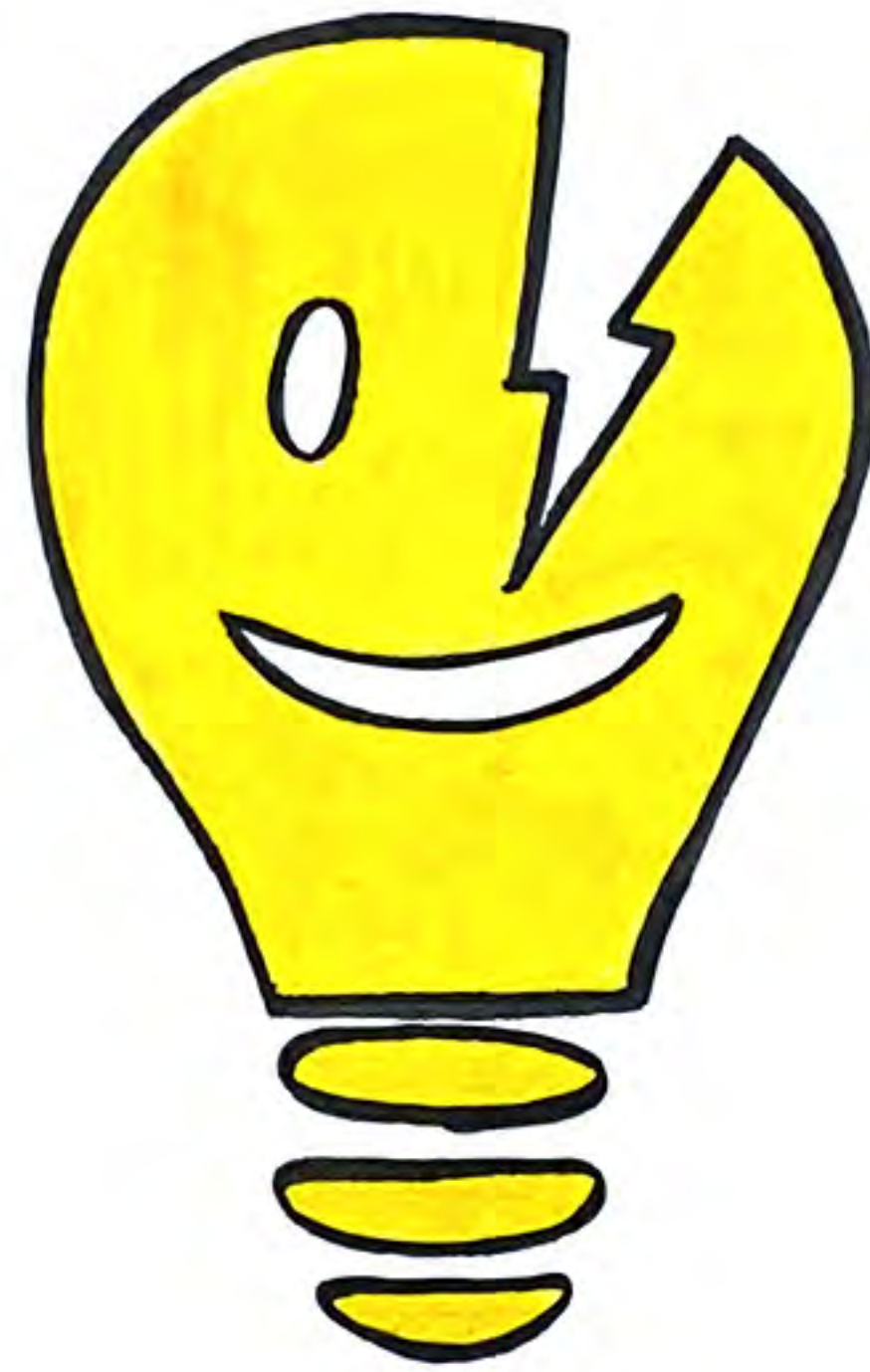


# MAVERICK WISDOM



written + illustrated by  
Billie Carn  
Icons by David Akona  
Headshots by Natalia Talkowska

Insights and Stories from Enterprising Mavericks  
who Challenge the Status Quo



Bruce Davis

Stephen Greene



Jonathan Trimble



Nik Badminton



Alex Ikonn

"There is one thing the photograph must contain, the humanity of the moment."  
Robert Frank

Chris Guillebeau



Marty Cooper

Ian Solomon Kawaii



Arunachalam Murganatham

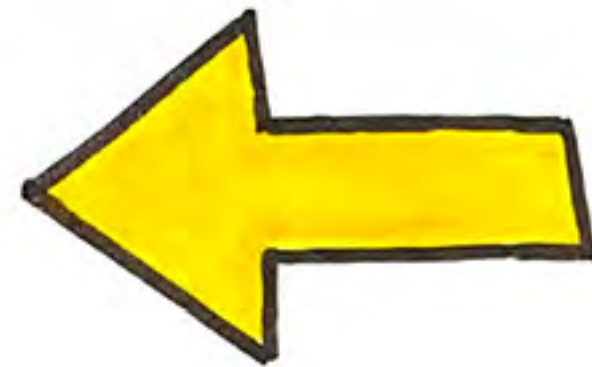
# Provocation

A type of positive energy that comes from deep within a person shaping their world and meaning

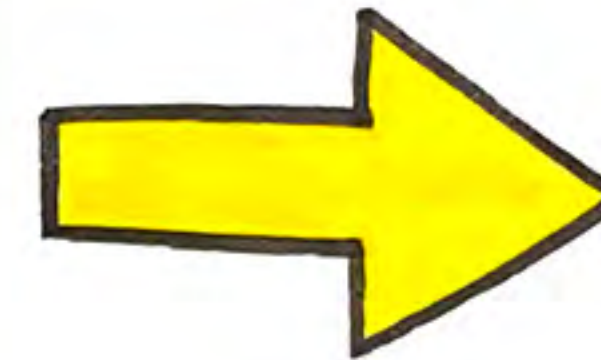


SANSKRIT

Anything or any act that is performed with all sincerity and absolute faith in it



Śhrāddha



To give devotion or offer ones respect



STEVE JOBS

This book is śhrāddha to Steve Jobs

A man who helped the world to 'think different'

And inspired those who wouldn't fit in.

# Dedication

This book is dedicated to the brave ones.

The ones who live and don't just exist.

The ones who dance to the beat of their own drum.

The ones who dare to dream.

The ones who question, is there another way?

The ones who challenge the system and say F\*\*\* You!

The ones who gain the ultimate freedom, the freedom of being their true self in a world that values and rewards conformity.

The David's against the Goliaths.

And most of all this book is dedicated to every child that gets told,  
"Why can't you just be like everyone else?"

If you've ever felt like that  
Then this book is especially for YOU!!!

And if you know someone like that,  
This book is for YOU too!!!

Because it will help you understand the Maverick in your life  
a little better.



SCAN ME

# Foreword

## Build more to play more.

My curious journey as a student of life started young.  
Pretending to be a king in the woods as a child allowed reign over an imagination that had few reins otherwise.  
Thinking and behaving differently became a process that continued into my adulthood.  
The passion and persistence of a five-year-old has found great joy in designing and building toys for children.  
A pastime, livelihood and vocation that has given me my greatest challenges and joys.

Each one of us has a part that thinks and behaves differently.  
For some of us it's nurtured enough to overpower how we work, think and act.  
For others it manifests itself in specific situational leadership moments.  
Often, in the hustle of life it's easy to lose sight of that special set of traits within us.  
What makes that trait come alive for you?  
Once you know that, it's a reservoir to tap into.

This book is a testament to tapping into that reservoir, literally a 100 times over.  
Across time, space, nations and mindsets, Billie has managed to prise open the minds and processes of people who have done different things and things differently.  
The Mavericks, as she calls them, have tapped into themselves to reimagine the projects, companies and situations they were in.  
This difference is the lifeblood of humanity.

To deliver value apart from the bottom line results in the ability to follow one's intuition and tinker with ideas gives runway to passion.  
Over time this becomes personal best practice and informs your 'next practice.'  
Progress relies on 'next practice.'

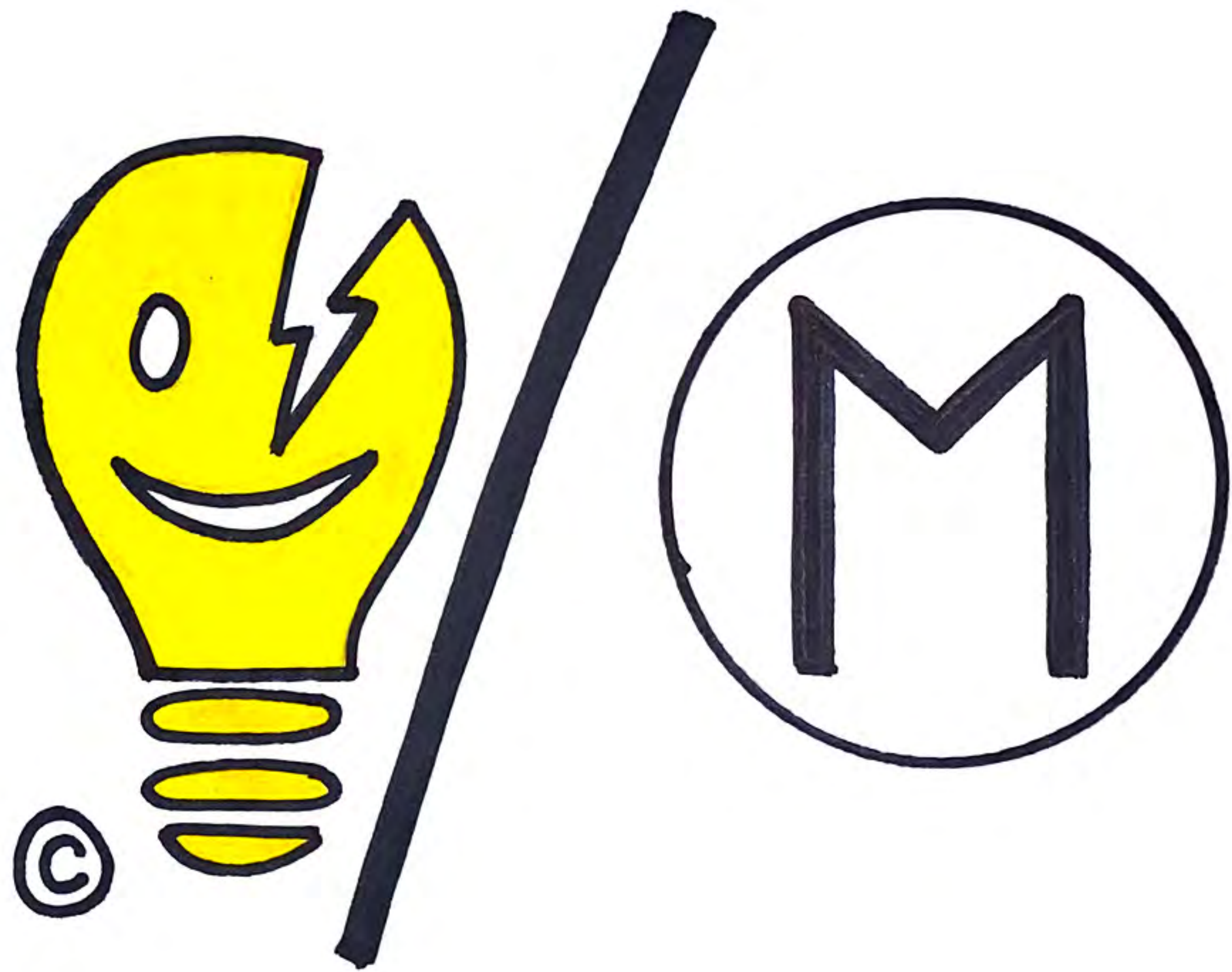
My interview and reflection with Billie makes me responsibly endorse your craziness.  
If you play with the wild in you, you will uncover areas and go where you have never gone before.  
You will discover what makes you tick, and may this book serve as a guiding light on the way.

Let Billie take you away.

Soren Holm  
LEGO Foundation  
Billund,  
Denmark



M  
laverick



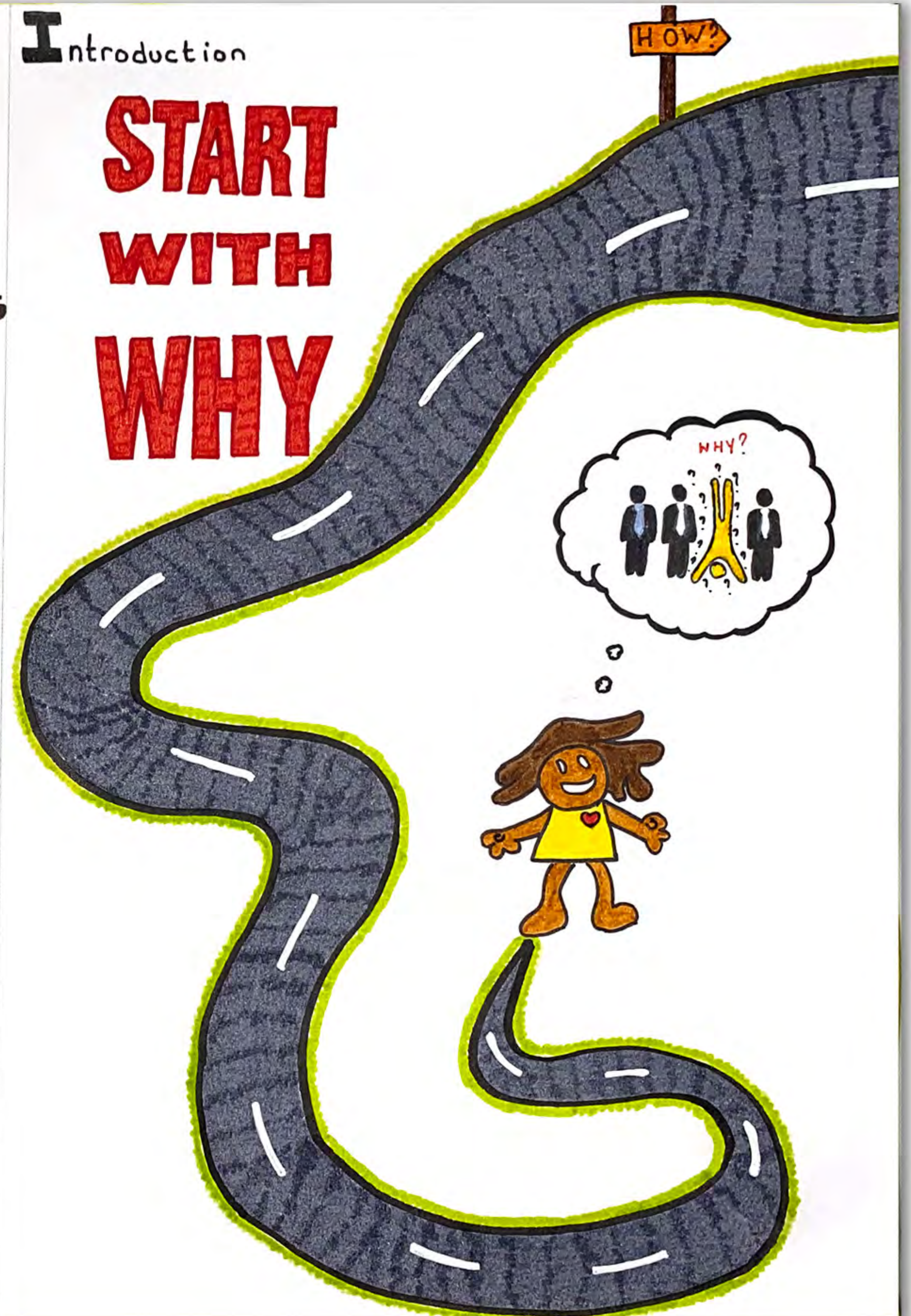
A man who becomes conscious of the responsibility he bears towards a human being who affectionately waits for him, or to an unfinished work, will never be able to throw away his life.

He knows the 'why' for his existence, and will be able to bear almost any 'how.'

Viktor E. Frankl  
Man's Search For Meaning

Introduction

**START  
WITH  
WHY**



FLASHBACK



SCENE : Classroom in Cass Business School London.

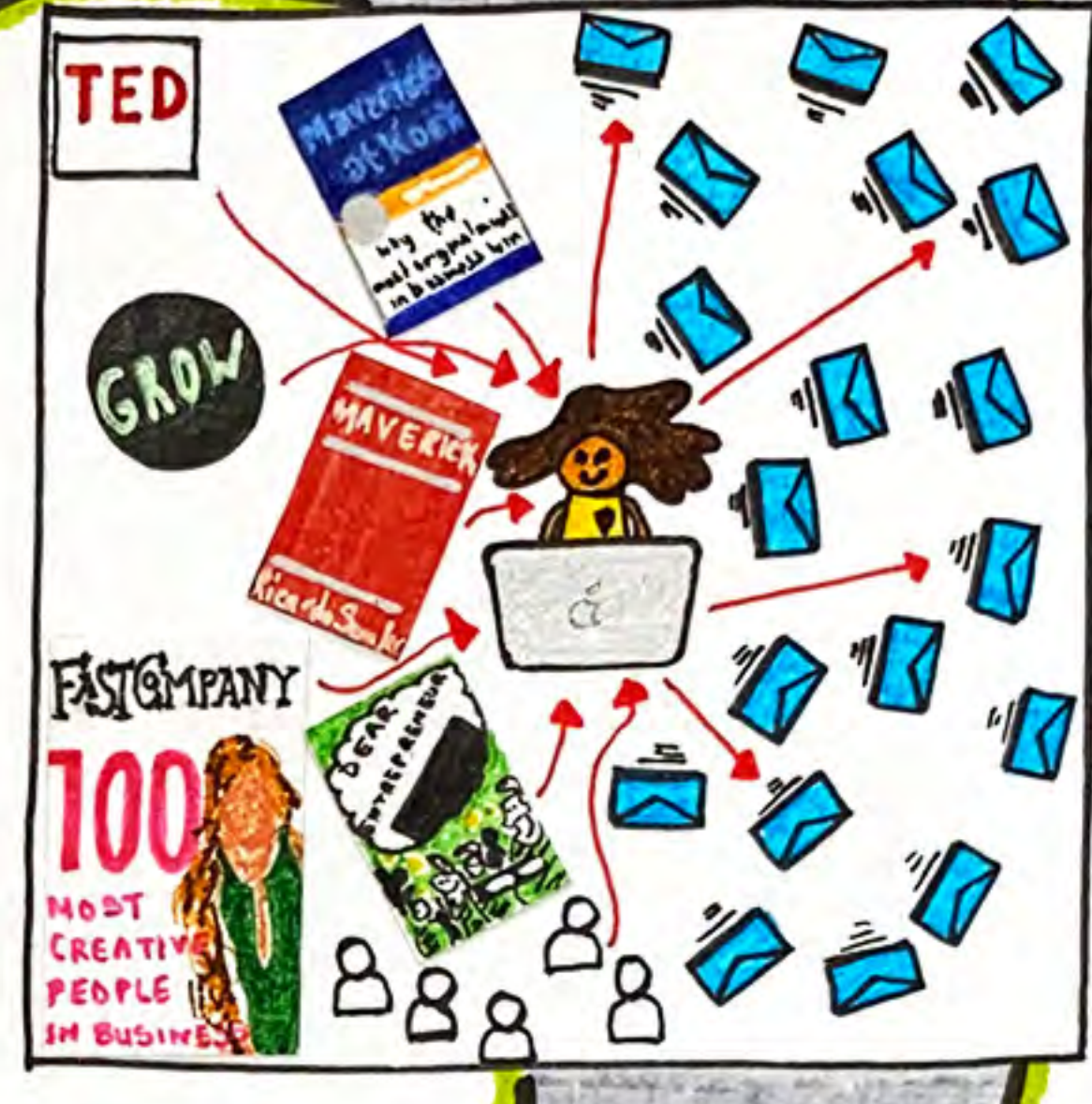
ACTION: Bruce Davies guest speaker sharing how he created Abundance Generation to disrupt finance.

Billie scribbling in note book madly.



SCENE : Flashing download bar in my head.

ACTION : Idea incubating/literating Bruce Davies → Steve Jobs Find MAVERICKS Interview them for MICTL masters Innovation, Creativity + Leadership Research Project



SCENE : Flash shots of places, books, magazine, people, identifying (M)

ACTION : Billie furiously emailing, getting rejected again + again, and then...



SCENE : Tedx SFU stage Vancouver

ACTION : Amal Graafstra illustrating how implanted chips in hand can open doors by swiping Says yes to Billie's request for (M) interview !!! Billie gets project off the ground.



What Billie did next...



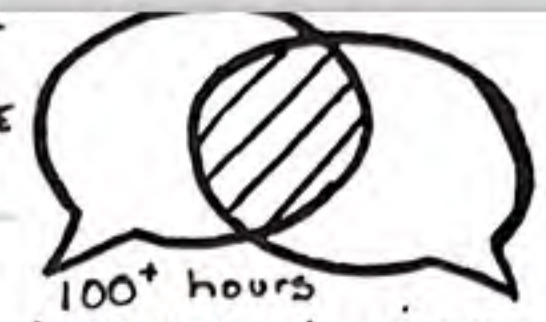
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Qualitative Research: Grounded theory

LSE The London School of Economics and Political Science

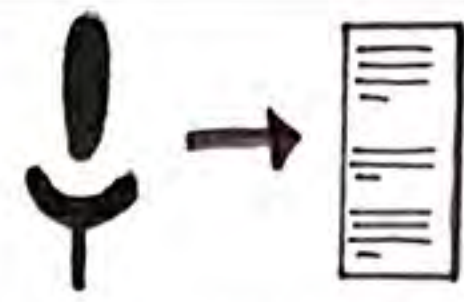
MARXISM SCALE



100+ hours interviewing



Problem solving style



500+ hours transcribing 2000+ pages



300+ pages insights + stories



Definition



Reasons for being



or mainstream



problem-solving styles



skills



Skills + talents



Doing it differently



Fear



Execution



Teamwork



challenges



Failure



creativity



Pushing humanity forward



development



Innovation



Nurture



Education



Rules



perceptions of self



Spirituality



childhood



Leadership



Nature



Risktaking



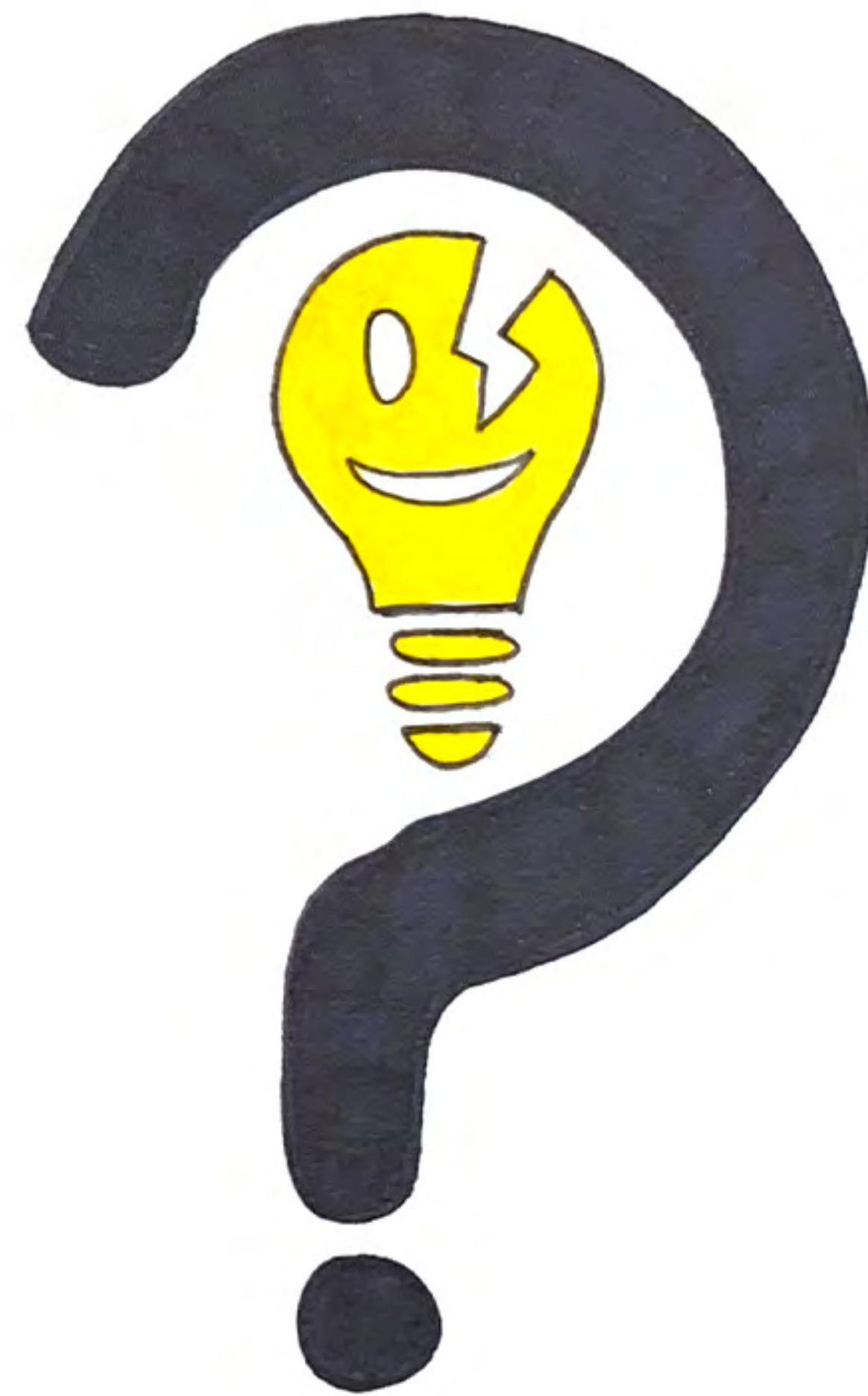
Success



Bonus

Who

are



# MAVERICK RAD



change the world by taking risks

SAFE

RISK



but there's way more to them than that.



question anything and everything ?  
? ? ? ? ?  
? ? ? ? ?



are revolutionary  
unconventional  
courageous  
ingenious  
experimental  
rebellious  
unorthodox  
bizarre  
random  
inventive  
imaginative  
spirited  
crazy  
infectious



just don't compromise !



are visionary  
bloody visionary



see around corners and are ahead of the curve  
[Sometimes too far ahead]



break the

# RULES RULES

Not to be a pain in the arse  
But because the rules don't work  
for them!

The



scars



that's why they challenge  
the paradigms within it.



want to make everything  
bigger  
better  
faster  
stronger



and believe they can  
.... because everything's doable  
in their world.

What others see as

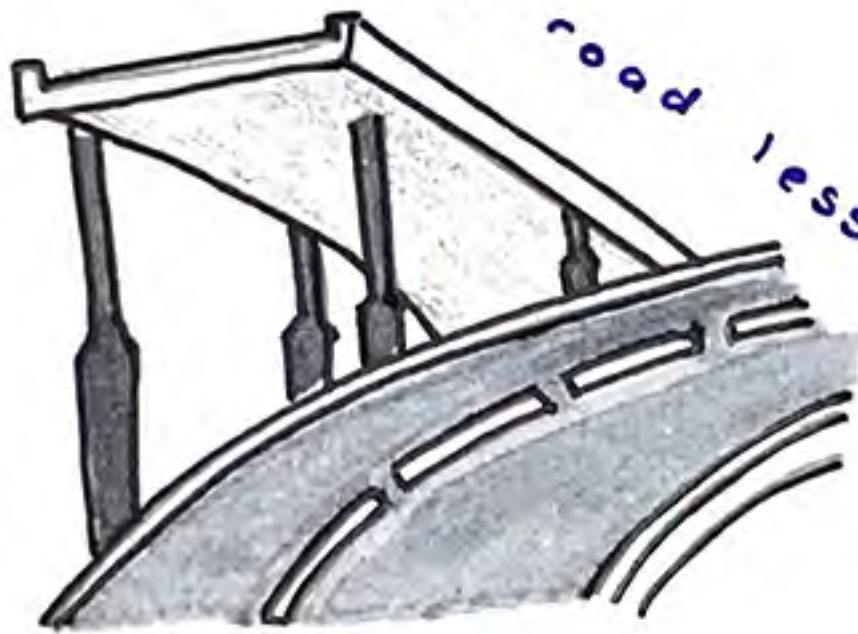
# OBSTACLES OPPORTUNITIES



see as



Take the road less travelled...  
and are comfortable taking it.



think

behave

and do things in their own way

And are unapologetic for who they are,  
because they accept who they are.



Difficult to manage conventionally



give



**IF** you can handle them.

Businesses that dominate the market have



leaders at the helm,

who are not afraid to be  
audaciously gutsy.

That's why...



go after

# BIG HAIRY AUDACIOUS GOALS

Name any big



and you can guarantee

there's a



behind it somewhere!

The most competitive businesses  
on the global market place  
are those that bank on  
the expertise of....



AND.....



Push humanity forward.



Meet

The

MAVERICKS







mav-er-ick

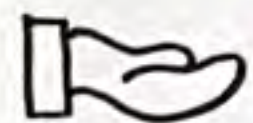
"A maverick is a person who isn't confined by conventional thinking, somebody who's liberated to see a better way and has the tenacity to follow it through. A dreamer who can effectively convert that into doing and has the resilience and tenacity to make sure that it happens, and isn't put off by group think or the naysayers, but perseveres and pushes through until he or she sees success."



MIKE ABEL

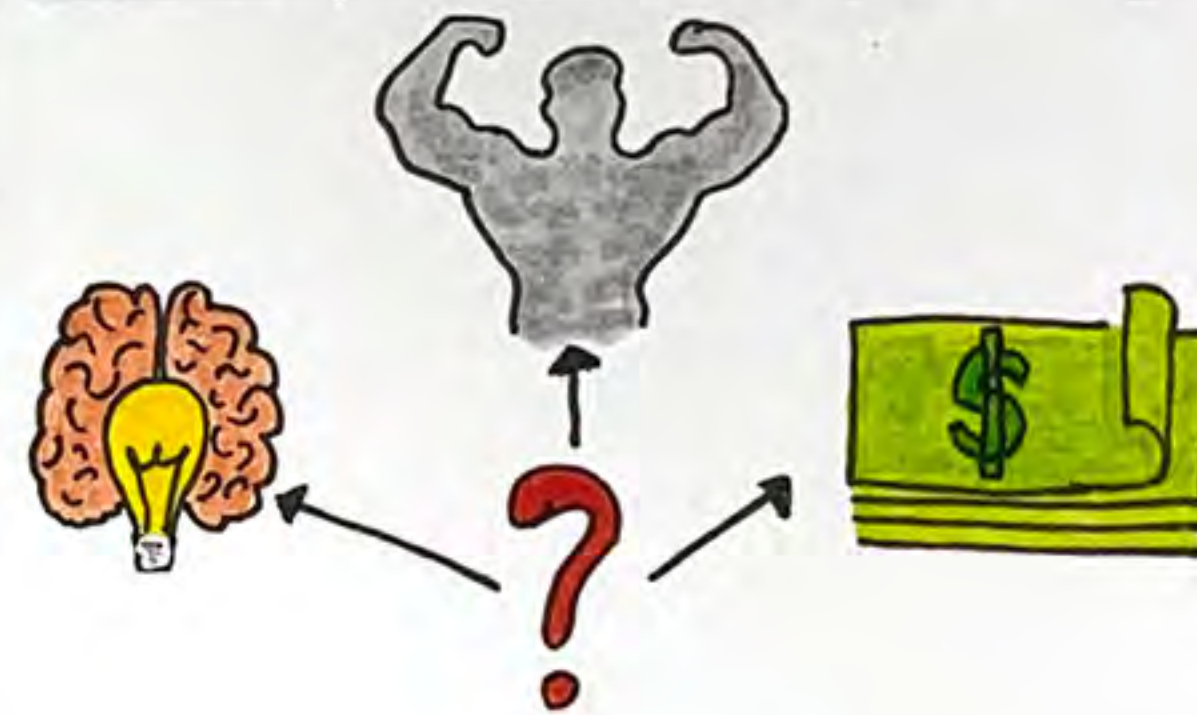
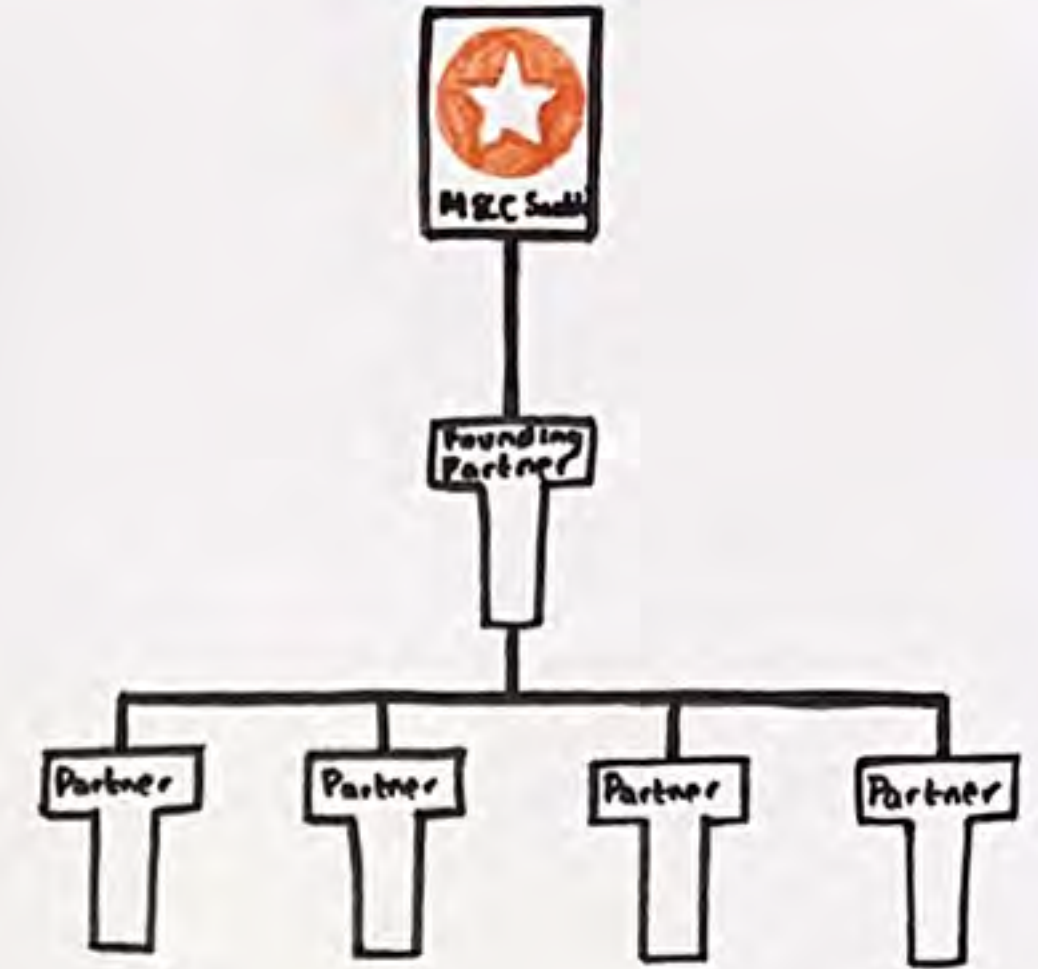
Chief Executive + Co Founder MBC Saatchi Abel

CRAZY IS ... "wasting your fullest life by not pushing your potential to the absolute max. You won't get a second chance."



