money." I want them to think of what their brain, and like I was really happy, though, the day that my son figured out a way through an app to make 45 bucks.

Garrett Gunderson: Now, he learned a huge lesson, because he went to transfer me the money, and I set up the account, and he didn't use the right name, because there's another Garrett Gunderson. He needed to put like 2367 or whatever afterwards, so that \$45 is gone. I said, "Well, here are some ways we can get it back." We weren't able to get it back, but I'm like, "Cool. We learned a really big lesson." He was crying. He felt really bad, but by the next day, he's like, "I get it." I did that with \$1.3 million, essentially, I would have loved to learn that with a \$45 lesson.

Garrett Gunderson: I think that the helicopter parent that never wants their kids to be hurt, or injured, or exposed to certain things, we see that happening with making life too easy on kids. It doesn't mean that they have to starve, or go without, or that have to be spanked or any of that kind of stuff. What it just means is, they've got to learn what it means to actually earn, create value, and get rewarded for that value without having someone do the work for them.

Robert Glazer: Yeah. That is, it's a huge issue. An idea for a Friday Forward that's percolating in my head, because you mentioned it about sports, and that I'm going to write, it's going to be called Character Coach, and it's based on, my boys are involved in competitive sports, and I've been on all these fields this fall, and I see these parents who are just, they are coaching from the sidelines, move by move, after the game, "You should have been here. You should have done that," whatever. A, a lot of it's negative, but I think about, "Do you spend this much time coaching them in the other aspects of life, on that tough discussion you had with your friend ... " It seems like 90% of parenting for a lot of parents is going into sports coaching and not life coaching with their kids.

Garrett Gunderson: Man, I get it. I've seen it. When my oldest son was playing baseball, their little team was the eight-year-olds playing against the nine-year-olds, and they're just getting crushed all year, and all of a sudden, they go on this major run in the playoffs, and now they're in the championship game. They asked me to coach third base, because the coach didn't show up. I didn't know all the rules, like if the ball hits the infield, you can't send them. I'm sending people home, and I'm getting people in my face screaming at me, and people are screaming at the kids.

Garrett Gunderson: Robert, I think I haven't felt that amount of stress even when I played sports, and I was actually wanting my son to do so well. I was so wrapped up in it, and I just saw how tempting that could be, and so I get why it's so tempting, but I also get why it's so destructive. It's a loss of freedom for the kids. They're now, they're not enjoying the experience, because am I doing this right or not doing this right? When people get that feeling in business, they make more mistakes, because they don't have that kind of flow, and we start to destroy it. You just see a lot of parents acting like total A-holes not only to their kid, but to the entire team. It's bringing out some of the worst that people have to offer. Yeah, what if we just took some of that energy in a positive manner on teaching the most important lessons in life, like what Rich did? I mean, when you see Rich's kids, you see the payoff of that. It's phenomenal. We had two kids leading the kids during the workshop, and it was amazing, so ...

Robert Glazer: Yeah, look. We're going to have a lot of great athletes, by the way, statistically, most of whom will never do anything or be able to, like living off that, then turning into poor-character adults and leaders, and the stuff where 99% chance they're going to need those skills. It just seems to me to be way out of whack between the overcoaching in sports and the undercoaching in life. My wife had a discussion with my daughter a few weeks ago, and she's really great at this. Someone, if she's a freshman in high school and someone had sort of wanted to look at her homework in sort of a review session or study hall, and so they talk through that. It was the first time it's ever happened, so she didn't know how to react in real time, but then what do we do if someone asks again? What do we do if that person asks again? Really walk through the scenarios or not, because those are the situations in life that are going to end up mattering more.

Garrett Gunderson: Totally, and I think that's where Rich nailed it. Private victories versus public victories. That builds confidence instead of arrogance. Not that every public victory creates arrogance. It's just more susceptible.

Robert Glazer: Yeah. You got to have a win as a teenager these days that you don't want to put on video or picture where you can actually enjoy it for yourself. Right? I mean, that is a-

Garrett Gunderson: Right.

Robert Glazer: I think this is where ... Right. These people talk about how it's fundamentally changing, it is moving people away from intrinsic motivation to extrinsic motivation, where you can't feel good about something unless you get a certain number of likes, or follows, or whatever they're called on Snapchat.

Garrett Gunderson: Right. Snapfaces, Bill Belichick would call it.

Robert Glazer: Snaps. All right. Well, I always like to wrap up with this question. I know we could go on forever, but I'd love to hear about a personal or professional mistake. It could be one, or a repeated one often is interesting, that you've learned the most from in your life.

Garrett Gunderson: Okay, so one of the things I found with how I operate is, if someone does me a big favor or has been there for me, or does anything in general, I'm more susceptible to being ... I don't know if I'd call it abused, but I'm just more susceptible to doing things I would have never done otherwise, so the big lesson was, had this guy I'd known for a really long time. He had always treated me so well, always kept his word with everything, and we were going to buy a building together, and he accommodated on multiple occasions several things and was always so gracious.

