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SPEAKERS

Jacob Morgan



00:00

One piece of advice I would give you is that it is very unlikely that the high school quarterback, MVP, or cheerleader, or whatever is going to be the most important in your life. I would say more likely, it's the person on the spectrum, who is the nerd that isn't popular. That's the person you should hang around. Because that's the next Bill Gates or Steve Jobs or Elon Musk. It's not the high school quarterback, the prom king and queen.



Jacob Morgan 00:44

My conversation today is with Guy Kawasaki, who is the Chief Evangelist of Canva and the creator of the remarkable people podcast. He's an executive fellow of the Haas School of Business at UC Berkeley, and adjunct professor of the University of New South Wales. He was the Chief Evangelist of Apple, where he worked directly with Steve Jobs. And he's a trustee of the Wikimedia Foundation. And he's the author of 15 books, including his most recent one, which is called Wiseguy. And today's episode, Guy shares why he always seems happy, what it was like to work with Steve Jobs and what I learned from Steve Jobs, the importance of serendipitous events, and why you should take advantage of them when they occur. And if today's workforce is just getting lazy and soft, you also won't want to miss the bonus conversation that I have with Guy where he talks about how to live a happy life. Why you should always give people the benefit of the doubt, and why Guy Kawasaki is always thinking about death. The bonus episode is available for \$499 a month. It is only for subscribers of leading the future of work plus which again \$499 a month or \$4999 a year and when you subscribe, you will get access to this bonus episode with a guy along with a bonus episode every single week from one of my amazing guests. ad free listening and early access to new episodes. And most importantly, you get the opportunity to support this show, which allows me to bring in more amazing guests like Guy Kawasaki, I hope you decide to subscribe and support the show. Those who have ever seen you give an interview or give a talk. Probably one of the at least for me, one of the most distinct characteristics about you is you are always smiling. You are always happy. You always seem to be in a good mood. My question for you is why? Why are

you always happy? And always in a good mood? What what are you thinking about during the day? Are you just constantly thinking of granted drugs? Drugs? You heard it here for ti v. K is always high. That's why you're always here always smile. So what?



03:08

Well, you know, I guess I'm just a happy guy. And so that's that's definitely one factor. And if you think about it seriously, I'm very lucky. And so, you know, what do I have to be unhappy about? And I, you know, I kind of believe in defaulting to Yes, I believe that the rising tide floats all boats. So if you have those fundamental beliefs, it's, you know, kind of hard to be grumpy all the time. And no, this is not to say that my life is perfect, and I'm a billionaire. And you know, and I can walk to the nose on my surfboard and hang 10 I cannot do that. Which is one of my great peeves in life. But more or less now, I will tell you something that may may illustrate my personality even more, which is I am half deaf on my left ear and about 100% Deaf on my right ear. Now, you probably didn't even notice this. No. And this is because of the miracle of cochlear implants. So I have a cochlear implant in my right side. And this is this is a miracle. Six months ago, I was deaf on this side and now I hear maybe 75% Wow, compared to normal and that is a miracle.



Jacob Morgan 04:47

Yeah, no, that's true. Have you always been a happy guy so to speak, I mean, even early on in your career because obviously you worked at Apple you you know you worked with Steve Jobs who was known as a pretty tough care



05:00

I, I am fundamentally a happy guy. Yeah. What can I say now? And again, but you know, mate, which came first, right? I'm lucky. So I'm happy or I'm happy. So I'm lucky. Yeah. Not clear. It's not clear.



Jacob Morgan 05:14

What makes you happy? Is it just, you remind yourself of, of how good things, how good you have things in life. But surely there was a time during your life when things were tough. And you were struggling?



05:28

Oh, yeah, I've had, you know, sporadic moments of unhappiness. But generally speaking, listen, I lead a charmed life. And I'm not saying I deserve it. I'm not saying I even earned it. I know, I was born into a lower middle class family in Hawaii happens that my parents really valued education happens that a teacher convinced them to take me out of the public school system put me in the private school PREP System happened, you know, I don't know why. But somehow I got into Stanford because I could not get into Stanford today. And at Stanford, I had

a great time. And I met someone who eventually through nepotism gave me a job at Apple, and the rest is history. Yeah. So and after Apple, you know, I had, I'd say singles and maybe doubles in terms of successes. And now I'm Chief Evangelist of Canva, which is a grand slam home run. And I have a, you know, I think, a very high quality podcast. So you know, you could ask the question the opposite way, which is guy, you know, what could possibly make you unhappy? Because you're such a lucky guy.



