

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.

Robert Glazer: Good morning everyone, and welcome to an experimental version of the Elevate podcast. I'm your host, Bob Glazer. As many of you know, I know, a lot of Elevate podcast listeners also follow my Friday Forward newsletter. I got a request from someone last week, and I had heard it also a month or two before, about maybe having them available in audio, so people could listen in the car and on the way to work. It's hard to do in real-time for that week.

Robert Glazer: What I thought I would do is record the last two Friday Forwards, add them to the podcast, and then see what everyone thought and decide how to move forward from there. I'll jump in and then we'll talk about next steps.

Robert Glazer: Winning Position. #174. May 2nd, 2019.

Robert Glazer: A few weeks back, I had the opportunity to hear Boston Celtics' President, Rick Gotham, give a presentation about the organization's strategy and philosophy on winning. Every professional sports team wants to win, ideally every year, even though they know that's not realistic or possible.

Robert Glazer: One of the most interesting insights Gotham shared was that the Celtics realize that there's a certain amount of luck and timing involved with winning. To align with this, their stated goal is to put themselves in a position to win each year. This includes, among other factors, recruiting well, building the right team and managing salary caps or finances.

Robert Glazer: His perspective got me thinking about how this principle of putting yourself in a position to win each year might look for an individual or organization. Here are five fairly universal ones that I came up with.

Robert Glazer: First, build the right team. Success for any organization or individual starts with surrounding yourself with the right people; people who share your values and/or vision, and whom you trust. Conversely, people who bring you or your company down are energy vampires and have to go.

Robert Glazer: Two. Practice more. Professional athletes practice at least 10X more than they actually play. This same approach applies to many aspects of business, such as giving a speech. I know from first-hand experience, and a lot of professional coaching, how much better a speech is when it's practiced multiple times prior to being delivered. For example, I practiced my recent TEDX talk over 100 times and even practiced on the stage that I'd be performing on.

Robert Glazer: Three. Maintain flexibility and discipline. In sports, there are situations where it's easy to get impatient and just go for it, such as trading for or signing

expensive players with long-term contracts. Such decisions can saddle the team with long-term obligations and cost them valuable future draft picks. Similarly, in business and in life, shiny new opportunities will come your way regularly. While exciting, the most disciplined decision might be to stay the course and not mortgage the future for the present, so that you have the flexibility to act opportunistically. For example, if you constantly rack up credit card debt and spend more than you earn, you may not be able to buy your dream house when it becomes available at a great price. The key to lucky breaks is often more about being prepared and positioned well than kismet.

Robert Glazer: Four. Stay healthy. Imagine a basketball team made up of low energy, overweight, exhausted players. How exciting would that be to watch? The same goes for our life and business. To be an A-player, you must first take care of the vehicle that gets you through life; your body. Too many of us are eating poorly, not getting enough exercise, are short on sleep and far too stressed. The data clearly shows that we don't make great decisions when we're tired and stressed. It's hard to rise to the occasion in any personal or business situation when you're not feeling 100%.

Robert Glazer: Five. Focus. A team needs to decide which direction it wants to go in their season. Is it rebuilding to win in the future or trying to win now? Similarly, people who spread their energy across a dozen different directions rarely find themselves winning in any one of them. Success or winning is not about being busy. It's about defining what is most important and pointing 80% of your individual or company's energy towards that direction. Big winners usually aren't hedgers; they tend to be laser-focused on a given strategy or direction.

Robert Glazer: Like professional sports teams, we don't always win in life or business, despite our best efforts. However, I venture to guess that the people and companies you know who have the right teams, practice often, are financially responsible, focus on health, and have a laser-like focus tend to win more than others.

Robert Glazer: Quote of the week. "The key is not the will to win. Everybody has that. It is the will to prepare to win that is important." Bobby Knight.

Robert Glazer: Best Intentions. #175. May 9th, 2019

Robert Glazer: A few weeks back, I wrote about the Varsity Blues scandal in which some very misguided parents were charged with helping their children get into elite universities through fraud and bribes. Around that same time, I listened to an almost two-hour long podcast between Tim Ferriss and LeBron James. When Ferriss asked James about his parenting philosophy and his kids, one of whom is an aspiring basketball player, James said something that really stuck with me. He said, "I don't want the best for my kids. I want the best out of them."

Robert Glazer: What a great piece of leadership advice. Not only for parents, but for anyone who leads. When you want something for someone, it really has more to do

with you than them. I've seen this more times than I can count on the sidelines of youth sports games. Parents, who seem riddled with regret about not being a better athlete when they were younger, attempt to transfer their own lamentations to their child through overzealous encouragement.

Robert Glazer: Wanting the best out of someone is more about helping them tap into their innate desires and ambition, and encouraging them. It's not about passing yours on to them. Shortly after hearing Ferriss and James' podcast episode, someone shared an article with me written by Kobe Bryant, another Hall of Fame basketball player, titled A Letter to My Younger Self. In his article, he distinguishes between investing and giving, and explains why he's such a strong advocate for the former.

Robert Glazer: "You will come to understand that when you were taking care of them because it made you feel good, it made you happy to see them smiling and without a care in the world, and that was extremely selfish of you. While you were feeling satisfied with yourself, you were slowly eating away at their own dreams and ambitions. You were adding material things to their life, but subtracting the most precious gifts of all; independence and growth."

Robert Glazer: During my discussion with renowned wealth expert, Garrett Gunderson on a previous episode of the Elevate podcast, he detailed this exact scenario between two of the richest families in American history; the Vanderbilts and the Rockefellers.

Robert Glazer: The Vanderbilt's approach was to shower their children with money. In turn, they and their children spent it as fast as they received it on houses, cars and failed investments. As such, the family's wealth was almost wiped out within a generation.

Robert Glazer: The Rockefellers, on the other hand, chose to teach their kids values and used their wealth to invest in their children rather than on material things. To this day, the Rockefeller fortune remains intact. Many of the Rockefeller heirs have gone on to hold very successful leadership roles and the family remains committed to allocating their vast resources to charitable causes, donating over \$50 million a year.

Robert Glazer: Leadership is not about what is important to you or about making you feel better. It's about the other person; their desires and dreams. And, perhaps most importantly, real leadership is about providing the support so that others can develop skills that will allow them to be independent, not dependent.

Robert Glazer: Think about your approach to leadership, be it as a parent or boss. Are you a Vanderbilt or a Rockefeller? A giver or an investor? Do you want the best for others or do you want the best out of others?

Robert Glazer: Quote of the week. "Leaders don't create followers, they create more leaders."
Tom Peters.

Robert Glazer: Well, thanks for listening. We'll include the links to these Friday Forwards in the show notes if you want to read them or share them. And I'd love your feedback. Is this something you'd like to hear once a month, every other week, once a week? Let me know. You can reach out at RobertGlazer.com on the contact form.

Robert Glazer: And while you're there, please do click on the podcast and leave us a review if you enjoyed this podcast or any of the others. Until next time, keep elevating.