

Jordan Harbinger: People who read your emails, people who read your tweets, people who read your Instagram, they're not looking to listen to you for an hour, they're barely looking to look at your picture for one half second. They're not trying to hear you for an hour. It's a very unique and different audience. If you can't cater to that audience, you're in trouble.

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 to do the same.

Welcome to the Elevate podcast. The quote for today is from JP Morgan, "The first step towards getting somewhere is to decide you're not going to stay where you are." Our guest today, Jordan Harbinger, is quite familiar with redirecting his steps to even bigger and better things. He was previously the co-host and co-founder of the chart-topping Art of the Charm podcast, and his new podcast which he started just last year in his namesake, the Jordan Harbinger Show, is now one of the most popular podcasts in the world. Jordan, welcome. It's exciting to be talking to you today.

Jordan Harbinger: Thanks for having me on, man. I appreciate it.

Robert Glazer: I have to admit, I'm a little intimidated here interviewing a podcast legend. It feels a little meta and that you'll be judging me, so take it easy on me and we'll get some good information here.

Jordan Harbinger: No. I mean, I'm not going to take it easy on you. I know I'm supposed to make you feel comfortable, but I really don't want to. I'm going to let you sit in that nervousness. I had to do it for 12 years, you can do it for 15 minutes or an hour. All right?

Robert Glazer: Perfect.

Jordan Harbinger: Come on.

Robert Glazer: So, you're intentionally making the technology not working to the [crosstalk 00:01:45]-

Jordan Harbinger: That's right. It's all a mind game. Keep them on their toes.

Robert Glazer: Teaching by doing, I like it.

Jordan Harbinger: That's right, that's right.

Robert Glazer: Before immersing yourself in the world of podcasting, you were actually an attorney. What led you to start a career in law?

Jordan Harbinger: Funnily enough, it was how a lot of lawyers get into it. They go, "I don't know what I want to do and college is almost over and I should probably figure this out." Then some relative who's like a gym teacher or works at another retail outlet or something which is in my case, my family is like, "You should be a lawyer because you talk well," or, "talk good," as they say in Michigan. I was like, "Oh, okay. That's a good idea."

Or someone goes, "You like to argue. You should be an attorney," and it's like, "Oh, great." Or, "A law degree opens doors," which is kind of like a bumper sticker that you see on people whose kids went to law school, because they're paying for their \$168,000.00 in student loans.

That's how this happened, man. It was not like, "I want to be a lawyer, it's so awesome," or even like, "I watch Law & Order and that looks great." It was more like, "I tried to get a job at Best Buy and they said, 'Okay. You can sell CDs.'" Then at age 24, I'm sitting next to this [inaudible 00:03:00] ... Speak three languages, I've got two undergraduate degrees, and I'm next to a 17 year old kid who's like, "I just got my driver's license." And we're making the exact same amount of money, only he's been there longer and is about to get promoted and I'm like, "What happened." That's how I ended up in law school, seriously.

Robert Glazer: The people with those bumper stickers, that's a lot of cognitive dissonance, right? That's justifying what they are already spent. You went to law school, and we'll get into how you got into podcasting, but I also heard that you speak quite a few languages. What is the current count?

Jordan Harbinger: Five is the current count, and I plan on probably stopping there. There's a lot of languages I would love to learn, but there's a certain element of practicality that says, "Hey, man. Knock it off. You've got other things to do."

Robert Glazer: Has it always come easy to you? Is it something that's easy and you like to do? Or it's easy and you don't like to do it? I'm curious on which one's your favorite.

Jordan Harbinger: Right now I'm learning Mandarin Chinese. I've been learning it for seven years part-time. I'm not sitting here studying full time, I study probably three hours a week, so it's something that's slow moving. But it's not something that's always come easy. Funnily enough, I remember my French teacher in high school saying, "Languages aren't easy for a lot of people. Don't feel bad." You know, I'd get like a C in French. Then when I went abroad as an exchange student to Germany, I ended up in the former East Germany back in the 90s. I remember going there, and I remember my mom saying, "You know, you're not really that good at languages, but maybe you can change that." I remember going there thinking, I'm not good at languages. I'm not good at languages. I'm not good at languages.

Then at the end of that year, I had better German than any of the other exchange students in the entire country of Germany who had gone for that

year. My parents were like, "What changed?" I went home and I tried to figure this out and I realized, I'm not bad at languages, I was bad at memorizing spreadsheets that have verb tables in them, because that's not how humans learn languages. That's how French teachers who learned how to teach in 1960 teach French language. But that's not how humans learn languages naturally. You learn it from speaking and walking around and immersion and reading and things like that.

The fact is, the teaching system was flawed. It wasn't that I was bad at languages. In fact, when I came back, the kids that were really supposed to be good at languages, the ones who got all A's, I remember taking languages with some of them in college, because a lot of my high school went to the University of Michigan, and I remember them going, "I can't wait to quit this. I hate this. I'm not getting any better at this." And it was true. They were just the good students who would sit down and memorize that verb table, but they were never any better at speaking the language. I learned more in a month of living in Germany than I did in seven years of taking French and it was because of the teaching method and that's all there was to it. So, I think a lot of people who think I'm not good at languages, you actually have no idea. Secondly, if you can speak English fluently, you're probably good enough at languages that you can learn another one. You will have bad habits and you will have knowledge that you would have to unlearn but humans are generally pretty decent at languages, period.