Jacob Morgan 06:46

Yeah. That's a good way to frame it. Well, let's go back to your childhood a little bit. So you grew up, I think in Kalihi Valley, right in Hawaii? Yep. So what was that? Like? I heard you majored in psychology because you thought it would be the easiest major in school. Is that? Is that also true?



07:04

So clearly, Valley is kind of a lower middle class area in Hawaii. So if you're not familiar with Hawaii, Kalihi Valley is that the lower middle class, the Waialae Kahala area, which is where the Waialae Country Club is the Sony Open, you know, Diamond Head, that's the opposite. And, and, but you know what, I mean, growing up it, listen, I did not live in total soul crushing poverty, you know, it's not like I, it's not like I had, I didn't have clothes, I didn't have food. I was homeless, et cetera, et cetera. I've interviewed a person who was like that. Alright, so I know what crushing homelessness and poverty is. Well, I know from talking to him, not quote, I know, no, just like making it clear. So it's not like I grew up and I was thinking, Oh, my God, you know, you're being crushed by poverty. I didn't know I wasn't. You know, and so I, I had what I thought was a perfectly normal, you know, family life and education, et cetera, et cetera. And then I went to Stanford, I must admit, at Stanford, I met people who really came from money. I had no idea that people were that wealthy, and small world, but one of my friends at Stanford was like that. And I give you another insight into my life. So one year I went home with him for Thanksgiving, or, you know, I don't know one Easter, who knows what holiday and he lived in Arizona. His house was on the Arizona Biltmore golf course. And his father picks us up in a Rolls Royce. So my head is already exploding. You know, it's not like I ever rode a road or Rolls Royce before. And then we go to his house, we go out to dinner. And his mom and his father drove separate cars to where we're having dinner at the Arizona Biltmore. And at the end of the evening, she asked me to drive her home in her car, and her car was a Ferrari Daytona. So my head is like Tripoli exploding now, because I've never been in a rolls and I certainly never drove a Ferrari. And now you could say, Okay, guys, so that just shows what an insipid plastic kind of person you are. It Oh, Greta Thun Berg would hate you. But I have to tell you that driving that Ferrari and once in high school, somebody gave me a ride in his Porsche. I gotta tell you that those are fundamental acts in my life that that I said to myself, you know, God You gotta study, you got to work hard, you got to do whatever it takes. So you can drive a Porsche. And so, the lesson I learned is, you know what, it doesn't matter what motivates you, all that matters is that you are motivated.



Jacob Morgan 10:16

Yeah. Do you want to learn how to create an amazing corporate culture, while avoiding the pitfalls that make for a toxic one? If so, I created a brand new eight part training video series

just for you. In total, it's around 30 minutes in length, and you can get it right now by going to help my culture.com Go there right now, before this training series disappears forever. Again, that is helped my culture.com and get access to this free eight part training series on how to create an amazing corporate culture. Where your parents happy people?



10:52

Yes, both parents are happy people now, you know, we have to be careful here because, you know, happy in the sense of lower middle class making enough money able to send their children to good schools, not happy in the sense of living in Mar a Lago, you know, driving Rolls Royces, there was no Kawasaki tower in Honolulu, that we lived in. So, I come from that, you know, I consider myself fortunate lower middle class background, not upper class, and but certainly not impoverished either.



Jacob Morgan 11:36

Yeah. And so you went to law school, you dropped out of law school, right?



11:42

Yes. Okay. And then this one of my great decisions



Jacob Morgan 11:46

your grade. So why was that one of your great decisions? Why did you decide to drop out and what what was the path?