Garrett Gunderson: Then he used that kind of favors that he did for me to ask me to do things like introduce him to people or invest with him that I would have been like, "That's not what I do. That's just not who I am," but then I had that in the back of my

head. Right? I'm like, "Ah, he did do this stuff. I'll make that introduction." Some of those things didn't go well, so I just, I was like, "Man, I really changed my behavior to try to compensate because I felt indebted."

Garrett Gunderson: The second thing that will happen is, integrity is a big thing for me, but some people don't define integrity the same way, so it makes it very difficult to do business with them. I found that I was always doing everything I could to keep my word, even if someone else broke theirs. When I got clear that the agreement is now broken, and so it's either time for a new agreement, or once it's broken, it's okay to exit, once again, it's a similar thing where I'm now doing things that are harmful to either me or other people during those times, and so I think just the overall dynamics of relationships are what my biggest lessons have been and the most painful lessons of being really clear about who I spend my time with, who I share things with, who I just spend less time with because of either not sharing the same values as them or not liking how they treat me, or especially if I see someone that is just super negative to their spouse. I'm like, "Cool. I'm out." You know?

Robert Glazer: Yeah.

Garrett Gunderson: That's fine. It's just, I don't want that to happen where I start thinking that's okay in my marriage, and it just shows me that, if I'm ever in a partnership with them, how I'm going to be treated. I remember I got in a bad partnership once, and the first time I saw him around his wife, he was such an A-hole.

Robert Glazer: Yeah. People aren't different in their personal life and business.

Garrett Gunderson: Then I remember telling my wife, I'm like, "Oh, my God. Can you imagine being married to him?" She goes, "You're in a business partnership with him." [inaudible 00:36:26]. I was like, "Oh, my God, he is an A-hole. I need to get out of it." That moment, I'm like, "Okay, this is going to be expensive, but I'm getting out of this thing." I think that if I just summarize all that, I just have three categories with people.

Garrett Gunderson: Friends, and friends are people that I invite into my life. I say, "Yes," to their invitations any time I can. If I can, I tell them, "Please keep inviting me." It's just a matter of what I'm doing, not a matter of whether I want to go or not, like one of my best friends invited me to something tonight, and I'm like, "Oh, I'm Seattle. I won't be able to go, but please invite me next time," and I try to invite him to something.

Garrett Gunderson: Then I have buddies. Buddies are people that I would never do business with a buddy. They just, even if they want to do business, they're just fun people to be around, but business is usually brutal. I can think of one person that my wife was like, "Oh, that's a great idea that so-and-so has. You going to do that with him?" I'm like, "No. They're a buddy. I don't care how compelling it is, how much

money can be made. I know what it's like to do business with them. I see it. It's never fun."

Garrett Gunderson: Then the third category is the most important category. It's the friendly category. I used to try to convince people, if we didn't share values, or if they saw the world different than me, or they did something I perceived as wrong, I would see it like my moral obligation and duty to confront them, and to fight with them over it, and spend a lot of my energy and time. Then I eventually realized people are going to change if they want to. People are going to accept it if they want to, and if they don't, like I remember one guy just agreeing, "Oh, you're right." Because he introduced me at an event, and when he introduced me, he said, "This man owns all the skyscrapers in Utah." I'm like, "Well, I own 45% of a three-story building, and that's it." I don't know that I would say that all the skyscrapers, without the skyscraper.

Garrett Gunderson: He said every speaker at this event was one of his clients. Other speakers at the event were people I'd never met, like Jack Canfield and Tony Robbins. I had never even met them, so they definitely weren't clients. I mean, just everything was so exaggerated, so I had a 45-minute conversation confronting him. He apologizes.

Garrett Gunderson: Then the most hilarious thing is, I go back the next time, and because I'm from Utah, he thinks I'm Mormon, so he just assumes I'm Mormon. He goes, "Yeah, last time I was in Utah, I kneeled down and prayed next ..." Which I don't really know if Mormons kneel down to pray, either. I went to Catholic school, so that's a little bit more accurate, but told this whole story that was completely fabricated, and what I realized was, "I'm just going to remove myself from the organization, never do anything with them again," and all the drama went away. Like I didn't have to get in arguments, so people I'm friendly with, I say, "No," as politely as possible to their invitations.

Garrett Gunderson: I never share anything that's of importance or with my vision. I keep it as short as possible and smalltalk so I can be polite, and then I never invite them to anything. That, right there, has absolutely transformed my life and helps me avoid being leveraged or feeling indebted to people that have an agenda that allowed me to understand when one person breaks their word that the contract is now over, and I get a choice of how to maneuver. I kind of tend to be like in the Give and Take book by Adam Grant, like yeah, I'm giving people a second chance. After the third time, I'm good. After the third time, lesson learned. Right? Yeah. That's probably some of my biggest lessons.