If we weren't, you wouldn't be able to speak a single one because that whole myth about adults learning languages slower than children, that may be somewhat true but that's not because, oh your brain is less plastic or any of that crap, that's a myth as far as I understand it. The reason is, because now you think you know what a sentence looks like because that's what a sentence has looked like in your native language your whole life but it's not because your brain stopped being able to learn them. It's because you're worried about picking your kids up from school, whereas a kid who's learning a language is worried about whether blue is [blau 00:06:53] or something else in another language, they don't care at all, they're very present. So, I just kind of do that. When I'm in Chinese class I just go, "Okay, well no one's allowed to call me on the phone, there's no notifications, I'm reading a Chinese book with my teacher on Skype and she's keeping me accountable." I'm not some sort of miraculous language learner who picks up a Chinese dictionary and memorizes it at a Starbucks or an airport lounge, you know what I mean?

Robert Glazer: But I do sense this theme of communication now with the law, clearly you're good at communicating and eventually sort of vocation and passion find each other. So, you've been in podcasting for 12 years which is pretty much the stone age of podcasting.

Jordan Harbinger: Oh, yeah.

Robert Glazer: Other than traditional radio shows, I can't imagine there were any classes or models or anything to follow when you first started this, so how did you even get into it in the first place?

Jordan Harbinger: When I was working on ... Eventually after law school, or during law school, I worked on Wall Street as an attorney and I remember going into the office and being like, "Oh my God, I'm going to get fired because everyone here's really smart and everyone here works really hard." Sure, they thought that of me when they hired me, I would imagine.

Robert Glazer: Then you proved them wrong.

Jordan Harbinger: And I proved them wrong. But the problem is this, when I was in, let's say high school, it was like, "Hey ..." Kids were like, "I don't really understand this I don't really understand that." And I was like, "Oh, I could teach myself the geometry on the test, look at me I'm so smart." So, I would do that but then I got to college at the University of Michigan and it was like, "Oh crap, everyone's smart." So, I had to find another competitive advantage other than being a guy who was just kind of good at stuff in school and able to do that. So, what I found was showing up to class was a super power because nobody was really doing that. They were drinking all the time, they were hanging out all the time, having all kinds of fun and I basically said, "Hey, if I do the homework and I show up to class and I sort of pay attention here, I pretty much have it made." So, I did a bunch of that and then I got to law school and that was kind of the same thing.

Believe it or not, a lot of the smartest kids in law school, they also had this problem where they were killing it throughout high school and college because they were brilliant but then they got to law school and everybody was kind of smart. It was this phenomenon where people were like, "Well, rather than try and fail, I'm going to pretend like I don't care, I'm going to go to the bar." So, they all kind of relegated themselves to be in C level which is fine, you can still get a job as a lawyer, especially if you're doing public interest or something like that, no problem. So, I just worked my butt off and worked like 16 hours a day and was able to graduate at the top half of the class. So, I got this Wall Street job but then it was like, uh-oh this is all the people that work 16 hours a day, seven days a week, this is all the people that are naturally smart.

We have all filtered in here, now what? They're going to find out that I'm the bottom of this ladder, this totem pole and I'm in trouble. So, I started to think about how I can work from home because I thought if I work from home, it'll take them longer to find out that I don't belong here, sort of classic imposter syndrome. Then it'll take it longer to fire me, at which point maybe I'll have figured out how to be sort of a passable attorney and I'll be able to make it in this career. What happened was, there was a partner named Dave and Dave was never in the office but he was like a really young partner. I thought, okay this guy, he knows something that no one else does. He's from Brooklyn and he has a tan, so he's got some sort of life's secrets. I figured he worked from home all the time because he was never in the office, so one time I caught Dave one of

the tree times he was in the office during the summer in the elevator. He was supposed to be my mentor because, I don't know, H.R. had assigned him that role or something.

So, him and I are talking and he's like, "Ask me whatever you want." And I said, "How come you're never in the office but you're a partner? Do you work from home all the time?" He was like, "Not really, why? Who's saying that?" I'm like, "Oh, I don't know, you know like you're never here and you're a partner and you're young. So, I don't really get it." And he's like, "Yeah, well I'm bringing in business for the firm. That's why I'm not here, my time is better spent outside the firm generating business." My mind kind of exploded at this because I thought, wait a minute, you're kind of like a salesman. It never occurred to me that there was a specific way that law firms generated business. I just thought people looked them up in the Yellow Pages and called them or something, I had no clue.

That was really interesting for me because I was like, "Wait a second, how do they know who you are?" He goes, "Yeah, I go to charity events, I do jujitsu. I'm hanging out on ... Playing racket ball and all this stuff." And I was just like, "Wait, wait, wait, wait, wait. You're generating business but if you're inside the office, you bill like 1,000.00 bucks and hour." He was like, "Yeah, but if I get \$1,000,000,000.00 law deal or in law deals every quarter, who cares about my billable hourly bonus? Who cares if I bill 1,000 bucks an hour. I can delegate that to someone else who's no out generating business." For me, that was like a really big eye-opening game changer because that was the new competitive advantage that then realizes I needed to generate and have because if I could do that, then I could write my own ticket, really.

So I started to think, all right I'm going to learn how to network and that's what I started to focus on after that.

Robert Glazer: How did networking turn into the podcast?

Jordan Harbinger: Right, the way that that turned into the podcast was I thought, okay, I'm going to go and learn how to network. So, I remember probably at the time Yahoo-ing because I don't know how many people Googled at that time. I Yahoo-ed networking classes or something, I that Dale Carnegie showed up ...