11:55

Well, the truth is that I was intellectually very intimidated by law school, the Socratic method of, you know, they call you and they say, Mr. Kawasaki, recites the facts of this case, or, you know, whatever. And you know, why did this and why that and all that scared the shit out of me, that may scare the shit out of me so much I quit that. I mean, that's the truth. Now, there are plenty of people who go through law school and somehow survive. So clearly, I was a wimp. But I have never regretted that decision, although I think I would have been a great lawyer. But anyway.



Jacob Morgan 12:35

How did you? How did you get connected with with apple with Steve Jobs? So you started a previous company, right? Fog, Fog City.





12:46

Software filed suit was, that's very different times. So the way I got connected to Apple is this rich guy that I just described. His name is Mike Boyd. He became my best friend in college. And after college, he went to work for Hewlett Packard. Okay. And from Hewlett Packard, he was recruited by another Stanford guy to come to Apple. So now Mike Boyle is at Apple in the Macintosh division, and he recruits me into Apple. So it's really I'm telling you, I'm living proof that nepotism can work.



Jacob Morgan 13:24

And then and this, obviously, you spent a couple years at Apple and you became their their chief evangelist. And this is well,



13:31

that's not technically true. Oh, okay. So I spent four years at Apple. And I started as software evangelist, the second one, I left as the director of product management or software product management. Then I left Apple, I started a company, I came back to Apple, and I was chief evangelist. So it was in my second stint that I was chief evangelist.



Jacob Morgan 13:58

What exactly is that? Because it seems and I don't know if you created this role, or if this role has been around for a while. It seems like well, a lot of people think of an ambassador or an evangelist. You're one of the people that they think of so what what is that role? What were you doing as that role and you still have that role now?



14:14

Well, just to just to record history correctly, there were two evangelists before me, at least one was Jesus and the other was Mike boys. Well, there was quite a man it was 2000 year gap there but so evangelism comes from a Greek word meaning bringing the good news. So if you're Jesus, the good news is eternal life. If you're a mighty boy and Guy Kawasaki, the good news is that Macintosh is this computer that increases your creativity and productivity. And if you're a programmer, it enables you to create the software you've always dreamed of. So the good news of Macintosh wasn't eternal life, but it was increased creativity and productivity. And now I am Chief Evangelist for Canva. And the good news of Canva is that it enables you to become a better communicator, because it has democratized graphics.



Jacob Morgan 15:12

What were you responsible for? And what are you responsible for as an evangelist, like, what does an evangelist actually do?



15:18

Well, we quote, unquote, bring the good news. And so back at Apple, a software evangelist, my job was to convince companies to write Macintosh software, or to create Macintosh compatible hardware products. My job at Canva is to convince people to use Canva to increase their communication skills by creating beautiful graphic designs.



Jacob Morgan 15:44

simple and straightforward, right.



15:48

That's, that's good marketing.



Jacob Morgan 15:51

What was it like working with Steven, and I know you've been interviewed and talked about this a lot in your books in interviews and podcasts. And a lot of people always ask you about Steve Jobs. And you've talked about him quite a lot. Is there anything that you feel like you haven't shared about your time at Apple or your relationship with Steve Jobs? Or have you already said everything there's, you've probably been asked every? Well, you know, the one



16:18

working for Steve Jobs with hindsight was an honor and a privilege. And I consider myself very fortunate to have worked for him. He definitely influenced my career, you could say he made my career. And I would not be where I am word not for Steve Jobs. There's no question. Having said that, I don't want you to think it was all unicorns farting, Pixie Dust working for Steve Jobs, it was a very, very scary experience. Because he did not hesitate to, shall I say, call you on the carpet in public at any given time, sometimes justified? Sometimes not, if you ever do that. So he was a scary guy to work for?



Jacob Morgan 17:03

Did he ever do that to you and call you out in front of people?



17:06

He never really did that to me. And that's partially because of my competence and my desire to stay beneath his radar. Not because I thought because I was the perfect employee believe me.



17:00



Jacob Morgan 17:20

Yeah. Well, so it's good. So you didn't have to, to experience that directly. But you saw that kind of environment being created. Right. So you've seen him?