Robert Glazer: Yeah. I have come to the same place as you on that and gone through a process on. It's not worth burning a bridge. It's not, you just keep them in the friendly bucket. It's not worth having enemies, but you just remove your energy from them. As I've, people that are really nice people, but they don't share my values. It just, it goes into that bucket of, "I'm just not going to put time into this relationship, because I don't think I'll get the right thing out of it." You also said something else in there I think is really interesting and that I've thought a lot

about on integrity. I believe integrity's important, but I really prefer the word "authenticity" to "integrity." I-

Garrett Gunderson: [inaudible 00:40:04].

Robert Glazer: ... just say integrity is subjective, but even culturally. Someone might, you might believe that turning in your son for a crime is integral, and someone else might feel that not turning in your son for a crime is integral. There really are, there are some subjective lines around integrity, whereas I think authenticity is, you're just the same. You say what you mean. You mean what you say, and everyone knows where you stand, good or bad.

Garrett Gunderson: Right, and that's, the whole authenticity, where my biggest lesson with that was, in 2008, Killing Sacred Cows is starting to really gain momentum. It's hitting New York Times, and I'm speaking in Vancouver. At the same time, I'm having a real estate partner call me before I go on stage and tell me he's declaring bankruptcy. Then I'm calling the bank to kind of be forward about it, and they're just, they're not being very cooperative, and so I just got on stage, and I just tell the whole story and go, "I think Killing Sacred Cows might actually be a confessional at this point." People want to know, at my age, how I learn so much so quick. I just decided, rather than defending what I've done, ask, "What's a good lesson? What are things that I could learn from?"

Garrett Gunderson: I remember going off the stage and this woman saying, "That was a really cool thing that, a good sales technique, that authentic thing." I was like, "No, that was me just being congruent so I can be in power," and it impacted people. People were really emotional about it, but it took me a while, because early on in my life, like I would listen to rap after I would leave a meeting when I was 19 years old meeting with someone on their finances, and I was like, "I would never want them to know that. That seems weird," or I was always clean-shaven, because you're supposed to be clean-shaven so you can be trusted. Wearing a suit every day, because that's what you're supposed to do in finance.

Garrett Gunderson: What I found was, I just like long hair. I like having a beard. I like wearing Italian clothes. I don't like wearing suits, and I just decided just to be who I am, and if people embrace that, then that's going to be a great relationship. If they don't like that, that's completely their choice, and it's just not a fit. It doesn't mean that I'm a terrible person. It doesn't mean I need to feel bad about myself. It doesn't mean I need to go change to adopt to their viewpoints. I think too many people are trying to do it based upon what marketing says or what everyone else tells them they need to do, and I got to tell you, life got a whole lot better.

Garrett Gunderson: I mean, especially, got to think, I was growing up in Utah, not Mormon, and my partners were Mormon, and they judged drinking so much that I was even never drinking at the stuff when they were around, because I didn't want to offend them, but then I was like, "Why am I doing that?" I just, it's like, if I want to drink, I'm going to drink, but I don't, I'm not going to. The great thing is, my wife accepts me for all that I am and all that I'm not, and that's, she's the one that I

really want to have every day a great, extraordinary relationship with. Everyone else, I think that that's where comedy really came in is like now people just laugh about all those weird, quirky, interesting things.

Garrett Gunderson: I just did an event where someone said, "Hey, will you tell a few jokes?" It was a time where, it was a bonus section that everybody could go home or they could stay for some hors d'oeuvres to hear how we do what we do, which means this is how they know to hire us, if they want to. I spent 24 minutes of the hour telling jokes, and everyone but one person signed up afterwards. I'm just like telling stories, and I'm really enjoying this congruency and authenticity that I've really been able to develop over the last 10 years and not trying to be a chameleon that says, "This is what a financial person should be," or, "This is what a thought leader should be," or, "This is what an author should be, or a radio show host." I feel like we've really moved into that era, overall, that there's a lot more people in the world that are that way and being more successful because of it.

Robert Glazer: Yeah. I'll end with a story quickly related to that, which was, my dad, my uncle actually passed away, and he had a bunch of really nice tuxes, and I have a tux, and my dad called me, and he said, "You should take one of these." I said, "Dad, I have a tux, and I wear it like once every two years." "Well, if you're going to be successful, then you need a tux." I said, "You don't need a lot of tuxes." I'm like, "My definition of success has nothing to do with wearing tuxes."

Garrett Gunderson: [inaudible 00:44:03].

Robert Glazer: "It has to do with wearing whatever I want," so I hear you on that. Well, Garrett, I really admire what you and the Wealth Factory team have built and the important work you're doing to help families think about the legacies they want to leave. I'm really glad you could join us today and to discuss your unique approach.

Garrett Gunderson: Well, thanks, Robert, man. I really enjoyed it. Bobby. Robert. I just, we got really formal there for a minute, so I called you Robert, but I like that I can have three options and you're cool with all three.

Robert Glazer: I'm good with all three. To our listeners, you'll find links to the Wealth Factory website, the free Rockefeller article. We'll also throw in there how to get in touch with Garrett if you're in, his team, if you're interested in the retreat. It'll all be on the episode page and on the AP website, and thank you for tuning in to the Outperform Podcast, and until next time, keep outperforming.