

Dov Baron: That's what leaders do. Leaders go first. Leaders are vulnerable and they go first. They don't say, "Well, you'll be vulnerable then I'll do it." No, no. I'm going to show you I'm going to be vulnerable and then they do it, and then you get the example.

Robert Glazer: Welcome to Elevate, a podcast about achieving 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: Welcome to the Elevate Podcast. Our quote for today is from Tom Peters and it's one of my personal favorites, and that is, "Leaders don't create followers, they create more leaders." Our guest today, Dov Baron, is one of the world's top speakers and authorities on leadership. He is the founder of Full Monty Leadership and the bestselling author of several books, including his most recent; Fiercely Loyal. Dov is also the host of the Leadership and Loyalty Podcast, which is one of the world's top business podcasts. Dov, welcome. I'm excited to have you join us today on the Elevate Podcast.

Dov Baron: Cheers Bob, I'm excited to be here. Looking forward to adding value to you, to the audience and doing whatever I can to serve.

Robert Glazer: All right. We're going to hold you to that.

Dov Baron: Good.

Robert Glazer: Most people have a long career before they even begin keynote speaking but you established yourself as a gifted speaker early in your career. How did you get your start at speaking?

Dov Baron: Gifted? That might be a bit debatable. Well, as you know, there's a funny story with that. My speaking career started unintentionally. I'd had businesses and ran businesses since I was a kid. I had businesses in the U.K., in Canada and in Australia, and my business in Australia had nothing to do with this industry. And I had a customer who would come in and he and I would have these wonderful philosophical conversations, and then one day he came in and he said, "I'd like for you to come and speak to my managers." He owned a national men's wear company.

Dov Baron: And then go, "We have a national managers' meeting, I'd love for you to come speak." And I'm like, "Speak? What are you talking about speak?" He was like, "I want you to come speak." I said, "About what?" He goes, "It doesn't matter. You could speak about whatever you want." I'm like, "Come on."

Robert Glazer: And how old were you?

Dov Baron: I was 24, 24 or 25 years old. I was brilliant. Well, at least I thought I was at 24, which may have been the curse of being 24. I got over that, don't worry. But so he said, "I want you to come speak." I'm like, "About what?" He goes, "Anything you want." I'm like, "You're kidding me, right?" He's like, "No." I said, "Listen, I'm not a speaker and you're not even going to give me something to speak about." He goes, "No." "How long for?" "An hour." "Oh my God. Are you crazy? I can't do an hour." I could but I've... oh, I was just freaking out. He managed to talk me into half an hour. Now, an hour would be a warm-up but that's nonetheless. Okay, fine.

Dov Baron: So I agree to do this half hour. The challenge is that he says, "I have one condition," and I'm like, "Okay, here we go. What is it?" Now you should know this is the early '80s and in the early '80s... I had been a bodybuilder since I was 19 so I'm now five, six years into my bodybuilding. And so, as a young 20 something year old into bodybuilding, it's very important that people know you're a bodybuilder at that age. What that means is I wore tee-shirts that were way too tight because it was very important that everybody knew I had muscles.

Dov Baron: My wife argues me about wearing long sleeves because I'm always covered up but back then it was really important that everybody knew about that. And on that particular day when he was in my place, I was wearing a skintight tee-shirt, ripped jeans, I had designer stubble, and you should know that my hair back in those days was down to my chest. And my hair is naturally very dark, ringlet curls, so a bit like Louis the 13th hair. It was this wild curly hair and it's untamed, so it's not in a ponytail and it's just looks like a nest. Right? I've got this long hair and I've got these earrings in that are so big you can swing parrots off them.

Dov Baron: He goes, "I don't want you to wear a suit. I want you to wear what you're wearing." I'm like, "Why? Why do you want me to do [inaudible 00:04:31]?" He said, "It doesn't matter. I want you to come [inaudible 00:04:32]." I said, "Steve, you know I have suits. You make my suits." He made my bespoke suits, so when I wasn't dressed in the way that I just described I would wear nice suits. Anyway, I agreed. I show up at the gig, I get there and I wait at the door as instructed and put my head in the door so that he and everybody else can see me.

Dov Baron: And as I look down this long boardroom table, everybody at the table looks at me and they're giving me this nod, like this to the side nod, which is, "Bugger off, get out of here. You're in the wrong place." But I just stayed and then eventually Steve said, "Please welcome our speaker, Dov Baron." I come up to the front of the table and, honestly, there was almost like there was a clunk as chairs hit the desk like, "What? Who the hell is this guy?" Remember, now, this is the early '80s where racism in Australia was a big issue with the aboriginal native people and they were trying to find some rights and all the rest of it.

Dov Baron: And I said, "Put your hand..." Nothing planned by the way. I said, "Put your hand up if you consider yourself a racist." Well, as you can imagine, nobody put their hand up. I said, "Okay, fair enough. Put your hand up if you would judge somebody by the color of their skin or the way they look in any way, shape or

form.” Nobody puts the hand up. And I said, “You’re a bunch of freaking liars. Every single one of you judged me by the way that I look. You decided how intelligent I was. You decided what my financial situation was. You decided whether I was worth bothering with by the way that I look and every one of you was dead wrong because I am your customer.

Dov Baron: That's how I know Steve. You make my suits. But if I'd walked into your store, you would have lost a great customer.” Now at that point I think, “Oh my God, I've spoken out of turn. I've shit the bed here. It's all over.” Right? I look over at Steve and he's got a huge grin on his face. Obviously, he knew what he was doing.

Robert Glazer: Was that your plan B speech or your plan A speech?

Dov Baron: That was my no plan speech. I had no plan. I didn't know because he said speak about whatever you want so I didn't know. It was totally intuitive. And I always say that if the story finished there I would be a hero of authentic speaking but the story doesn't end up because I'm not a hero. I'm a schmuck. I'm a slow learner... nice guy but a bit of a slow learner sometimes. And so what that is that Steve talked to me about it. He was very happy. He was excited about it. Two, three weeks go by, he comes by and he goes, “Allister would like to you to come speak for his people.”