"Dream big, but prepare thoroughly."

So a traditional advertising agency has a CEO and a Creative Director and those are the top two people in the company then you have an almost pyramid structure of people underneath them and as a result of that you get a small band of senior people and a huge band of junior people. And the junior people aren't able to add the value of the senior people because they don't have the experience. So then I looked at law firms and architectural firms and I said, I'm going to structure my company like a law firm or like an architectural practice where I'm going to have a partnership, a whole lot of senior partners. I think they are referred to as T-shaped people that work nicely across the horizontal but have deep verticals in terms of specialist skills. So I'm basically the Senior Partner out of a number of partners in our advertising agency, so we have a disproportionately experienced and heavy management team in the company and engineered our remuneration model around it. Traditionally advertising agencies get paid for execution; for the development of work. We get paid for our thinking, which is like the silver bullet or the holy grail of the ad industry. It's commonplace in our company because we've set ourselves up as a strategic business and communications consultancy that happens to do advertising as opposed to being a pure advertising agency.



Transpose from other industries

Many ideas wither or die on the vine because of a lack of tenacity, a lack of reserve, both mental and physical and financial and I guess if you want to succeed and cut out new territory and open a new path I guess you've got to ask yourself; do I have the mental fortitude to see this thing through. So am I committed mind, body and soul? Do I have the requisite skill to see it through?... When a lot of people over the years were asking why they were not getting promotions and why they weren't getting ahead in their career...some people's ambition makes appointments that their talent can't keep...I will absolutely go for it hammer and tongs and nothing will dissuade me until I see success.

Tenacity to commit fully

I think you have to embrace challenge. You have to be the kind of person that when things go wrong, you're wired to fix them. You have to be a problem solver by nature. So a lot of people are put off by problems and I think that a maverick is turned on by problems. So the normal default setting is when confronted with a challenge, walk away. And I think that for us there's a need to solve the problem, there's the need to dash the door down, there's the need to clamber over the obstacle, to get round the thing, so often if I'm having a really tough day and a lot goes wrong and I'm thinking, oh my heavens this is a really tough day, something inside me says, how exciting...living an exciting and productive life. You're experimenting, you're charting new territory, you're making your mark, you're making a difference and you might even leave a legacy as a result. But it's fun along the way, you're not plodding through life, you're living life...You get a lot more battered and a lot more bruised because you're taking the path less trodden and if you're taking the path less trodden you are going to fall into pits, you are going to get bitten by snakes, you are going to have to take your machete out and cut away the bramble and the bush to get through it. But you'll discover lands that other people haven't discovered and see things other people haven't seen. That's the way I do it. I don't mind I go into the adventure knowing, but sometimes you get home and think wow that was pretty bruising and to say I'm not always right. I frequently learn from it and then I say what can I take out of it.



Mavericks embrace the challenge



"A maverick is a person who is thinking, somebody who's has the tenacity to follow convert that into doing and make sure that it happens, the naysayers, but persevere she sees success."



MIKE ABEL

"Dream big, but prepare those..."

Dear Mike,

Am I glad (M) Kayli Levitan introduced us. The way she spoke so highly of you, I just wanted to learn more, so thank you for saying yes. You shared how many no's you experienced when breaking into the world of advertising + vowed to help others.

Mike, you taught me that:

- (M) are comfortable experimenting to get to a better way.
- (M) don't accept dogma
- (M) are hard on themselves because they don't like mediocrity or failure.
- (M) take a long term view.

Seriously our nearly 2 hour interview was such a memorable experience and there's no way I can do justice to all you shared with me. I loved the catchphrases you used that I'd never heard before, like; "There may be a gap in the market, but is there a market in the gap?"

Most of all I learnt about the character of a good man! It was woven into the very fibre of the stories you shared. Stories of losing out on business by telling the truth of the limitations of a project, instead of staying quiet about your real thoughts + just taking the money. In the longer term you gained the clients' respect, and business because of your integrity, authenticity and just by being you. You don't compromise on your values + keep promises to your loved ones; things that add meaning to your life.

Thank you for sharing how your parents instilled in you that you can do anything, encouraging your creativity + developing your individuality by not pushing you to conform. The resilience, tenacity + perseverance you shared of your grandfather + his life were powerful lessons illustrating his bravery of leaving his family at 15 to go study in London. His journey of returning to South Africa, being blinded in one eye and fighting a system that could not see the benefits of the new-fangled x-ray machines was humbling to hear. You said with pride that he was an extraordinary man. Well it must be in the genes, — being true to yourself is the greatest bravery a human can show, and your words and examples of actions taken illustrated that in abundance. I think your parents + grandfather must be very proud of you.

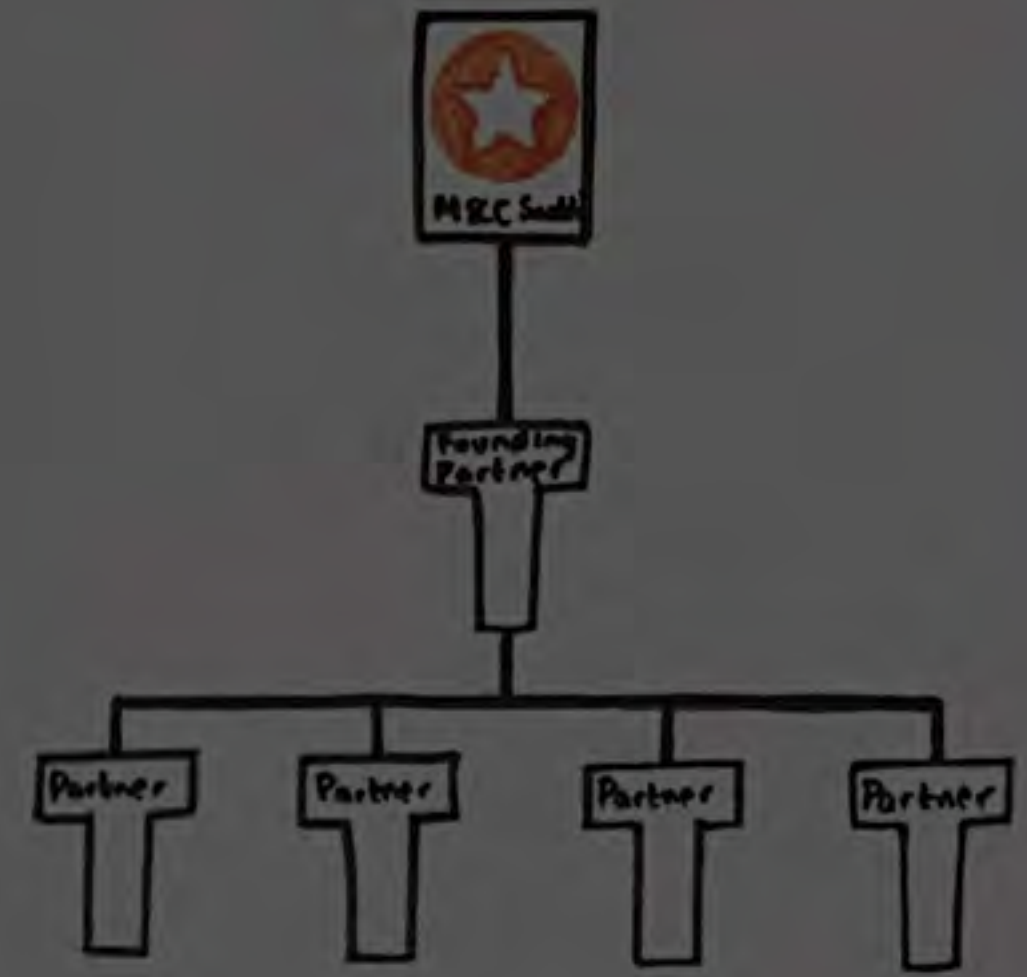
It was wonderful to laugh out loud as we quoted IF together. One of my fondest memories from the (M) adventure for sure. And Mike I hope my ambitions have not made appointments my talents can't keep. Enjoy the stories + insights from the other (M). In the end I had to just do Brutal Simplicity in my own way.

Bikki ☺

*If you can make one heap of all your winnings And risk it on one turn of pitch-and-toss, And lose and start again at your beginnings And never breathe a word about your loss; If you can force your heart and nerve and sinew To serve your turn long after they are gone, And so hold on when there is nothing in you Except the Will which says to them "Hold on!"*

*If you can talk with crowds and keep your virtue, Or walk with Kings nor lose the common touch, If neither foe nor loving friends can hurt you, If all men count with you, but none too much; If you can fill the unforgiving minute With sixty seconds' worth of distance run, Yours is the Earth and everything that's in it, And which is more - you'll be a Man my son!*

*Written by Rudyard Kipling circa 1895*



Transpose from other industries

Many ideas wither or die on the vine because of a lack of tenacity, a lack of reserve, both mental and physical and financial and I guess if you want to succeed and cut out new territory and open a new path I guess you've got to ask yourself; do I have the mental fortitude to see this thing through. So am I committed mind, body and soul? Do I have the requisite skill to see it through?... When a lot of people over the years were asking why they were not getting promotions and why they weren't getting ahead in their career...some people's ambition makes appointments that their talent can't keep...I will absolutely go for it hammer and tongs and nothing will dissuade me until I see success.



Mavericks embrace the challenge



mav-er-ick

Usually it's someone who doesn't think they're a maverick. I don't think a maverick ever says I'm a maverick. And usually it's in relationship to difference to the societal norm.



Compassion + generosity



Every study says we're not going to survive this century. I feel assured if we don't change away from a values system nested in greed and power to one nested in compassion and generosity we will be extinct this century. I don't like that. I'm a raging political activist whose goal is to eliminate market capitalism. I'm in the process of doing the best I can. If I had a magic wand I'd end it today. I'd put women in charge of everything for the next thousand years since every problem in history is due to men. I would eliminate all weapons above a rock and a stick and tax the rich 95% or better... I am here to make a revolution to end the worship of money and power over others... I feel it's not too late, so I'm going to bust my butt to try and change it.

CRAZY IS...

"the love of money and power over others as opposed to compassion and generosity.

What could be more fucked up!"



PATCH ADAMS

Doctor and Founder of the Gesundheit Institute, but above all an activist for peace, justice and care for all people.



I'm not trying to be different I'm trying to be who I decide to be. If I don't like something I decide to explore my own way of doing something, but I'm never thinking I'm doing this to be different... From the age of 18 I decided to make me. So whatever is my personality is a choice I made to be part of me. It doesn't rule me - I rule my personality. It's my decision. Being that puts my life forward in the way I want it. I also love life and loving life energizes you. So I decided to be 6 qualities: happy, funny, loving, co-operative, creative and thoughtful. And that has brought me a rich and wonderful life. Once I decided to be me I don't think I've taken any risks, the risk would be not being me.



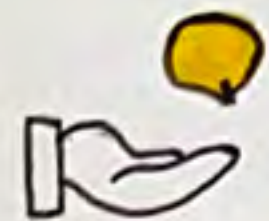
Make me



Radical notion



Living with patients is a radical notion. Most people just want to get away from work... without using any psychiatric or medical diagnosis. Where we work everything is free. In the hospital we're building the cleaning person and surgeon will make the same salary \$300 a month. The only hospital in the country refusing to carry malpractice insurance. Initial interview that I have as a family doctor will be 3 or 4 hours long. I'm fun to die with. I use the Mary Poppins philosophy that every job that must be done is fun, you find the fun then snap [clicks fingers].



"My advice is always the same. Decide what you want to be and be that."



It's hard to know what I'm not a student of. The libraries 40,000 books. The film library probably 10,000 films. I'm interested in everything. I'm not interested in TV or superficial crap. I read 100 books a year. I've never used a computer or iPhone, don't know how to... I write 3 to 600 letters a month long-hand to 120 countries.



Be interested in everything

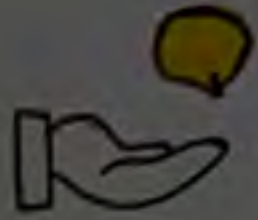


mav-er-ick

Usually it's a maverick. I'm a maverick to difference



PATCH ADAMS



"My advice is always the Decide what you want to be"

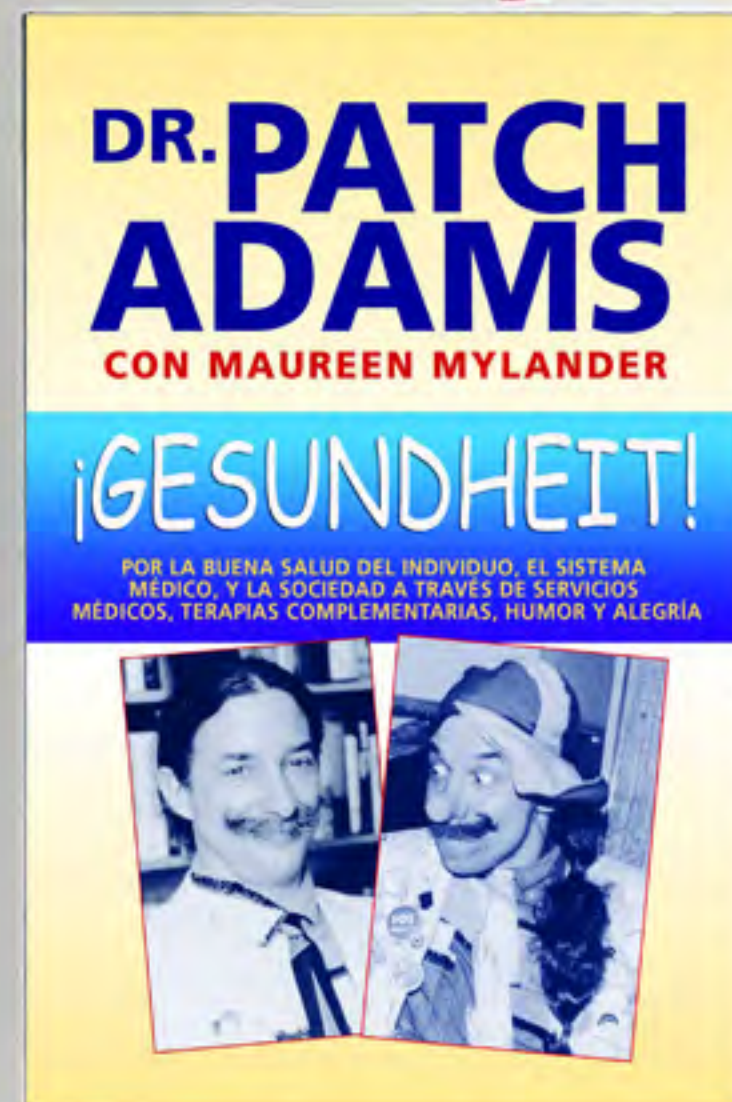
Dear Patch,

Isn't it strange how serendipity starts showing up in life? Robin Williams had passed away. And I wanted to 'honour' him + his life, so decided to watch Patch Adams. The last time I had watched that movie was when I was training to be a Children's Nurse in London.

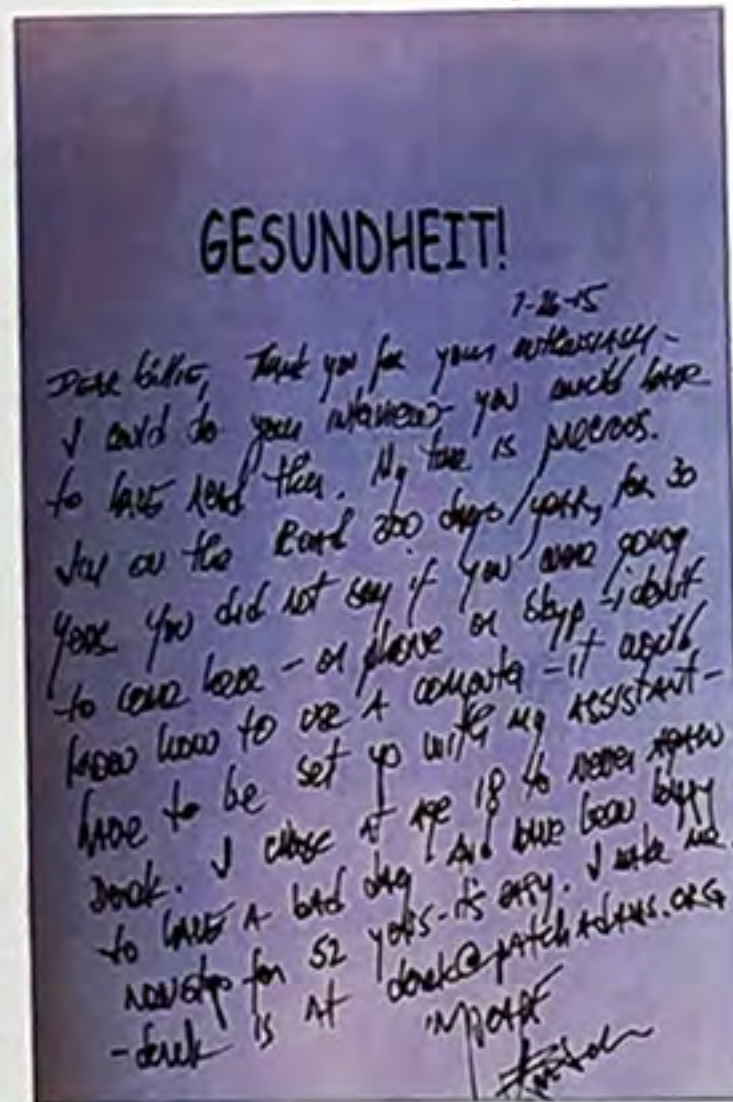
Five minutes in and Charlie/Marc looks at me and says, "He's a (M) isn't he?" He both laughed as I was having the night off from drawing in my (M) project.

The next morning I looked you up. Found the Gesundheit Institute you founded + learned that you didn't use computers. So hand wrote you a letter from my ♥

A couple of weeks later a parcel arrives inside is...



With a lovely note



A treasured possession from the (M) adventure.

Patch, you taught me that :

- Compassion + generosity are what's required to change the world.
- (M) have radical ideas they're not afraid to state + share
- (M) don't see failure, they see evolution.
- (M) are interested in everything but not superficial crap.

You told me Patch that you were a political activist, well you're a political activist with a big ♥ One of the things you're most active about is questioning the love of power + money. For that I salute you.

Thank you for making time to help a girl who in her own small way is trying to change the world.

RyMie ☺

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Make me

Living with patients is a radical notion. Most people just want to get away from work...without using any psychiatric or medical diagnosis. Where we work everything is free. In the hospital we're building the cleaning person and surgeon will make the same salary \$300 a month. The only hospital in the country refusing to carry malpractice insurance. Initial interview that I have as a family doctor will be 3 or 4 hours long. I'm fun to die with. I use the Mary Poppins philosophy that every job that must be done is fun, you find the fun then snap [clicks fingers].



Be interested in everything



mav - er - ick

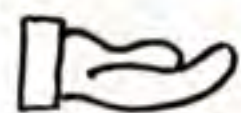
"Somebody that goes against the system in a polite way."

CRAZY IS... "the least crazy one can think of."



FERRAN ADRIA

Co Founder EIBulli Foundation

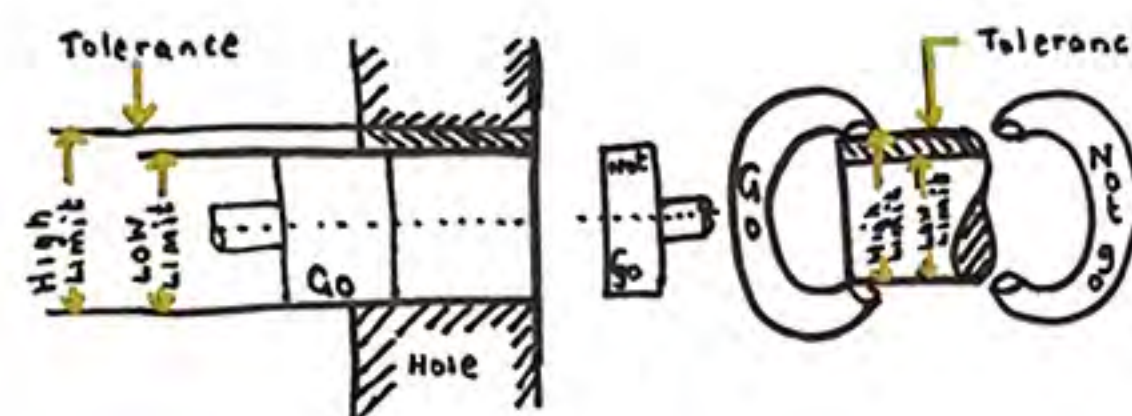


"Never gives advice. Each person needs a different kind of input, there's no two people who are the same."

Work, work and work and order, order and order. To be able to be an anarchist those are the tools that make it possible for you to be an anarchist. Have an anarchic attitude where you're going to create... We are the absolute; this is one of the probably most efficient places that you will find all over the world. Because a restaurant has to be efficient. Yes, if you ask for a coffee, you want it right away. Imagine that you want to try and apply that principle to any other kind of business. The lawyer - I want the answer right now... He [Ferran] asks himself why of things. Sometimes we have an answer, sometimes we don't... When EIBulli was opened there was 2 million people wanted to come for dinner. Anybody else would have raised the prices.



Have an anarchist attitude

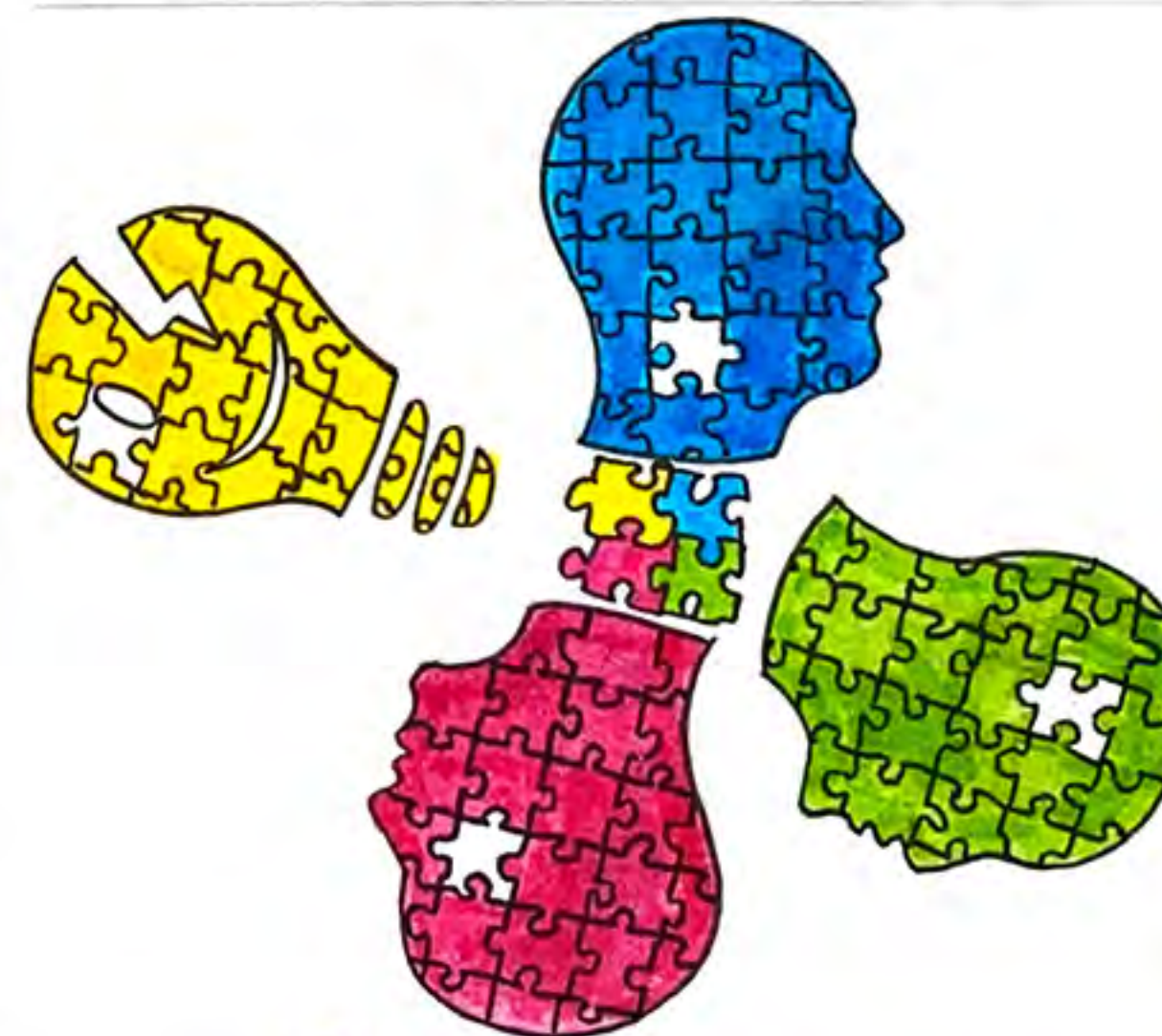


Look for the limits (in everything)

Today with internet, creation in cooking is shitty, because there's internet, there's blogs and you can predict what you're going to find. The catch up of creation has nothing to do nowadays. All the young creators in cooking have a big big problem, that there's no surprise. And if there's not a surprise, without a sense of surprise it's very difficult to be creative to creation.



Surprise = Creativity



Team think

Think as a team, not that he has a team, that we are a team. There's no office, no bosses, no tables. We did that 25 years ago. That's the EIBulli system applied to what we're doing now [EIBulli Foundation].

Dear Ferran

You were completely unknown to me until my actor/chef friend Peter Ciuffa explained that if I wanted a (M) chef it had to be you! I looked you up and loved what I learned and so reached out to you, and Abigail made it happen + translated for us.

Ferran, you taught me that:

- Not all (M) are innovators.
- (M) extend the creative process.
- (M) acknowledge that money gives them freedom; freedom to create.
- (M) work on what they do because its fun + makes them (U) happy.

You shared how the elBulli idea is avant garde yet a peaceful revolution based on the 10,000 years of people doing things before you. And actions such as closing elBulli for 6 months was something most people would not be willing to do. This created opportunities to take up the artistic challenges in cooking because you never saw it as problems that required solutions. You recognised that running elBulli required efficiency and it was that efficiency you applied to the creative process. Ideas like very few meetings and all meetings standing up. Efficiencies that you + the team continually push to the limits, enabling you to compete with yourself every day.

Ferran, you shared that failure is when people don't buy or buy the idea. Success is when they do. Yet you acknowledged that this is impacted by the level of maverickness. You gave the example of Steve Jobs or John Lasseter from Pixar vs. being a (M) in a shoe shop, each one has to take into consideration the what + how of those different things. The place + business has an impact, as you said what happened at elBulli in 1994 couldn't have happened before or after, just like the smart phone would make no sense before the internet. There's a relationship between the (M), the context and timing, just as we've seen throughout history.

Even though it wasn't one of the questions I just had to ask you about your definition of creativity:

# creativity

is the capacity to CREATE

CREATE is not to copy

And INNOVATION is when the creation works.

Thank you for so many things Ferran.

You said yes to the interview because we were both exploring + studying the creative process + we might be able to get ideas + learn from each other. I know you rarely give interviews so I thank you for your time + kind words. It's been an amazing creative adventure for me and I truly hope you like the stories and insights from the other mavericks too, and if you get something out of this book even in some small way that would be a good mark of success for my labours.

Ferran, my biggest thank you is to you for being you. You have got to be one of the most kindest, most genuine + most humble human beings I have the pleasure of knowing, and that is what I thank you for the most. Juli Soler must be so very proud to have been your friend, and of how you are keeping the elBulli legacy going. One day I will take up your invitation and come visit the elBulli Foundation + see you and the team in action.

When I interviewed you, as a thank you I invited Peter to come round to my home and listen while I interviewed you, so he could see where his idea had led. When I finished the interview he said. "WOW, Billie most people in the culinary world would give their left nut for just 5 minutes with Ferran!" "You got to speak + learn from him and are gonna talk to him again."

THANK YOU Ferran!!!

Bimi (U)



mar-er-ick

"People who deliberately seek to push the boundaries of how business is currently done, and change the rules or the context in which it is done or how its done, or change the model by which its done.  
 And I would say by nature they would tend to be people who were driven by vision or passion, or people who had spotted something they thought no one else had spotted."

**CRAZY IS...** "a special place. Crazy is a smile on your face. Crazy is leaping from great heights into dark pools. Crazy is entering the minds of my kids and playing the fool. Crazy is the love I feel when I hug you at night. Crazy is how I feel if we've had a fight. Crazy is when we push to the edge to jump over the top. Crazy is the unreasonable mind that just won't stop."



DAVE ALLAN

Founding Partner ?What If!

"Experiment.  
 Just try things out.  
 Try things out and learn."