17:29

Well, I mean, you know, the lesson there is that if you see somebody hit somebody with a two by four, yeah, you should understand that, you know, you don't want to be hit by a two by four for two that could motivate you, you know, that's like a sign of intelligence. Well, you don't then repeat the behavior. They got someone hit by a two by four. Of course,



Jacob Morgan 17:48

of course. Well, it's interesting, because depending on who you talk to, right, some people say that Steve Jobs was more thoughtful and controlled and visionary and philosophical in some sense, and and other people that you talk to say he had a lot of similar characteristics to somebody like Jack Welch, who would have no problem screaming or yelling and, you know, having a confrontation in front of other people. I don't know maybe he was kind of a blend blend of the two. Somewhere in the middle. Well, you know, I



18:20

can say that. I never saw Steve Jobs yell. Maybe he yelled at people in private. I never saw him yell at someone in public now. He would rip you don't get me wrong. But yelling is raising the volume with his voice to a screaming level turning beet red. Do you know Steve Ballmer ish? never I never saw him do that. That said he definitely shredded you. He just shredded you in a more? Quiet manner. But he shredded you don't get me wrong. I don't know enough about Jack Welch to compare him to Jack Welch. But, you know, I don't know. I mean, in my mind, Jack Welch was the consummate manager, you know, consummate executive. I would not say that about Steve Jobs. I would say that Steve Jobs was the consummate visionary and innovator not necessary that he could run something that makes light bulbs and jet plane engines and, you know, completely diverse kind of entity.



Jacob Morgan 19:28

Part of me wonders if if he were still around, because I think he passed away. What was it? 2011? So, yeah, a little over a decade ago. And then lots changed since then, of course, with COVID with a lot of the social and justices that have been going on out there. And there's been a big shift in the business world towards moving away from those types of leaders who will well, right Well, I mean, so so we say we're trying to move away from that kind of leadership. So part of me wonders if somebody like a Jack Welch if somebody like a Steve Jobs was around today A if they would still be just as successful in today's corporate environment, because it seems like there's a lot of change happening in the world that I'd be curious to well get your perspective on



20:09

that. So there is no doubt in my mind that Steve Jobs would be successful today. Not now that that is not to say that, you know, the world can handle more than one Steve Jobs at the time. But, I mean, if if Steve Jobs landed on an island, naked, with nothing, he would create a kingdom out of it. There's no question in my mind. Now that said, this kind of Silicon Valley, let's say,



Jacob Morgan 20:47

Yeah, Silicon Valley your



20:49

door. So this Silicon Valley, entrepreneur, quote, unquote, self styled guru, visionary, etc, innovator, market maker, revolutionary, dresses, slovenly, etc, etc. On on his way or her way to prison? Yes, I would say there has been a reaction against that kind of person. But having said that, you know, I think innovators are on the spectrum. And so now the question is, you know, what's the difference between Elizabeth Holmes and Steve Jobs? Well, Steve Jobs deliver. That's one fundamental difference. So it you know, listen, one of the dangers of the existence of the law of Steve Jobs is that people have a very hard time separating correlation from causation. And they also have a very hard time understanding, I gotta go into Latin here, you know, post hoc, propter hoc, which means after this, therefore, because of this, right. And so, you know, if you if you look at Steve Jobs, and you say, All right, so I'm going to wear a black mock turtleneck, I'm going to wear jeans, I'm going to wear a new balance, jogging shoes, even though I don't jog. And I'm going to rip people in public. And I'm going to buy a Porsche, but I'm not going to license it. And then I'm going to drive in the carpool lane and parked in the handicap slot. And I'm going to be a vegetarian. And I'm going to travel to India, if you did all that stuff. And you think I'm gonna be the next step. I'm going to be the next Steve Jobs. What's more likely is you're just going to be another asshole. So that's why people, that's the danger of Steve Jobs, that that correlation does not mean causation.