Dov Baron: Allister owned another national clothing company. I was like, “Cool. Exciting. Now I'm in, right? Now I've got the bug. Okay, I can do this.” But like an idiot, I decided to research speakers because I knew nothing about speaking. I'd been following psychology. I knew all kinds of cool stuff but I didn't know what speakers really did so I did the research. And speakers, I discovered, looked like Jim Ron and Zig Ziegler and those kinds of guys and they wore uniform. And the uniform was blue suit, white shirt, red tie, short hair, patented shoes, clean shaven or a mustache.

Dov Baron: So what did I do? I got a haircut. I shaved off my designer stubble and got this thing on my lip that looked like a dead animal. I got the blue suit, white shirt, red tie and the patented leather shoes. Showed up for the second presentation, figured what I said the first time went down really well and, of course, it went down like a lead balloon. Again, slow learner, it only took me about four years to work out what the hell went wrong. I had traded my authenticity for approval. That is the biggest mistake anybody can make.

Robert Glazer: You set up a perfect tee ball for me for something I wanted to get into a little bit earlier but that is fine. Recently, when we were doing a leadership training for some of our up and coming managers, we talked a little bit about the level five of leadership going from being productive, individual to a team member to a manager and then moving to that four and five. I shared my own experience and I put up a picture of a patchwork quilt because I think what happens is when a lot of us start managing or leading, we grab a bunch of best practices

from other people that we see and we emulate and we try them on and some of them feel right and not right.

Robert Glazer: But I think you actually have to do that for a year or two. I think some of the deeper leadership stuff would fall on deaf ears when you're just starting to get out because you have to go through that process. What does that look like, in your mind, for a lot of people? What does it take to move from things that they've seen from... And coaches in sports mess this up all the time. Like, how many people have tried to go on and be Bill Belichick which is just not... it's impossible to be his character. What does it take for that transformation towards being comfortable with authentic leadership?

Dov Baron: Well, you know authentic leadership is a term that is thrown around now but if you and I, Bob, before we went out to the mall or somewhere and we had a little clipboard and we asked 100 people are you authentic, how many of them are going to go 'no'? Of course, they're all going to say they're authentic. So you say to the person, "Are you a manager?" "Yes." "Are you in a leadership position?" "Yes." "Are you authentic?" "Yes." So it's redundant. It becomes like, "Well, I'm in a leadership position and as far as I know I'm authentic so I'm an authentic leader." No you're not but you think you are. And I understand that.

Dov Baron: Here's the first thing we need to know. Managers and leaders are vastly different. Leaders lead people, managers manage projects and they get used to people to get the project done. But leaders are actually integrating and interacting with individuals. That's number one. Number two, authenticity. Let's just look at that word for a moment and grasp it. Whatever you think authenticity is, I want you to think about what you think it is. I want you to write it down or just say it in your mind as you're listening to this podcast and go... Okay, answer the question what is authenticity. And I'm going to ask you, Bob. Is that okay? What is authenticity?

Robert Glazer: I have defaulted to using the Gandhi quote where I think authenticity is when what you think you say and you do are aligned.

Dov Baron: Mm-Hmm (Affirmative). I would say that's integrity but it's certainly a good answer.

Robert Glazer: Okay.

Dov Baron: But I'll tell you what authenticity is. I want you to think about somebody that you are really tight friends with.

Robert Glazer: Okay.

Dov Baron: Okay? Somebody who is a very good friend. Now, let me ask you this question. Think about somebody who is an acquaintance. So you've got a really good friend and you've got an acquaintance.

Robert Glazer: Yeah.

Dov Baron: The difference you would say, "Well, this relationship is more authentic," the friend. And I would say, "Yeah, so what's the difference?" And the answer is depth.

Robert Glazer: Yeah.

Dov Baron: Authenticity is depth that comes from vulnerability. It's depth so an authentic leader has depth. Well, what is depth is the next question and the answer is self-knowledge. If you are not willing to self-explore, if you're not willing to discover more about yourself, if you're not willing to ask yourself the hard questions... And I mean that not some bullshit hard question that you made up or that you think is hard or is the kind of thing you should be asking yourself but genuinely a hard question. Here's one. What do you believe? Tell me something you believe. I'm going to ask you Bob, what do you believe.

Robert Glazer: What do I believe?

Dov Baron: Anything. I don't care what it is. It's all right... but it's a personal belief.

Robert Glazer: I believe that you should treat people well.

Dov Baron: Okay, that's a vague. Personal, something more personal.

Robert Glazer: Oh, more personal?

Dov Baron: Yeah.

Robert Glazer: I believe you should do what you say.

Dov Baron: Okay. Why?

Robert Glazer: Because it's just the right thing to do.

Dov Baron: Bullshit.

Robert Glazer: Man, I didn't know you were going to throw me on the spot here. That stands for...

Dov Baron: Yeah, because I am. This is why I want to do this.

Robert Glazer: Yeah?

Dov Baron: And I'm doing this because not for... Obviously, I hope that you get something out of it Bob but I want to do it for everybody else because this is what we do. We go, "Oh, this is uncomfortable. I'm going to go to the surface," but that's not

authenticity. Authenticity is to ask yourself the hard questions and not give yourself the easy answers. This is not self-lobs. I believe that people should do what they say. Why?

Robert Glazer: I think it's your personal brand and it's your own integrity.

Dov Baron: Okay, great. Why does that matter? Now, I'm not going to ask you to keep answering this because we could turn this into a session, right? And this is how I work with my clients and I help them to get really deep and true with themselves so they can find their maxims, their true deep... It's not values, it's below values which are maxims [inaudible 00:13:24] gives them access to their purpose. But when we take this down at the levels, in the deeper deep levels, we start to see that actually we've not really self-explored. We've not really gone through the depths. And I'm certainly not saying you haven't done that Bob, we're just not doing it here.