Robert Glazer: Sounds about right.

Jordan Harbinger: ... so of course I read the book. I took a Dale Carnegie class and I remember going into that class and being like, "You know this is okay but a lot of what we're doing here is kind of like, here's how you remember Bob Glazer's kid's names, he'll be really ... Look him in the eye and have a firm handshake." I'm like, "Oh, okay." But after a while, I thought if somebody doesn't like me, is it really because I didn't look him in the eye and have a firm handshake? Or is there something else more nuanced going on here? Because I think I like this

guy Dave who hired me, this master networker guy, do I like him because he looked me in the eye and had a firm handshake? No, I liked him because he was cool and fun and funny and personable and made jokes and seemed really comfortable and seemed really confident. That's why I like this guy, so I want to learn that.

It just really, at that point, dawned on me, I was not going to learn those nuances of being personable, charismatic, cool if you will from a guy wearing a sweater vest at the local YMCA teaching a Dale Carnegie class, I just wasn't.

Robert Glazer: So, it was a little outdated?

Jordan Harbinger: Yeah and it wasn't even outdated. It was great for the other people in the other people in the class who were like 55, middle management, they were there because they ... I remember one or two of these ladies in particular. Very cool, sweet people and they were like, "I'm here because I need to learn how to run meetings because my boss said that if I can't run the meetings, he can't promote me and I'm stuck where I'm at." I remember them being like, "Jordan, why are you here?" And I was like, "I want to learn how to generate business for this multi-national white shoe law firm." And everyone was like, "What?" Just the goal was completely out of whack. Some of these people worked at the post office, other people worked at low-level consulting types stuff. I realized, there's no one here from Deloitte, there's no one here from Accenture, there's no one here from white shoe law firms, there's no one here from Chase, there's no one here from Deutsche Bank, there's no one here from Goldman.

None of our clients from this law firm have people here and I thought, maybe they teach it in-house somehow. So, I asked around and nobody had a clue what I was talking about, learn how to network? Just put yourself out there, bro, whatever. That was the beginning and the end of the advice, and I thought, this is a good sign actually because if I figure this out then in five years when everybody else figures out they need to learn this, I will have a half decade headstart on all of my peers. At which point I realized, this is sort of the secret third pass, this is the competitive advantage that exists, that no one else even knows about yet which is why nobody can give me advice. So, I started dedicating my life to figuring that out. So, I read every book, took every class that I could, I started finagling little things like ... My cop buddies would be like, "Yeah, I just took a class on confidential informants." I'm like, "What did you learn?"

And they were like, "Oh, this, that and the other thing." And I'm like, "No, no, I want to learn every little bit of what you learned." Then I would take a comedy class, an improv class, an acting class and I was like, "Okay, here's how this stuff relates to networking." Then one day, I ran into a couple still in Ann Harbor because my summer associate gig was over, I went back to Ann Harbor to finish law school. I decided that I was really shy and I started to go out a lot by myself and I met this couple, this older couple and they were huge into charity. They started inviting me to all of their charity events so I'd be sitting at a table with

the head of surgery at University of Michigan Hospital. A \$2,000.00 a plate charity, I'm just showing up and eating steak and she's like, "Oh, hey honey let me introduce you to people." I went, "This is what super high-level networker do, this is what those people are doing." She'd be like, "Come out on our boat." And I'm like, "Oh, I don't know anything about boating." And she's like, "Trust me, come out on the boat."

I'd go on the boat and it'd be like the biggest real estate developer in Ann Harbor, the biggest donor for the charity, the head of surgery at U of M Hospital, one of the deans at the university and I was like, "What am I doing here?" And they're like, "Honey, usually understand later what this is all about." I just thought, this is magic so I started teaching this, what I knew about non-verbal communication, body language, networking, setting up events to other law students and let me tell you how many people cared. Zero, zero people cared and even business school students and other grad students, they just did not care at all.

Robert Glazer: Because they're all going to be behind a desk. You were talking about before, it's funny. Whenever I talked to [inaudible 00:17:35] law, they act like everyone is a trial lawyer and making opening statements and arguing. That is not what 95% of the people in law do, these guys are going to be behind desks in a couple of years, pushing paper.

Jordan Harbinger: Not only even behind desks but even the people that were like, "Oh, I get network ..." I gave a talk at U of M Business probably two years ago now, this is the number one or number two, whatever, top something business school in the nation, one of the top at Ross. I remember going in and giving a talk and I thought, don't these ... These kids must know this a lot and the professor's like, "You'd be surprised." I talked to my wife's cousin and I said, "What'd you think of the networking thing?" She goes, "Oh, I didn't really catch it, I'm sorry." I go, "Oh well, you don't think networking is important?" She goes, "I'll tell ya, a lot of these B school students, they're already really social, I don't think we really need it."

I told the professor of the B school what she said and he goes, "That's the problem, these guys are all great at spreadsheets and they're great at going out drinking with each other and they cannot network to save their lives. They can't get jobs unless the ... They think networking is showing up to on campus recruiting with a stack of resumes and accepting which of the job offers that they find most ... They have no idea what networking in the real world, making connections is really like." I was laughing because I was like, "Oh, yeah I remember that too. Oh I just have to work here long enough and I'll get to know everybody in the industry." It's a joke, that's not how this works and people usually find out when they get passed up for a promotion from somebody they hired four years ago and that person's now they're boss and they're like, "What happened?" It's like, yeah that person's been networking and working on great projects for like four or five years, you've been slaving away here hoping that you get noticed, that's not how this works.