Jacob Morgan 23:01

Well, we've been seeing a lot of, you know, of course, with Elon Musk and Twitter, which I was curious to get your thoughts on, we see the what happened with Sam bank been freed? And, you know, in general, it seems that there's been a big shift. And actually, I'd be curious to hear your your take on just kind of employee if you think employees in general, have gotten soft, right? Because if you were to think back during the times when you work at Apple, and I've talked to a lot of Yeah, seasoned executives and leaders, and when they compare what it was like to work in an organization, you know, 1520 25 years ago, yeah. Versus today, okay. It's nuts, right? I mean, I talked to some CEOs. And they're like, if you were to come to me a while ago, and say that you wanted to work here, and you wanted to have the benefits, and you wanted to have the salary, and you never wanted to show up to the office. You just wanted to work from home all the time. And, like, people would think that you're out of your mind. And it seems like yesterday, you were asking for a lot. It seems like you can say certain things you

can say certain things, you know, leaders are scared to speak up. They don't want to offend people. Right? You, you don't want to be seen as working too much, you're gonna get in trouble, right? It's like this whole other world. I mean, is it Are we just give me like,



24:15

you and your audience may not agree with what I'm about to say. But I think a true leader would say, Well, if you can deliver the results we need, I don't give a shit where you're working. I don't care how you you know, I don't care if you talk to me on Zoom, or you're in the next cube if you can deliver if you are a great employee. So be it that would be my attitude. Now, I want to address this. I think that you know, nostalgia is vastly overrated, and every generation is guilty of it. And let's use a sort of orthogonal example example, which would be music, okay. So Like, I don't know what your favorite group is, but I probably think that their music is shit. I guarantee you, I guarantee you, I mean, maybe your big Kanye West fan and I don't think so now, you know, but but when when I was growing up, my father was listening to Duke Ellington.



Jacob Morgan 25:23

So it was my dad listens to it. And I said,



25:25

you know, your music is shit. And then he was watching me listening to blood, sweat and tears, Crosby, Stills, Nash and Young and The Beatles. And he probably said, you know, what, the Beatles what? Like, what are these people, they're just on stage jumping around screaming, that's not music that's not Duke Ellington and Guy Lombardo. That's not big band music, that shit. So what I'm trying to tell you is that every generation believes that their generation had good stuff and worked hard, and were diligent. But now there's new generation, they're lazy. They're, you know, there's just like, all they want to do is play ping pong and get free sushi and free dry cleaning. They don't really want to work like we did. But I guarantee you that the people who started Intel looked at the people who started Apple, and and the employees at Apple. And I guarantee you that the people who started the chip company said about the Apple people, Oh, my God, you know, they have refrigerators free full of free drinks. And they don't have to dress up to come to work. They were Birkenstocks. Yeah. And you know what, there's no clock, there's no clock that they put their card in and punch. And there's no sort of monitoring of how many hours they work. They don't work hard, like we did. And I believe seriously, I believe every generation says that. But do you think it was so



Jacob Morgan 26:47

it was easier back then, though, because it seems like now, obviously, leaders are obviously put under enormous pressure and scrutiny. You have social media where people can tear apart every move that you make, it seems that there's a lot of polarization and divide in terms of like, what you can say what you can't say there's been a big, you know, this cancel culture movement that a lot of leaders are worried about. It just seems like it's, it's harder to navigate today's business landscape for leaders than it was maybe 20 years ago. I mean, maybe I'm

wrong, but it just seems to me, you know, like, I had Nolan Bushnell on the podcast a while ago. And and we were talking, and this was a couple of years ago. And he's like, look, when I first met Steve Jobs, and you know, I reached my hand out, and I knew him for a few hours. And I basically reached my hand out and I said, shake my hand, you got the job, no crazy interview process, no, whatever, you know, there will be times he would sleep under the desk, like we said, Whatever we did, whatever we, you know, we got things done, and there wasn't this kind of aura of like, I'm working too much. I'm, uh, I'm offended, I'm unhappy. I, you know, my employee experience this, I need that, you know, I want that. But like, none of that was there. It was just, I'm giving you an opportunity. And Well, Chris,



28:05

I know, Nolan. And I don't know if this is true for him in particular. But I think this is a very good example of nostalgia is overrated, that, you know, these kids now, they have these places in Bermuda, and they spend 130 million bucks for it. And, you know, et cetera, et cetera.