Dov Baron: I'm certain that you and I, if we had this conversation, you would get very deep with me but this is the point of what I'm saying. It's that when we're looking at authentic leadership, the reason people are uncomfortable with it is because they're uncomfortable with going to the uncomfortable places with themselves. And the truth of the matter is that you want to be a great leader, that doesn't exist in your comfort zone. And I know that that's a term that's thrown around but, listen, I'm telling you the only way for you to become the leader you want to be is to embrace the vulnerability of looking like an idiot, the vulnerability of being willing to say the wrong thing.

Dov Baron: See, as a listener right now, here's what I want you to consider. I put Bob on the spot and he was willing to go there. If he didn't have depth, he would have gone, "Well, no. Now, let's not do this here we'll do it some other time." He did it. He went there. He had the courage. He led by example. That's what leaders do. Leaders go first. Leaders are vulnerable and they go first. They don't say, "Well you'll be vulnerable then I'll do it." No, no. I'm going to show you I'm going to be vulnerable and then they do it and then you get the example. Thank you for doing that Bob. It's a great leadership principle that you just taught everybody who's listening.

Robert Glazer: Where does the myth of this perfect invulnerable leader come from or the one, I think, we see in stories and books and the one that people are aspiring to be or trying to be." I don't know a lot of people who... certainly there are, but who are saying, "Oh, I want to be that vulnerable person who does this." They want to be the person who looks perfect on the exterior that is revered.

Dov Baron: That's interesting because I'm finding the opposite, actually. I'm finding, in my work, that great leaders really want to embrace their vulnerability. They want to understand how to be vulnerable. The truth of the matter is that my generation grew up with the idea, and even Gen-Xs grew up with the idea, that we were supposed to be impenetrable, that we were supposed to never show

vulnerability, never show the chink in your armor. But the truth of the matter is that that doesn't work. It doesn't endear people to us. It doesn't create loyalty.

Dov Baron: And, again, back to the example I gave of somebody who was a trusted loyal friend versus an acquaintance. If you want to look at those two people, let's say you've known them both for the same amount of time, the difference between the two, as you said, is vulnerability. If you want to endear people to you, if you want them to become loyal to you, you have to go to vulnerability. But I also understand that you and I have been conditioned as leaders that as a leader you're supposed to know everything and that you are supposed to never show your weaknesses.

Dov Baron: Well, what we know is that doesn't work particularly for millennials anymore at all. They're not interested in that. In fact, they will never be loyal to you. They will walk away from you. I talked a lot about that in *Fiercely Loyal*, that the companies that are able to not only attract and develop but retain top talent are led by purpose driven organizations with leaders who are willing to be vulnerable. Now, if you don't care about keeping your people, great, then keep doing that perfect leader nonsense. You won't keep people.

Robert Glazer: Well, it's interesting that you said that. I think there's an analogy in sports that you work with people who are really good but want to be better. And think about sports, Olympic athletes work with coaches but then there's a lot of mediocre leaders and a lot are mediocre athletes who don't think they need coaches when all the guys at the Olympics have two or three coaches. I find the same thing is true in business. It's that the people with coaches who are doing all this difficult stuff are already pretty good. The people without it, I think, have a false sense of their level of capability.

Dov Baron: The best of the best, it doesn't matter what it is. Whether I'm working with people from Hollywood, whether I'm working with athletes, whether I'm working with CEOs or high level entrepreneurs, the best of the best are always aspiring to be better. The analogy I like to give people is, let me ask you this question. I know he's back but when Tiger Woods was at his top originally, do you know how many coaches he had?

Robert Glazer: Oh, he probably had a swing coach, a distance coach, so that made four.

Dov Baron: Very good. He had five.

Robert Glazer: Five.

Dov Baron: He had five coaches and he was the best in the world consistently for a very long time. Now let's hold on. Let's break this down. Were any of his coaches better than him? Overall, no. Every one of them was better than him in an area.

Robert Glazer: Right.

Dov Baron: They could see what he couldn't see. He was smart enough to know that. Now, let me ask you the same question. Tiger Woods, same period of time, how many relationship coaches do you think he had?

Robert Glazer: Zero.

Dov Baron: Exactly. If you want to learn how to be a world champion and how to just completely shit the bed on it, there's your answer. Because by not having a coach in that one area, he destroyed the other area where he was a world champion. He lost a billion, one with a B, billion dollars in sponsorship because he didn't have a relationship coach, because he didn't deal with his crap, because he didn't get his personal stuff out of the way and it destroyed his professional stuff. And this is where I started out when I said that real leaders understand the power of self-knowledge.

Dov Baron: You've got to go there. You might not want to go there, you might not be comfortable with going there but you got to go there. And if you go there, your entire game will get better. Very often the leaders I'm working with will say to me, "You know it's so fascinating that my marriage is so much better. I'm doing so much better with my kids. My son came up and said this. He's never said that. My daughter came and she said this. She's never said that." "My wife is telling me she's more in love with me or my husband is telling me that he's more in love with me than ever before." Why? Because leadership starts inside not out.

Robert Glazer: I have a pretty good sense of where you stand on this but for the people that still believe... Message to share for the people who are still operating the command and control playbook because it's been handed down to them for business generations and generations when the army isn't even... or the military isn't even using command and control in the same way anymore. It seems like it doesn't work but other people just don't have another playbook or don't know what to do other than to say, "Listen to me because I'm your boss."

Dov Baron: Well, let's face it. Depending on your generation, your dad probably said do this and you said why and he said because I said so.

Robert Glazer: Yes.

Dov Baron: And if you look at leadership, leadership today is very simple. It's the same model as the Roman Empire. Now, that's been gone and fallen and if there is a Roman Empire now it's called the mafia and it's still running command and control.

Robert Glazer: Yeah.