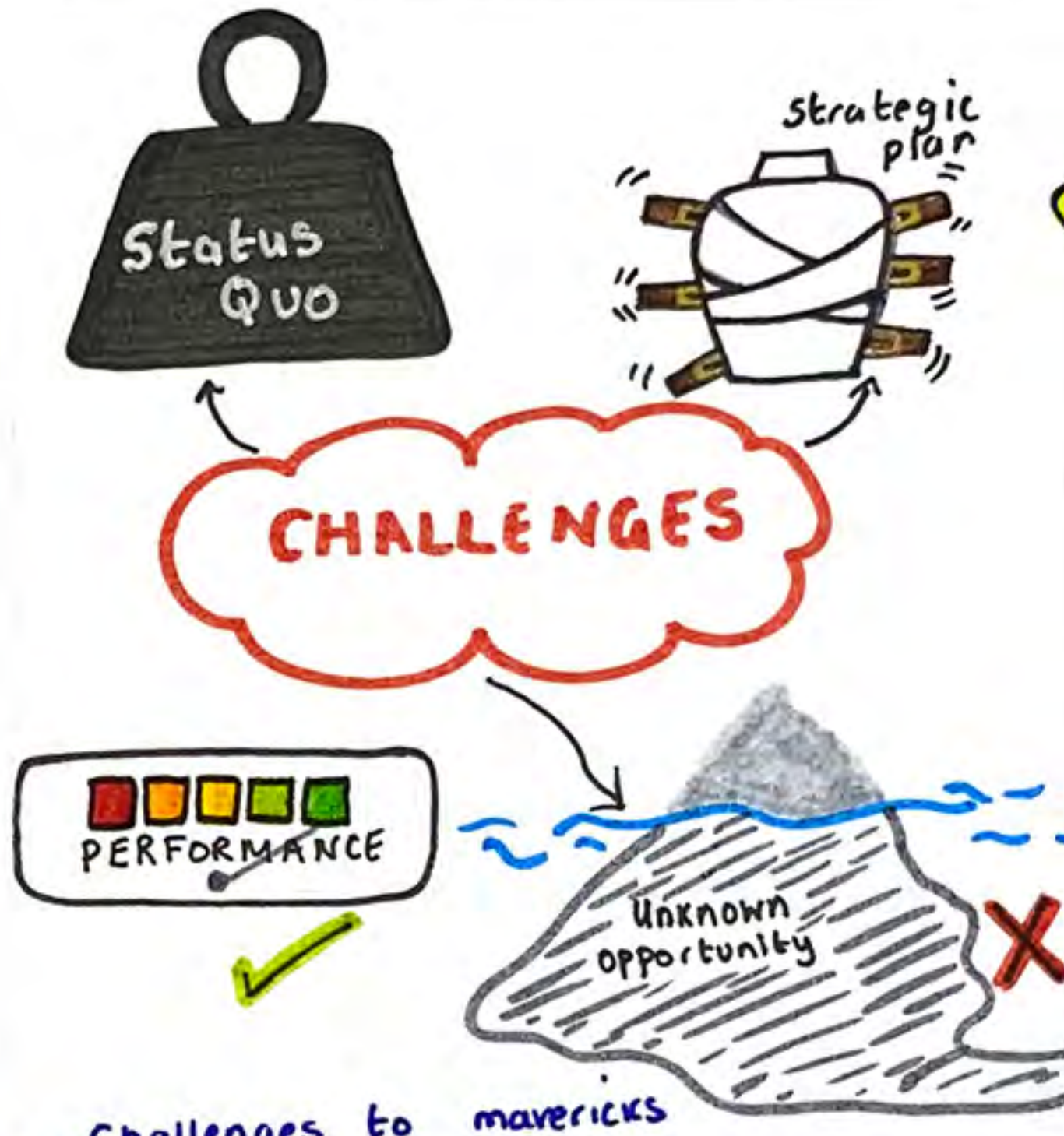


When I look at the world, I think of it as a map. And what I think as a result in my favourite form of communication in the world is a map. I was a geographer by training and if you think about a map it presents more information in a single view than virtually any other way of communicating, so it's distance, relationships between things. That's how I think and I'm not that logical although I recognise logic. I'm a map thinker and as a result I spot or make connections that others don't.



Think like a Geographer

The status quo. In general No. 1 is inertia, i.e., this is the way the world has been set up and how we do things and this happens. No. 2 is plans, so you've got a big company who say we've spent the last 12 months coming up with a strategic plan and we're not gonna deviate from that, even though there might be something over there that makes it better. And No. 3 is in business in general, in corporate shareholder driven businesses you're rewarded for performance, not unknown opportunity... Sometimes you can be frustrated because people don't see something that seems obvious and clear to you and sometimes I'm unable to explain what I mean as a result I feel frustrated that I can't communicate what I want to change or do.



Challenges to mavericks

I see rules just for what they are, rules of the world as it is today. It's a little bit like saying you see a tree. You know it's there, but it doesn't mean it can't be wood or you can't chop it down or you can't do something with it. They're just one set of guidelines in the rules of the world which is useful to know but then it does not necessarily mean how it needs to be.



Rules of world as it is today



Different appetite for risk

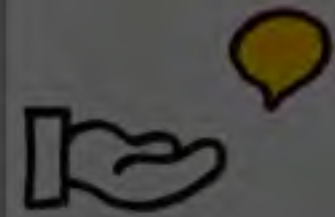


My hypothesis is that none of the things I've done have felt like a big risk. So that's the point for me. If you talk to my new Global CEO, she would say you just have a different appetite to risk than anybody I know. But for me ironically it doesn't feel like a risk.



mar-er-ick

"People who deliberately : business is currently do in which it is done or how its done. And I would say by nature driven by vision or passion they thought no one else



"Experiment. Just try things out. Try things out and learn."

Dear Dave,

It was really nice of Emma Morley (one of the other @ who once worked for WhatIf to introduce us. Connecting with you and Matt Kingdon (your partner) led to who will I interview? Matt and I had met as presenters at Cass Business School's Innovation, Creativity + Leadership Research + Practice Conference. However it was our diaries that aligned, and I'm soooo glad I got to learn from you.

Dave, you taught me that: ????

- @ are 'wanderers'.
- @ are stubborn, which is what keeps them trying.
- @ are interested in seeing new things in the world.
- @ see the world differently and do something about it.

Your map thinking lens as a geographer resonates with me as my journal is made up of drawings + mind maps. It's taken me a while to find the best way to ~~write~~ draw this book, and I've had some <sup>epic</sup> adventurous failures along the way.

I really loved how you shared the @ risks by using the quote:



"Creative people always take 2 steps into the darkness."

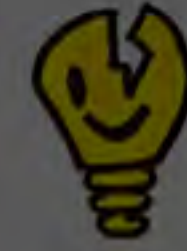
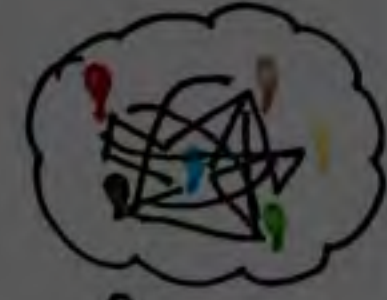
This makes me think of Paul Kurtz, the philosopher, who said that,

... the sum and substance of a creative life is expressed in the heroic virtues; the unwillingness to accept defeat, and the determination to create a new world in which we realize our aspirations."

Your story Dave, of how you turned the ever declining Rag Mag around and making it successful just by the 'we've got nothing to lose' approach whilst at University led you to learn that it was <sup>easy for you</sup> fun & good results

And also that it could pay to do things differently! Yet you acknowledge the time, pain and energy it takes = create new things. Thanks for sharing your stories and wisdom. I do hope you enjoy learning from the others from the rest of the @

Thanks Again Bimi ☺



### Think like a Geographer

The status quo. In general No. 1 is inertia, i.e., this is the way the world has been set up and how we do things and this happens. No. 2 is plans, so you've got a big company who say we've spent the last 12 months coming up with a strategic plan and we're not gonna deviate from that, even though there might be something over there that makes it better. And No. 3 is in business in general, in corporate shareholder driven businesses you're rewarded for performance, not unknown opportunity... Sometimes you can be frustrated because people don't see something that seems obvious and clear to you and sometimes I'm unable to explain what I mean as a result I feel frustrated that I can't communicate what I want to change or do.



Rules of world as it is today



My hypothesis is that none of the things I've done have felt like a big risk. So that's the point for me. If you talk to my new Global CEO, she would say you just have a different appetite to risk than anybody I know. But for me ironically it doesn't feel like a risk.





mav-er-ick

"Someone who is not going according to convention, who might even cut across or go 90° to convention to do something. Someone like Richard Branson. An individual that does things that defy convention and defy expectation. Although at this point he will be unexpected personally anyway."

CRAZY IS... "doing something that makes no sense but you feel compelled to do it"



ANDRES AMADOR

Founder and Earthscape Artist  
Andres Amador Arts



"Do what has your light shining brightest."



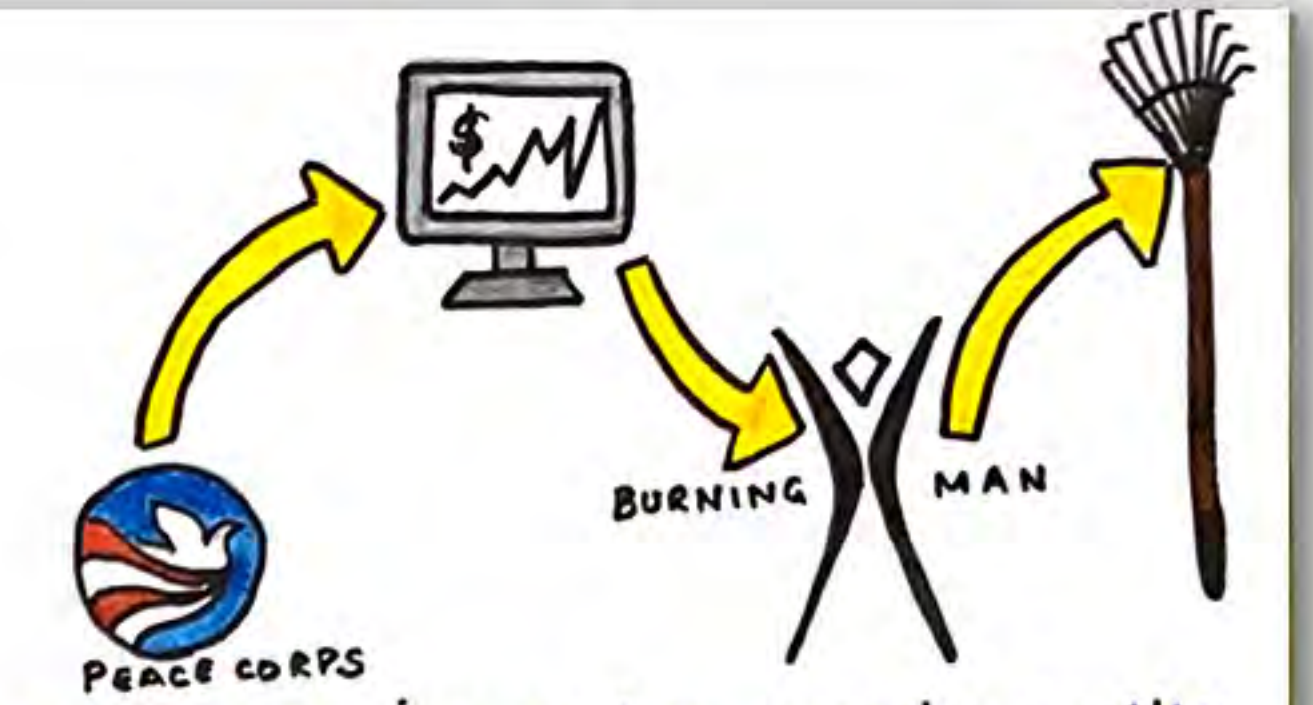
The maverick part for me and it hasn't been intentional, an almost contrarian quality I associate with a maverick as well. I don't think there's an intentional object, it's doing something that is unexpected just in life anyway but giving that energy, moving with that forward movement which is not just the path. I could not explain to someone the path, I could not re-create the path that I took to get here, and there's such an unusualness to the journey that the journey itself has a maverick quality to it.



9-5 would kill my spirit



When you're approaching life or anything general, there's a path in front of you. I'll relate it to hiking. I love hiking. I love walking the trails. I love even more exploring places, getting to engage the process of exploration. So exploration can happen just by going to a new location and walking on that trail, but more exploration is possible when you can go off the path and you start to look for new locations and so but it's not about getting away from what everyone else has done, that's trying to be a maverick and there's no point to that. The path is totally fine but you get to explore new things when you go off the trail and there's a value to when you're doing that, and when you're approaching life in general in that way, what more is possible when you go just off or look for here, go down over there, they by virtue of just by its nature it has one approaching life more creatively. When you are charting innovation's a by-product of that kind of approach. When you go off path you're inevitably you're creating a new little trail so that's the innovative part, a new path has been forged. And you can choose to strengthen that path and to make it something actual or not but by virtue of going off path something new is arising, so that is innovation.... That again goes back to being a maverick, maverick is a separate thing, but it's the consequence, it's the result of so I think to let's say that's an indicator of something else, so let's say that is important to think, to get off the rails of one's thoughts and allow them to meander in other directions. It is important to consider the whole, it is important to feel one's heart, it is important to have fun in the process. It is important to appreciate one's experience as one's having it.

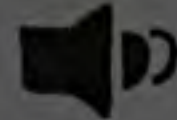


Life journey has maverick quality

Something that started me off kind of as a push was the recognition that I did not want to turn my life over, to give my life in the hands of another. So in terms of business and work I could not do a regular 9-5. I could not work in an office. I could not live according to someone else's requirements. That had me from the start charting my own path.... I was trained in my father's computer business as a technician and then I got fired cos I didn't really care about it too much. So I started temping in the computer industry. There was one job where I was working in a bank and I had to get there for 8 o'clock every day. At the end of the month I was ready to pull my hair out. So they wanted to extend my contract for another month at the end of that month, for 6 months this kept happening. It was \$1000 a week, 25/hr and every month I just hated it more and then they offered me a permanent position. 50,000 a year and I looked at that and sat with it for a while and decided that I couldn't do it; it would kill my spirit. While I was off I'd had some money saved and I started getting more into my hobbies and interests which were underground music and arts culture in San Francisco and I started getting more involved with that and that led to some artwork and then bit by bit that has led to the kind of development and refinement that I have now.



Creativity is exploration that happens off the path

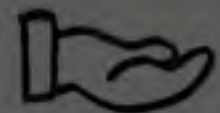


mav-er-ick

"Someone who is not go even cut across or go Someone like Richard B An individual that does expectation. Although a personally anyway."



ANDRES AMADOR



"Do what has your light shin"

Dear Andres,

When your Facebook page blew up from 5k to 160k followers your art came into the radar. I too saw your art and loved how you were using art to help teams to bond. And although you said you were no 'tycoon' you were happy to be interviewed.

Andres, you taught me that:

- (M) have non linear minds
- (M) are curious + playful
- (M) want to live autonomous lives
- (M) are not trying to be different; that would be contrived mavericeness.

You shared beautiful stories of how you live a heart led life, which allows for an integrated life, so life and business are not compartmentalised. Following your heart is how you ensure you give yourself permission to work on ideas that draw you + feel 'good' to you. Some pay off, some don't but there's always fun to be had along the way, and a meaningful artistic contribution to be made.

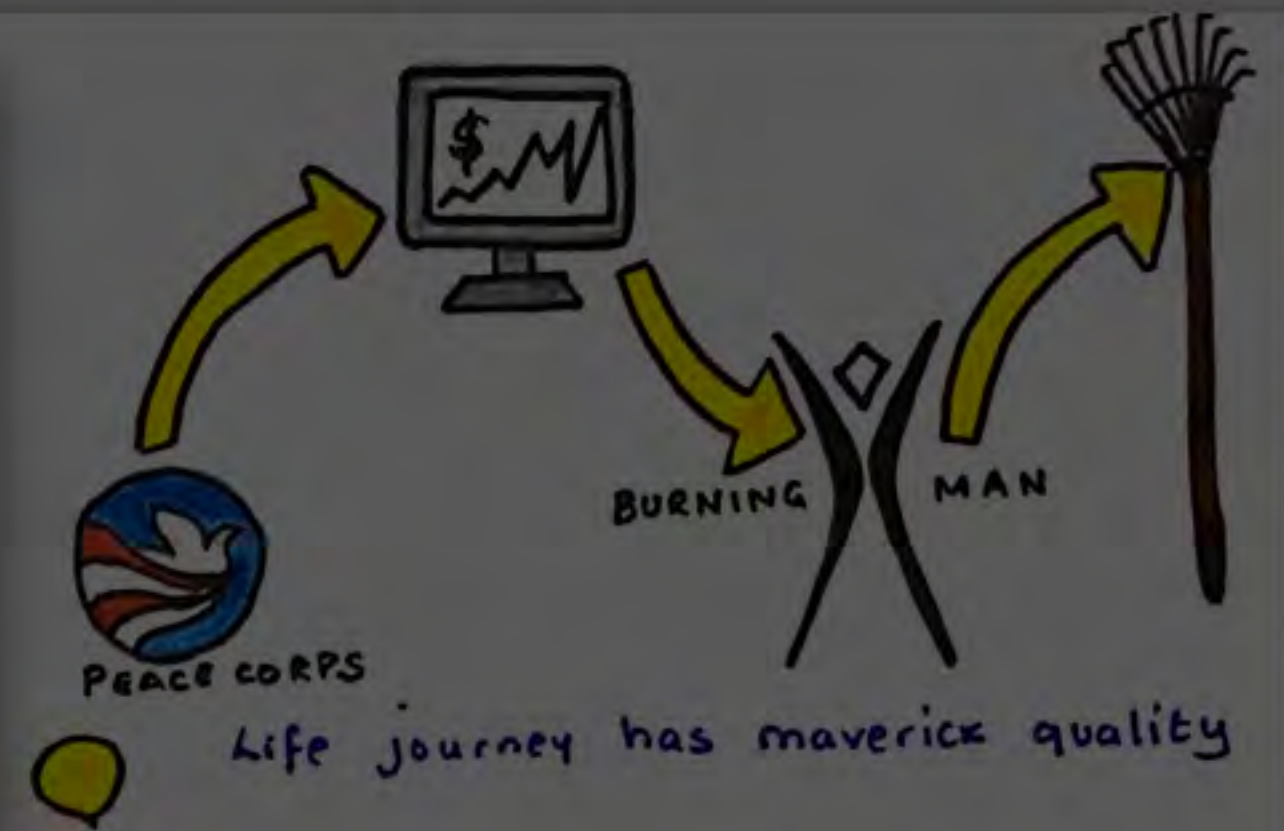
Andres, within all this you acknowledged the anxiety of uncertainty and explained how your partner Ember has faith in the universe that things will work out.

It was wonderful to meet you, Ember and Kavi (son) for you New Years Day Beach Earthscape Workshop. It was fun to create art in your way with the beach as the canvas and rakes as our tool. Since then you've stayed at our home + broken bread with us.

Thank you for sharing your stories Andres. For it was important that (M) included were diverse and often in business, art gets forgotten.

Hope you enjoy reading stories from the other (M)

Brie



Something that started me off kind of as a push was the recognition that I did not want to turn my life over, to give my life in the hands of another. So in terms of business and work I could not do a regular 9-5. I could not work in an office. I could not live according to someone else's requirements. That had me from the start charting my own path....I was trained in my father's computer business as a technician and then I got fired cos I didn't really care about it too much. So I started temping in the computer industry. There was one job where I was working in a bank and I had to get there for 8 o'clock every day. At the end of the month I was ready to pull my hair out. So they wanted to extend my contract for another month at the end of that month, for 6 months this kept happening. It was \$1000 a week, 25/hr and every month I just hated it more and then they offered me a permanent position. 50,000 a year and I looked at that and sat with it for a while and decided that I couldn't do it; it would kill my spirit. While I was off I'd had some money saved and I started getting more into my hobbies and interests which were underground music and arts culture in San Francisco and I started getting more involved with that and that led to some artwork and then bit by bit that has led to the kind of development and refinement that I have now.



Creativity is exploration that happens off the path



MAV-ER-ICK

"An expert problem solver. Sometimes there are a lot of fancy words thrown around that intimidate people about what a maverick is, but the reality is that the person is able to look at a situation and apply experiences and lessons into that situation that may have been applicable in a completely disconnected way. And they're able to see the connections between those and then apply them and understanding into the situation which makes it feel incredibly breakthrough, but probably the person, it's like yeah no kidding, I just did this right?"

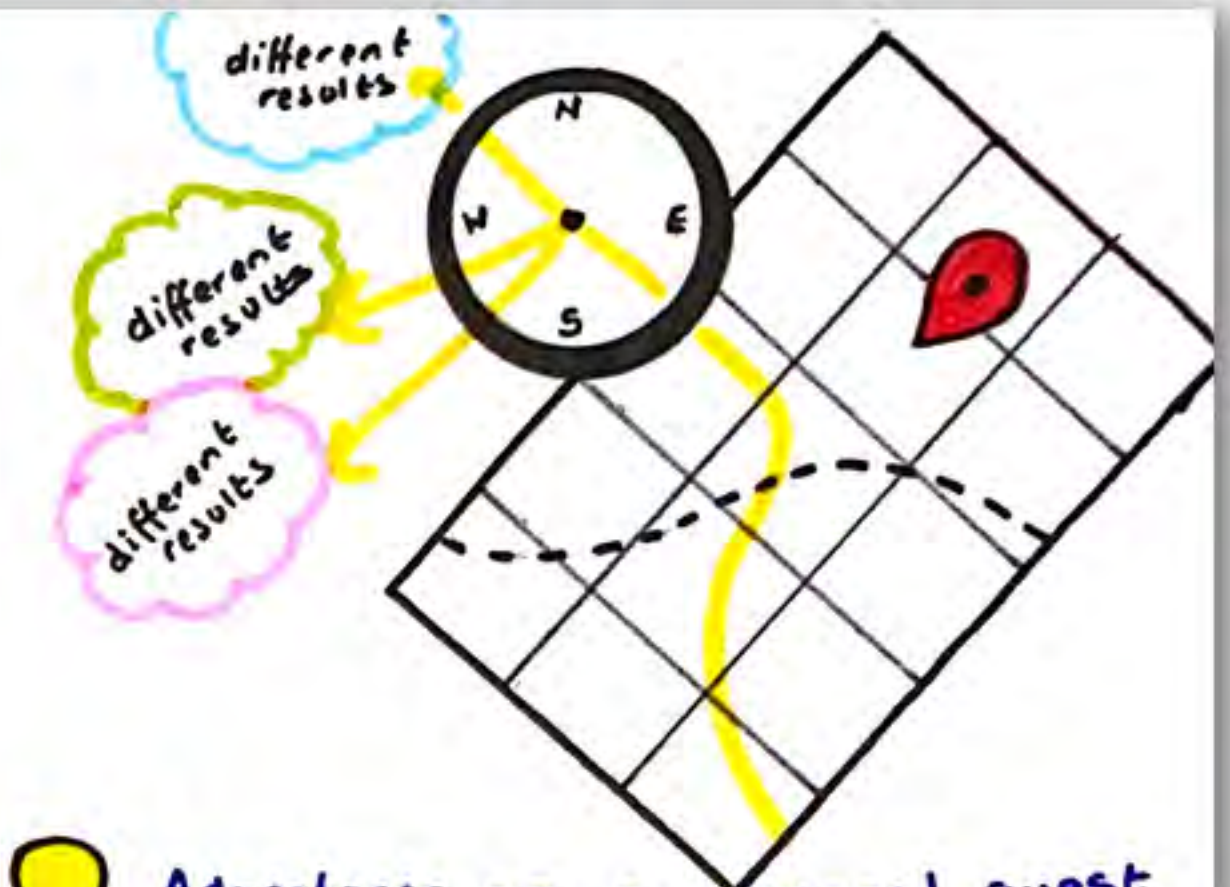


ANONYMOUS 1

Respecting wish of this maverick to remain anonymous.

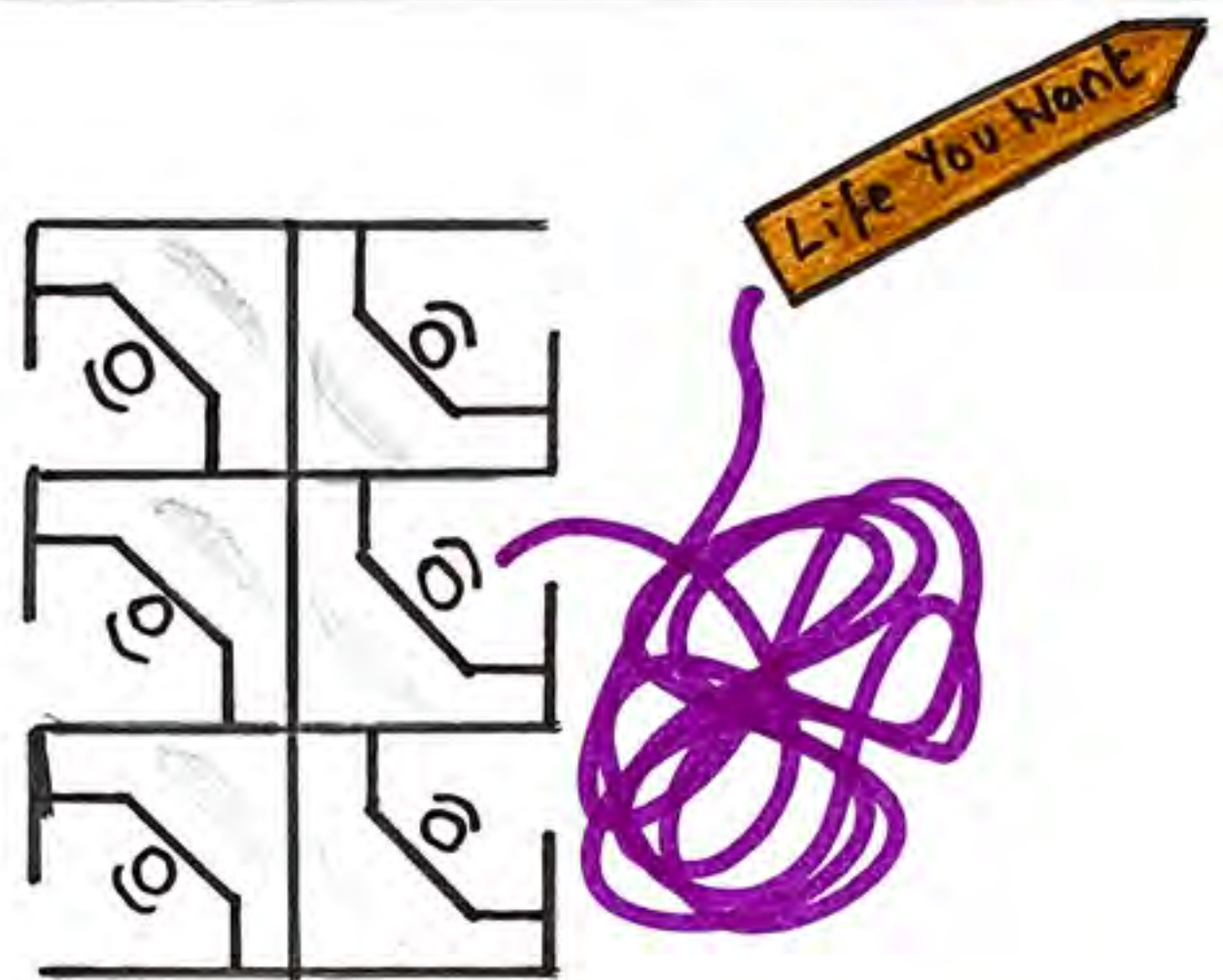
"I would share the rocking story of looking back on life and not having regrets. I would tell them to continually look for areas where they can explore that and it doesn't necessarily need to be the big idea all at one time. That they look for and commit to continually finding outlets for that energy, but that they also not worry about whether it all happens at once... The easy answer is just to tell everyone to go for it. And while that may work for some, again if I think through even in my own story, the layers of experience I've gained by not always being just on one path, they've all been valuable. So I wouldn't tell someone don't listen to anyone else around you, just follow your own heart and go and explore all these things and make it your whole life and don't worry about the consequences. I would probably say find those spots, when you find a contrive to test out some of those ideas that you have. Don't commit to every single one of those as the only way you can show whether or not you're designed to live this lifestyle and allow all those smaller shots to give you a chance to be somewhat detached from which one of those is going to be a breakthrough so that you don't declare failure too soon. It's almost like this thing is a bit more of a slower river. This is not rapids going down. There's a summering that happens in all this."

If I use the expression of the definition of insanity is doing the same thing over and over and expecting a different result. I would combine that with my absolute aversion to good things happen Monday to Friday between 9 - 5. I think the big piece of doing things differently is a personal quest to get a different result. I'm an adventurer, a thrill seeker.... I have the most no fear attitude going into different places and that's physical places. So whether that's working with new businesses and walking into somebody's office or whether that's 'hey we've got a chance to go to San Paulo and do that' - let's go do it. None of those things feel weird to me. Yeah, they're like why wouldn't we? So it's kind of that adventure, travel, environment, right? So change is an environment that really throws people off completely.



### Adventurer on a personal quest

I would say I'm approaching my life differently than a lot of people in our society, and my age group. I have a belief that there is a way where you don't have to make a personal choice between your personal life and your professional life. I believe the no choice comes from when you go through sort of the fast track corporate career life, you sell your soul. You get lots of money for that, but you do sell your soul to that environment where your family is 2nd, 3rd, 4th or 5th. If someone says I need you to fly to Moscow tomorrow you drop everything and stay up all night to get to Moscow only to get there for someone to cancel the meeting. It's like oddball, right? So I changed that in life. I believe it can be done differently. It's big experiment for me to say if I can create this then I believe that other people can create it as well. You see this real stress and I see it amongst colleagues and friends where they're trying to balance kids and the only option is Supermom. I'm like surely there has to be a different option than Supermom. Let me see if I can do that... Pam Slim wrote Escape from Cubicle Nation her philosophy and the book that she'd written was, why don't you start from what you're trying to achieve overall and figure out how the work piece is going to fit into that vs. figuring out the work piece and always putting yourself into that situation.



### Personal and Professional life shouldn't be a choice

I have a mental model that many of my values will prevent me from doing something in business. What I mean by that is there's lots of businesspeople who are very successful [depending on what your definition of success is], by cutting a lot of corners and taking liberties with what I would call what's written down in terms of ethical behaviour. If it's not written down that makes it OK vs. your own internal compass. The world is full of examples of people and full of stories how there's no way of being successful if you're completely above board all the time. I sure as heck hope they're wrong, cos I feel very strongly there has to be some rules in your heart that you're playing with that's just not written in a rule book, about how you're going to interact with people or how you're going to behave towards one another.



### Follow your internal compass



### Own the accountability + self responsibility

The challenge in all of it is and it's funny that it kind of goes with the territory, is that you have to accept whatever it is that you've created. So tremendous accountability and self-responsibility to not say this happened to me. Nothing that's happened in the last 5 years has happened to me. I've done it.



MAV-ER-ICK

"An expert problem fancy words thrown a maverick is, but the look at a situation a disconnected way. An between those and the situation which but probably the pers this right?"



ANONYMOUS 1

Dear Anonymous 1,

The start up pitch event I met you at was the first I'd ever been to. It was for female entrepreneurs and your feedback comments to the presenters were so thoughtful, considered and different that you immediately stood out. It makes me better appreciate what you said about our actions not our labels should define who we are.

Anonymous 1, you taught me that:

- (M) are comfortable in circumstances that are undefineable.
- (M) understand and harness the tools they have in order to make things happen.
- (M) want to live an interesting life, a no regrets life, and a life of adventure.
- (M) are afraid of not being able to live life in their different way.

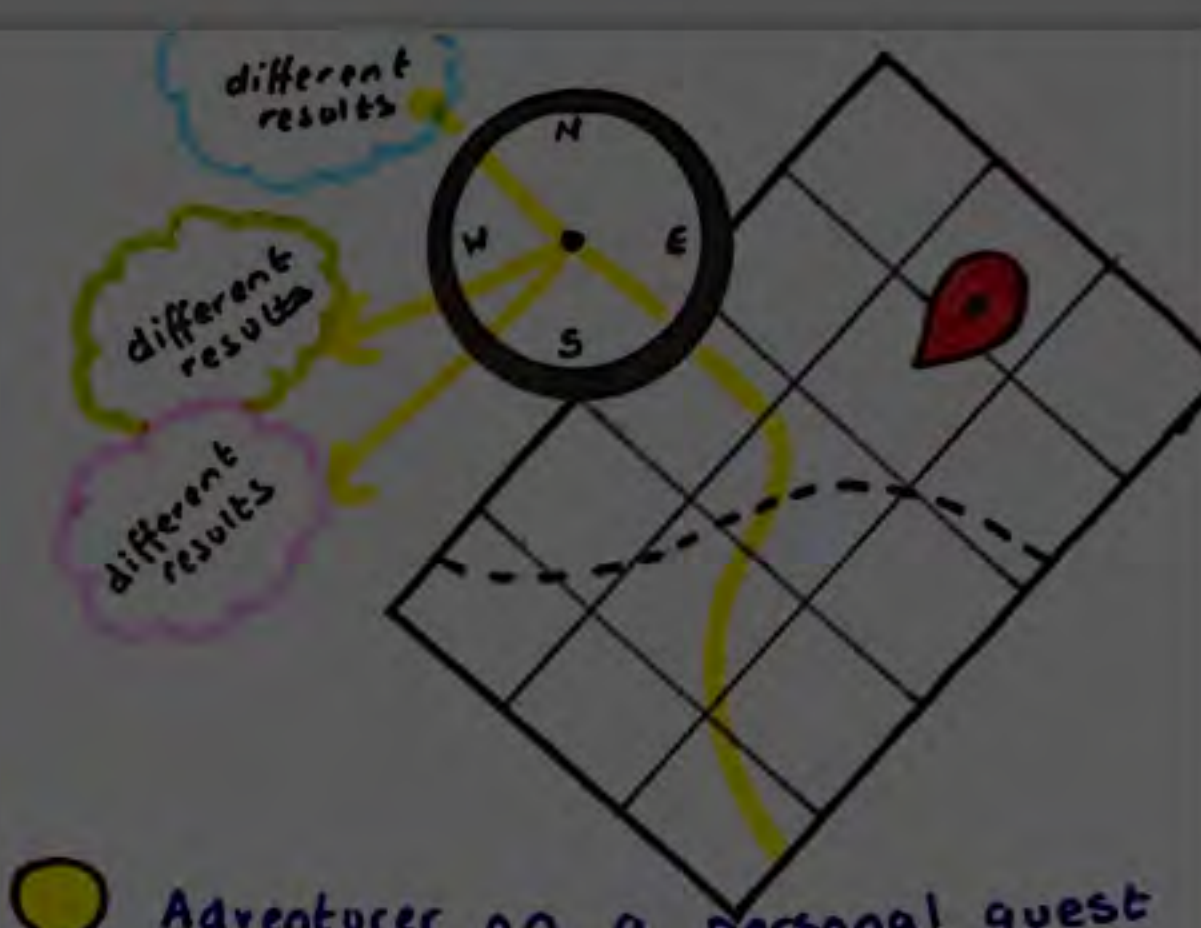
You shared also how you get tremendous energy from serendipitous situations. Ironically our meeting, and in fact many connections to other (M) happened serendipitously. It's the reason this went from an academic to an informal business book. It felt important to share some of the journey.