Jacob Morgan 28:29

I wonder who we're talking about there.



28:32

But I guarantee you back in the 70s. They were smoking marijuana in the lab. They were taking LSD. They were getting drunk. They were hassling women, it wasn't all let's just like Kumbaya, go to work and create the future with chips and software. Because we're saints this total bullshit down. So I just, I just refuse to believe that it was it's ever you know, people. I'll give you another example. So like, a lot of people they think today, you know, when I was growing up, our family had every meal together. And then after we discussed this latest issues in religion and politics and life, then we would go to the other room, and we would play board games as a family. Okay. You go find me a family that did that. total bullshit, right? So, you know, none of this everybody on their phone looking at tick tock while we eat. We were looking into each other's eyes. We're talking deep philosophical issues. Go find me a family that did that. I want to see. I really do. I really want to see what's more accurate as we were sitting in front of the TV with our TV dinners made by Swanson. That was an aluminum tray that we heated up and we're watching TV and And it's Ed Sullivan. And the Beatles are jumping up and down. Like they're crazy. That's what we did. We didn't like play board games. So when



Jacob Morgan 30:07

I, when I was younger we did I mean, I'm, you're a little bit older, a little bit older than me. But I remember when I was younger, and my dad still to this day works ridiculous hours now he works, you know, from home, but he would wake up at, you know, 4:35 o'clock every morning. And I wouldn't see him until six or seven o'clock at night. And our kind of routine was we would have dinner, not in the TV, my, you know, my family was very against, like, you know, and I've Russian immigrant parents, so they were very big believers in family coming together, stay away from technology, and my mom would try very hard for us to play board games as much

as we could. And you know, my dad would lose patience. And be like, screw this. I'm going upstairs to listen to Duke Ellington and John Coltrane and, and who and Emerson, Lake and Palmer. So I did play.



30:53

I freely admit that maybe I'm full of shit, and maybe I'm all wrong. That's very possible. But, you know, my point is that I think that really people remember things to to optimistically to positively that, you know, and that everything today sucks. But back when I was kid, we were all diligent. And you know, there was no voter fraud. And politicians were honest. And if they said they work for Goldman Sachs, they really work for Goldman Sachs. And if they were Jewish, they were Jewish, not Jew ish. I mean, okay, so you're telling me that, you know, a bit? What's the difference between someone like Jim Jordan, or Matt gates and McCarthy?



Jacob Morgan 31:50

Yeah.



31:52

Right. I mean, you know, you want to conduct your purge, your Jim Jordan or your McCarthy? What's the difference?



Jacob Morgan 31:59

Yeah, well, I'm sure. Maybe one of our listeners are gonna send you send you an email or tweet afterwards and then give you give you a detailed explanation? No, I mean, I under I understand your point, I understand your point. But do you think that today's like when you look at the business landscape today, and kind of what's going on and the shift that we've been seeing, when you look at it from that lens, do you think well, everything's fine, everything's great? Or do you despite, do you think like, well, what's happened to our companies? It's gotten a little bit soft, we're complaining about everything, we're upset about everything? Or do you just think it's different?



32:37

You know, the honest answer is, I don't know. And I think this is because of how journalism work then and works now. Which is, you know, we only know about the Elizabeth Holmes, and the Sam banksman, fried or whatever his name is, you know, so those are the examples now, maybe 50 years ago, just because of the way journalism worked, and there was no internet. There were just as many Elizabeth Holmes and Sam Backman free. It's just, we didn't know about them, right, because of journalism and the limits of the transmission of information, not because they didn't exist. And so, you know, I believe in science, but I believe science cannot really do this, which is to say, so, you know, can we have a experiment? Can we have a low hypotheses? Can we control the variables and see, you know, I, I'm, I'm all I'm willing to

completely be proven wrong and change my mind. But let's not do it based on, you know, an example or an example or two? Because we really, we really don't know. I mean, are we saying that John Rockefeller, John Rockefeller was just a great guy, a total mensch, and he was looking out for the common man, whereas today's entrepreneurs, they're just buying condos in Bermuda? Hmm. Yeah, it was Leyland Stanford, a great guy who made railroad travel possible, or was he a railroad baron who exploited people and Chinese immigrants? So yeah, there's



Jacob Morgan 34:28

a lot of



34:30

I guess, I'm just advocating for skepticism. Yeah.