Dov Baron: The fact of the matter is that, as you said, even the military has moved away from it. I got to speak for the air force and I was fascinated and loved that they

broke my bias in that I suddenly realized they're not doing command and control. They're actually empowering, which is wonderful to see. However, you have to understand that command and control is still the default so somebody who's not a command and control person may find themselves in the role and then suddenly find, oh, they're doing that behavior because it's conditioning and anything that's conditioning will take effort. It's a struggle.

Dov Baron: So you go, "Well, I don't know of another model." Well, talk to me. I'll give you an entirely different model. The leaders I work with work with an incredibly different model and have powerful results. You just don't have a model because you don't have a coach, a mentor, a guide who can walk you through another model. And you can't do a new model on your own. That's all there is to it. It's too hard.

Robert Glazer: Yeah. And you talked about... I think for a lot of us, purpose comes from an experience or somewhere close to pain and really digging on in your situation. I know you had a situation yourself in 1990. I think right as your business was taking off you had a free climbing accident in which you-

Dov Baron: Mm-hmm (Affirmative).

Robert Glazer: -shattered your face and had major surgery. I'd love to hear about that experience and how it impacted your personal and leadership journey and what you do today.

Dov Baron: I want to start by saying that action is the currency of the brave. You got to be willing to take action. But courage is subjective and it's important for us to know that, the things that you might think that I do that are very courageous or may be easy for me and vice versa or maybe things that you do that I think are very courageous or easy for you. But on the morning of June 20th 1990, I woke up feeling, what was at that time, very familiar sense of both confidence and power. Little did I know that by the afternoon of the same day that confidence, that power would be crushed like a walnut being hit by a hammer.

Dov Baron: Looking back over my shoulder at around 120 feet high, the idea of doing that free climb looked pretty foolish. I reached for a rock that dislodged a bigger rock that hit me in the face and sent me hurtling down that 12 stories onto the rocks below where I was opened up. It was devastating. It cracked open my ego and I got to get a glimpse, in that moment, of the depths of despair and I spent the next 18 months in a very dark, dark place. And people will often say, "That must have changed your life," but the truth is it didn't. It actually didn't. We like to think that.

Dov Baron: We say, "Oh, well, you had this massive heart attack or you had a diagnosis or you went through divorce, it must have changed you." And people will often say yes but it's not true. You see, we're not changed in those moments. Those are called pivotal moments. Pivotal moments are important. They stop you in your

track. They're supposed to stop you in your tracks. But what happens for most people, and certainly for me at that time, was that event embedded me deeper into my ego. It made me more resolved about being the way that I was. And when people would say how are you doing, with my teeth wired closed I would say, "I'm coming back. I'm not going to be knocked down, I'm coming back."

Dov Baron: Just so you understand, that was in June. In November of that same year, I went bungee jumping at 140 feet with my jaw wired closed. I was going to be on unstoppable. I was a leader. I had been a boxer. I had been a martial artist. I was born in the ghetto. I was not going to be beaten down until I walked, until I fully faced my own pain, stepped into the darkness. As a Joseph Campbell said, "The treasure you're looking for is in the cave you refuse to enter." I entered that dark cave, went into a very dark depression and that was when I decided I had to find my purpose.

Dov Baron: You see, we go looking for our purpose in our passion, in our joy, but that's not where your passion is held... where your purpose is held rather. Your purpose is not held in your passion. Your purpose is held in your pain. It's in the place you do not want to look that you will find the diamond you're searching for.

Robert Glazer: And what was the diamond?

Dov Baron: My purpose.

Robert Glazer: Yeah.

Dov Baron: Finding my purpose.

Robert Glazer: Which is what?

Dov Baron: I do a lot of work, as you know, do a lot of work privately with the high level individuals and with companies and we help companies to elicit their core purpose so they can be purpose-driven. And oftentimes what they think is their purpose is actually a mission statement and so we have to go look at their purpose. When we do that purpose work for individuals, we say there are two purposes. There's your inner purpose and your outer purpose. The inner purpose is for you and other people probably won't even understand it.

Dov Baron: And there's an outer purpose that you can share with the world because it's what you're here to do in the world. My external purpose is I am here to facilitate other human beings finding that purpose so that they can live deeply fulfilling lives and create a legacy of positive impact and empowerment. That's the external purpose. Now that, of course, translates to companies, assisting companies to find their purpose so that they can be productive and impactful into their world and leave a mark on the world, a legacy that goes beyond finances or even beyond their company or their name. And it's powerful and it's magnificent.

Dov Baron: My inner purpose is different than that because my inner purpose is about me. And when you actually get to your purpose... You know this is a guideline for everybody because a lot of people think they've found that purpose but what they've found is their mission statement. And I say, "Well, how do you feel when you say this purpose?" And they go, "I feel really good." And I go, "It's probably not your purpose then." And they go, "What do you mean? Well, shouldn't it feel good?" And I say, "Yeah, but it should feel something else." And they go, "Well, what is it?"

Robert Glazer: Emotion.

Dov Baron: I say, "Well, I'll just tell you this..." Oh, yeah, it's got to be emotional. It's got to be deeply emotional but I'll tell you what the emotion is. When I think about my inner purpose, I'm going to be honest, I kind of shit myself a little bit. I get scared. It's a big thing to state because it sounds [egoic 00:27:22]. It sounds too big. It sounds like, "Oh my God, if I say that do I sound like a megalomaniac?" Because it's calling me to something that is way bigger than I personally can do. It calls me to create something that is far beyond me and an impact in the world that it's overwhelming but I got to step into it. That's your purpose. If it doesn't scare you, it's not your purpose.

Robert Glazer: I recently did a podcast with Philip McKiernan. Do you know Philip?

Dov Baron: Not personally but I know who you mean.

Robert Glazer: He said something like similar to that, the pain lies near the purpose but that most people know what they want to do they're just afraid to step into it. Because if they know what they're supposed to do and they fail at that, then, there's a real sense of scare. He said we're dragged kicking and screaming into what we were actually meant to do.