I love how you explained creativity as kind of being fascinated by puzzles. Finding solutions is how (M) scratch itches; they are just hardwired to scratch. And how you were clear about following the rules of the heart that govern how one behaves. So people are confused when (M) don't follow the norms of society, yet are brave (M) as they do not bow down to society's pressure to conform. That courage also shows itself when they build things that are different as they too require tons of risk, conversations, navigating difficult circumstances, finding money and selling yourself.



I wish you a life of living in a way that always allows you the freedom to explore the puzzles you choose so every given day is unbelievably freeing and provides you with that inspiring space, so that when you're in that rocker you can reflect and celebrate having lived an un-boxed life. Thank you for the interview, introductions, wine and kind words friend.

B. M. U. ☺



### Adventurer on a personal quest

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Follow your internal compass

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"I would share the rocking story of I would tell them to continually look for areas necessarily need to be the big idea all at once continually finding outlets for that energy, but it all happens at once... The easy answer is that may work for some, again if I think through I've gained by not always being just on one path, someone don't listen to anyone else around explore all these things and make it your own I would probably say find those spots, when you ideas that you have. Don't commit to every can show whether or not you're designed to shots to give you a chance to be somewhat to be a breakthrough so that you don't declare is a bit more of a slower river. This is not rap happens in all this."

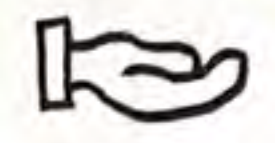


"It's somebody who does two things:  
Connects with what's inside of them and  
Lives probably outside of the norm.  
Hopefully that norm will change, but at the moment outside of the norm."



ANONYMOUS 2

Respecting wish of this maverick to remain anonymous



"If you think you're a maverick and you want to do it, do it!  
Don't talk about it, do it!  
And you'll quickly figure out if it's for you or not."



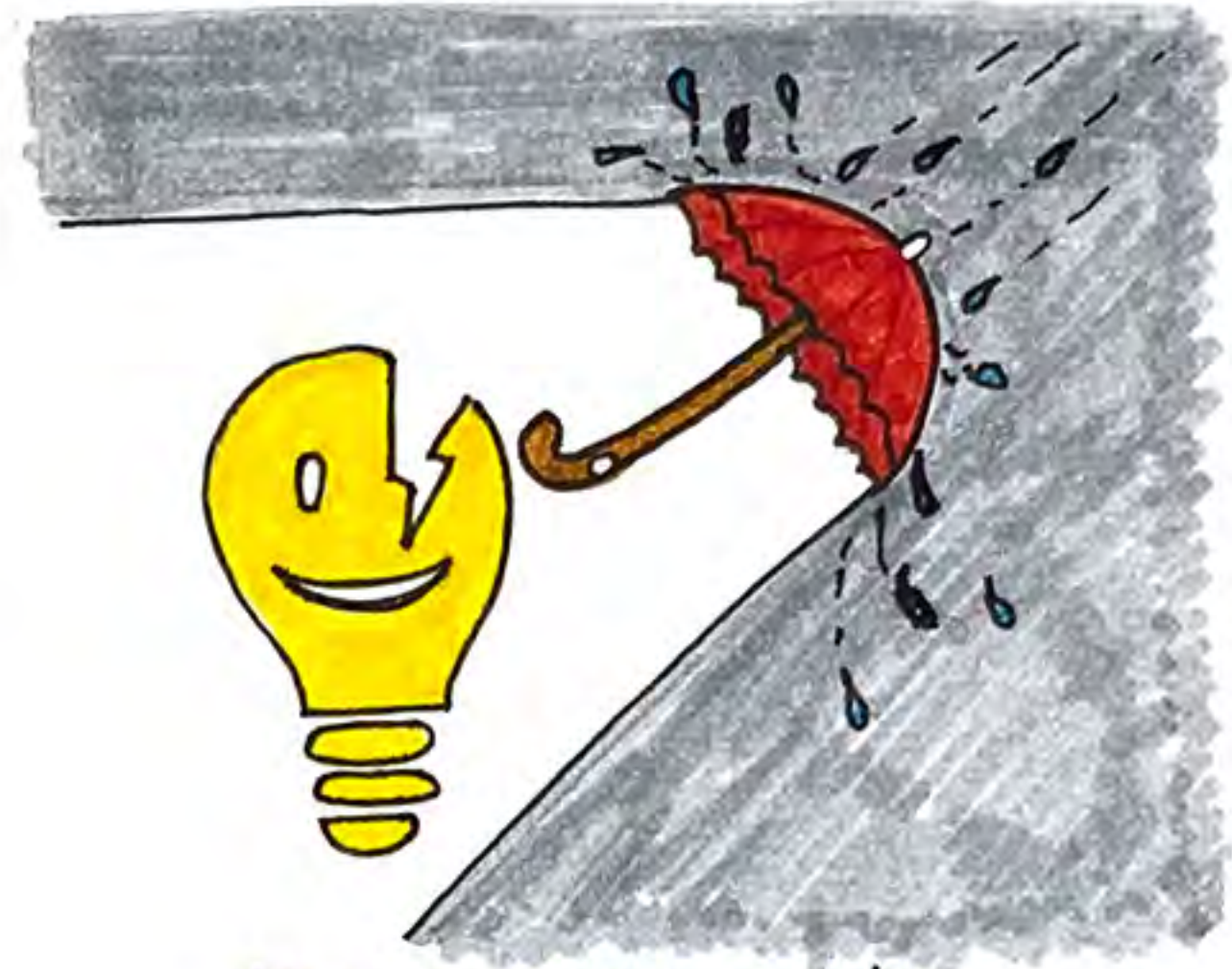
I can't help being a maverick. If you look at my life it is different. I don't have a 9-5 job. I don't earn one salary each month. I don't do one business. I do a load of different businesses. So I have a lot of differences in my one life that people have many lives to do. I probably do more than one person. I'm not satisfied with doing one job. I need a variety of functions to fulfil me.



The norm is not enough



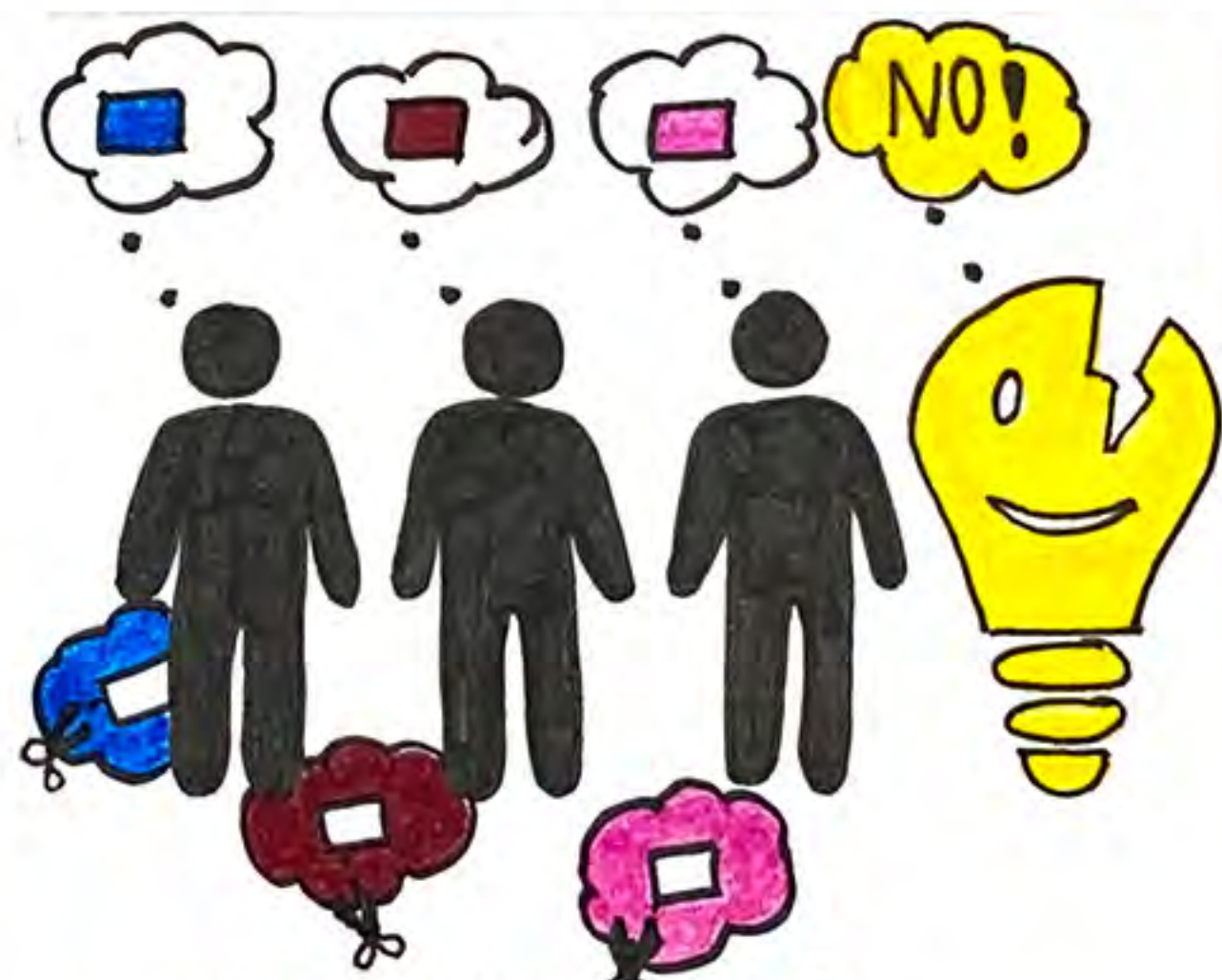
I think mavericks are born but childhood absolutely impacts. Adversity, having a tough childhood created a fire in my belly. That made me run, fight, build and create and maybe out of all the wrong reasons for a long time I was operating at that level until that changed, but for sure it contributed to my not accepting the status quo.



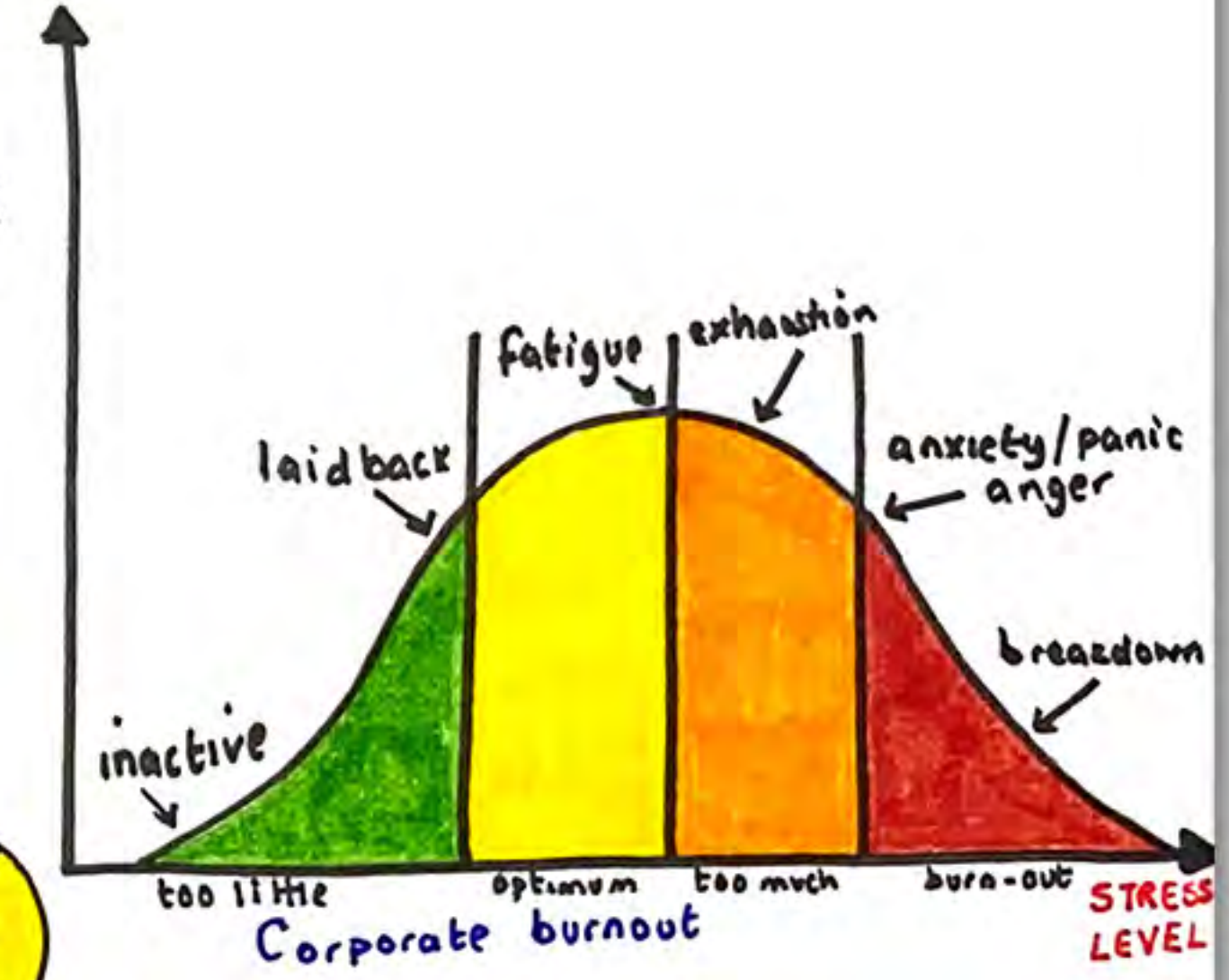
Adversity makes a maverick



I was living somebody else's life for a very long time when I was working on Wall Street. I was a maverick in a corporate body and it caused a lot of pain, a lot of friction. So I was the other person trying really hard to fit in. I started having health issues. I couldn't get out of bed. I was alone in New York city. There was many things that accumulated to that time and I also happen to have invested all my stock. I like to be in a start-up and I felt I was working more than my salary and when that stopped I thought fine.



Factoryed into surviving



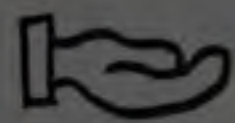
The world is changing a lot but we are factoryed, if there's such a word, we are factoryed into surviving. And that's where you need mavericks to say actually NO. The industrial revolution is over, what that was good for is over, you know the Seth Godin's of this world and that inspires me.

" It's somebody who does two things  
Connects with what's inside of them  
Lives probably outside of the norm  
Hopefully that norm will change



ANONYMOUS 2

" If you think you're a maverick  
Don't talk about it, do it!  
And you'll quickly figure out



Dear Anonymous 2,

Boy am I glad Anonymous 1 introduced us, and I can see why you came so highly recommended.

Anonymous 2, you taught me that:

- (M) want the freedom to live fully.
- (M) are connected to who they are
- (M) have a very different engine, so struggle when they try to fit in.
- (M) have tenacity

# DON'T QUIT

You shared beautiful stories of how you need to live an authentic from the inside kind of life. A life that's more than just about earning money to survive. A life that ensures you're making an impact on your internal barometer, and that of others.

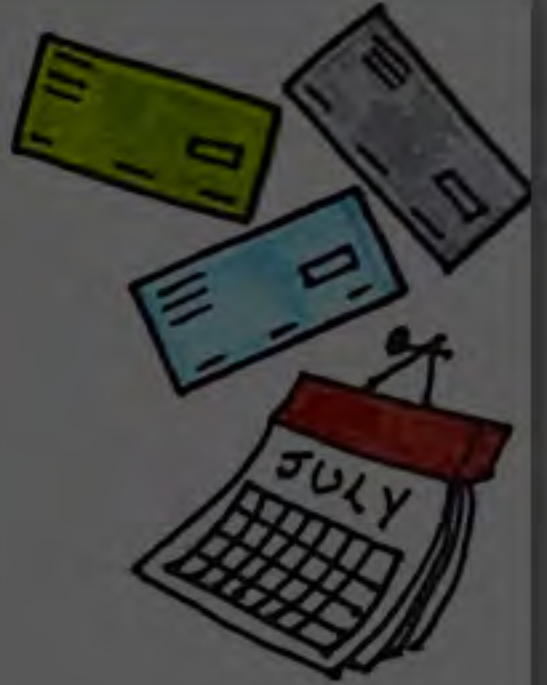
Part of this is achieved because (M) are motivated by innovation. To innovate you have to be creative. In fact you described the relationship between (M) and creativity like two peas in a pod. They use creativity to find ways around the walls they have to face, some of which are because someone tells them it's impossible.

Thank you for the beautiful, honest, empathetic conversations we've had, and the ideas we've shared together.

I know you draw on other (M) so I hope you enjoy reading the stories from the other (M).

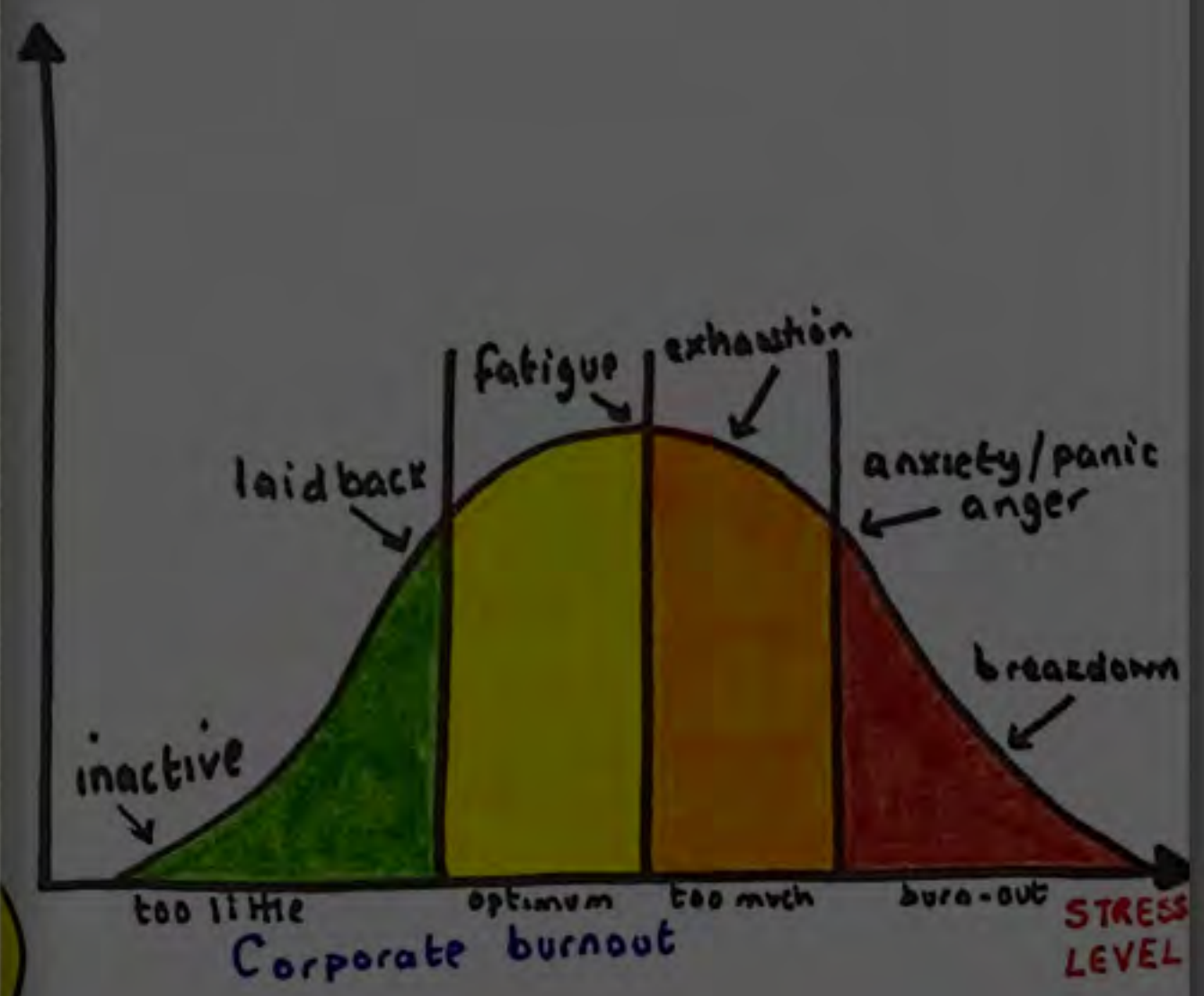
Byline (M)

P.S. I haven't forgotten I have to introduce you to Oprah if I meet her first!



The norm is not enough

I think mavericks are born but childhood absolutely impacts. Adversity, having a tough childhood created a fire in my belly. That made me run, fight, build and create and maybe out of all the wrong reasons for a long time I was operating at that level until that changed, but for sure it contributed to my not accepting the status quo.



The world is changing a lot but we are factoryed, if there's such a word, we are factoryed into surviving. And that's where you need mavericks to say actually NO. The industrial revolution is over, what that was good for is over, you know the Seth Godin's of this world and that inspires me.

mav-er-ick

"Someone who more or less charges forward with what they believe is right and potentially at the expense of their own popularity or conformity or otherwise, and so are willing to push the boundaries of normality so to speak. And when they bump up against the kind of fixed perimeters of society, they try to reinvent the rules rather than conform to them."

CRAZY IS... the method you don't understand.



ALEXANDER ASSEILY

Founder and Executive Chairman State

"Be as human as possible."

The reason why certain things seem crazy and impossible to people is simply because they have a mind block. Mind blocks occur in everything in society... There was a good experiment where in order to like win this prize people had to tear up a piece of money. And the amount of money that needed to be torn up was like \$2 but people didn't tear it up, because they had a mind block around this idea of tearing money, in fact solving the problem itself was just like a much much bigger deal than \$2. It's about constantly challenging assumptions about what's reasonable and what's not and it's not about actually being difficult with people, it's about re-writing the rules of what's acceptable and what can push the boundaries



Maverick is thinking without mind blocks



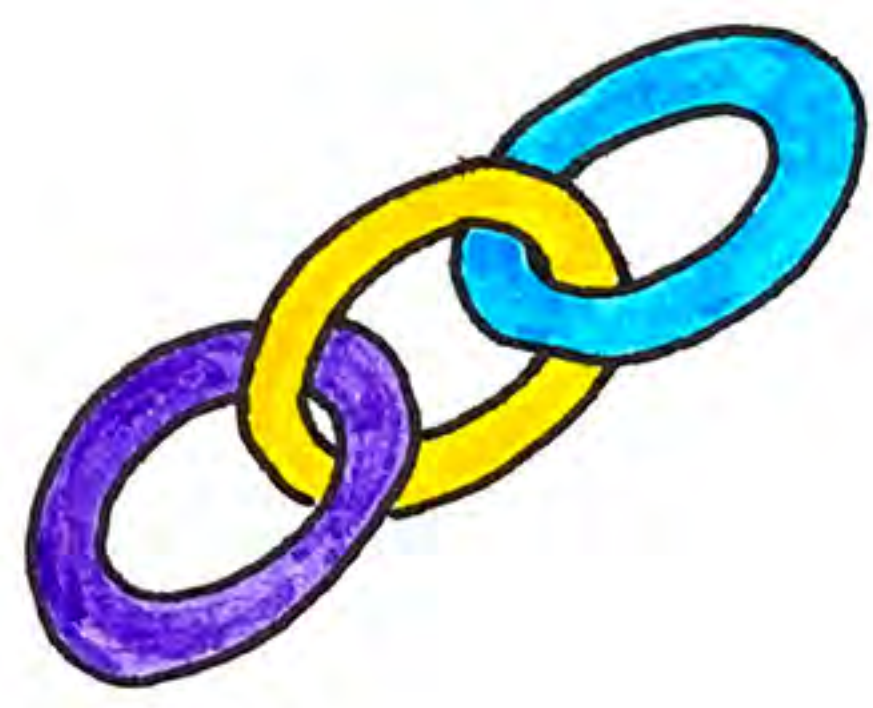
Polymath - live at intersection of different disciplines

I'm creative, I'm visual. I'm interested in things that usually aren't mixed together. I used to sculpt so I used to do art but then I also studied science and then I started getting interested in psychology. I live at the intersection of a lot of different disciplines. So I can, I understand that I move into areas that I feel are orthogonal to what I currently know and that allows me to synthesize and see parallels and see across them... I can synthesize a whole range of different things very quickly and then I can form those into concrete ideas because I see how things can actually get done, rather than dreaming up wouldn't it be great if you could like have a hovercraft that takes you across the lagoon. Instead of just that the thought I take it 3 steps beyond that. I sketch it out and I figure out how much power you need in the thrusters. It's feasible and we can actually do it and then I can talk intelligently to people who don't actually do it.

There's a kind of social anti-pressure that keeps people from doing things differently because there are implications, there are consequences of how. I don't necessarily see those consequences. I can probably feel them and it's well worth bearing those consequences because life's possibilities are just so much greater if you march to the beat of your own drum.



Social anti pressure not to do things differently



Mavericks + Innovation + Creativity

Mavericks and creativity are tightly connected. So creativity is in many ways the process of synthesizing something new that is both useful and unique. Very often the way to get something that's useful is to have a purpose, and to make something unique, and new is to demonstrate that what was previously thought to not be possible is in fact possible. People go I've been pitching my idea, no one gets it. And I'm like it could be because it's a silly idea, but it could be because it's a good idea. It could be the very thing that makes something disruptive and innovation is obviously the thing that makes other people not get it, because if they did get it, it would be obvious and it wouldn't be a particularly interesting invention. In fact the more disruptive it is, the more maverick it is, and the less obvious it is to everyone else. So that is by definition what it means to be disruptive.

mav-er-ick

"Someone who more believe is right and popularity or conformi push the boundaries of bump up against the they try to reinvent



ALEXANDER ASSEILY

"Be as human as possible"

"Be as human as possible"

Dear Alexander,

What can I say, I'm just soooo glad Shilen Patel (one of the (M) introduced us, because he thought you'd be a great (M) to include.

Alex, you taught me that:

- (M) believe there is a creative solution - always.
- (M) are purpose driven
- (M) decode formulae
- (M) can be —challenged —challenging.

You're stories of how business innovation psychology, is that if you think things are impossible they are. BUT if you don't realise they're impossible, or don't know enough to know they're impossible you might just make them possible! And (M) have a sense of possibility. The example of this was your story of being 7 and learning that when horses broke their legs, if they couldn't be fixed they had to be put down. You drew a machine, tried to invent a machine help them recuperate from a broken leg!

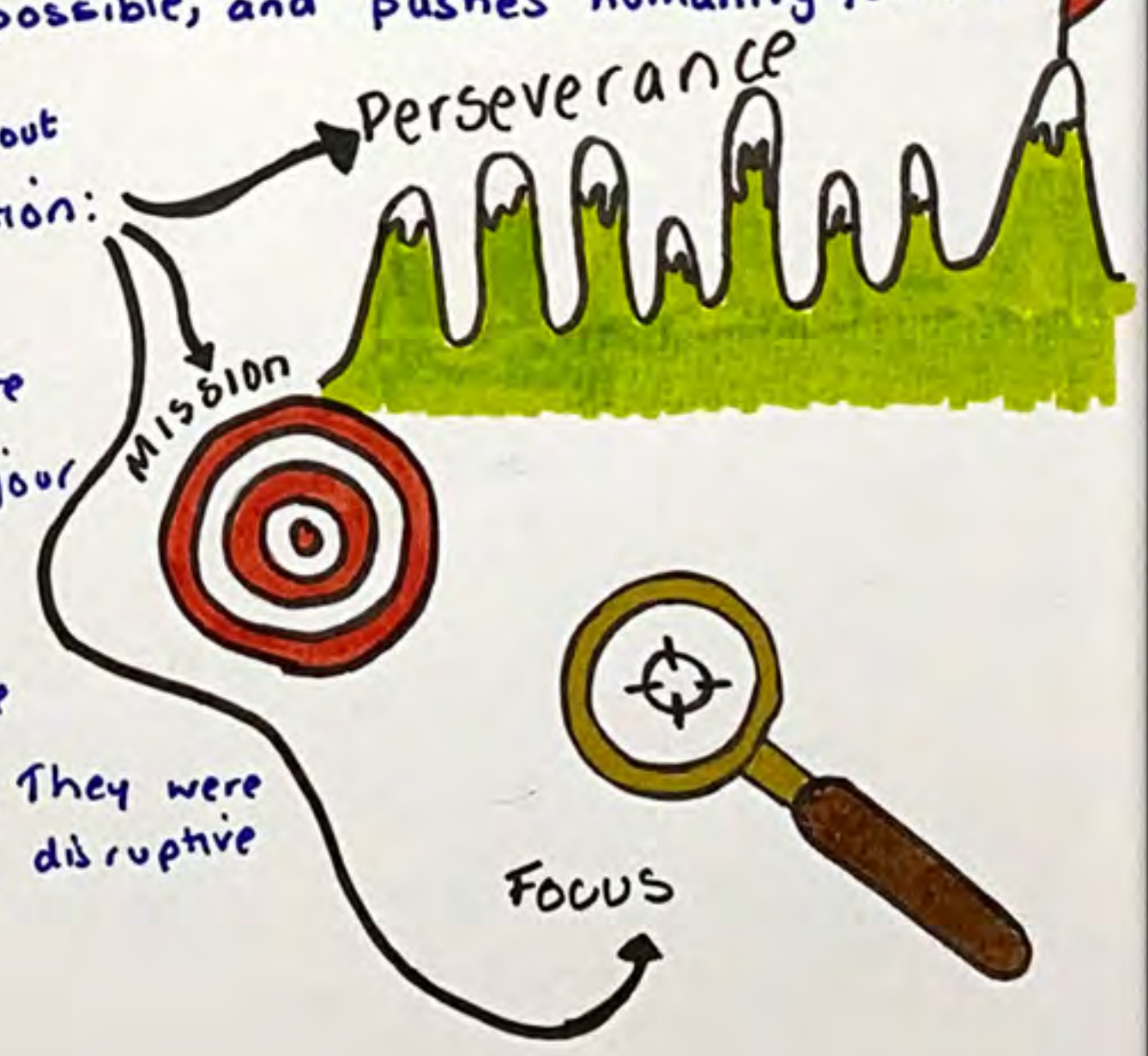
How purpose driven you were Alex shone out, throughout your interview. The desire is to create something meaningful that not only employs people but rewards them on as many levels as possible, and pushes humanity forward too.

I really liked how clear you were about the components of successful execution:

Thank you Alex, these 3 qualities are the reason you're holding this book in your hands.

Hope you like reading the stories from the other (M) as much as I enjoyed them. They were all drawn to huge complicated + massively disruptive ideas too.

Jimmy (M)



Maverick is thinking without mind blocks

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"A sensationalist and that's maybe why I don't like the phrase. The people who make the biggest impacts in the world do it very quietly and do it in way that have huge change. Look at Richard Branson, he's a business maverick. Sure he's a PR machine, but he still goes back to his office and does good business + quietly gets on with it. That's what a maverick is vs. someone that is rocking and rolling around somewhere in a Rolls Royce + money. It's that very quiet certainty something's going to change and that you've got the drive to actually make it happen."

CRAZY IS... 'not having compassion and an ability to forgive'.