Jacob Morgan 34:33

No, which is good. And I'm, I'm a big believer in healthy skepticism. And if anything, what we've seen with the recent Twitter files, right when Elon Musk took over and some of the stuff that he's been sharing is that skepticism is has been warranted in a lot of different areas. So it's



34:48

like I gotta tell Elon Musk, I just don't get it.



Jacob Morgan 34:53

You don't get what don't you get?



34:55

I don't know. Up till until six months ago. I would like publicly have stated many times that I thought Elon Musk was the closest thing we have to Steve Jobs. And today, and I'm going to live to regret saying that, but I don't think he's anything even close to Steve Jobs right now. I mean, it's, and I don't mean that he's in front of Steve Jobs. I mean, I, I just, I don't understand him at all.



Jacob Morgan 35:26

Is it the leaking? The Twitter files was at the firing of people? What got you so





35:33

kind of laid around the you know, it's the like, Do you think he's racist?



Jacob Morgan 35:40

Yeah, I mean, I see a fair question. I don't know. I don't know. Like, you know, either. But



35:45

he sure doesn't. I mean, look at the things he supports. And, and I, yeah, I just, you, man, if, if I were that rich, the things I would do with my money are not by Twitter, man, I would, I would, I would have other things that are a priority to fix. Yeah, I've seen Twitter.



Jacob Morgan 36:09

I've seen some people say that what he's done has been terrible and disgusting. And I've seen other people saying things like, wow, he bought Twitter to free information and to show everybody what was really going on there. And it's such a brave and amazing. So I, I've heard both also you Okay,



36:25

so he's freeing information, but He suspends those reporters, like put those two things together in a sentence and tell me how it's internally consistent. I don't understand that. And then, you know, this kid that tracks his jet, using publicly available information, they got banned. I understand why that would piss me off. But what I mean, it's not like he broke into your airplanes GPS system, and is now tracking you. I mean, you know, anybody can go to that website and get your tail number and figure out where you are one



Jacob Morgan 37:04

thing you can say, the one thing that you can say for Elon Musk, is that you, you know, he's making the decisions. Whereas I think a lot of the issues were, I think, a lot of issues. Yeah, but a lot of the issues with Twitter were before they would say, oh, you know, we have this algorithm, and it flagged it and nobody would actually take accountability for anything we're now agree with him or not, Elon Musk is the one who's saying, I'm not going to have it on my plant. Well, I'm banning this. And so you know, that sense that he's like, at least owning the stuff that he's doing?



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Well, in that sense, he's very similar to Steve Jobs. Right. So, you know, it wasn't a committee that decided that the trashcan would have four vertical lines and be in the bottom right corner of the desktop. And Steve used to have discussions that the trash cans in the office weren't

black enough, like Steve, like, black is black. I mean, that trashcan is Black is a no, it's not black enough. Well, I mean, I mean, he had those kinds of discussions. But



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it'll be it'll be interesting to see what happens over the coming over the coming months with, with Elon and Twitter and all that stuff. Remember to go to help my culture.com If you want to get access to my brand new eight part completely free training series on how to create an amazing corporate culture, while avoiding the pitfalls that make for a toxic one. Not only will you hear from me, but you will hear from best selling authors, including Daniel Coyle, who wrote the culture code, and Aaron Meyer, the best selling author of the Culture Map and no rules rules. You will also hear from Mark Randolph, the first CEO of Netflix, and Jim Appleman, the CEO of PTC. Again, you can get access to all of this completely free by going to help my culture.com I hope you find the video training series useful. I wanted to shift gears a little bit. One of the things that you mentioned earlier at the beginning of our discussion, as you said that you didn't actually use the word serendipity. But you said, you know, kind of fortunate that one thing happened to another and kind of led to another. And I'm really curious to hear your thoughts on serendipitous events, because it seems like serendipity is important. It's a big part of your life. I think it's a big part of a lot of people's lives. But, but I think people don't pay attention to right. So there's one thing about serendipity. But there's another thing to like actually pay attention to the signs and to take action when you notice it. Versus just kind of like letting letting go. Yeah, exactly. So can you talk a little bit about that? Well,