Dov Baron: I fully agree with that. Again, it's far easier to do what you're comfortable doing. Like I said, if it doesn't scare you, you're probably not on that right path. And the only question I have for you about that is, on your deathbed, if somebody comes over and whispers and said, "Hey, I always knew what it was. It was this... this is what you should've done," and you know that that's true can you die happy if you didn't do it? I doubt it. I want to die fulfilled. I want to die screeching into the end saying... at a high speed and screeching into the end going, "I lived my purpose. Every day I lived." Because part of my purpose is to live with courage.

Dov Baron: And so every day I challenge myself because every day I can feel like a coward and I challenge myself and say, "Is that the coward's way?" Because again, as I said at the beginning when I talked to about the fall, courage is subjective. Just because it looks courageous doesn't mean it is. If it's easy for me, it's not courageous. And if other people are inspired by what you're doing but you're not, you're not on purpose.

Robert Glazer: Yeah. That's living someone else's version of what they think you should be.

Dov Baron: Well, no... not even that. That's not what I mean. That's a good point but that's not what I mean. What I mean is this. For instance, I'm being interviewed right now by Bob Glazer. Fantastic, right? And Bob goes, "Well, I see that you did this and I can see that you're doing that," and Bob is very excited and he's inspired by it. And if I'm going, "Mm-Hmm (Affirmative)," all right, I'm no longer challenged. I'm not living a courageous life. It looks courageous to somebody else but I'm not inspiring me.

Dov Baron: We all try to be inspiring but my question is are you inspiring you? And part of inspiration inspiritus, which is to be drunk on the divine... until I'm inspiritus, until I'm... to get into that state, I have to step off on the edge. That's scary. Other people can say, "Oh, that's really courageous," but if it isn't for me, if I'm not inspiring me, I'm not on purpose.

Robert Glazer: I'm sensing that your clients have nowhere to hide with you.

Dov Baron: This is the truth. This is the truth. It's funny. One of my clients this morning he said, "How do you get to that?" And I go, "Isn't it true anyway?" "Damn, yes, that's it."

Robert Glazer: Yeah. And I'm sure there's some people listening to this, that you're hitting some truth for them and it feels a little bit of uncomfortable and I think they should sit with that discomfort because they probably know why they're just not honoring it.

Dov Baron: And, as you said, you know, people will go kicking and screaming and if you want to kick and scream that's fine. You can do that. I'll help you. If you want to go kicking and screaming but you still want to go, I'll help you. But if you want to lie to yourself, I'm not going to serve you. We're not going to work together. That's okay. My clients enter into a one year contract with me. We work together. It is deep. It is powerful. It is transformational to them, to their families and to their businesses. It's not unusual for them to have a 500% growth, not at all... measurable. It's not unusual for their lives to change dramatically. It's powerful and it's exciting work to do but it is not in your comfort zone.

Dov Baron: And if you want to hide, great, that's good. You should keep doing that. If you're happy with that, fantastic. And, by the way, I'm not talking down to you I genuinely mean it. If you are genuinely happy, keep doing what you're doing because, listen, when you've seen coaches and you've seen therapists and you're real and you go, "Hmm, there's still something missing," that's the people who come to talk to me. They go, "Okay, I can't deny anymore. Denial is a river in Egypt. I'm done. Let's step in."

Robert Glazer: Philip has a line that... you probably have used a similar one but I've seen him use it with people when he asked them something and they respond with 'I don't know', he responds right away with, "But if you did know, what would it be?" And then, boom, answer it.

Dov Baron: It's an NLP technique, Neural Linguistic Programming. Mine is, "I know you don't know but if you did know what would be the answer?"

Robert Glazer: And then it's amazing how fast the answer comes back from someone who said they didn't know. So it's not that they don't know they just, maybe, don't want to share it.

Dov Baron: They don't want to know.

Robert Glazer: Yeah.

Dov Baron: Right? And so, oftentimes what I'll say to that is, "Well, take a guess." And that lets the pressure off and every time they guess right.

Robert Glazer: Yeah, it's just a process of self-actualization.

Dov Baron: Well, it's a process of permission. This is the thing. It's what you just said, we don't give ourselves permission to fully integrate, to fully step into our deep greatness. There is deep greatness born within each one of us. It never went away. But here's the thing I want you to know as you listen to this, you are already whole and complete. I'm not here to fix you because there's nothing to fix. You're not broken. The problem is you are a diamond. Think about it this way. You're a diamond but oftentimes we get buried under a ton of crap and then we think we're the crap. You're not the crap.

Dov Baron: My clients will say these all the time. It's like, "I came to you to get but what happened was I got rid of." I give you the tools to start peeling back the layers so that diamond can shine. And the diamond doesn't have a single facet. We think of diamonds... we understand it as a multi-facet but we think about ourselves in that we got to show up as, "Well, this is my professional self." No, no, you're a diamond. And by the way, this could sound egoic to people, it's not coming anywhere from ego at all. I want you to know, in many ways I'm the most enlightened person I know but let me be clear I'm also the biggest idiot I know. It depends on the day. It depends on the moment.

Dov Baron: And you can probably say the same about yourself. I'm a spectacular speaker except when I'm not. This is the thing. It's we're human, we're multifaceted and we only grow by examining the parts of ourselves that are less than spectacular and we need to go in and polish that. But instead we keep polishing the same surface over and over again because we got a round of applause for that. Well, listen, you want to be authentic? You want to be an authentic leader? You want to be powerful? You want to be purpose-driven?

Dov Baron: Go look at the stuff you don't want to look at, then you step into your magnificence, then you can really serve in this world, then you can make the kind of difference that you came here to make... not kicking and screaming, but actually magnifying magnificence not only in yourself but in everybody that you serve.

Robert Glazer: I'll just give people a few seconds to let that sink in... powerful stuff. I'd love to switch to your book, switch gears for a second, Fierce Loyalty. Loyalty is a commonly used word in business but I know you've added to the concept [inaudible 00:35:12] your book. Can you explain what fierce loyalty means and how it differs from our traditional understanding of loyalty in business? And I'd be happy if you want to... You alluded to this before but talking about the workplace today and millennials and their not loyal there, it seems like everyone needs a re-do on their understanding of this whole topic.