NIK BADMINTON



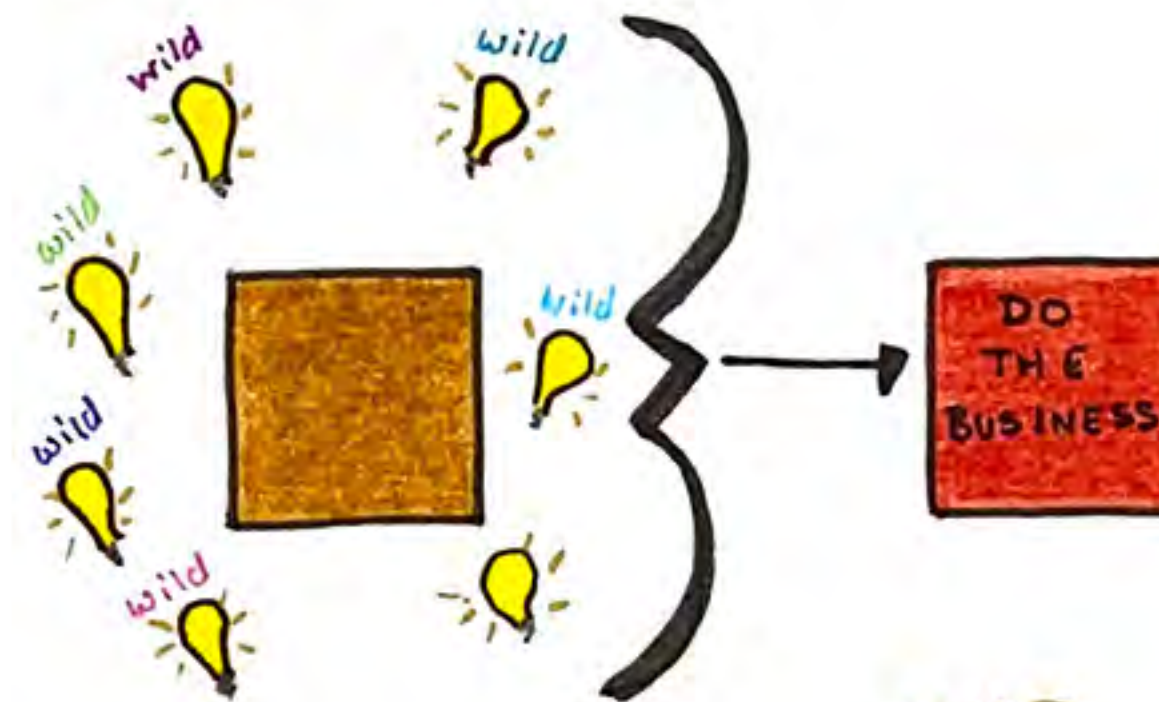
"Don't listen to me."



Throughout my career I've cut my own path and people have let me do my own thing and when they do as part of the grander scheme and strategically aligned we get a huge amount of results. The points where you have to work within certain structures, they just haven't got the benefit of having me around... You pay me for 60% of what I can give you and you put me in that box so that's what you get; no one appreciates the other 40% and that's the point where you just walk away from people.



The majority of the world falls into the lines of control and patterns and systems that is created by the banking system, the working system. HR is probably the worst culture within a business, or tradition HR because reviews are completely ridiculous. The career ladder is completely ridiculous. We have all these structures in place as control mechanisms to stop us from really realizing our potential. So the challenges are that there are a lot of people who will sit in those boxes and they'll see you doing this wild stuff and they don't want to be associated with that; that's going to effect me and my career and there's some people who completely believe. I'm gonna stand with this guy and by the way together we're gonna piss off a lot of people.



Throttle (m) level — to execute ideas

40% unused

60% used



(m) nature not fully utilised

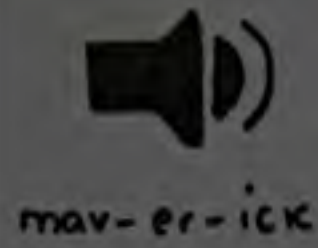
People are too scared to take that step forward, to say what's on their mind and to really be honest with people. When I first came to Vancouver I spent time at Blast Radius. For the first 2 years I was known as the Brash Brit, but I was the guy that actually delivered truthfulness and directness and someone hears that you can be a bit aggressive. I'm like it's not aggression it's actually getting stuff done, we're English, this is what we do... Making stuff happen it's what Anthony Robbins calls the power of the second, the power of the minute. Make the decision now, do it. And sure not everyone's gonna be happy but if you don't make that decision someone's gonna die, the business decision, we're gonna lose our competitive edge or whatever.



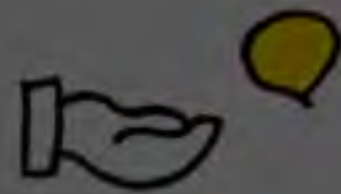
HR mechanisms hinder potential reaching of (m) + non-(m)



You have to throttle your maverick level for your audience. I helped the prison probation service get a unified view on information management within the Home Office. You can be maverick by making fairly small and subtle changes here and there... Closing the deal you can't actually be a maverick when you're doing the fine details. It's not about wild sort of ideas. The wild ideas have led us to this place to do the business, let's do the business.



"A sensationalist and that's people who make the biggest and do it in way that he's a business maverick. Still goes back to his office gets on with it. That's what it's rocking and rolling around. It's that very quiet certain that you've got the drive."



"Don't listen to me."

Dear Nik,

OMG am I glad (M) Mark Bosse put your name on the list when I asked for potential (M) to include + interview. It was the start of a beautiful friendship.

Nik, you taught me that:

- (M) know they will never progress in life if they toe the status quo.
- (M) are brave and stand their ground as they are not afraid of what people say or think about them.
- (M) push people out of their comfort zones.
- (M) are seen as a threat.

I love how you question when people say there's a way you must do things. This was apparent in the stories you shared of your life. Going from being a British Milkman to a Futurist, with an eclectic mix that involved everything from punk rock to advertising. The first story you shared was about reinventing your life every 5 years which enables you to progress.

Nik, your work + passion for where the world is going with technology + the way that modern society works together is fascinating and I can understand why people want to work with you + hear your thoughts because of your knowledge. Yet I think perhaps there's an even greater reason. I think it's about the level of responsibility you take for being a (M), as you said there's not enough people willing to do it + it no people highlight differences the world remains insanely dull.

Your way of creating communities is different too. Instead of it being about the number of attendees + money, you create them at minimal cost for most value. The metric for success being the amount of minds that have been changed and realisation of the truth of what's happening in the world.

Thank you for all the insights, but more than that, thank you for believing in the idea + me, the opportunities to speak + present my thoughts at your events, + most of all for being brave enough to say exactly what you thought to my face that has really helped me + the (M) project to grow. In other words, thank you for being a real true friend. I think you will enjoy reading + learning from the other (M) Nik.

Bilmi (u)



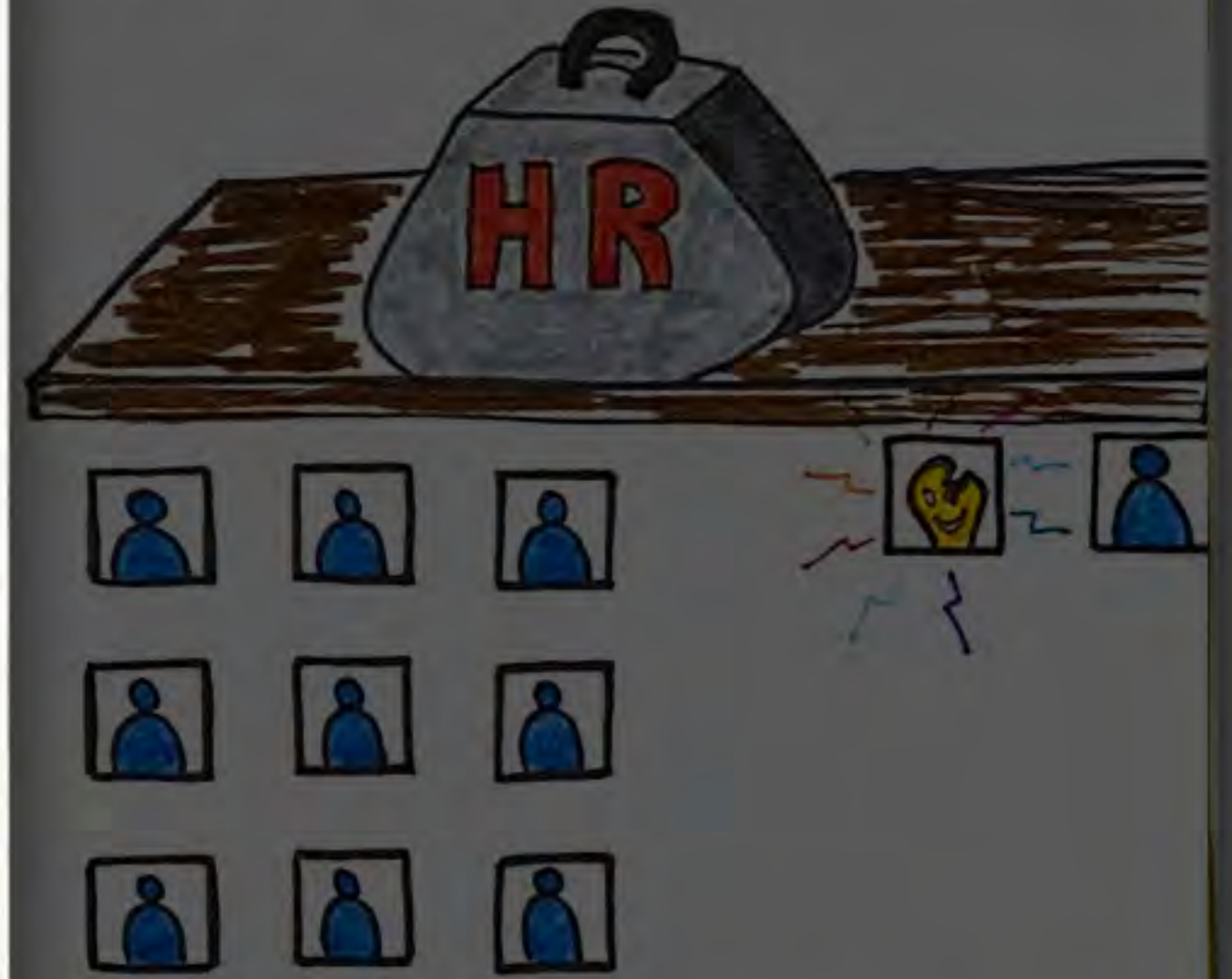
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mar-er-ick

"Someone who is trying to change the game, who's trying to excel beyond his own imagination. Someone who's trying to go against the force and sort of making a difference."



RATAN BAGGA

CEO New World Natural Foods + CoFounder Yell Canada

CRAZY IS...  
"Creating wealth whilst staying true to my morals"



So it's me and my father and my two uncles. So when you're sitting with them and you're discussing one subject and during that time 3 of the people are in the same line and you come in and say, 'no this doesn't make sense, this should be done a different way.' So one of the harms is you're taking a risk, in you're hurting egos. And you take the risk on your behalf, let's do this, so you're taking a lot of trust of other people. So the harm is your risking a lot by going against the status quo.



The business is a value driven business so a lot of times we have to go against the wind because one of the main values of our business is, we only sell vegetarian products. So what we don't eat we don't sell. So that's something we do differently within our industry. We sell a line of dressings and the most popular dressing in the mix is a Caesar dressing, so we don't sell that skew. We sell all the other 8 skewes, but we don't sell the 9th skew, which is the Caesar because it has eggs in it. We got an order for 1000 cases. 1000 cases is a lot of order and this is some kind of thing that we were trying to build the business on and once we got the order we said we cannot sell you that particular product. So that was going completely against the trend.



Stay true to your values



Failure is part of business, that's been instilled in me from a young age. You don't get afraid of failure. My father at a very very young age he used to say, 'you made a mistake. If you have the courage to make a mistake have the courage to accept the mistake.' He was never somebody who would bring you down for being a failure. At a young age he would buy me a video game. Phones didn't exist at a young age so a video game. And my friends would have the same thing, so if they would break their video game they were scared that their fathers or their parents are going to get mad at them, but to me if I would break something, my parents, my dad would never get mad because that was a mistake and that has lived with me till now. That don't be afraid of failure, but I'm afraid that if I fail at something, I'm able to live through that failure, that's what I'm afraid of; not the failure; that the failure doesn't break me.



Failure is part of business



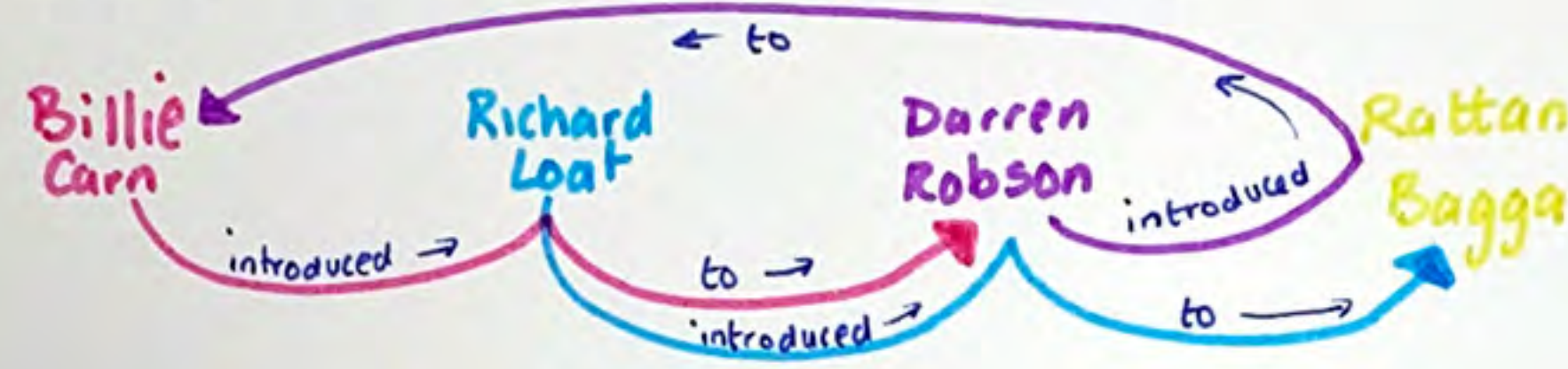
Being a maverick is all about creativity and it's creativity not just about creative in terms of art and stuff like that, but creativity in how you live your life, how you take decisions and I think that's what creativity is about, that's what being a maverick is, being creative in life.

Creative in life

mar-er-ick

"Someone trying to  
Someone sort of m

Dear Rattan,  
Thank you so much for letting me interview you for the (M) project.  
I remember we met in a roundabout way:



Darren had been an early interview, #3 actually, so understood the (M) project.

Rattan, you taught me that:

- (M) learn diversity from people different to themselves.
- (M) follow the rules on their own terms.
- (M) have to prove themselves; even in the family business.
- (M) are confident and believe in themselves.

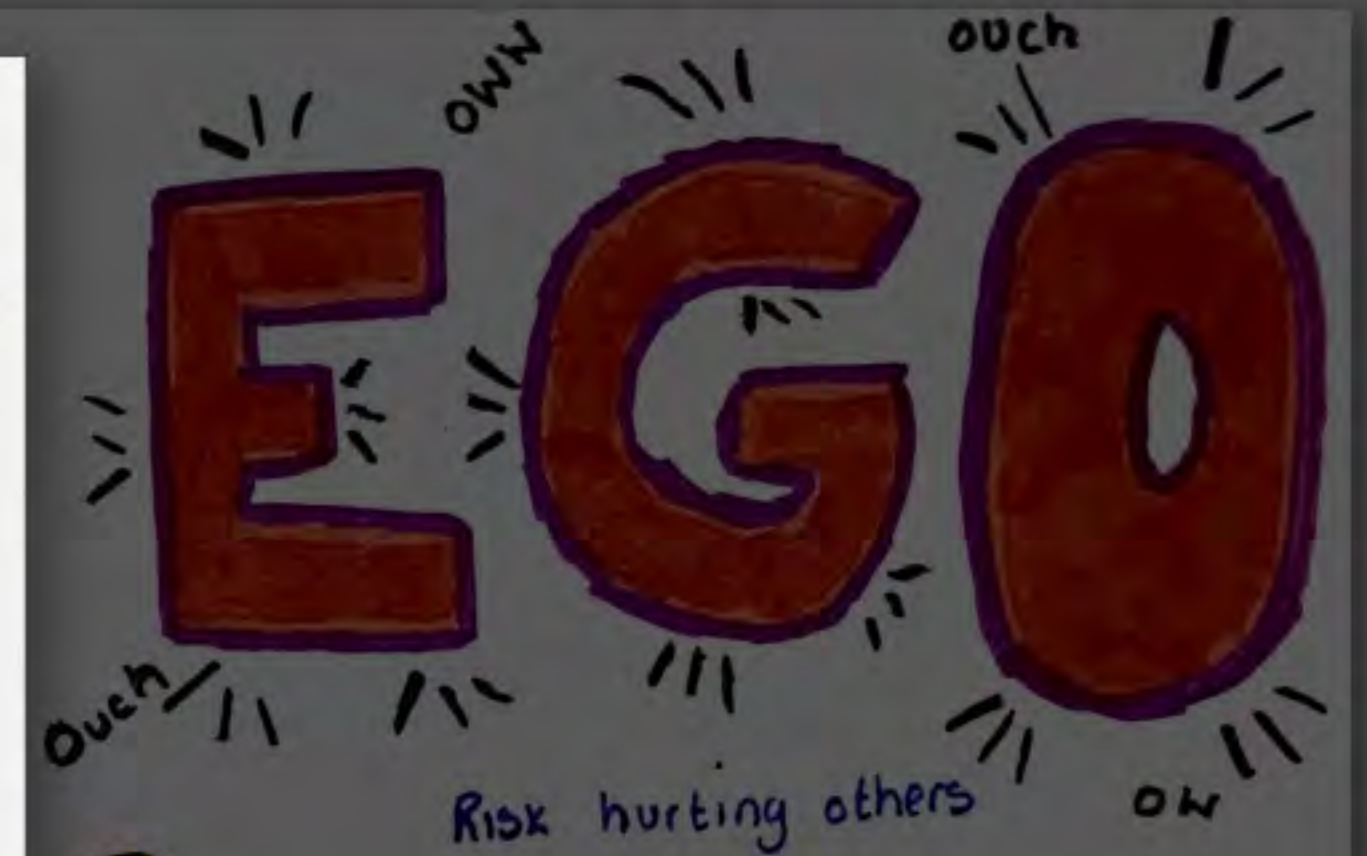


Rattan the risk you took to launch Bliss Balls, a completely outside the box concept for the company, because you believed was a risk that paid off by becoming one of your best selling lines. And illustrated how you were proving the worth of your ideas to yourself, and your family. Trust a (M) to get away with such a cheeky name for a product too!

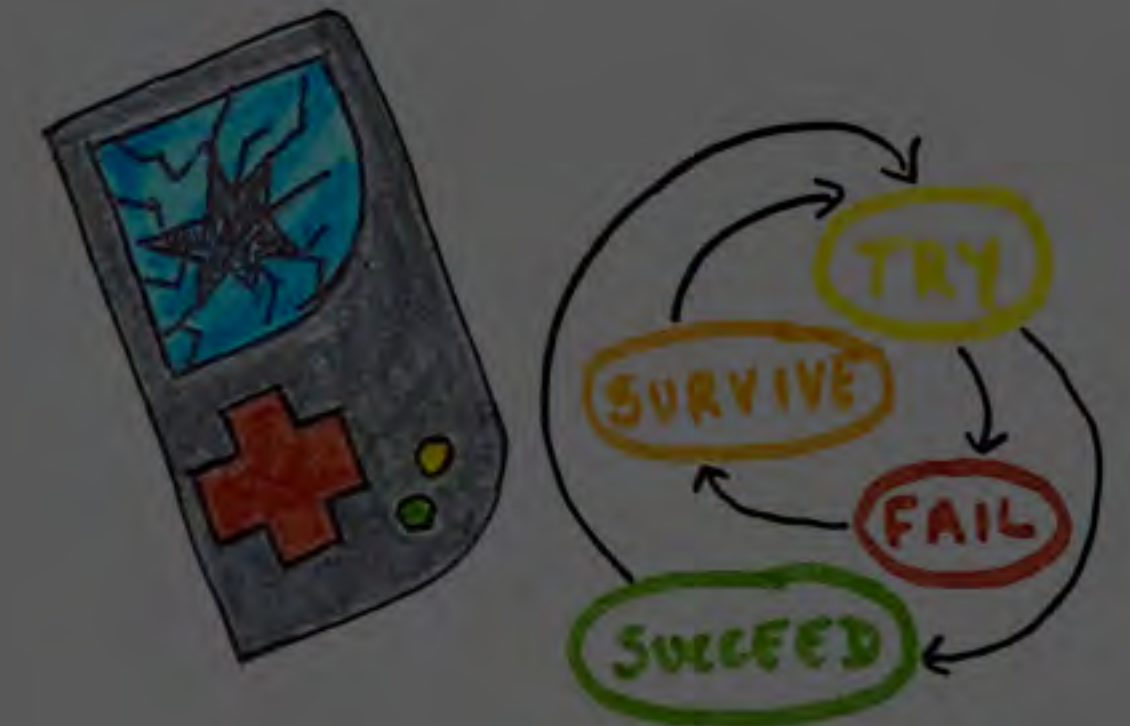


Thank you so much for sharing your stories of growing up in India, and then trying to make a mark in the family business all whilst being considerate, respectful + empathetic to your father and uncles. Creating wealth, without being disrespectful, and by staying true to you + your family's values. Nicely Done Rattan. So glad I got to interview you face to face.

Thanks again,  
Briana ☺



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mav-er-ick

"Somebody who has a blatant disregard to the rules. Likes to do things their own way. They create more energy and more buzz. And often they have a certain mischievousness about them that just makes them more engaging and fun."

CRAZY IS ...  
"Another man's tea + biscuits?"



CHRIS BAREZ BROWN

Founder Upping Your Elvis



"I think the single most important ingredient in being a maverick is belief. That's basically it. When you do stuff, it's not always going to work. It can't always work by definition. Therefore you've got to believe in yourself and pick yourself up, and try again."



I tend to think differently to a lot of people that I meet. So when I see things, I see things differently and my processing tends to be different to the norm. It's not particularly linear or sequential or just logical. Play to your strengths and my strengths tend to be quite extreme. For example, I can't think unless I'm moving and I tend to be quite visual as well. It's not a skill it's just part of my make-up and therefore I play to that and I make sure I've got lots of light, lots of fat pens and I can roam when I'm doing stuff... There's a mate of mine Theojoe Africa says, if you're thinking smartly and you're logical you may well get a 6/10 but you'll never win with a 6/10. The only way you to get a 10/10 is to do things differently and that involved risk and creative leadership.



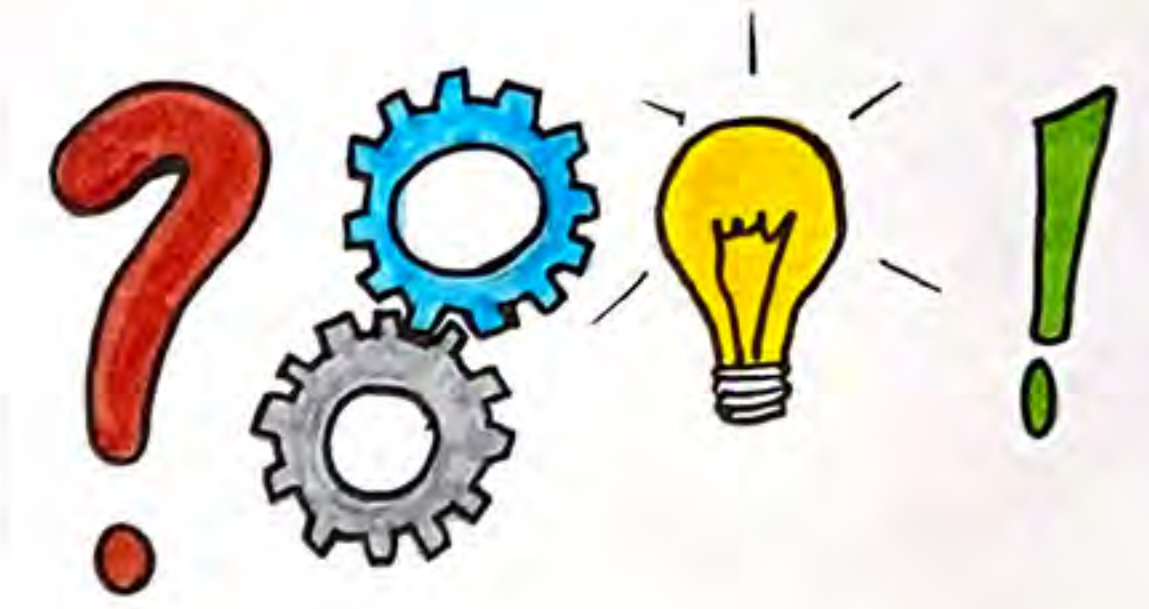
Be empathetic with colleagues



Most of my unusual talents are all to do with my massive hippyness. I read energy in people and feel things intuitively and I do the same with ideas. It depends how you define things but if you believe in kind we're all one infinite consciousness. I seem to be able to tap into that kind of energy relatively easily and I can get myself out of the difficulty and the humdrum life that we often experience when we're all about earning a dollar and I kind of step back from that quite a bit and therefore that kind of helps me get different perspectives... The [Upping Your Elvis] brand came without choice, but now I choose to reinforce it... It's just way more fun and you pinch yourself all the time, I can't believe I'm getting away with it. It's never dull and actually you can achieve some amazing results.



Be lazy - yet live as you fully can



Know your way of <sup>thinking</sup> working



If you're doing things differently you have to be quite empathetic to be able to work and actually get them to complement you. Often, it's a bit lonely, just by definition of who you are and what you do.



The Art of Hippyness



I'm really lazy so I always want to cheat the system. So ever since I can remember when I've done any type of work, even when I was in the army, I would always try to find a different way of doing it what was easier.... The one thing that keeps driving me is I hate the idea of wasting life. If one thing fills me with dread is would be to say I've wasted minutes, hours, years of my life not living as fully as I could. And part of living fully is creating some positive impact on the planet. I definitely want the world to spin slightly differently as a result of what I'm doing and the spin is about people living better lives... When we're at work we just get trapped in being somebody we're not. So we tend to conform to the culture. We tend to socialize to norms; emulate the leaders and next thing you know you're not being yourself and actually all you're trying to do is get through your work and just make the money and live for the weekend. And that's a crying shame. 1/3 of our days on this planet are workdays, in we're not really living those workdays we're not living life.

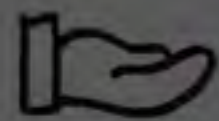


mav-er-ick

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"I think the single most important  
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and try again."

Dear Chris,

THANK GOD Emma Morley introduced us. Your interview was definitely one  
where there was lots of laughter, more so than the laughter in the others even.

Chris, you taught me that:

- (M) are afraid of being normal
- (M) keep agitating, which moves society forward
- (M) often help others break the rules
- (M) have to suffer sanity

It was interesting how not focussing on the dollar is a way of thinking  
differently and gives an alternative perspective.

The fact that you live for days where at the end of the day you say to  
yourself 'I can't believe I got away with that!' I wish you many many more of  
those, particularly where you succeed in the best way - for humanity and commercially.

I ♥ that you collect friends who fascinate you and keep you sharp.

We both laughed outrageously when you shared that rules are often  
established by people we shouldn't listen to, and also how its interesting to dig  
under those rules. Your example of landing in India for the first time and  
looking at the way people drive  
can make one feel twitchy and unsafe  
as the rules are different and after a  
day it feels perfectly normal.

Chris, apart from the fun  
+ funniness it was also the  
start of a wonderful friendship  
and I've truly valued your  
kindness and energy in my life.



You've helped me in so many ways

- book proposals
- conversations
- hanging out together in London with Marc Hix
- connecting me to other mavericks

And your introduction to Steve Wozniak, well...

No one else would have said...

"More energy than a herd of stampeding rhinos  
And definitely a force for good in the world."

It's my maverick bio now Chris.

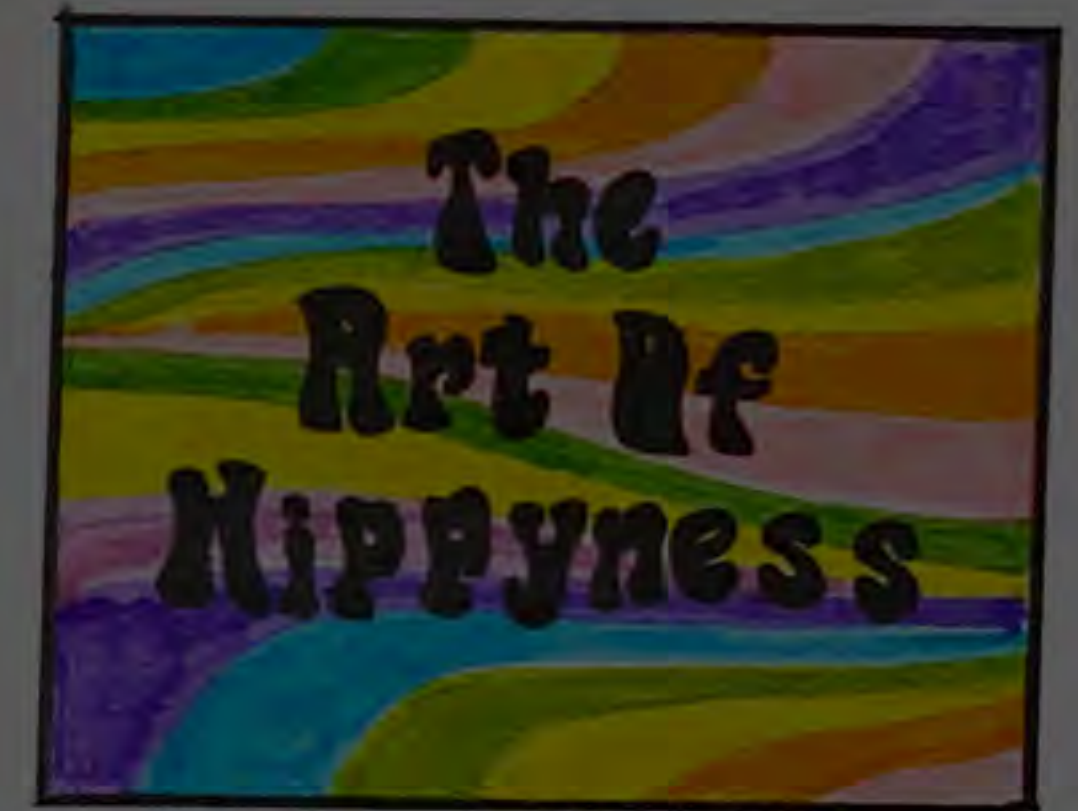
I hope you like where experimenting, failing and continuing to believe has  
led the (M) project (and myself). Hope you enjoy the insights and stories from  
the other (M). Thanks so much again. *B. Me* 😊



know your way of <sup>thinking</sup> working



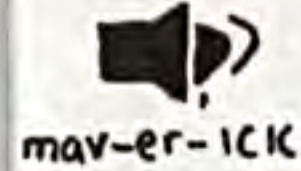
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mav-er-ICK

"It comes down to a mindset and interestingly most mavericks will recognize another one within probably 10 seconds. It comes down to the factors of perception of the world around them. Do you walk down the street and look where you're going, as in do you pay attention to what's around you? Do you pay attention to what's going past you, the cars, the people, the houses, the architecture, the building the history? All those factors that come into enjoying the journey, not just the destination. I think that's one of the key things, so often with mavericks it's down to perception and like the guy who advised me to try cooking spaghetti in orange juice, he was a maverick because he's just looking at the world and challenging what the preconceptions are."

CRAZY IS ...  
 be stupid  
 be silly  
 be weird  
 be whatever  
 because life is too short to be anything but happy.