So, we often learn the hard way and so I started talking about this stuff on the podcast and people around the world were like, "Oh, I need this." But none of them were grad students, they were all professionals, they were all sort of like mortgage bankers and sales people because they're the ones that got it, because they're the ones who were like, "This is how you get paid." All the guys and gals my age, they already knew everything, they needed like four or five more years before they slammed into the wall of reality that was the 2008 recession.

Robert Glazer: So, that turned into the Art of Charm Podcast and became, what? Top five podcast, I think? Top 10 on Apple?

Jordan Harbinger: Yeah, that was a long time ago and I eventually shifted it to dating because honestly, nobody even cared about what I was teaching. I had a cadre of professionals but nobody really cared, the vast majority of people wanted to learn how to go out and be great at dating. So, that's one of the reasons that I shifted to the Jordan Harbinger show, was because I had to go back to the networking thing. It's easy enough to go from professional networking to dating but you can't go back and expect to retain credibility, so I sort of had to restart.

Robert Glazer: Was there anything from your law degree that helped as you were launching your podcast career?

Jordan Harbinger: No, I would say probably not. No, legitimately no. People are always like, "Oh, didn't you learn how to think differently?" Yeah, but I mean I could have taken a skill share class on logical fallacies and learned a lot of what I think I probably learned in law school. Don't get me wrong, hanging around smart people for three years is really great and that was the only way you could do that back then. But now, you can literally go to different networking events, masterminds, depending on what you go to. Not the scam-y get rich online ones, but the ones where people are doing real work, you can learn a lot of what you've previously could only learn by reading stuff in college.

I learned about the law, it was interesting, I passed the bar in New York, I practiced for a while. I wouldn't say I regret it, per se but if I had to do it over again, I certainly would not attend.

Robert Glazer: I thought you were going to tell me that you had air tight advertising contracts [inaudible 00:21:46] that part of it, but nothing. All right.

Jordan Harbinger: I mean, look I do read my contracts, I do negotiate carve outs and things like that, so there is that. However, I'm pretty sure I was doing that ... I was a pain in the butt for businesses and things like that when I was in high school and college, I don't think I needed a law degree to be like, Hey, this part where it says you can't work outside the business? I don't want that. You don't need a law degree to read most contracts. If you get a contract and you need a lawyer

to read it, you should just hire a lawyer but most agreements are supposed to be simple enough that you can read them yourself.

Robert Glazer: I've given that advice, particularly around constructions projects. I built my house 10 years ago and people say, "Well, tell me about the contract." And I was like, "Look, by the time you're at the contract, you're in a world of trouble." The only thing I would tell everyone is, make sure that the payments are in line with the delivery around stuff. That is the only chance you have, if you're pulling out that contract, everyone's in trouble at that point. But that was a good Segway I think for what you just said around making the shift. You've talked pretty publicly about separating from Art of the Charm in 2018, deciding to start your own show, I know you've kind of gone into that. Now, without going into the details, this was sort of a hard restart, I loved ... A lot of friends, mid-life crisis time, I'd love your perspective on a higher level on starting over and how you approach that mentally and then actually.

Because I know a lot of people right now who I talked to, they're afraid to walk away from stability or good for a shot at something great and to do what you had to do, you had to totally start over.

Jordan Harbinger: Yeah, I had to start over from scratch. Social media accounts, the podcast feed, everything, the website, everything. It was worth it because I actually ... The first year I was out, I made basically ... I think possibly even more money than I made before when I was working with the old company, except I didn't have any dead weight that I was working. Additionally, the stress level was initially really high but is now much lower even though I'm litigation with the old company and they're not doing so well. It was very vindicating and it's something that I wouldn't have done on my own, I had to rip that band-aid off or I would have stayed comfortable financially but working with people that I just absolutely could not stand and that, frankly, did not have what it takes to be successful. So, when people are looking at that whole idea that good is the enemy of the great, where they're stuck in something comfortable.

It can be really scary to take the plunge, but I think there are better ways to do it and I know that it's very trendy advice right now to be like, "Go all in, quit your day job and become something." Do not do that.

Robert Glazer: There's actually data that show that most successful businesses more were started ... Despite the venture capitalist perpetuating that, that a lot of them started as a side gig at night.

Jordan Harbinger: Absolutely, right. It's very Instagram-y to be like, "Jump in and ..." First of all, I think that advice sounds sexy because any time somebody recommends bold action. They seem brave but really they're telling you to be brave and do something stupid and the residual benefit of course is, look at all the people who are telling you go all in and pursue your dreams. Show me that person and I'll show you a person that sells a course on how to make money pursuing your dreams or making money online. If you look at any of these so-called

influencers, these inspirational bozos, they all sell courses on this. Of course, they're going to give you the recommendation to quit everything and go all-in. When are you otherwise going to dig into wallet and give those guys five grand? It's either going to be when you decide to go all-in or when you go all-in and then you're failing and you're not making any money and you go, "Look, I need this information to make a go of things." So, you're going to invest in them, they do not care if you can't feed your kids. They don't care, it's not their problem.