Dov Baron: Thank you for asking. Yeah, Fiercely Loyalty is the name of the book, how high performing companies develop and retain top talent. You can find it in all the bookstores and you can find it through my website as well. But I wrote the book because what was evidenced to me in the work that I was doing is that there is a creeping crisis that has been going on, actually, for the last almost 10 years and is going to go on for a lot longer as millennials are already the majority of the workforce. People don't know that the largest members of the workforce are millennials.

Dov Baron: And we think of millennials as kids. They're not kids. The youngest of them are 19 years old but the eldest of them are 39 years old. They're already in leadership positions and if you want... not loyalty. See, loyalty in the way that we used to... That's why it's called fiercely loyal because loyalty really was about paying people more, giving them a corner office. Well, guess what? Millennials don't care about a corner office. They already have one. It's called Starbucks. They don't care about those kinds of things. They don't care about the money. Of course, they care about the money but only to a point.

Dov Baron: We know that from the motivation of human beings when we discover what it is. There is a set rate. It's called \$72,000. Now, what people don't understand about that is that's a \$72,000 lifestyle meaning that if you live in Oklahoma or Idaho \$72,000 is different than if you live in Manhattan or if you live in Vancouver, Canada. Those are very different \$72,000. You couldn't live in Vancouver on \$72,000. You couldn't live in Manhattan on \$72,000 but you could probably live in Boise. It's understanding the lifestyle of that as it's pro-rated across the nation that you live in. Once you reach that level, motivation around money goes out of the window. We don't really care anymore.

Dov Baron: What millennials have at the top of their list is meaningful work. That's what keeps them loyal, meaningful work. Well, what is meaningful work? It's that we, as human beings, are all driven to find our purpose. We don't call it that but we do say we're looking for meaning. How do I know? Think of any conversation you have. You're out socially and somebody says something awkward or

somebody says something stupid and you look at your friend or your friend looks at you and you go, "Why the hell did they say that?" That's a looking for meaning. We are meaning-driven beings. We're always looking for meaning.

Dov Baron: We're looking for meaning in our lives. We're looking for meaning around us. Naturally, millennials are saying, "Well, I want to do meaningful work." Now... so we want to work for purpose-driven organizations. That's if you keep them loyal. If you want to keep them fiercely loyal, you might have to be a meaningful or purpose-driven organization. On top of that, millennials... another thing I absolutely love about them is they gave up this horse crap idea of the work-life balance. It doesn't exist. Ask any Gen-X or ask any Baby Boomer, there's no such thing. We've all been trying to do it for 20 years. It doesn't exist.

Dov Baron: Millennials understand work-life blend. They understand that they're going to spend their time, more time... more waking hours, around the people they work with and the people they live with. And so as a result, they understand that they actually want to have relationship with the people they're with. A great company and a great leader will create a community and your ping pong machine and your foosball machine and your beanbags and your espresso machines are not going to do it. That's nice.

Dov Baron: Those things are great but that's not what they care about. What they care about is having community, having autonomy, having the opportunity for mastery while working for a purpose-driven organization. Millennials rock, they are fantastic, embrace them. If you don't like them, that's okay. Sell your business or lock the door and go home because you had done.

Robert Glazer: Can you talk about the misconception, which I think it is, that millennials can't be held accountable. I think it's more of a function of... yeah, if the goal of the organization is to make money for the founder and CEO, they're not super interested in that. But accountability, I think, comes with purpose, right? I've not found that to be the case in our organization, that we have accountability standards that are true for everyone. And I think I would say... I think people confuse millennial as a behavior with millennial as an age range.

Dov Baron: Right there, I think you nailed it Bob. That's exactly it. For me, one of the things is I'll say to people... Because, as you know, I speak a lot about millennials and people say, "Well, why should we listen to you? You're a Baby Boomer." And I go, "No, I'm not." And they go, "Yeah, you are. The gray hair is a giveaway." And I go, "Aha, but I'm not a Baby Boomer." And they go, "What do you mean?" "I'm a millennial." Millennial is an age bracket but it's also a mindset.

Dov Baron: I've been entrepreneurial since I was a kid. Well, guess what? Millennials are entrepreneurial. I don't like other people's rules because most people's rules don't make any sense, they're just rules for rules sake. Millennials don't like people's rules. If you tell them why, there'll be no problem. When it comes to accountability, they want to understand why. They are not good at being accountable to horse crap that you just decided. But if you say here's why we're

doing this and this is how it ties into the purpose of why we're doing it and this is how it supports our people and our team and our customers, they go, "Okay, no problem. I can be accountable to that."

Dov Baron: They actually love accountability. Every millennial I've ever worked with loves accountability but they don't like accountability for no reason. It's like having a dad who says do as I say not as I do. Come on. Accountability for millennials is based on your willingness to be in integrity with the rules you set. If you can't live by your own purpose, if you can't live by your own values, why should they?

Robert Glazer: Yeah, that the problem, as I said before, and the inauthenticity is that in a world of freelance and Uber and all kinds of things that you can go do, it's not super exciting to go to work for someone who just wants you to make money for them. Right? That goes into the 'you might as well work by yourself or shut your business' category, I think.

Dov Baron: Well, exactly. And this is the thing, right? This is what I said about what I love about millennials, it's they're entrepreneurial. In my generation when people asked you [inaudible 00:42:03] what you wanted to do, that was for a career. That was a 20 to 40 year question. Millennials stay in careers not jobs... pay attention here... in careers for four years. That's 10 times less. Four years in a career. You're going to spend 1.5 to two times of the annual salary of an individual on training and developing them. If they are leaving you within two years, you've lost your ROI. You've got to keep them for a career. That's what we do.