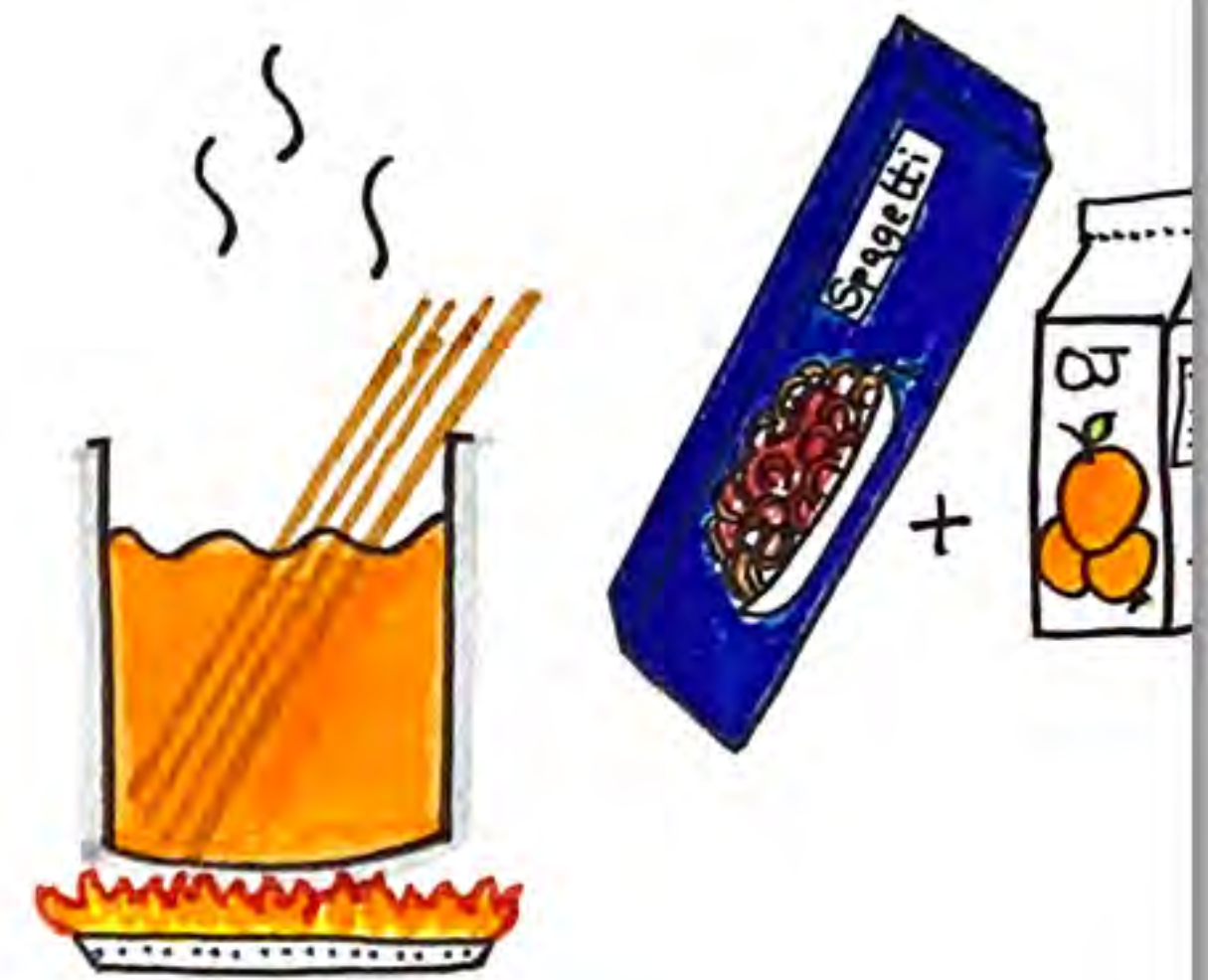
LOUIS BARNETT

Managing Director  
Louis Barnett Chocolates

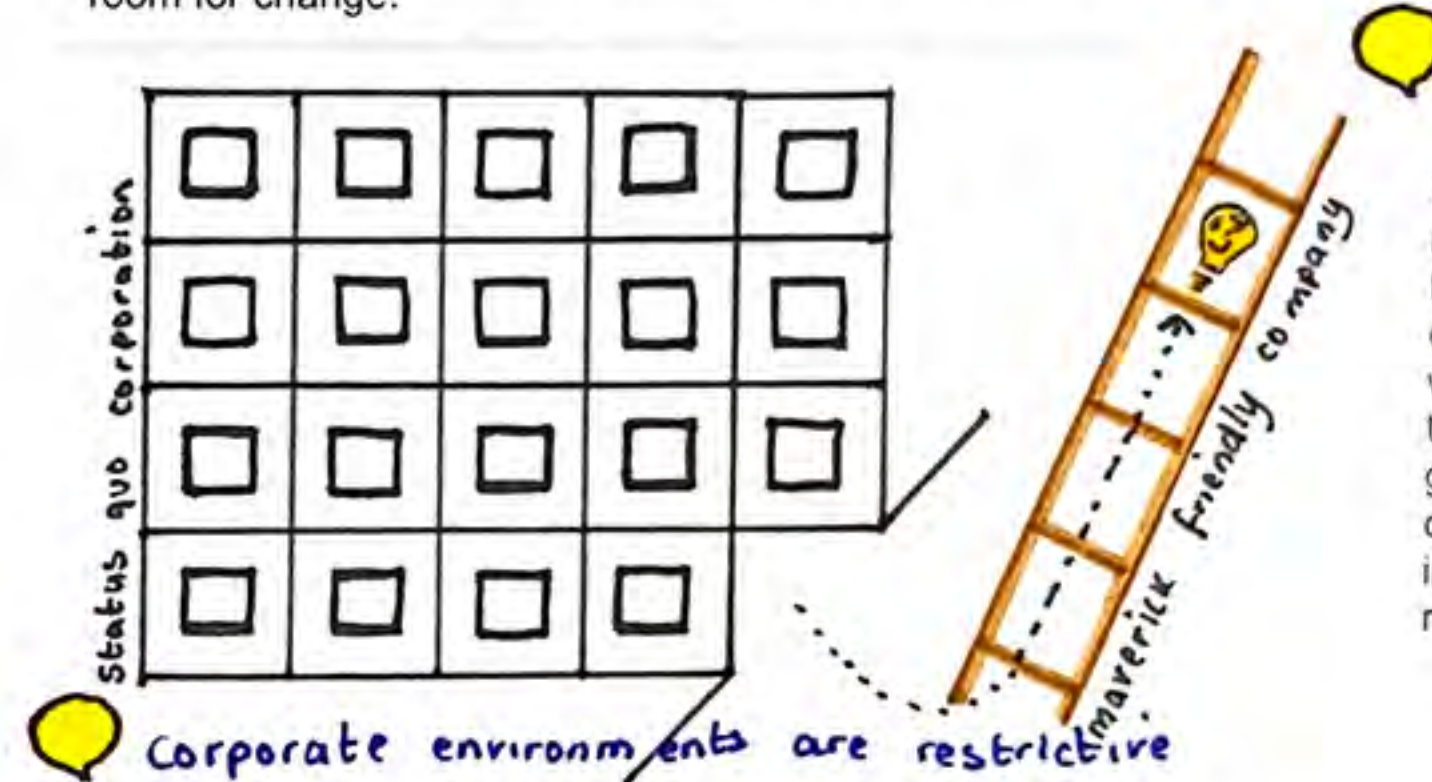
"The realization that delayed gratification comes into it in a big way. It is about sacrifice now to gain later on, to put hard work into it, but really it's to figure out your motivation. Why do you want to do this? What is it? If it's just money, if it's a car, if it's just a house, then those things only last for a period of time. And it's about figuring out why, and if it means to an end then fine, but as long as you're clear on that. I am working in a business because I wanna pay my way through university fine, but know what it is you're after, and know what it is you're trying to impact within your own life, because that is the motivation that will keep you going when the times do get tough, which they will, because it's inevitable it's going to happen at one period or another, whether that's at the beginning of your journey or at the end. It will happen at some point and that motivation will get you through to the other side."



One of the best pieces of advice I was given was one of my tutors asked me, do you cook spaghetti? How do you cook it? A bit of water, some salt, maybe some pepper or something. He said, have you ever cooked it in orange juice? And handed me a carton of orange juice and some spaghetti, and it was that really simple piece of advice that was the beginnings of me asking those important questions. There's a preconception just because everybody cooks spaghetti with water and does it a certain way and has done it a certain way for the last 250 years, doesn't necessarily mean that now because of what we know and what we're exposed to, can we improve on that. That piece of advice when I was 14 really shaped the way that I look at the world and look at my business still to this day. Because that's what it's all about, taking something that seems regular mundane, something that's been done millions of times over but it only takes one guy to ask the question - is that the right thing to do? It's only like Heston Blumenthal, when he was part of the movement that proved that sealing your meat before cooking it does absolutely nothing, apart from slightly change the colour. It's things like that, these are the guys who set the example and set the goalposts for everybody else, if I can help to do that in my industry, chocolate, then all for the better. That's what I've always tried to do within my industry, because chocolate is a very very old industry. I mean we've been producing chocolate at a commercial level in England alone since the 1650's, so it's an incredibly old and archaic industry and there's a lot of room for change.



Ask important questions to change industry



What I see is a lot of corporate environments are quite restrictive to mavericks. Obviously there are exceptions out there like Royal Dutch Shell. I met Peter Voser at an entrepreneurship conference and his whole presentation was about how they actively look for the maverick spirit in their employees and how they put them on a ladder to growth. Various others applaud it too, but as a whole the corporate world, because of the economy of finance are incredibly risk averse and they're incredibly structured and restricted within those structures.

Creativity is what really sums up the maverick's approach as opposed to anything else. It's the creativity of what they're proposing, it doesn't matter what industry they're in. People perceive the creative arts as art, design, fashion, but actually I think it exists in everything, in every single industry. Example there's a maverick he's been in music producing soundtracks for big blockbuster films, documentaries, for TV series' and he's now done a whole project and is recording lots and lots of music for people who are chefs, designers, artists, sculptors. So he's actually making music to the sound of pistachio sorbet... Innovation is creativity within a specific area. So it's innovation in technology, innovation in a product, innovation within a flavour, it's just another form of creativity.



creativity, mavericks + innovation

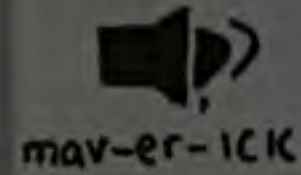


people — trust — business — success



One of the biggest risks I've taken is trusting people that I probably shouldn't have done. That is because business is not done by machines, we don't do business with robots, we don't do business with computers, we do business with people. So who you trust decides ultimately the success of your business. And who you put faith in ultimately also depicts the success of your business. So everyday there is a risk that somebody that you put your trust in could be untrustworthy.

It comes down to a mindset and another one within probably 10 perception of the world around where you're going, as in do you pay attention to what's going the architecture, the building the enjoying the journey, not just the things, so often with mavericks it's advised me to try cooking spaghetti because he's just looking at the are."



mav-er-ICK



LOUIS BARNETT

The realisation that delayed gratification about sacrifice now to gain later on, to figure out your motivation. Why do you want it if it's a car, if it's just a house, then it's about figuring out why, and if it's clear on that. I am working in a business because I know what it is you're after, and you get your own life, because that is the motivation that gets tough, which they will, because it's inevitable, whether that's at the beginning of your job point and that motivation will get you through to

Dear Louis,

I remember reading your comments and thoughts in the Dear Entrepreneur book. I learnt how you had started a business at age 12 albeit being dyslexic and dyspraxic. And was thrilled when you said yes to the interview.

Louis, you taught me that:

- (m) are perceived as odd outcasts by those of a different mindset.
- (m) put thinking differently into practice.
- (m) create world firsts
- (m) fuel their initial difference to grow the life they want.

You shared how passion is the driving force, alongside the weird recognition of skills that were uniquely yours - like the ability to 'taste' ingredient combinations when watching "Come Dine With Me" (the UK cookery programme).



CALLEBAUT

not see.

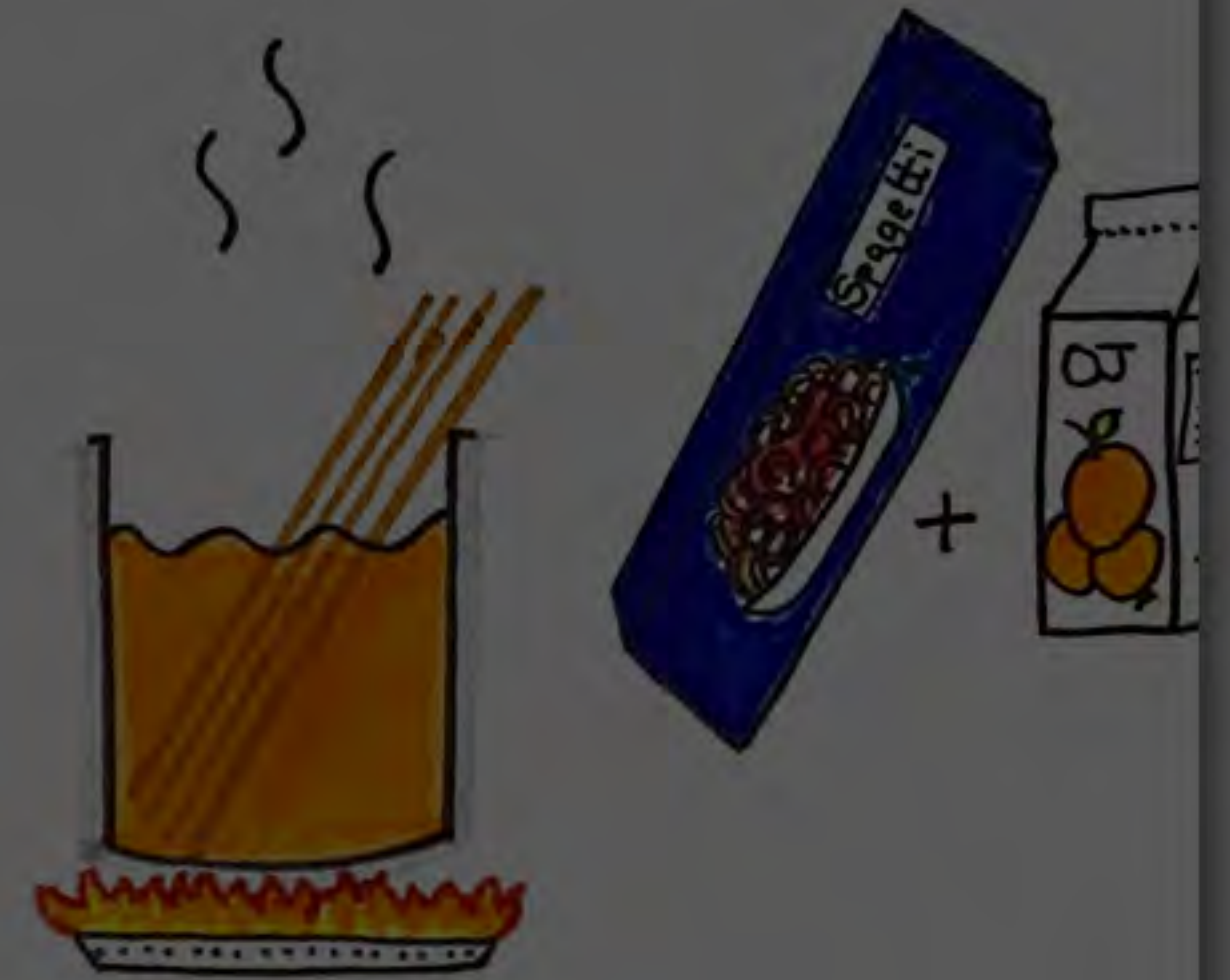
Callebaut made you the world's youngest chocolate ambassador and even though your love of learning meant unlike others you didn't want to specialise. So you chose to study from a more holistic approach, so included patisserie, savory, gelato, ice cream and molecular studies. The diversity as you said helps see combinations that you would otherwise not see.

Louis, thank you for sharing the spiritual element of your work + life. Holistic in business and life. So yes you want to make money yet you were clear sometimes making money is not the purpose of the product. The example of the Mayan 22ct gold Easter egg. Its purpose was not to sell in large quantities. Its purpose was to showcase + market your talents.

So from being bullied at school to becoming an innovative chocolatier, to an inspiration, for businesses who want to be better at innovation, and for young people who don't always fit in, as I hope this (m) project will do.

So thank you so much for your time, energy, stories and insights. I think you will ♥ love the stories from the other (m) too.

(u) BMM



Ask important questions to change industry

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creativity, mavericks + innovation

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mav-er-ick

"Somebody that has an idea and is committed to it, even if it goes against common thought and common principles if you will. They believe it and have a passion in it and they do what's necessary to drive change and to make people notice."

CRAZY IS...  
"how great things change the world."



DIRK BEVERIDGE

Founder + CEO UnleashWD



"Follow your gut."



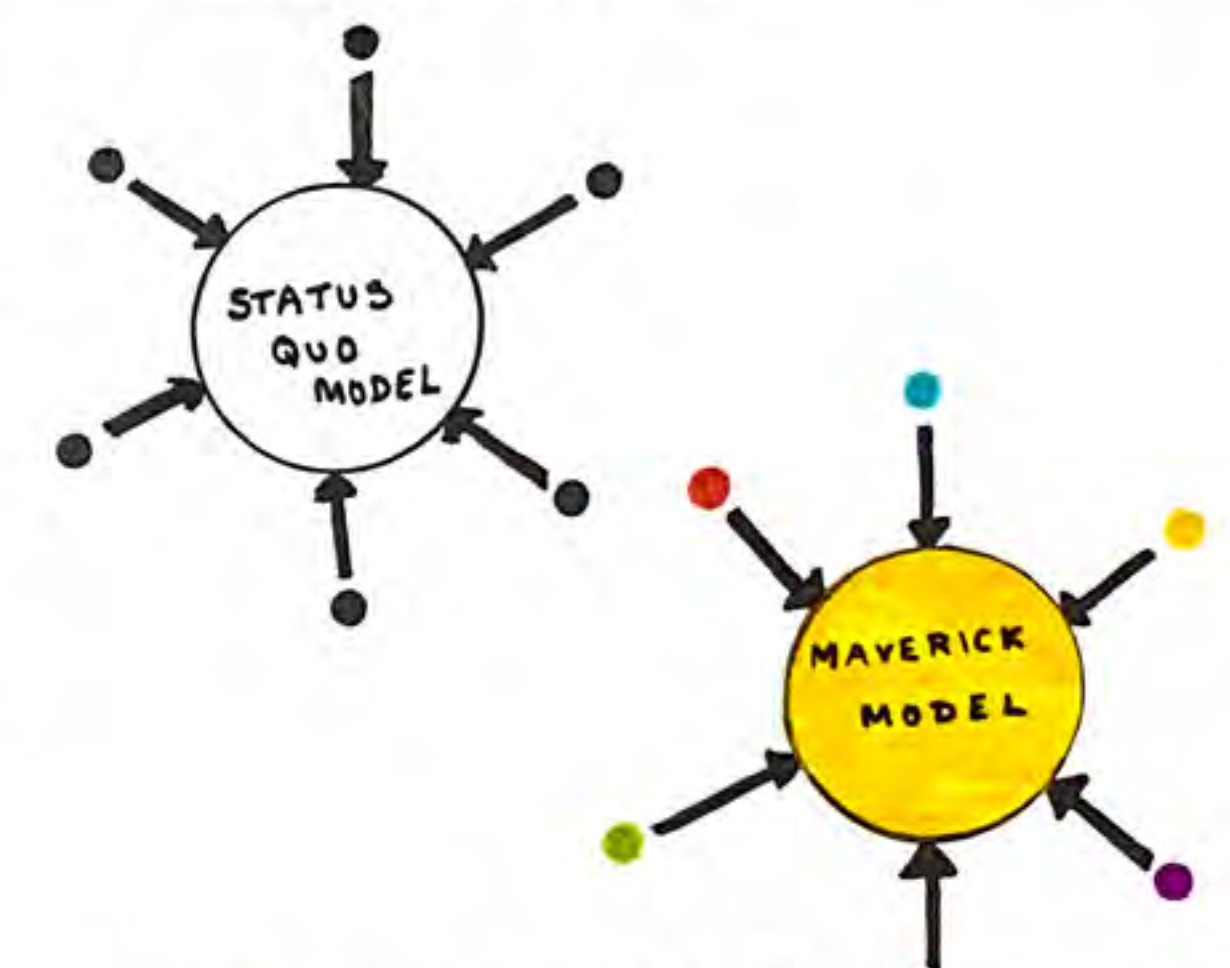
With UnleashWD when I notice that an industry was behind the curve in terms of innovation and creativity and business models and all that. When I notice that I decided to take action and create new business...because I'm passionate and when I see that there's a need for change, I have no problem taking the risks and putting together the team and the processes to make it happen...Nobody asked us to start UnleashWD. Nobody asked us to change the industry; we saw a need and took action...It's all about did you make an impact and to me it's not personal, it's about that lasting as a result of this DNA being on the planet. So over the years we've had a good fortune to be able to start 2 non-profit organizations. One I mentioned is to support the troops and the other is to help adolescents and teens to become positive contributors to society [called the LEO foundation]. For those that have much, much should be given. I think we have responsibilities to find ways to give back and I think that's a shitty rap...Permission isn't granted to be a maverick. Nobody asked us to start UnleashWD...To make a difference, to make an impact. It's crazy Steve Jobs says he wants to put a dent in the world, to me I want to make a difference... Mavericks are important because they're the ones who change the world.



When you stand out, when you take risks they don't always work and as a maverick I can accept that. We're gonna be able to push through. We're gonna be able to figure things out. We're gonna be able to make it happen. However in the interim there's some pain. In the interim there is some ambiguity. In the interim the outcome is not always known and what I've come to understand more than I have in the past and I should have realised this earlier is that my decisions impact a lot more people than myself, starting with my wife, starting with my family, starting with my employees. And while it's so damn clear in my mind that things will work out and things happen and that the results will be there, it's not as clear in other people's minds...You put people who are close to you through some times of uncertainty, maybe through some pain and the like and I wish we didn't have to do that.



Our entire business model is a maverick model with UnleashWD. We are truly reinventing how individuals within the wholesale distribution industry, look at their business and where they go to do that. I came to the conclusion that the industry is not as innovative as it should be, is not as creative, is using business models that are 50 years old. And I came to the conclusion that one of the reasons was because the industry as a whole is incestuous. For too long we've been surrounding ourselves with like-minded people. For too long we've been surrounding ourselves with the same gurus, consultants, speakers and the like. And you go to the association meetings and the meetings are just regurgitation year after year after year. And so our entire model is to say we've got to stop that insanity. And we've got to stop this incestuous gathering and it's time to bring new outside thinking into the industry. And a lot of people are threatened by it. A lot of people don't get it but I'm having a ball.



Maverick business model



It's strange that here in the United States continues to beat down on entrepreneurs and the mavericks. They are trying to paint a picture that mavericks and the business success of this country it's all self-indulgent. Well that's bullshit! It's those who are creating opportunities certainly are benefiting as a result of it, but a large portion of it is about giving and helping others.



Entrepreneurs and Mavericks are beat down



mav-er-ick

"Somebody that has if it goes against if you will. They believe it and necessary to drive change"

Dear Dirk,

It was a random stumble or serendipity that led me to Ron Ashkenas' article 'Don't wait for change.' in the Harvard Business Review. Ron shared how you brought new thinking to the wholesale distribution industry, catalysing industry leaders into action by exposing them to ideas outside of the traditional industry. And I'm sooooo glad you said YES to making time for the (M) project.

Dirk, you taught me that:

- (M) need to be able to effectively communicate their vision.
- (M) are ahead of the curve so face forces that want to pull them back to the status quo.
- (M) piss people off because they want to do something different.
- (M) need runway cashflow + persistence, for the market to catch up to their idea.

Your bravery was apparent Dirk, because without it you would never have challenged an entire industry and its status quo. It requires A LOT of energy as you rightly stated, and which you clearly have in abundance. Yet even allowing for that you acknowledged being a (M) was/is a fun way to go through life because being passionate about their causes and making a difference drives them. As you said, what a way to live!

Thank you for sharing your down to earth stories, especially how your parents brought you up on the LEO method.

Security, well that you had to get for yourself.

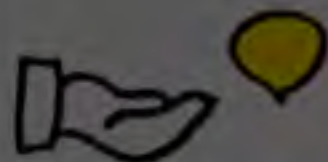


Keep up the great work, and I hope you like the stories and insights from the other (M) Dirk.

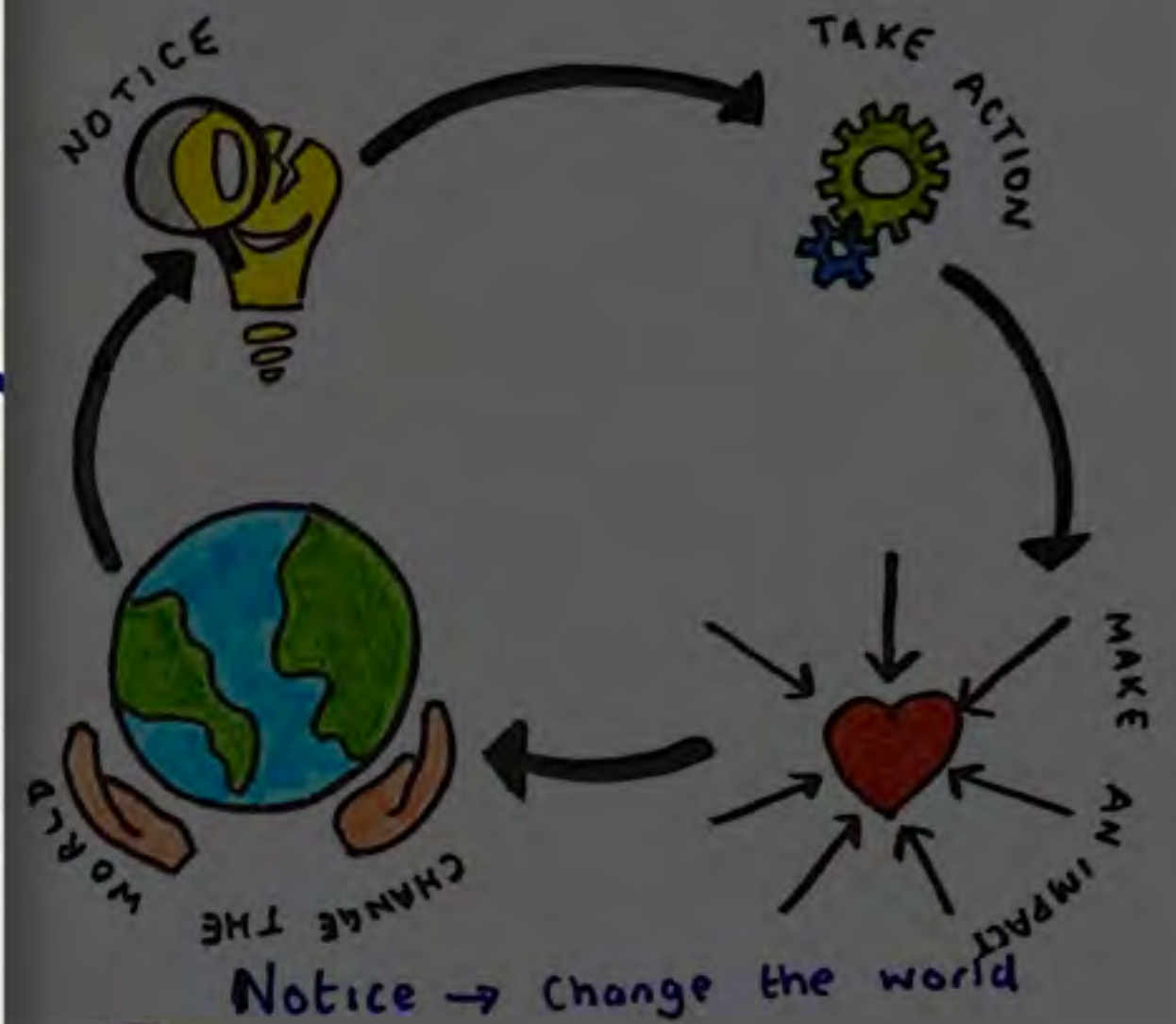
Billie (u)



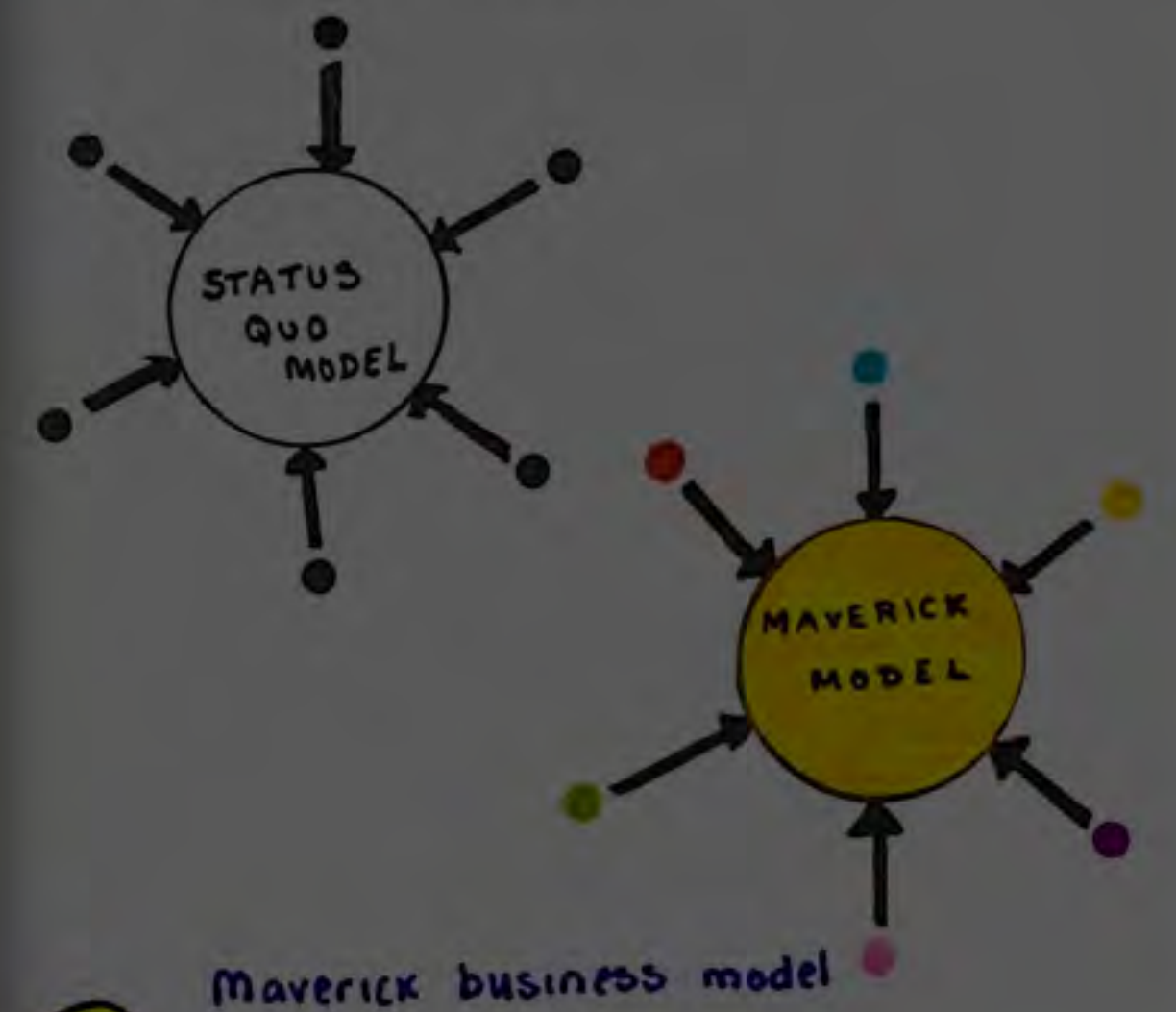
DIRK BEVERIDGE



"Follow your gut."



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Speaker icon: mav-er-ick

"That's an interesting term that gets thrown around a lot in this day and age, especially in business. It's applied a lot to people who generally step outside the lines and take risks, but also those who trail blaze. It's got that terminology to the old west, it's like this guy is doing this, or this woman is doing this. Trail blazing and (m) seem to go hand in hand."



MARK BRAND

CRAZY IS...  
"YOU."