So, whenever people ask me, should I quit my day job and do this? My answer is always probably not, the only time you should quit your job and go off on a side hustle is when you have created an income stream with that side hustle and you are doing so much of the work that only you can do. You can't outsource anything else, you've already outsourced all of the things that can outsource. You've hired people to work for the company that can do things for you, the only limitation now is your time and you're spending your entire weekend working on it. You're spending from the minute you get home to the minute you pass out on your keyboard working on that business doing things that you can do. Then yeah, you should consider quitting your job and going all in because that's how you scale. But if you're sitting there and you're like, "I don't like my job. I think I'll quit it and go all-in." Then you spend the next week doing Twitter and social media posts that you could have hired somebody for \$2.00 an hour in the Philippines to do for you.

You have made a mistake. You should be getting pulled by your side hustle and your new business into that business full-time, you should not be getting pushed by the job you have now and your dissatisfaction with your current life. You should not be getting pushed out, you should be getting pulled in. Not just because you are attracted to it, but because you cannot scale if you don't add more of your own time and yours alone, not something you could have hired somebody else to do. Does that make sense?

Robert Glazer: Yeah and I would call that pragmatic inspirational advice, unlike some of the advice peddlers. But look, was it a scary process? I mean, sometimes it's easier when somebody else pulls the band-aid off, probably easier than you pulling the band-aid off. I mean, that point, you're all in.

Jordan Harbinger: Yeah, that's the thing, it's like ... People are like, "Oh, my God this is so horrible." And it was, it was bad, it was really bad but the best part of this is that I didn't have a choice at the time. So, all those excuses people make for not starting ... And I had them. Oh, I should do one thing, oh they'll never let me do this, they'll never let me do that. We had negotiated an amicable split, I negotiated an amicable split with the old company before starting the Jordan Harbinger show and they didn't honor the deal. At first I was so devastated and I thought, oh my God they're taking my old show and they're surfing on this thing that I had built and they're generating revenue based on all this stuff that I created. But then I realized, I don't have a non-compete, I own a third of the company. I'm the one

who created all of this, I can do it again. My whole team left with me, so it was basically like they fired themselves.

Yes, they kept a bunch of company resources but it was almost like if you fired somebody and then they stole from you and it's a bummer and you're damaged by that but it was kind of like that but the end verse. It was like I got pushed out but my entire ... All the talent leaves with me, they keep a couple of the resources inside the company so we had to start over but the listeners are like, "Oh I was listening to Jordan for 11 years, I'm not going to start listening to these two clowns who are taking over the show." The audience leaves, the advertisers leave and of course one of the things that is being litigated is, you took the advertisers. My lawyer's like, "Did you solicit the advertisers?" And I said, "No, I told them I left and they all left." And he's like, "Well, that's not a crime." If you leave and you're the face and you take people with you, that's a good thing.

So I realized, oh my gosh all of the team, all of the listeners, all of the advertisers, my network reassigned me as a solo act instead of the company. If they're all betting on me, I should probably quit crying and start betting on myself too instead of being like, "Wah, I can't do it." Because so far the score board looks like I'm the only person who thinks I can't do this, potentially.

Robert Glazer: Perfect Segway into my next question which was, you've written a lot about impostor syndrome and I'm curious, talk a little bit about that, what's your experience been with that and have you overcome it? Again, you were explaining the situation, you got everyone betting on you and you're not even questioning betting on yourself in that case.

Jordan Harbinger: Yeah, what's really funny about imposter syndrome is that everyone has it. You're not alone if you have it, it's also one of the hallmarks of high performers. Do you have kids, Bob? I forget.

Robert Glazer: I have three, yeah.

Jordan Harbinger: You have three but they're little, right?

Robert Glazer: They're medium at this point.

Jordan Harbinger: They're medium, okay because I always ... I love this example but it's easier when people have kids that are a little older, I don't but let me tell you this; high school kids, no imposter syndrome whatsoever. They are fully confident that they are awesome at whatever they do generally speaking. You know who does have imposter syndrome? Doctors, lawyers, special forces personnel, intelligence agents, CEOs, anybody in the C suite for that matter and basically any high performer. They've got imposter syndrome like crazy because it's a feature, not a bug in a lot of ways. All of these little things that we look at, where we say, "Oh no, Bob's better at this than me and we're going for the

same position. Oh you know what? I better work harder because so-and-so, that guy doesn't have any kids and he's in the office six days a week and I'm only here five." That's what causes imposter syndrome, all the stuff that caused you to be awesome at whatever it is you're doing now, that's what caused imposter syndrome in the freaking first place. That is a hallmark of high performers initially.

I didn't really know that. I knew it from interviewing people on the show but I didn't see it as a universal truth until I started really doing years and years of interviews and I found that all of these amazing people, I'm talking about Grammy award-winning artists like, "They're going to find out I'm a fraud." Everybody has ... [inaudible 00:31:49] Oprah, Richard Branson, all of these guys probably have this.

Robert Glazer: Yeah, it's the people that are terrible at what they do and overconfident, they're the ones who don't have it.

Jordan Harbinger: Right, they don't have it, why would they? They're not looking at what anybody else is doing, they're just looking at themselves and going, "Man, I'm awesome."

Robert Glazer: I'm good, yeah.

Jordan Harbinger: They're not comparing themselves against people that are actually getting results, they're just looking at themselves in the mirror and flexing. This was something where I realized, okay if this is the universal truth and everyone has it, and it's a hallmark of a high performer and I'm looking at the evidence and my team believes in me, my family believes in me, my listeners believe in me, the advertisers believes in me, the network believes in me. I don't really have a choice, I can go work at Wal-Mart for a couple of years and lick my wounds. I'm not going to do that, so I should probably just restart and do what I do best, do what I love and do it on my own. I did and it took ... I had some plenty of sleepless nights, lot of anxiety, still in litigation but the Jordan Harbinger show is bigger than the old show ever was. We have 5,000,000 of downloads a month, the other show never even got close to that.