Dov Baron: That's what we do when we go into a company. We show you how to keep the people for a career and we've had people who are staying seven, eight and 10 years who are millennials. Guess why? We show the company how to change the career path of an individual so they actually can have a different career inside. I had a guy who worked for me for seven years and while he worked for me, he had five careers in seven years.

Dov Baron: Five completely different areas he was working in. He learned a ton. He loved the work. And guess what? Only... I think he was three months in, I said, "How are you liking it?" And he said, "Love it." And I said, "That is great. Here's what you need to know." And he said, "What?" I said, "You're going to leave." And he goes, "No, I'm not." And I said, "Yeah, you are." "No, honestly, I'm not leaving. I like it here. And I said, "No, you're going to leave eventually and I'm okay with that." I said, "Because here's what I want you to know." He goes, "What?"

Dov Baron: I said, "When you leave, I'm going to be your customer. I'm going to be your first customer so you don't need to pretend or you don't need to hide and you don't need to sneak away. Let's be always up front." And we made that agreement. When he left, I was his first customer. I didn't have to pay him full time anymore. I'd already trained him so I knew he could take care of the job and he was great. I love millennials because millennials are Baby Boomers with balls.

Robert Glazer: That's a good line.

Dov Baron: When we entered the workforce, we said... I was a young Baby Boomer. The older Baby Boomers I heard saying... they were the hippies who were saying I'm never going to work for the man and they became the man. Millennials say, "I don't have to work for the man. If I don't like you, I will leave." When I started a job at my age... When I started in the workforce people would say, "How was it?" You'd go, "Oh it was okay. I'll give it six months or I'll give it a year and see how it is." Millennials go, "I'll give it to lunch." And they do. They walk away at lunch. And good for them because they get it that they have choice.

Dov Baron: Because worse comes to worst, I've got 20 bucks, I can buy a URL and I can start a business. I can write enough code or even I can buy a WIC site and I don't even have to write code and I can start a business. We're done.

Robert Glazer: But let's briefly explore the other side of this for some of these millennials where we're in a record economy. Loyalty is important and some of them can live at homes therefore they're economically mobile and jump around jobs. Obviously, loyalty doesn't matter that much and the long-term doesn't matter that much when everything is a little bit overheated, which we are right now in the labor market. But, somehow, these things have a way of evening themselves out. Let's look at the flip of that, how should these millennials or whoever... how should people behave on the flip side of what you were saying... where you're saying I was being honest with this employee about what was going to happen?

Robert Glazer: Because, obviously, leaving your job every three months works well, it's working, but that's not going to work, probably, in the long run if you intend on working for other businesses.

Dov Baron: Not if your intend working for other businesses, of course.

Robert Glazer: Yeah.

Dov Baron: Here's the thing, right? I was brought into a company... not a company, a group actually in Vancouver and they asked me what I'd come speak because this was a group of kids who were just out of high school and they wanted me to come speak to them. And we talked about careers and talked about staying and whether you should do it on your own. We went through this whole thing and I said, "Well, let me just tell you something and this may not be popular with what I'm going to say but I'm going to say it anyway. Your mum and dad are probably trying to send you off to college."

Dov Baron: And they go, "Yeah." And I said, my best advice is don't go. And the people were looking at me like, "Ooh." "Don't go." And I said, "You're going to go to college, you're going to spend 40 grand a year minimum."

Robert Glazer: Yeah, that's just tuition. That's a scratch in the surface.

Dov Baron: Yeah, before anything else, right?

Robert Glazer: Yeah.

Dov Baron: “You're going to leave... Depending on what it is you're going to go do, you're going to leave with an enormous amount of debt that's going to be very hard to recover. Here's my best advice to you. If you feel like you know what it is you want to do, then, that's great. Find out what it is you want to do and go do it. Do it by spending the money that you would spend on your tuition. But you have to have discipline around it and get your mom and dad or whoever it is and go and take an internship at a company where you can learn.

Dov Baron: Because if you spend two years there working for free, that money is well spent because at the end of that when the idiot shows up, who's done four years of college... four years at university and the first three and a half of that are irrelevant, you will have two years of experience. You'll be way ahead of the game. But you will have to be committed and dedicated to that company and you've got to dedicate and commit to that so there is a level needed of commitment. And the only reason you should walk away is not because it's hard but because you realize this is not my path.”

Robert Glazer: Yeah. There's a phrase that someone told me that I've repeated as my advice when people ask me, who are in their 20s on job A versus B or otherwise. And someone said to me, “Look, learn in your 20s and earn in your 30s because you'll always be underpaid in your 20s.” And so leaving a job for \$3,000 in your 20s is insignificant versus getting yourself in front of the right... When you look at LinkedIn and Jeff Wiener and some all these leaders and who they all worked for in their 20s, it was all these really successful people. So I think that's the flip side of it a little bit. It's, right, if you're not learning then move on but if it's a great situation don't be penny-wise pound-foolish.

Dov Baron: No. And this is the thing all the time that people forget. Robert Kiyosaki's talked about this and Rich Dad Poor Dad a hundred years ago. And he talked about there's only one reason to have a job, that's to get an education. He said that in that book, all that time ago. The only reason to get a job is to get an education. Go to the job and learn. If you're not learning, don't leave. Go and talk to somebody and tell them, “I want to learn.” Because if they're an older generation, they may not understand that. They may think because you're looking to just get good at it. They also don't understand that millennials learn much faster.

Dov Baron: Millennial is the screen-time generation. The screen-time generation learn in a few hours what we took months to learn not because they're smarter, not because we were dumber, but because the ability to learn, the accessibility to learning platforms, is much easier. I don't fix anything. I'm not the guy who fixes stuff in the house. My wife does that. My wife's the handyman. But here's the thing, my wife learns all that by going on YouTube. She goes on YouTube. And that's the same thing I would've called a guy in to come do who would have

done a five year technical college training. She's doing it. Now, is she doing it as well? Probably not but she can do it.

Robert Glazer: Good enough.