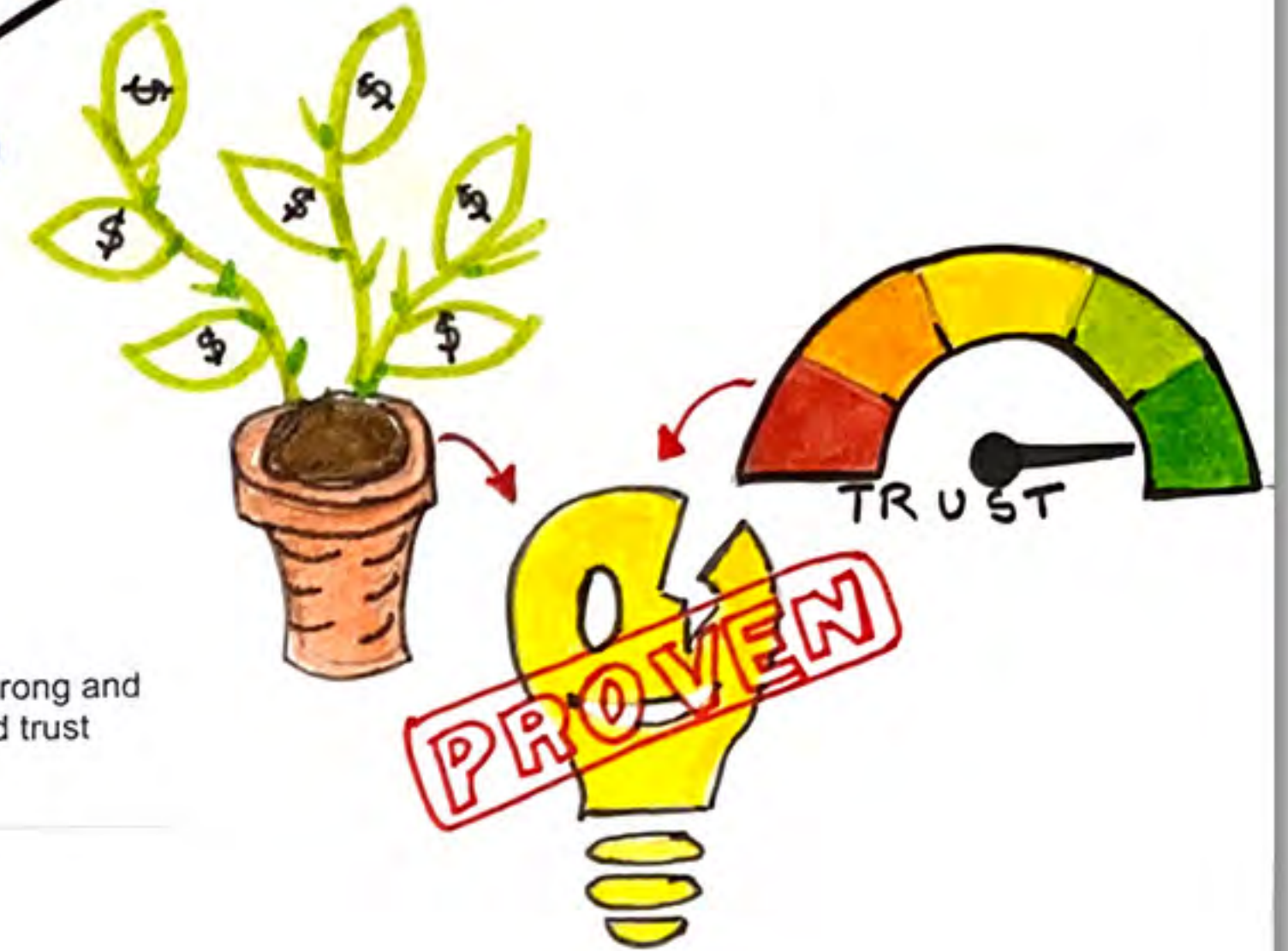
CEO MB Inc + Save on Meats



Global experiences nurture (m)

I lived all over the world, was born in Scotland, lived in Tunisia, in London England, lived in Calgary, in Nova Scotia. I spent 3 years off and on in Nigeria, Lagos, Port Harcourt, Mourenx, 9 years in Australia. I've seen the entire world at its worst and its best.

Mavericks are able to do things and prove people wrong and set yourself apart, but there's lack of investment and trust before you can really prove yourself.



Prove self

A BETTER LIFE FOUNDATION  
**BEING HUNGRY SUCKS**



Giving Back

Our business contributes to 258 people being employed, 200 tokens go in daily that we put in people's hands to provide meals for them and provide community engagement. We have a charity that gives back second by second, minute by minute.

May - 21 - 12K

"That's an interesting  
around a lot  
business. It's  
step outside  
those who try  
to the old way  
or this woman  
Trail blazing a



Dear Mark,

When our friend Mark Busse (another <sup>M</sup>) suggested you for the <sup>M</sup> project I didn't know anything about you, but I'm sooooo... glad he introduced us.

Your interview had me laughing because you were 'fast + furious' and hold the record for the fastest interview at 8 minutes. I didn't know it was possible to get such a succinct message across so fast!

In that brief time Mark you taught me that:

- <sup>M</sup> do things differently because its the only way to change what's wrong.
- <sup>M</sup> are able to find unconventional solutions to difficult challenges.
- <sup>M</sup> are the back bone of innovation.
- <sup>M</sup> are motivated by making the world a better place.

Your thoughtfulness of ensuring you offend no one whilst benefitting many was/is real, even if it means curbing your own natural maverickness level if you feel it poses a risk to others.

♥ your mission to support local communities, enabling upward mobility through employment, training + investment in the future.

My mum always told me that in Indian culture the greatest good (puhn) we can do for fellow humans is to give food + water. As a child our Sundays were often spent working in the local Gurdwara (Sikh Temple) kitchens. That's why Gurdwaras around the world turn no one away from a free meal. This is the memory that gets invoked when I think of how you use business to contribute meals (+ loving kindness) to the hungry, homeless + marginalised.



Golden Temple Sikh

Thank you so much Mark, for letting me volunteer in your kitchen, and for the way you merge Passion x Purpose x Profanity.

Bilal 😊

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ma-er-ick

"An individual who despite societal or even closer community norms, takes action, based on their understanding of context, need and maximising good, without getting caught up in tradition or conventional paradigms.

A maverick is somebody who does the right thing, even if that might be an unpopular choice."



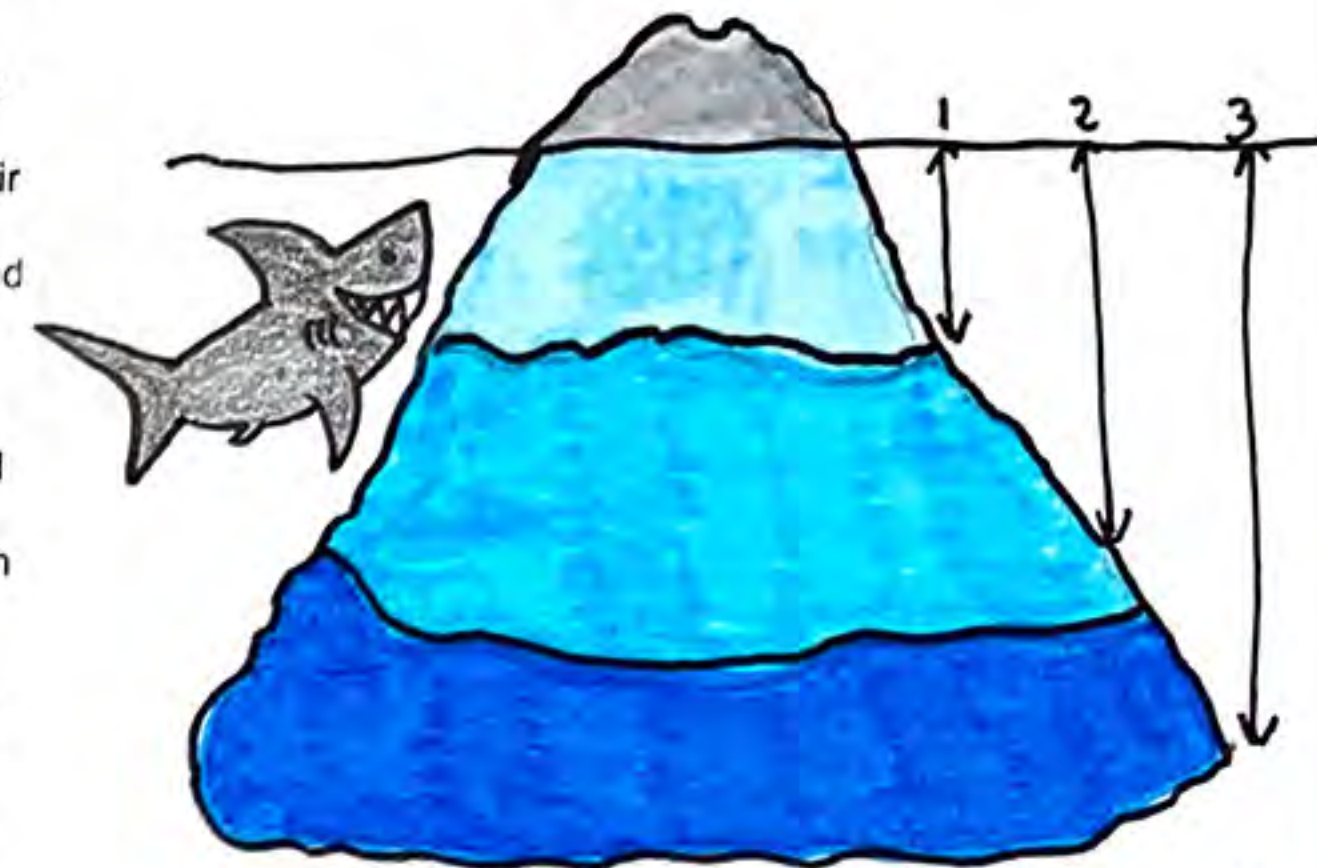
MARK BUSSE

Co Founder + Principal.  
Associate - Industrial Brand.

CRAZY IS...  
"not only doing the same thing and expecting different results, but letting fear keep you from doing something at all."

"Consider your motivation and try to find a balance to make sure you are serving others and not yourself."

If I weren't a maverick, I'm not sure I would travel as much. I'm not sure that when I travel, I would extract as much knowledge and experience. There's 3 ways to introduce yourself and begin a relationship in business. 'Hello Billie, my name is Mark and I'm Managing Director of Industrial Brand'. That's level 1. Level 2 might be something like, 'Hello Billie, I help organizations and their leadership identify who they really are and develop stories through which they might be more effective at marketing and creating culture in the organization and I enjoy that a lot. Level 3 might be, 'Hello Billie, when I was 19 my girlfriend and I became pregnant and we gave up our child for adoption and I was recently reunited with my 24 year old son and that has shaped who I am and all the things that I do.' And I think mavericks are willing to dive to level 3 much quicker than normally and OK with being exposed for that. And I really get a kick out of knowing people, not meeting people. And I think that as a maverick that deeper level of engagement keeps me from getting bored. I think I have real relationships and when the chips are down, I'm going to be surrounded by love.



Deeper levels of engagement



Being a (m) upsets other people

Being a maverick can end up being a barrier to authentic relationships when people think you're a little bit louder, a little bit dangerous, a little bit of a risk taker and maybe some individuals business and personal like safe. They like even-keeled, soft spoken, don't upset anybody. I'm always gonna upset somebody.

I also have a fairly well developed ability to let things go...Another maverick thing, I'm gonna yank the cord. I'm pretty good at going that's enough. I'm not going to spend any more time on this, fuck off, it's over, let's get on with it, shut it down.



Yank the cord



stop / Accelerate ideas

I think that's partially that 12 year old boy trapped in my brain, partially small c conservative approach. I think I have a great idea, it's pretty radical. I might call Boris Mann and say hey Boris I'm thinking of designing an App and doing this have you seen this, what do you think, like just give me some ideas. Cos he's such a freak show himself; he'll be like have you considered this, have you considered that. I've seen this, let me introduce you to so and so, and that'll usually put a fast stop or accelerate whatever zany idea I'm working on.

mar-er-ick

"An individual w  
Community norms  
understanding o  
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A maverick is s  
if that might b



MARK BUSSE

Consider your motivat  
to make sure you are

Dear Mark,  
Thank you for letting me interview you for the (M) project.  
When we met through Creative Mornings Vancouver I didnt know  
we would become such good friends in the future.

As an early (M) to the project you used your gift of being a  
connector to introduce me to interesting (M) I could include for  
the research. That was a kind + generous thing to do Mark for  
a girl who was new to the city.

Mark, you taught me that:

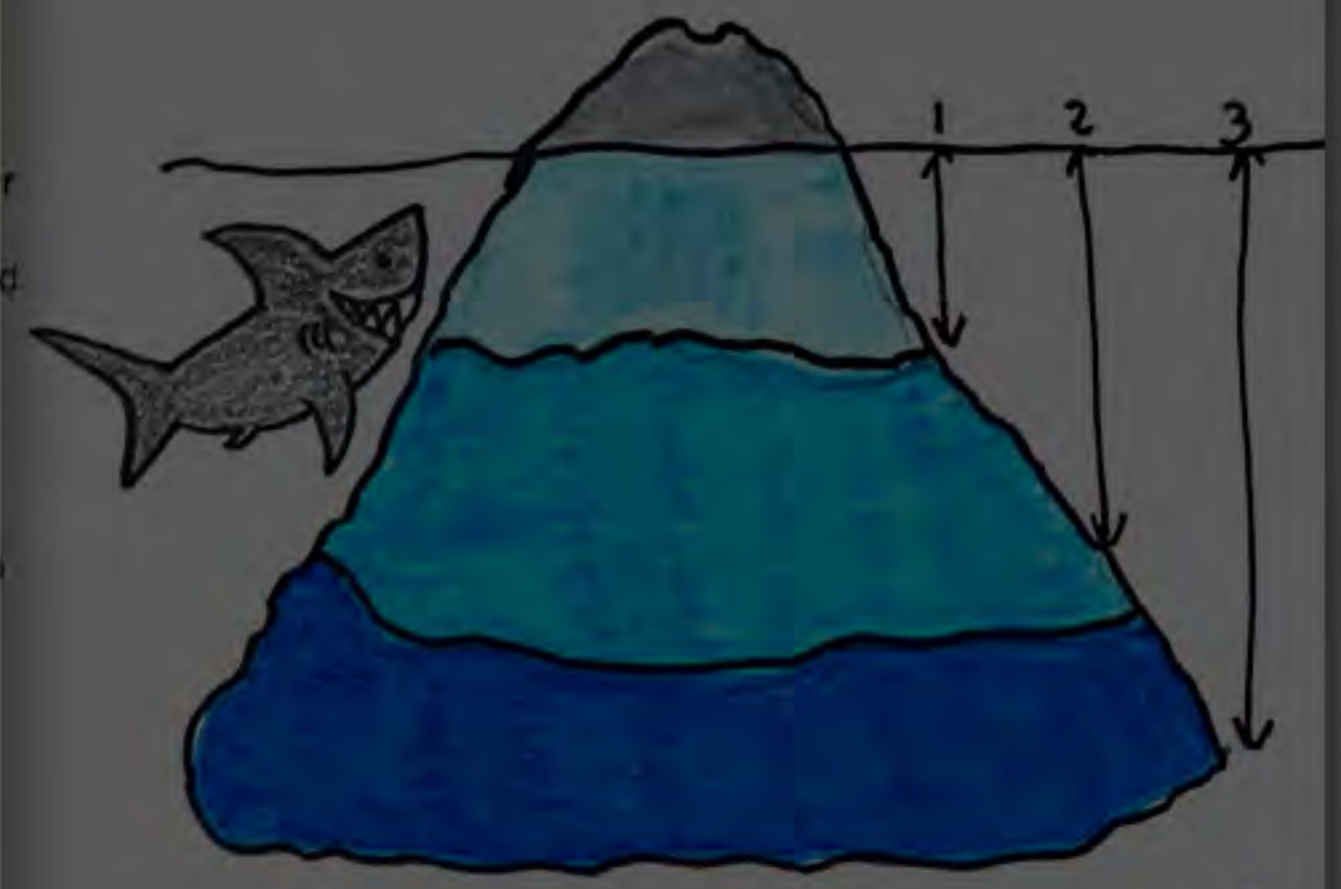
- (M) are not paralyzed by fear of failure, what they fear is not trying.
- (M) avoid mediocrity by not cow towing and taking the path of least resistance
- (M) have confidence to vocalize when they think there's a better way and the humility to admit they were wrong when that way fails.
- (M) apply their maverickism appropriately + use tradition approaches alongside (M) ideas - depending on what's the best option.

Thank you for sharing the stories of your dad, the quiet (M) who with his quiet demeanor rejected the norm, and gained the respect of his players. He was a coach, a pro-athlete who played for the NHL. And also how your parents gave you permission to be blunt and tell the truth, even though in the short term it could hurt feelings and cause tension. I can better appreciate you as a friend because I know why you are the way you are.

Mark you shared that Creativity without bravery is nothing  
Creativity with bravery =



Thank you.  
BriMi ☺





Deeper levels of engagement

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 "Somebody who is viewed by other people in the group to be *mav-er-ick* different in some ways. Whether it's the way that they behave or the way they think. It's somebody who's not following the convention; the normal convention. The easiest way to say, not so much as a maverick, it's somebody who's a non-conformist. Somebody who prefers to explore different ways of doing something and different viewpoints."



DAVID CHAN

Commercial Director  
 Peter Drucker Society London +  
 Director of Information Leadership  
 Network - Cass Business School



 Being a maverick in early career can be very dangerous and very unhelpful. You had to be very careful. Often people didn't like the fact that you tried to do things in different ways. I knew I was always creative and could make things happen, but I had to learn the politics as well. If you're working in what I call a hard engineering type environment then it takes the skill of diplomacy and persuasion.




Learn politics for situation




Non Conformists face rejection


 I have an inclination to not run with the crowd, but I'm not so extreme that I would run the wrong way just for the sake of it.

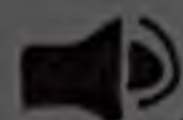

 One of the biggest problems of somebody who's not in the mainstream, who's non-conformist is the danger of the group rejecting you and there's no point in my perception to have the insights and thoughts and be able to do things if you can't bring other people along with you. You don't have the wits to choose the right environment to do it.




 The trick with being mavericks or innovation or whatever you think it is to go far enough to see if it works then drop it...I mean I'm a great believer that sometimes you just have to get on and do stuff, because you enjoy yourself and find out what is and what isn't. Then it comes to the point where you think; in order to make this successful we've got to do Y. I don't want to do Y.



Drop the idea/innovation


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 different in some ways.  
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 so much as a maverick,  
 Somebody who prefers to  
 something and different v



DAVID CHAN

Dear David

When I came across you through the Drucker Society London I did not  
 know you were also working at Cass Business School where I was  
 undertaking the Masters in Innovation, Creativity + Leadership. I'm so  
 glad you were happy to be interviewed for the (M) project.

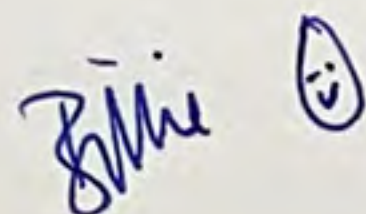
David you taught me that:

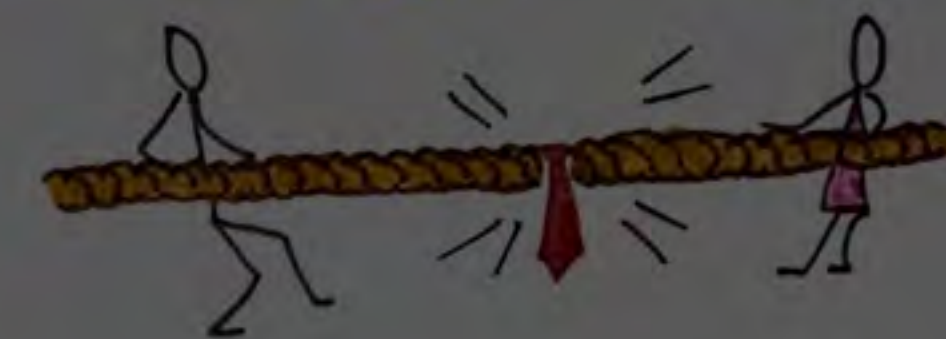
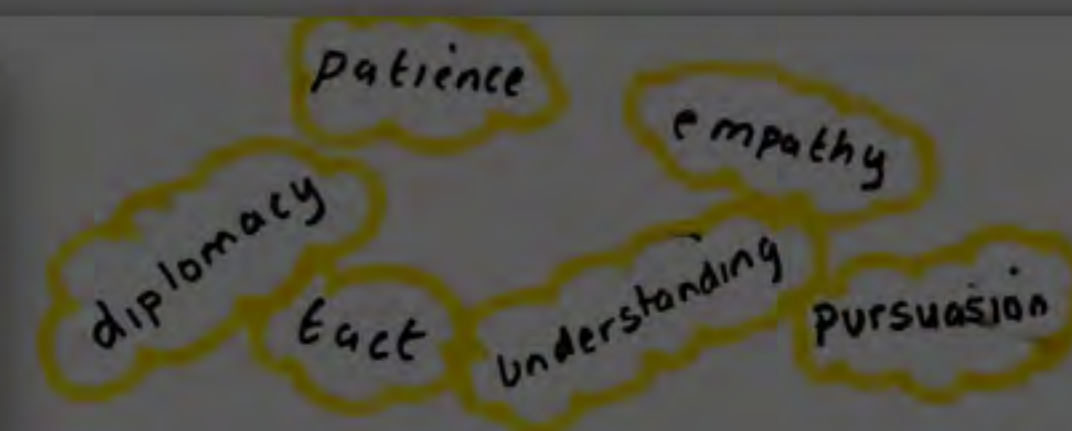
→ (M) don't want to be pigeon-holed or censored as are  
 driven by their



- (M) are aware of situational contexts, and what may work where + when.
- (M) ask is there another better way of doing things, because they're interested in things that have a lasting effect.
- (M) display explorative behaviour.

David, thank you for being so helpful and coming on board with your  
 knowledge, time + enthusiasm for the (M) project. I think you will enjoy  
 the stories from the other (M) interviewed.


 Zine 😊



Learn politics for situation

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mav-er-ick

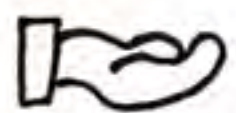
"Somebody who can receive the spiritual realm. I don't think anything happens by itself. It's all divine choreography and whoever's pulling the strings. There are certain human beings, artists, writers, musicians, what can hear that voice of the spirit; they have never really disconnected. And I think these are channels that can bring in completely new ideas, that haven't come from sequential thought or a development of something that was already here. It's a brand new direction, new way to go, a completely new idea, a new thought."

CRAZY IS...  
"not listening to  
your inner voice."



TOM CHUDLEIGH

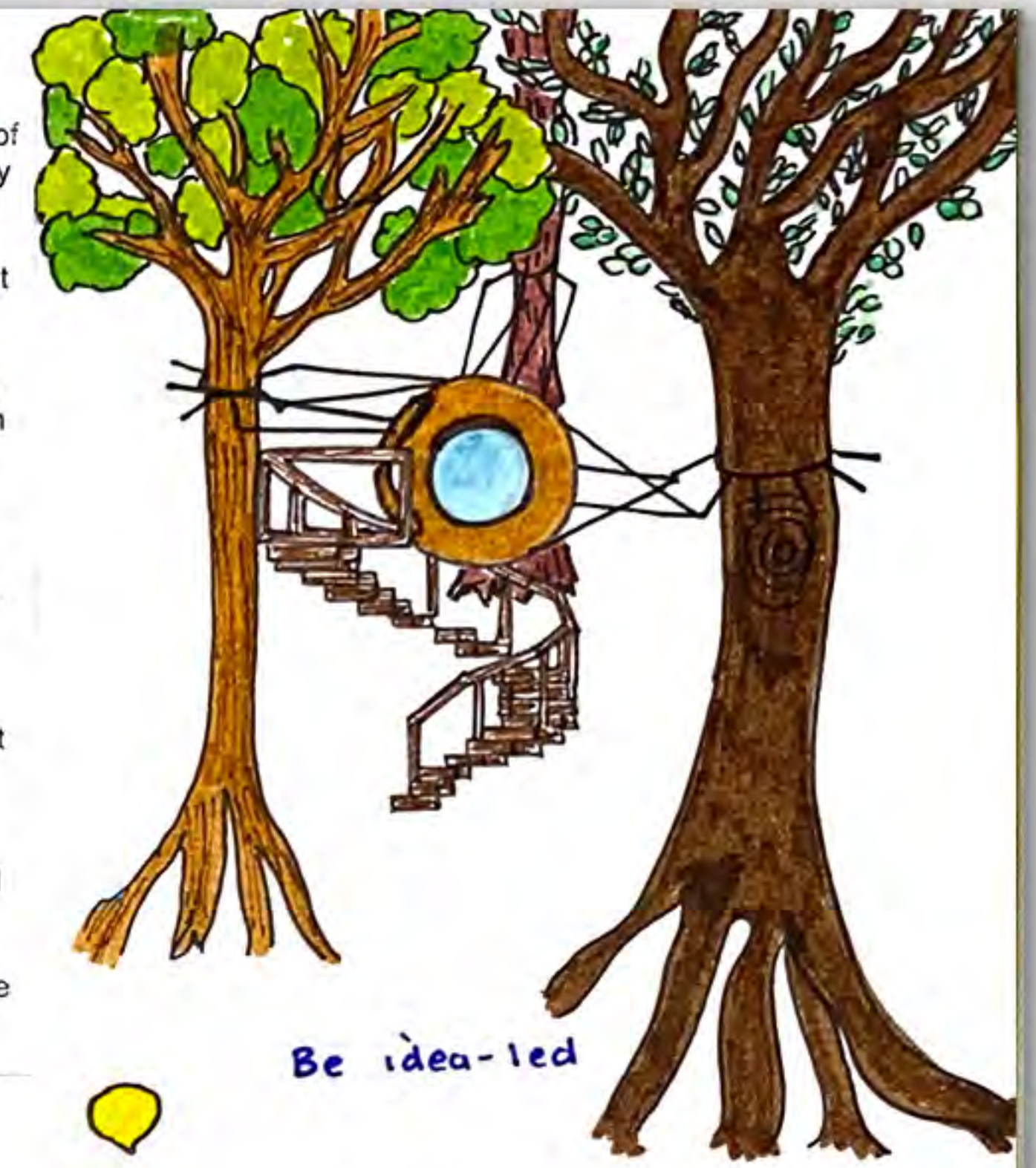
Inventor and Manager  
Free Spirit Spheres



Meditate lots.  
Stay connected.  
Really work on that connection, that's the most important thing in life."



The sphere was one completely new idea and there's a lot of things that showed me along the way that this was never my idea you know. I just started thinking about spheres, about how neat a sphere is, the shape and everything else. The fact that if you look at a ping pong ball, give it a real whack it just distributes its stress. It was nature's packing, it's biomimicry. I thought I was going to build a spherical houseboat, was my original idea. I wanted to make a great big sphere on pontoon floats that could go to sea, and when it was in port you could open these big drawbridges, front and back end. Huge circular decks and you could have glass and an open airy feel to it, then it would close up the drawbridges and it could go to sea. It would have the structural integrity of a sphere. When I started building Eve [sphere], I figured out I'd better make something small I could manage, learn how to build a sphere first. Halfway through making Eve I had an accident in the shop and a block let go. I had it suspended from ropes so I could turn it and suspend it and always work at a good angle, and one day a block let go just as I was finished completely and BOOM it bounced off the walls for a while and did the little pendulum swing and smashed against a big steel wall and I thought, OMG it's gonna be wrecked and nah I ran over there's no damage at all, it just took it in its stride, like a sphere tends to do. So eventually the idea to put it up in the trees came to me.



Be idea-led



Lots of times I would go to bed with a question on my mind and would wake up with an answer...It's just coming from the inside basically. In this case I hang spheres from ropes in the trees and because my inner guidance was to do that, it's taken on a life of its own and now it's kind of evolved into promoting another model of forest use can be used more sustainably... Staying on top of your game, like following that inner guidance...When I was trying to wonder what connections I read a little something about Druidry by Phillip Shellcraft. It talked about how druids had this, and I wanted to fit everything into a triangle of trees and for me it was more from a mechanical point of view. A 3 legged stool is always stable, growth that occurs in nature, because triangles aren't that common, perfectly shaped triangles anyway. Every sacred grove has all of these in that that kind of interested me more and I kind of got into it...Just try and check in often and make sure that you're on the right path. You know, things are going smooth, every things happening as it should be and you're not swimming upstream, going with the flow as it goes through instead of problems keep coming in the way, nothing's working, that's an indication that you're usually on the wrong path.



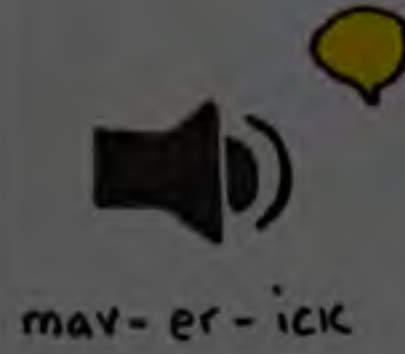
Inner guidance



Sometimes you're in a real creative space with other creative people and you don't even think about it, being this creative or letting that inspiration flow...First of all being a maverick is not following this prescribed route like buying your house when you're early married and building a white picket fence and everything else. It's being willing to do something completely different; winging it. I think you're way more creative when you've decided to just let go of everybody else's plan and go your own way; that's the birth of creativity. Once you take that step so that you're not gonna necessarily think that every stop is going to flow from the one before it and you let go of that need for logic and order and everything else. Once you let go of that you're opening yourself to creativity, to inspiration...I can be very innovative. Innovative in the sense that I can listen and just let those outside of the box ideas come into my head; stay open to that.



Creativity comes from going your own way



"Somebody who can receive the happens by itself. It's all divine strings. There are certain humans can hear that voice of the spirit. And I think these are channels that haven't come from sequential that was already here. It's a completely new idea, a new thought."

Dear Tom,

Whilst searching for quirky + unique places to stay as we like adventures I came across Free Spirit Spheres. As we were moving from London to Vancouver Canada I printed off the details, placed them in a plastic orb + rolled it over to Charlie/Marc on Christmas morning as his present. When we came to stay at the Free Spirit Spheres you showed us around and showed me how you think different and well you became the (M) interviewed in the epicest location; A orb floating in the trees.

Tom, you taught me that:

- (M) have non sequential, brand new direction ideas.
- (M) realise their gifts and utilise them.
- (M) invest time, energy + money to take their ideas forward, because they want to make the product - not sell the product.
- (M) stay open to outside the box ideas that will contribute to the body of knowledge.

You shared how (M) are leading with their heart, and are challenged by trying to turn their (M) enterprise into a viable business. They need others to do the selling part, whilst being wary of VC's (vulture capitalists).

Tom, you opened your heart and shared your deepest ways of being. You told stories of how you were a builder. How you spent 6000 man hours on the first sphere and along the way created a successful, sustainable, ecotourism creative constructions within an industry that usually destroys forests.

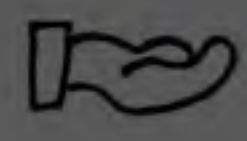
Brave considering the moments of self doubt a (M) experiences because of the colossal challenges they take on, yet are stubborn enough to see it through, even though conventional businesses want predictability + tried + tested processes.

You said Tom that you thought (M) were an interesting area to investigate and you wanted to see what my work would find out about creativity considering the data I had collected. Well like you my ideas + dreams have consumed my resources; physical, emotional + financial. I hope you like the format + enjoy the stories + insights from the other (M) + thank you so much for yours.

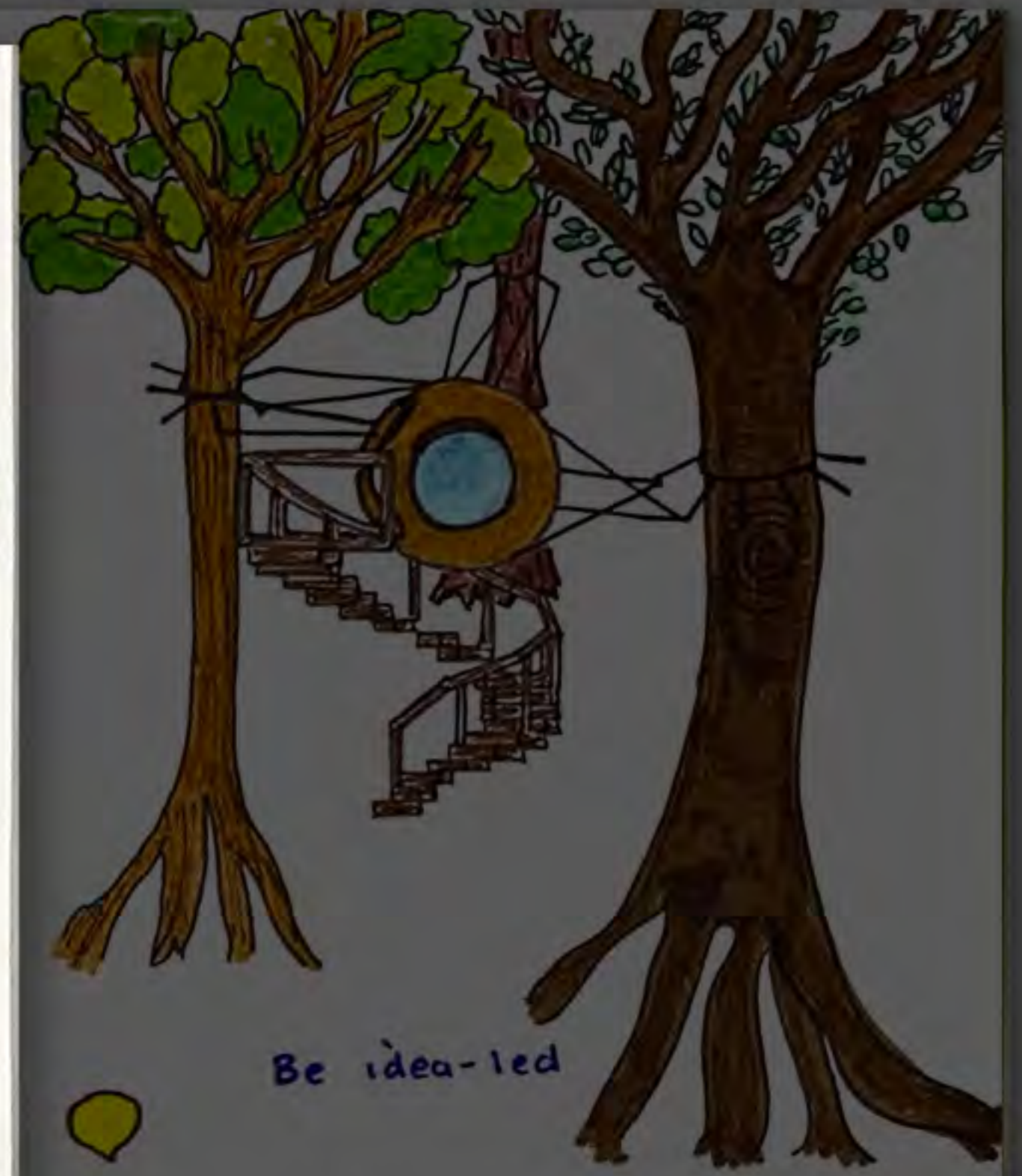
James (M)



TOM CHUDLEIGH



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Really wore on that connection.