Robert Glazer: Congratulations and I'm going to Segway into 5,000,000 downloads a month and we'll talk a little bit about where podcasting is today because I know there's a lot of people starting podcasts and would love to get your advice and when to do it and when not to do it. But you and I spoke at a conference on this, it's something that's driven me crazy for the last few years, is I'm ask to speak on more and P.R. people reach out and they give me stats. There's no universal stats, you surf 5,000,000 downloads a months, that's a real number. There's no [lexor 00:33:23] ranking, there's no third party that verifies this, you got Apple elsewhere. How are people to know ... Other than the chart, how do they even believe whether a podcast has a listener or an audience? What should they look for? And is this an opportunity still? Is someone going to become the Nelson of podcast? Or really have an objective rating on whether anyone is listening to that podcast or not?

Jordan Harbinger:

Yeah, there a couple ways to do this but it's very hard, you have to be kind of a Sherlock Holmes. I get this all the time, someone will go, "Oh, you know you should go on the Read Books for Fun Podcast because they're the number ... They're a top 10 business show." Unless I've heard of it and it's called Start-Up or [Zen Fair 00:34:11] Show or The Jordan Harbinger Show or the Daily for ... I just go, "No it isn't." I don't even have to hear them finish saying it, I'm like, "No, it's not." I don't do that because that's not nice and I'm not fun at parties when I do that but will say that in my head I am. Because everybody wants to take a screenshot of where they were five minutes after they launched it to their email list and they went up in the ranks and got to the top 50 of the sub category of the sub category and then after an hour they were obliterated and never saw the top 200 ever again. But they got the screen shot and they're like, "Top 10 in business." So, you can't rely on that.

You can look at people's downloads but you have to very careful. One, people will lie but even ... Let's assume they're not. People will go, "His podcast has been downloaded over 10,000,000 times." Okay, that's great, how long has it been going? Seven years? That's pretty crappy, that's genuinely not that good. It's not great, it's not horrible but it's not that good, it's like middle of the road. If it's 7,000,000 times per month, that's very different but nobody's going to say that. So, you look at people who are marketing and you have to be very careful about when they say download numbers. 5,000,000 downloads a month is where we're at right now. If I'm going to add up my downloads over the whole life of the whole show, sure it's over 100,000,000 times, doesn't that sound impressive? But you're not comparing apples to apples when people do that.

The other thing that people will do is they'll go, "Yeah, we're the top 50 show." And they've got that old screenshot, that's sort of the number two. Then you have to really look at ... Since we don't have subscriber numbers and there's no apples to apples, one trick that I give to authors who are giving a promo tour for podcast and they don't have their own and kind of know how all this stuff works, I say, "Go on iTunes or Apple Podcast as we call it, look at the number of reviews. If they've got 100 reviews or 200 reviews and they say they've got 300,000 downloads a month, maybe they're not telling the truth. If they've got three to 4,000 reviews, they could have millions of downloads a month." Because getting a couple of thousand reviews is actually really tough but if they've got a couple thousand reviews and their show's been out like a year, that's a really good sign. If they've got a couple of hundred reviews and their show's been out a couple of months, that's really good sign.

But if they've got a couple of hundred reviews and their show's been out for five years, that is not good because even if their download numbers are true and they're not full of it, that audience is so not engaged that over the course of X number of years, they've only managed to get 100 or so people to write an iTunes review. That's pretty bad, that's a good indicator.

Robert Glazer:

Yeah, you had this discussion. I was asked around a book by some bookers to join a podcast and I said, "Well, how many ..." You trained me so, "How many

downloads per episode on this?" This guy said, " Well, 20,000." That's actually a decent number that probably ...

Jordan Harbinger: That's good, yeah.

Robert Glazer: ... puts you in the top five to 10%. So, I went on iTunes, there's like three reviews, I'm like, "There's no way that this has 20,000." You ask for a screenshot and they pretend ... You said this too to me, they pretend they can't get that data but they can get that data, anyone can launch it. It turned into a discussion and what you find out is, anytime I said, "Sure I'll do that." Then that's a host who emails me four pages of questions that they'd like me to fill out and ask me what they want to talk about on their show, it's like, "Well, I don't ..." Seems like you're outsourcing all the work to your guest, so I found a high correlation between those factors. The ones that sort of over state ... I think there's a lot of lying, frankly, about stats not even picking the best stats but just outright lying from what I've seen.

Jordan Harbinger: Yeah, I agree.

Robert Glazer: Yeah and then it correlates to how you watch that person produce their show when you get close to it.

Jordan Harbinger: Yeah, there's a lot of people ... And don't get me wrong, I have a pretty comprehensive show prep process that a lot of guests will go through but I also do 10 times more work on that same show myself. Furthermore, you're not going to fill out questions, I'm doing it because I want to make sure ... A lot of people will go, "I can't believe you're making me do all this work." And I'm thinking, if I'm interviewing Mike Tyson, he's not filling out this prep doc. I can do enough of my own research. If you come out of nowhere and you say I should be one your show because I'm really interesting, you're filling out those prep docs and the reason is because, I need to make sure that you have clear thinking. So, what's sort of a little dirty trick if this is, if somebody's got a large body of work, I don't need them to fill out these documents most of the time because there's enough going on. But you'd be very surprised, you get somebody who's like, "I have a great story, it's really amazing."