Dov Baron: Yeah, good enough. This is the thing, you want to place yourself in a learning environment. Now that being said... We just talked about millennials but here's the deal. If you are 50 years old and you're in the workforce and you're not learning, get another job. Find something else because if you're not learning, you're just preparing for the graveyard. If you're not growing, you're dying. It's the law of nature. It's the law of human beings.

Robert Glazer: All right, last question for you because I know we could go on forever. But what's a personal or a professional mistake that you've learned the most from?

Dov Baron: Oh geez. Oh, we had a couple of those. That's been more than I could possibly imagine. A mistake, there's lots, but one of them has been that I've usually been ahead of my time. Meaning there's something I'm doing, i.e. I had online community nine years ago and it died a death because nobody knew what the hell that was, no one knew what to do with it. And so, I spent a lot of money and a lot of time, a lot of energy and it went down the toilet. What I had to learn from that was how to have a great idea and then go research how I can make it happen and how I can educate people around me if I'm going to be ahead of the time.

Dov Baron: So this is the thing, is to just be at the front edge of that wave but not too far ahead of it. So that was one. But I would say the number one thing that I've learned as I've gotten older that was a huge mistake I made, which is definitely a generational one, was this whole shit about being a lone ranger, that I thought I had to do it all alone. I was terrible at asking for help. And in 1989, I'd moved to Vancouver, Canada. I was living here, I'd lived here a year.

Dov Baron: I had a couple of friends who kept saying, talking to me about this guy who was a speaker, they thought I should go see, and I was like, "why?" Then they go, "Because he says a lot of the stuff you say." He actually doesn't, but certainly not what I say now. But for them it was very similar. Right? For them, that was fine. So I decided that I would go with them to see this speaker who was going to be speaking in Seattle. And I got down there and I'm in this room with about 200 other people, very small event today.

Dov Baron: About 200 of the people and the speaker at the end says, "If you want to stay behind and talk to me, you can do that." And people lined up to speak to this person. I made sure I was last, I wanted to be last. I didn't want to feel the pressure of anybody behind me. I wanted to be able to have a conversation with this person, but I knew they'd be tired. I know what it's like, right? Now, I had already been speaking for five years, so I'd already been speaking for a while and I'd had some level of success.

Dov Baron: And I stood in front of this person and the person said to me, "How did you enjoy it?" I said, "It was amazing. You were superb." And he looks at me and says, "Thank you." And he said, "How do you feel?" And I said, "Pissed off." "So you said it was great, you thought I was great and you feel pissed off," and I can see the puzzle look on his face. And he said, "Why are you pissed off?" I said, "Oh, well, you made \$11 million last year, Mr. Robbins Tony."

Dov Baron: I said, "You made \$11 million last year, which would be a terrible year for Tony Today. You made \$11 million last year. And I'm standing here in a secondhand jacket and I'm at least as good as you are. We're different, but at least as good as you are." And Tony smiled at me, was very gracious and said, "Who's on your team?" And I said, "I haven't played soccer since I left the U.K." and he says, "That's not the team I mean." I said, "I don't understand," and I didn't. I wasn't goofing around, I didn't.

Dov Baron: And he said, "You see that brochure you're holding?" I said, "Yeah." He said, "Do you think I printed it?" And I go, "No, a printer." He goes, "Do you think I designed it?" I said, "Maybe." He goes, "No, I didn't." He goes, "Did I put the seats out?" I said, "Probably not." He said, "Did I meet you at the door and take your ticket?" I said, "No." He goes, "Exactly. I have a team for all those things. Who's on your team?" It only took me about eight years to learn that lesson.

Dov Baron: Remember, nice guy, slow learner. Once I realized I have to have a team and I have to trust my team to do what they do best. I can override if I think it's out of integrity, but I have to trust that they know what they're doing and many leaders fail because they hire people who are smarter than them and then dumb them down.

Robert Glazer: Powerful words. Hopefully everyone listening can accelerate that learning from eight years to maybe less than an hour. Well, Dov, thank you for sharing your story with us. You clearly have demonstrated why you are such a sought after coach. Practice what you preach and really demonstrate your knowledge of authenticity and leadership. How can people get ahold of you?

Dov Baron: Thank you so much for asking. I sincerely appreciate it. You can find me and all the access to all the resources we have, eBooks, podcasts, videos, articles, et cetera, at [fullmontyleadership.com](http://fullmontyleadership.com). Fullmontyleadership.com, there you can find out about my courses that I offer, you can find out about my books and all those kinds of things. But here's the thing, before we go any further, I want to say something if I may, and that's this.

Dov Baron: As you're listening to this, I looked at all the guests' lists that the Bob brings onto the show, you've got some phenomenal guests. And time after time, this man is going out there to find exceptional guests for you to listen to for you to learn from. We get paid a significant amount of money per hour and we are doing this for free, and more importantly, you should understand that Bob gives hours after hour after hour to find these great guests for you to come on and do this show for you. It's important that you let him know that this is valuable.

Dov Baron: So it's important that you go on iTunes or wherever it is you listen to podcasts, rate, review and subscribe to the show. It's also important that you write to him and let him know what you've got out of the episode. I'm going to give you my personal email. It's D-O-V, dov@D-O-V-B-A-R-O-N.com dov@dovbaron.com. I want you to write to Bob and I want you to write to me, and tell us what you got out of this show because information's with the hole in the donut, transformation is only from what you applied. That happens. Transformation comes from application.

Dov Baron: Write to us. Tell us what you got out of it, what you're going to do with it. And if there's a way I can help you, if there's a way I can be of service to you, that's why I'm on the planet, you can write to me. If I can help you personally or with your company, or bring me in as a speaker, I can do that too. But I do want to hear from you, and I do want you to let Bob know why this is important to you and like I said, share the show with everybody you know.

Robert Glazer: Well, you just took my job, so thank you for that. I do not pay for that but Dov likes to surprise. Well, thank you everyone for joining us today. Really appreciate having your time. And until next time, keep elevating.