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I'm gonna go I fully appreciate serendipity. But I also think as you say that you know, serendipity without seizing the opportunity is the last opportunity. Exactly. Yeah. So, you know, I happen to meet this guy from Phoenix, Arizona, who happened to like, buy an Apple One, who happened to be very technical, who showed me an apple two, who happened to go to work for HP, who happen to also know another guy at Stanford that was at Apple. And that's that trail of serendipitous events is what got me to Apple, and the rest is history. Okay. So now, going back further, in my youth, if I had a different sixth grade teachers than the one that I did, that teacher may not have convinced my parents to take me out of the public school system and put me in a college prep school. If I had not done that, I would not have gotten to Stanford, if I had not gotten to Stanford, I would not have met Mike Deutsch. And I would not be working in the Macintosh division. And maybe I would be in Hawaii, you know, managing a retail store or something, not that there's anything wrong with that. But the the arc of my life completely changed because of that sixth grade teacher. So but, you know, I think one thing that your listeners should caution themselves is that you can, you can look at people's lives, and you can say, All right, so you can try to establish this, like, conceptual framework. So, you know, guy went to Stanford, and he majored in Psych. And that psychology major prepared him to be a marketer and an evangelist. And after the fact, it's very easy to connect the dots, sixth grade teacher, convinces you to go to Iolani. Iolani makes you apply to Stanford. Stanford enables you to meet Mike boys, Mike boys knows Mike Murray, they hire you're into the Macintosh division. The rest is history. So no joke, one more little serendipitous thing. So, you know, I became the chief evangelist of Canva. Because the people at Canva knew who I was, I did not know who they were. My social media person happened to use Canva. To make graphics Canva. I happen to notice that guy was tweeting Canva graphics. They reach out to me with a tweet, I happen to

see that app mentioned, believe me, I didn't see them all. There were a lot of ad mentions those times. I happen to respond. They happen to respond. They happen to be coming to the United States shortly thereafter, we meet and the next thing you know, I'm not looking for a job or anything, but I'm Chief Evangelist of Apple. I'm excuse me, of Canva. Yeah, all of that serendipity? Well, I guess one point I really want to make is that after the fact, it's easy to connect the dots. And you think there was a plan, there was no plan. And so the lesson here, I think, and I'm writing a book about how to become remarkable. I think in your youth in particular, you gotta make a lot of dots, because you never know which is going to connect you. So it is the concept that you know, you study calculus in high school, you go to Stanford, or you go to Harvard or Yale, and then you go to work for Goldman Sachs, or McKinsey, and there's this straight line to success is deeply flawed. And that you have to make a lot of dots. And some of those dots are going to connect, and you're going to look back and you say, Oh, I connected those dots. But really, it's not true. They just happen to work out. And the only lesson I can draw from that is make a lot of dots,



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which I think is a fantastic lesson. And actually, that's a good segue into the last section of the podcast last 15 minutes or so is talking about some action items. And you mentioned creating a lot of dots and you specifically said for younger people, it's great to create a lot of dots. What about for people who are not young? What about people in their 30s and 40s? I mean, how would you go about creating dots in your life and I love that analogy because like you said, you never know which dots are going to connect but you got to create them. How do you create the dots? My conversation with Guy Kawasaki continues and you won't want to miss it because in this bonus episode guide talks about how to live a happy life. Why you should always give people the benefit of the doubt and why Guy is always thinking about death. The bonus episode is only available to subscribers of leading the future of work plus on Apple podcasts, which is 499 A month or 4999 A year. When you subscribe, you'll get a bonus episode each week from one of my amazing guests, along with ad free listening and early access to new episodes. The subscription your support also allows me to bring in more amazing guests like Guy Kawasaki, and we have a fantastic lineup of upcoming guests coming very, very soon, so I hope you decide to subscribe and support the show