They're vouched for by three other friends and you ask them to fill out these documents, they can't fill out five bullets on what they want to talk about and that's a really bad sign. Because if you're trying to conduct an interview with somebody and they don't have bullets of things they can talk about, how do you think that conversation is going to go? They might think it's really great because they're great at telling a story, but for something like the Jordan Harbinger Show I want practical takeaways for every episode that the audience can use. We have worksheets for every episode that people can download. If you can't come up with three to five bullets, what am I supposed to put in that worksheet? So, there's something to that.

However, the people that are often asking you to fill that stuff out. They're often just going, "I don't really want to do a show, I just want a ton of content pieces. So, you write an outline, I will sit there and go, 'That's so interesting.' And then ask you the next question so that you can feed me this answer ... I have a daily podcast that's supposedly interviews a bunch of thought leaders, whatever that hell that term means." Then they put it up, they get the search engine optimization, they sell advertising against it and basically turn podcasting into Twitter or blogging and there's a reason that blogging is dead.

Robert Glazer: Or they email seven times and ask you to promote it, to do all the promotion on it too. So, you write the answers to the questions, they interview you and then, we'd like you to promote it to your whole audience. It'd be great if you could give really tough straight out advice to ... There's CEOs out there, there's coaches, there's people should I do this? Or should I do it? Why should they or why should they do a podcast and then what are ... If you're starting it out, how do you do this right? I believe in the quote, "Anything worth doing is worth doing well." So, how should they know whether they should do this or not do this or whether to help them or hurt them?

Jordan Harbinger: The question I always ask and you have to be honest with yourself about this because most people aren't/can't/won't be, would you do the show even if nobody is listening? For me, I would definitely and did for many many years do a show when I didn't look at my download numbers because there wasn't such a thing as podcast stats. I liked to look at raw server logs and it was like, "Yeah, some people downloaded these MP3 files." And I was like, "Cool, man." And I'd check again in six months, three months. I had no idea if we were growing, nothing, I was just building shops talking to people. That was important because that made me love what I do, whereas a lot of people, most people who start podcast ... And I give talks on why people should not do this, I give talks at entrepreneur events and the title of my talk is often Please, For the Love of God, Do not Do Another Podcast.

The reason is, because the room is half full of authors that are like, "Yeah, I heard I should do a podcast, so I got a podcast that's called the Finance Show with so-and-so and I talk about finance and I got to think of who I'm going to have on next week and I guess I'm just going to do some stuff on my own and I don't know what to do." I'm like, "You sound like you're going to jump off the nearest bridge, you don't want to do a podcast." And they're like, "No, but I need it because I got to sell my ..." Don't do a show. The people who should be doing shows are people that are like, "This is so fun that I want to do this and I don't really care who listens because my show's about pet shops in the Miami area that have exotic animals and it's so fun to talk about the types of things that they have and blah, blah, blah." Basically you'd want to have that conversation even if you weren't recording it and then you're going to record it and make it available online even if nobody listens to it.

You might build an audience of 100 people that are like, "This is so cool, I love exotic birds, thanks for making this show." That is your tribe then. But if you're

doing the show because you're like, "Yeah, I'm going to get a huge audience of people that want business products and then I'm going to sell them my business products and then I'm going to have mastermind ..." Forget it. One, that seat it taken. Two, you're not going to be that good at it because this isn't blogging where you can hire a writer and scale that way. You are a performer if you are a talk show host, you are competing with radio talent, you're competing radio talent and comedy talent that has their own shows, you're competing with all of these people who are really good at this and your reward for getting good at it is you get to keep doing it. YouTube, easy to build an audience but you can't swap yourself out for somebody else because they're looking for you, personality wise. Podcasting, hard to build an audience and you can't swap yourself out because people are looking for you personality wise.

If you don't believe that, ask the guys that just booted me out of their company and look where their show is now and you'll see the proof is in that. In blogging, may be tough to build an audience but when it gets bigger, you hire 10 more writers and you don't have to write another word in your life. It's very different podcasting, it's a performance, you have to get good at it, you have to work on the skills. You can't just sit there and hope that you're going to get famous off of this, that notion that you're being put on is gone. There are 550,000 podcasts, you better have a damn good reason and a good idea of why yours is going to be unique and better than whatever else is out there. If you cannot clearly answer that, you could still do a show as long as you don't care if anybody listens. But if you are hoping that you are going to hit it, I've got news for ya, you're not going to.

The people that had done really really big shows, they tend to have done this for a long time, they have other platforms they lean on and the podcast world is littered with people that have had email lists that have 200,000 people on them and they're like, "Look, I know you said it's hard to grow a show but I've already got a platform. I've already got my list. I've got 300,000 Twitter followers." I got a buddy that did that, very successful entrepreneur, huge email list. His podcast gets about 9,000 downloads an episode because your list doesn't care about that, it's not going to convert to that. People who read your emails, people who read your tweets, people who read your Instagram they're not looking to listen to you for an hour. They're barely looking to look at your picture for one half second, they're not trying to hear you for an hour. It's a very unique and different audience and if you can't cater to that audience, you're in trouble.

That's why I say, "Don't even think about starting a show unless you would do it if nobody listened." Because there's a damn good chance that for the first half decade, no one's going to care what you have to say.

Robert Glazer:

That's great advice and let's say if someone listens to that and they say, "I want to do it." What's the number one thing they can do to make a positive first impression with guests or partners or otherwise? If they're going to do it, what's their 80/20 and the one thing they should focus on the most when they're starting?

Jordan Harbinger: Since you're not going to be the most talented and you're not going to be ... I mean, you might be great but you might not be the most talented, especially if people are doing a media tour that includes traditional TV and radio. The best thing you can do is outwork everyone. Look, I'm not particularly talented in any particular area, I don't think, but I can outwork everyone. So, if I got an interview with an author and he has a new book, I'll read the whole book even if it's 30 hours long and then I'll pick up his previous two books and re-read those. Then I'll read the Wikipedia, then I'll read the negative Amazon reviews and then I'll read the reviews on Good Reads and then I will look at his social media profile and go all the way back a year and find out what he's talking about. Then when they're like, "So, I recently got back from a country that most people haven't heard of." I'll be like, "Yeah, you went to Bhutan, that must have been incredible." They're like, "Whoa, how do you know about that?"

Well, and then I spend an hour researching Bhutan and I know that you went there and then I read in your book that you were interested in how monarchies controls society in a way that ... Successful monarchies are [inaudible 00:47:01] blah, blah, blah, whatever. And they're like, "Oh, my gosh you spent 30 hours researching me before this. You know what you're talking about in areas where I am an expert, so I don't have to explain simple things to you and I can have a fun conversation that is on the level." If you're talking with somebody who is an expert in app development, you better not be like, "What's the difference iOS and Android?" You better not be like, "Oh, what type of programming languages do you use?" They're going to be bored, that is very basic stuff. That is what journalists do when they have five minutes or 15 minutes to interview someone. If you're doing a show and it's going to be interesting for the guest, you have to have something that is specialized and the way that you do that is you outwork all the other hosts.

Jordan Harbinger: The good news is, the bar is really low. Most hosts spend between zero and 30 minutes preparing, that's not formal survey data but trust me, I can tell.

Robert Glazer: Well, 92% of statistics are made up on the spot, so we'll go with that.

Jordan Harbinger: It is but look at this, here's how you can tell, did you introduce me by reading the first paragraph of the bio that's on my website/my Wikipedia? If so, you didn't do squat to research me, I could tell. That's another thing, don't introduce me while I'm there, I know who I am. Unless you're recording your show live, do that stuff later. I don't have to waste any of my guest's time, I do the intro later, they know who they are, I don't have to talk about their college degree. Do not read the intro from their bio, there's all kinds of little things you can do to signal professionalism. The number one though, outwork all the other hosts so that when they finally get to you, they're like, "Holy crap, this guy really knows what he's talking about. No wonder this show's popular." That's what you want people to say.

Robert Glazer: The good news is, you probably just got the best advice that anyone can get on today's podcast. The bad news is it wasn't the 10 second hack that you were

looking for. I think anything when you dive into someone who's really successful and has imposter syndrome and on the surface and all this stuff, what you find is they just work harder and smarter than everyone in the background. I'll flip it around for the last question and this is usually ... You can answer this personally or professionally or it can be recurring or singular, so it's multi variant, but what's a personal or professional mistake you've learned the most from in your career?

Jordan Harbinger: I always waited for other people to help me with things and I always thought, oh I can't do this by myself but 20/20 hindsight, I should have started my own thing probably six, seven years ago instead of one year ago. I realize, in an effort to make everything be cohesive and have everyone get along, I was really subservient, I was really subordinating my own needs to other people so that they didn't feel bad about themselves. They can't do that, yes you have to get along with people and yes you got to make things work in a corporate environment. But at some point, when you're the only one in the office and it's been like that for years and everybody else is making excuses, you have to decide whether or not you're just better off without those people. Even if you have history, even if you think you need what they do, you got to ask yourself, do you really need that? And do you really want the business that you'd created? I spent 10 years at that old company and there were most days I was just like, "I don't love what we're doing."

And I focused on the show. But I didn't care about other things that the company was doing and now that I'm not doing that stuff anymore, it feels amazing. I think a lot of people have this [inaudible 00:50:30] like, "Oh, I've been selling carpet for a long time and it's pretty cozy." Is that really what you want to be doing? You have to every year, really reevaluate the direction that you're going in and make an annual plan and decide what you want to do and decide if you're excited about it. If I'd planned my years ... I planned this year and I planned last year. If I had done that five, six years ago I would have gone, "I'm not excited about anything that I'm doing." And it would have been really obvious that I needed to make a change but instead I convinced myself I was too busy and I just kept treading water, treading water, treading water and letting other people sabotage the business so that they could say, "Oh, we'll get there next year."

The second I decided to stop playing that game, I just got so much more excited about life and accomplishments and we started really crushing it. I just wish I had done that before.

Robert Glazer: That is [inaudible 00:51:25] advice for, I think, a lot of people who are facing similar situations. Jordan, I really appreciate your candor and willing to chat about all this stuff and your wisdom. Huge fan of your work and your podcast and I wish you much continued successes. I'm sure it will continue to grow and move up the charts.

Jordan Harbinger: Thank you very much, I really appreciate the opportunity.

Robert Glazer:

All right, again for everyone, join the podcast, it's the Jordan Harbinger Show and we'll be sure to include the link in our show notes as well as his website where you can learn more about and connect with him. Thanks for tuning in and until next time, keep elevating.