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Creativity comes from going your own way



"Someone who thinks differently and doesn't care what other people think."

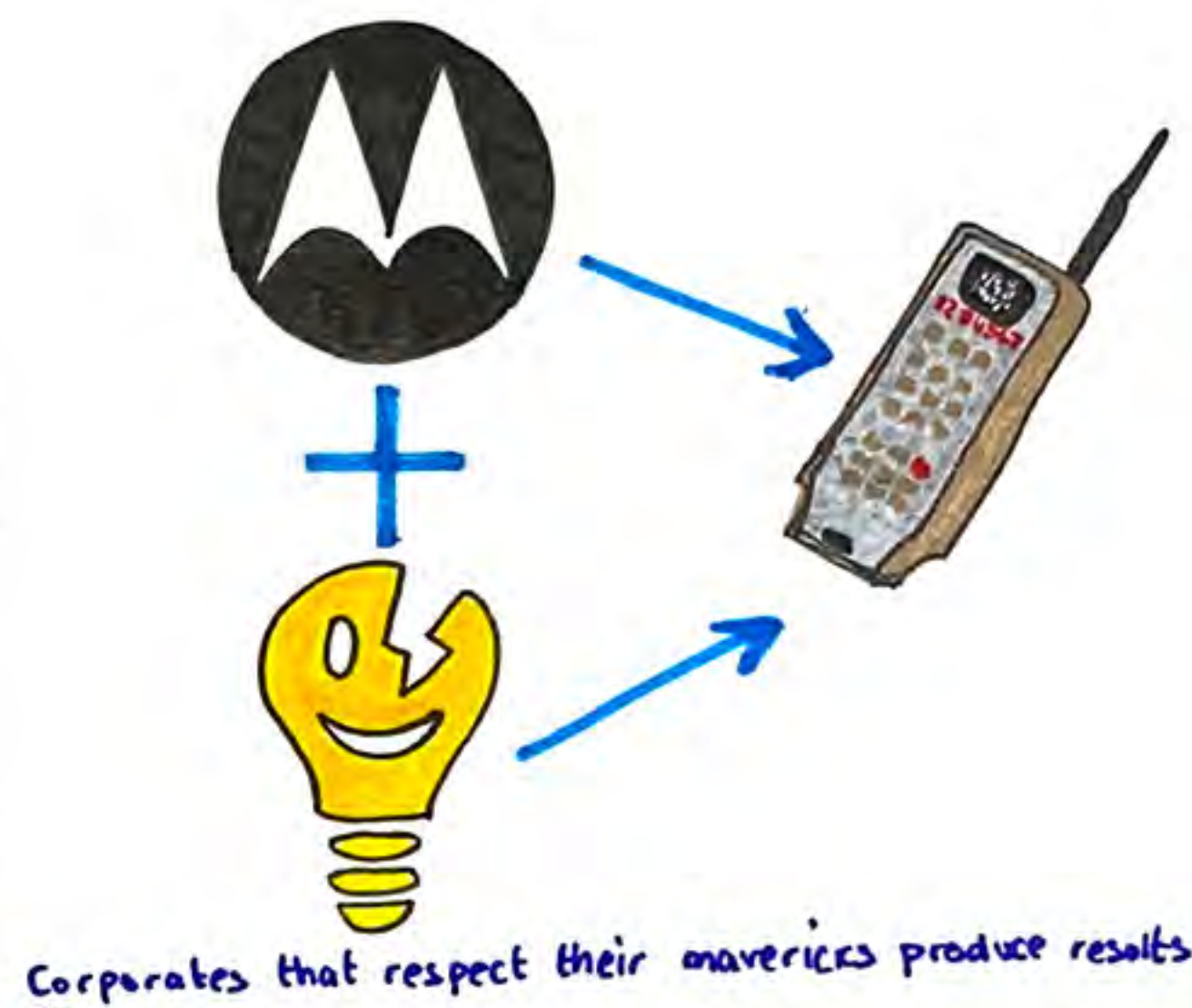
CRAZY IS...  
"doing totally irrational things just to see what interesting and different results ensue."



Founder/CEO Dyma LLC

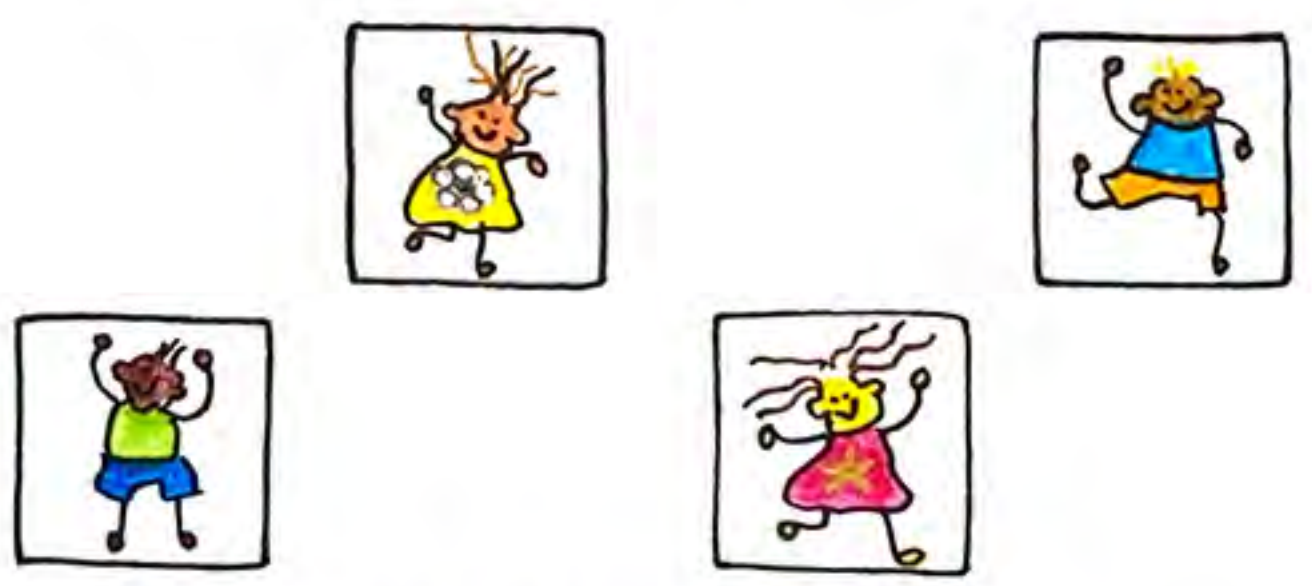
"Before you can do something meaningful with your life you have to be really good at something. You don't get a very risky thing without self-confidence; that comes from believing in yourself. And how can you really believe in yourself if you don't believe you're really good at something."

I was talking to one of my friends who happens to be an extraordinarily smart and successful person and I described to him what I thought was the faults of modern cell phones. He dismissed my views aggressively, said 'how can you argue about something not being right just because 3 or 400 billion people are using this, so it must be OK.' And I said, 'No, I don't agree with you. I think they're using it because that's all they have available, but at some point someone's going to be smart enough and change it. We disagreed; you have to be ready to accept the fact that people will not just buy your ideas.'



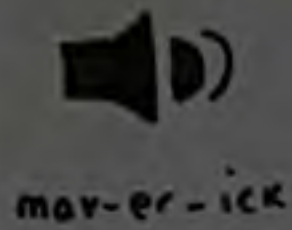
You have to be lucky enough to get into an environment where mavericks are respected. There are not very many corporate environments that are like that. Steve Jobs was the antithesis of the corporate person and I don't think he could ever have survived in any corporation without actually being the boss. As I said, with me it was pure luck. Motorola treated me like a maverick; they treated me very nicely, even though I was a maverick. That viewpoint came right from the top management. Bob Galvin was Chairman of the company and I became good friends with him in his later years, but his view was that the only thing that counts was whether people are productive and there are lots of different ways of being productive. And at Motorola they went out of their way when they realized I was never gonna be a traditional manager, to actually create jobs that made use of my attributes [predicting the future] and avoided my many flaws... I had some attributes of being a maverick actually trying to fit in. When you're in the corporate world there is a pattern of defined success. You have to get more increasing responsibility and more people working with you, make more money, all those things. And it took me a long time to figure out that I really wasn't a very good executive, even though I ran the division, which I had formed, which was the good part right? And it achieved what would be today the equivalent of a \$billion and I was not very good at running it. And that was one of the good things that Motorola did to get me out of that role and they struggled to find a new role for me where I could continue to create.

Everything you say and do should have an objective. So success means that you achieve some version of that objective. The objective may change with time and the definition of success will change. I could imagine creating a business that fails but still results in improvements in society and you having learned a lesson...it's a combination of vision and practical execution. And it's a very hard combination to come by because visionaries like me spend their lives dreaming and count on other people to make the dreams come true... One downside of being a dreamer is that you don't often have the opportunity to execute, to see your dreams come true and most of the dreams that I have, they take 10's of years to happen... I bring alternative views. I think of things they may not have thought of. Doesn't mean they're right, but it means you have more choices.



Our education system puts children in boxes

Did you know that only 10% of you is human? And that 10% is the species by scientific definition because of your genome, but you have probably several thousand species of bacteria in your body and they outnumber your human cells by 10:1, so that's another layer and it goes on and on. Start thinking about that it makes the concept of putting people in boxes all the more ridiculous... As an educator you say, 'You're 8 years old therefore you go into this class, learn these kind of things and if you don't learn what everybody else is learning you are deficient... One of my beliefs is that our education system is designed to put children in boxes in every way they can...if every one of us is so absolutely different from every other one how can they say, you don't fit the normal pattern? ...If you want people to think out of the box, don't create the box in the first place.'



"Someone who thinks differently than people think."

Dear Marty

There I was exploring (M) to interview and wondering what exists now that didn't use to exist. On the table before me was my phone. I looked up + laughed, then started researching who invented the cell phone, which led me to you.

Marty, you taught me that:

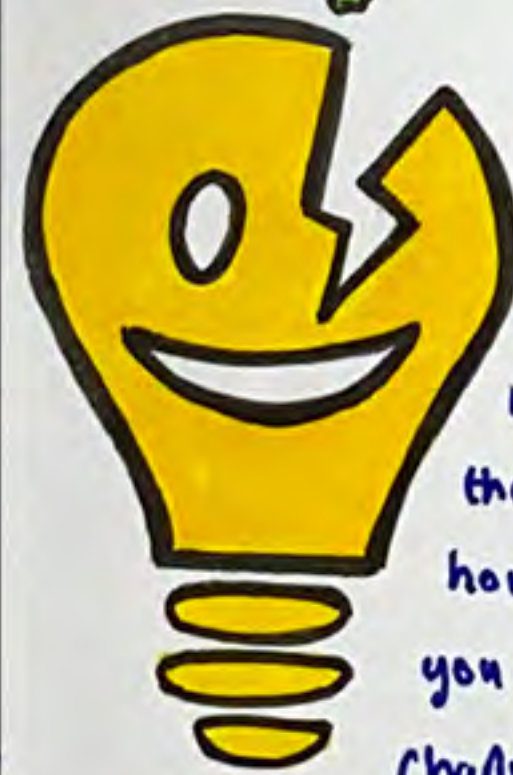
- Being a (M) doesn't always pay.
- (M) don't accept what exists; they challenge it.
- (M) bring alternate views.
- (M) want to be (M) and be liked.

The latter is difficult as they question the norms, and are risk tolerant; maybe even risk-seeking. You shared elements from your life where you took risks. Risks like leaving the Navy for civilian life and a new field of engineering. Leaving the security of Motorola + starting companies instead.

You shared Marty that the thing you were most (M) at was predicting the future. It was humbling to hear you share that the biggest thrill to a (M) is having an original idea; and they get those by learning.



Thank you for sharing that one of the most important decisions a (M) makes is marrying the right person. So Marty Cooper Father of the cell phone married Arlene Harris a (M) and the first woman inductee into the Wireless Hall of Fame, and together support insightful, innovative and relevant technology solutions that benefit society.



When I asked why you had said yes to the interview you thought the request polite + logical. You shared by the end of the interview how you believed the (M) project was purposeful work. I'm so glad you thought so. Thank you Marty, and Arlene, for hosting me + Charlie/Marc at your home and for taking me to your offices when I

asked to see the original cell phone, and creating a beautiful memory for me, one of the highlights of this (M) adventure. Your kind words of support mean a lot to me. I think you're gonna like the stories + insights from the other (M).  
Happy Reading Marty!

John (M)



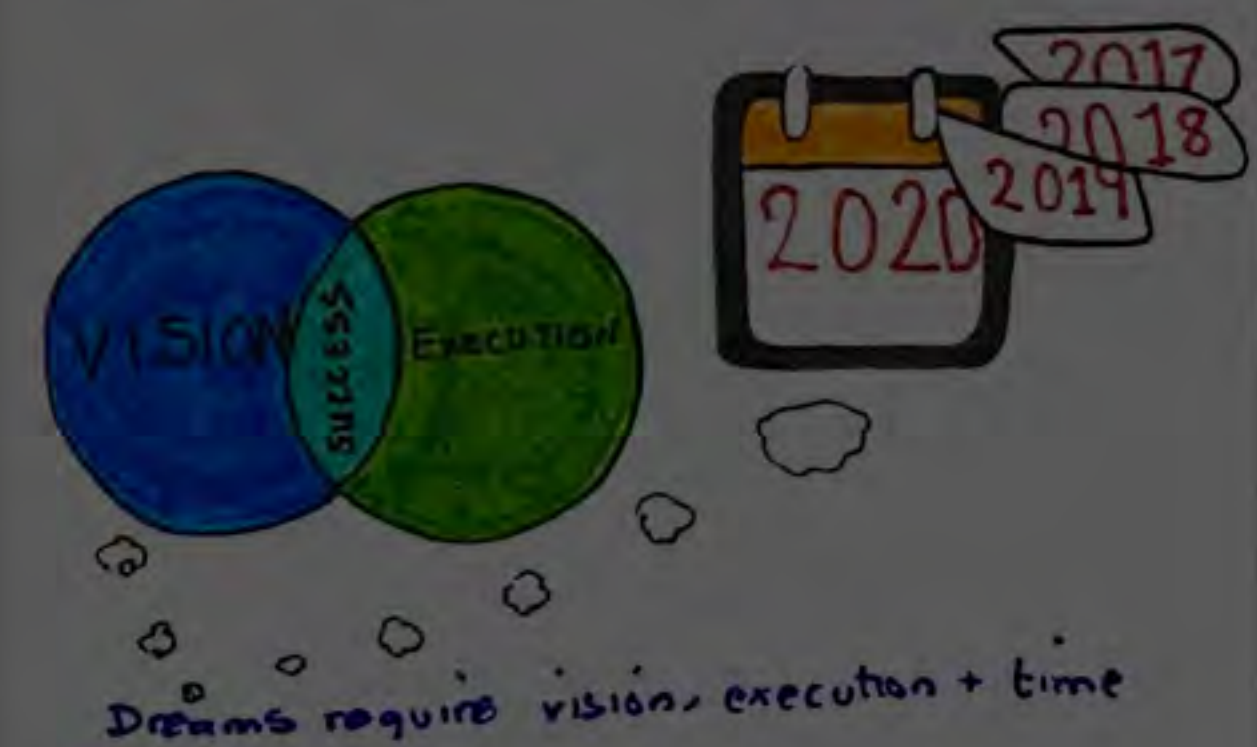
MARTY COOPER

"Before you can do something to be really good at something without self-confidence; the And how can you really be you're really good at something"



People may not buy your idea

You have to be lucky enough to get into an environment where mavericks are respected. There are not very many corporate environments that are like that. Steve Jobs was the antithesis of the corporate person and I don't think he could ever have survived in any corporation without actually being the boss. As I said, with me it was pure luck. Motorola treated me like a maverick; they treated me very nicely, even though I was a maverick. That viewpoint came right from the top management. Bob Galvin was Chairman of the company and I became good friends with him in his later years, but his view was that the only thing that counts was whether people are productive and there are lots of different ways of being productive. And at Motorola they went out of their way when they realized I was never gonna be a traditional manager, to actually create jobs that made use of my attributes [predicting the future] and avoided my many flaws... I had some attributes of being a maverick actually trying to fit in. When you're in the corporate world there is a pattern of defined success. You have to get more increasing responsibility and more people working with you, make more money, all those things. And it took me a long time to figure out that I really wasn't a very good executive, even though I ran the division, which I had formed, which was the good part right? And it achieved what would be today the equivalent of a \$billion and I was not very good at running it. And that was one of the good things that Motorola did to get me out of that role and they struggled to find a new role for me where I could continue to create.



Did you know that only 10% of you is human? And that 10% is the species by scientific definition because of your genome, but you have probably several thousand species of bacteria in your body and they outnumber your human cells by 10:1, so that's another layer and it goes on and on. Start thinking about that it makes the concept of putting people in boxes all the more ridiculous... As an educator you say, 'You're 8 years old therefore you go into this class, learn these kind of things and if you don't learn what everybody else is learning you are deficient... One of my beliefs is that our education system is designed to put children in boxes in every way they can... if every one of us is so absolutely different from every other one how can they say, you don't fit the normal pattern? ...if you want people to think out of the box, don't create the box in the first place.



"Definitely eccentric. Mavericks are definitely weird to a lot of people, or some percentage of people, but weird doesn't have the productivity component. So maverick is like a pioneer of cool. Mavericks pick things then does it and everyone's like WHOA where are they going? And then when they arrive it's like that's cool!"

CRAZY IS...  
"making impossible things possible."



STEVE CURTIS

Founder and Chief Vision Officer Zag Group



"Dream big. Live bigger."



Society spends a lot of time programming people not to be mavericks. We programme people to follow the rules. I was fortunate enough to be expelled from school in Grade 6. So before I got into the box, before the box was firmly constructed I snuck out the side of it... [In school] I actually felt that I couldn't keep up with the learning of the school. I didn't know what I was learning. So I decided I would learn everything different and cooler and more powerful and that knowledge would become my instrument of success or love. So I associated knowledge for love, like an insatiable desire to learn and to find things that no one else knows.



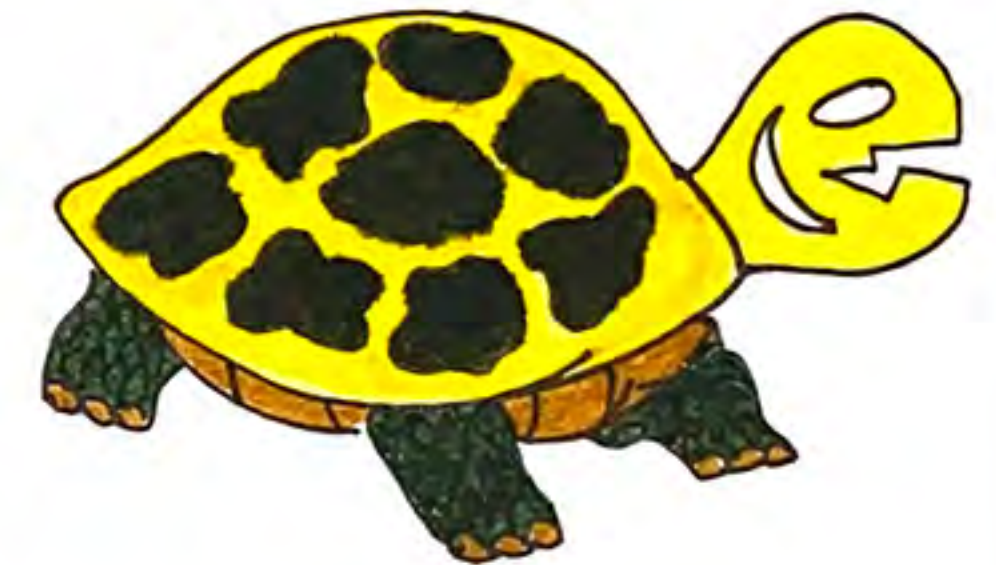
Education can be struggle for mavericks



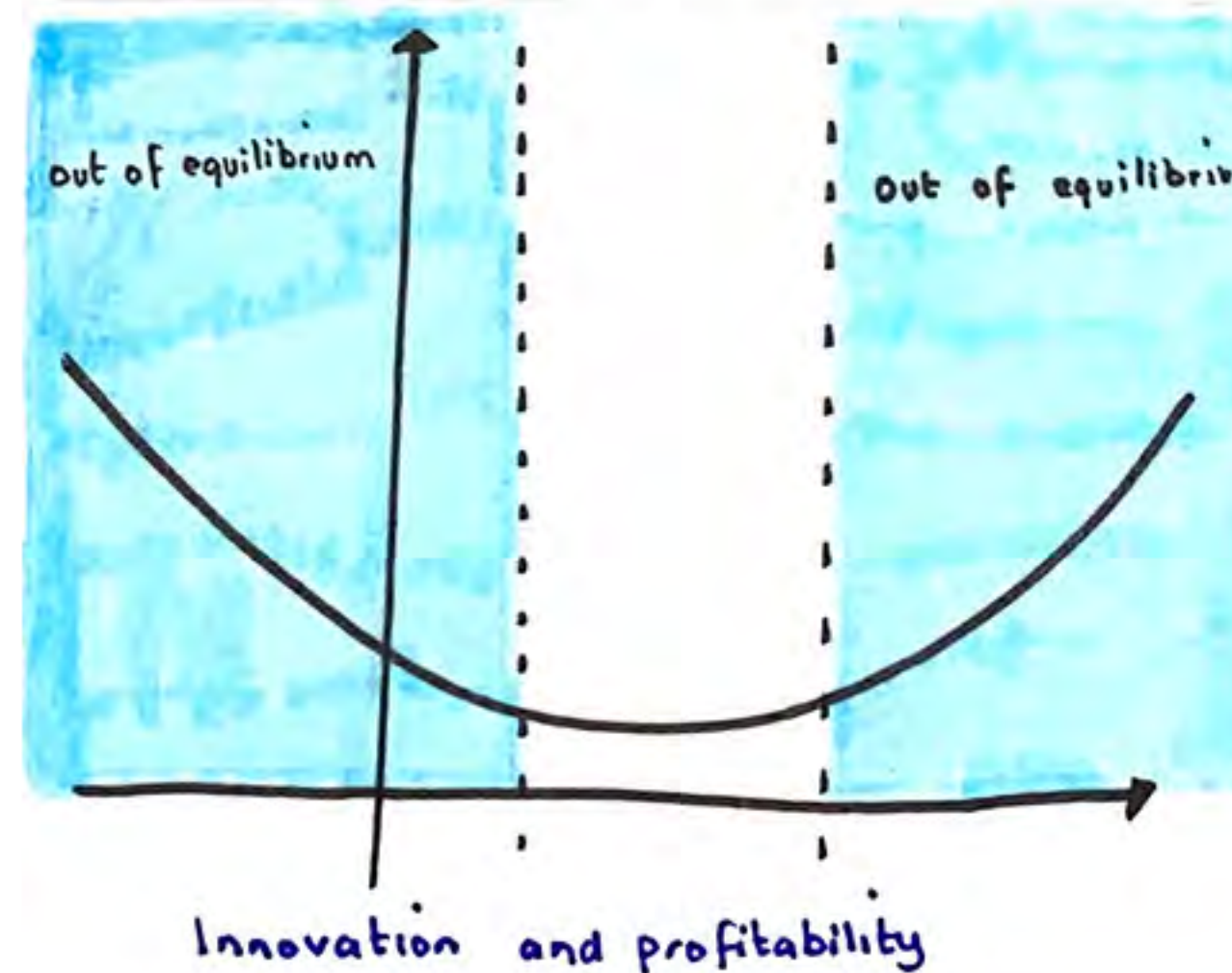
Our company name is ZAG. Imagine a herd of zebras running off to some place with no running water, which is kind of like our society. And imagine there's a smart pack and they say we're gonna do something different and they zag off in a different direction, so that started off with an idea...the first requirement is confidence, so whether we generate it from our mind or whether we generate it from our heart, or a higher power, we envision something that's different. And then it comes to the ability to communicate the benefits of that vision or the excitement of that vision through energy or words that draw people into it, to gather momentum to move in that direction. So reasonably unreasonable is the final destination for everybody that you're with; there's this direction over here and then the skill is learning how to communicate the reason of that direction.



I sometimes slow down for people, which I don't think is the true spirit of a maverick, it's a very tough call. You've got to be at the destination with others. You can't move faster than everybody because you get there and it's like, 'where is everybody?' So I slow down, but sometimes too much.



Slow down to get ahead



Innovation is not necessarily the friend of profitability. So to innovate too much is to destroy profitability and profitability is important in an enterprise. So I don't have the keys to my own office cos I don't want to work too much. We have certain days out of the office and I travel every quarter for a couple of weeks because the business needs time to be the business. It needs the repetitiveness and routine and steadiness in its income generating systems.

"Definitely eccentric. Maverick or some percentage of people, component. So maverick is like then does it and everyone's like when they arrive it's like that



STEVE CURTIS

"Dream big  
Live bigger."

Dear Steve

I remember coming to your house to interview you after Merina Koly who worked with you suggested you would be an interesting (m) to include.

Steve, you taught me that:

- (m) envision something that's different
- (m) dance with loneliness
- (m) believe in possibility
- (m) are curious about the edge of knowledge.

It was fun to interview you Steve. The first thing you did was to show me a pile of books on the floor. The mountain of books was what you had already climbed; alongside climbing Everest. You shared how you liked to satisfy your curiosity and reading was one of the vehicles you use to explore that edge of knowledge + then explore the possibilities beyond the edge; be that in business, investment, philanthropy or adventures. It kind of made clearer what you had shared about schools + education programming children to become rule followers.



You shared your non linear journey, and how you believed that (m) live life on a 45° forward angle, just as you had leaned into the wind on the mountain + trusted it to support you. This 'allowing' that you mentioned more than once is significant contributor to achieving, or as you say making the impossible possible be that in overcoming cancer, or disrupting the altered states industry by taking on the giants of alcohol + pharmaceuticals. Thank

You so much for sharing your spiritual adventures too, they shared the man you were and became after being diagnosed with terminal cancer at 24.

Steve, you said yes because you were curious about my pursuit to discover different perspectives to achieve in the world, and the impact they make.

I hope you enjoy learning from the stories the others kindly shared too.

Billie (m)



Education can be struggle for maverick

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mav-er-ick

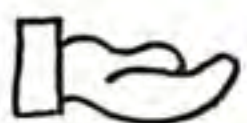
"Someone who goes against the grain, and not necessarily at the expense of other people. When people think of a maverick it's someone who's always winning, sort of striding out on their own. But you can do that in a more collaborative way, so it's not necessarily about being an individual, it's sort of about going in a sort of contrarian perspective."



BRUCE DAVIS

Co Founder and Joint Managing Director  
Abundance Generation

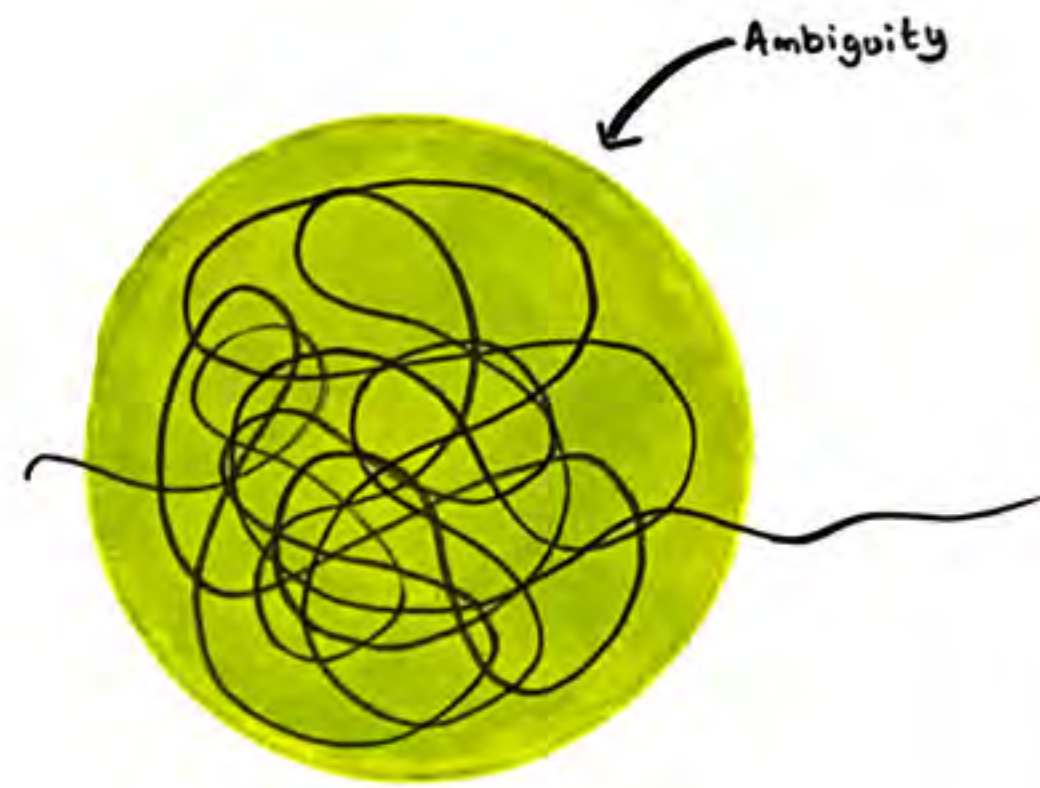
CRAZY IS...  
"thinking that you can predict what's next.  
Just get on and create it."



"Well the old JFDI (Just Fucking Do It). You won't know until you try, so why don't you just get on with it? Stop thinking about it because that's not a terribly maverick thing to do. You might as well just get on with it cos what do you care what anyone else thinks?"



To be creative in your response to a problem you have to be open to developing an insight. So a lot of people go straight for a solution, but the skill is not to do that but try and think about what the solution might be and develop an ability to deal with ambiguity. They tend to eradicate ambiguity, whereas ambiguity is where the answers are. You just have to live with it for a bit, and maybe they want it too quickly... I don't even accept my own assumptions I challenge them. I don't start from a set of assumptions of how the world is. And it can change on a daily basis cos the world changes, so I don't walk around on a kind of steady foundation. I'd rather walk around on the sand and accept that it's fluid and moves - that's what makes it interesting.



Adventure keeps you going

Ambiguity is where the answers are

You don't make any money because it's not sustainable because you are experimenting. The adventure is to keep going, even if you know you've got a reasonable chance of failure... A soft path to power and wealth wasn't terribly meaningful in the end; you weren't really in control of your life you were just wealthy... It's exciting to tread your own path so that gives you energy. I would hate to be doing the same thing day in day out just because it earned me money.



Rules are made by people who think that's how you control behaviour and rules are usually the way then people work out how to get round them. I'm much more in favour of principles and ethics than I am in terms of rules. I think they guide people better.



Principles + ethics are a better guide

STATUS QUO



Mavericks wake up others

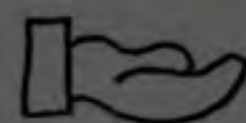


We sort of sleep walk into things as a society so some people need to be awake and at the moment we're rather sleep walking into stuff and the role of the maverick is coming up with, hey there's another way, we don't have to accept the status quo, and here's an example of how not to do that. That would be useful.



mav-er-ick

"Someone who goes against expense of other people. He who's always winning, so can do that in a more collab being an individual, it's so perspective."



"Well the old JFDI (Just Fuck It) You won't know until you try Stop thinking about it because You might as well just get on with else things?"

Dear Bruce,

When you walked into my classroom on the Delivering Innovation module of the Masters in Innovation, Creativity + Leadership you shared how the British trust banks for safety reasons and are therefore conservative consumers. You wanted to give people a more transparent and different relationship with their money, so created Abundance Generation, driven to prove that ethical finance can be achieved; albeit not easily. I can remember scribbling down, "the man's a complete <sup>staying</sup> maverick," and the idea incubated + evolved to, Steve Jobs can't be the only human being to think differently, and became the catalyst for the whole Business Mavericks project.

Bruce, you taught me that:

- (M) don't follow patterns.
- (M) don't turn off.
- (M) are an alternative view of an entrepreneur.
- (M) use their strengths to solve problems better.

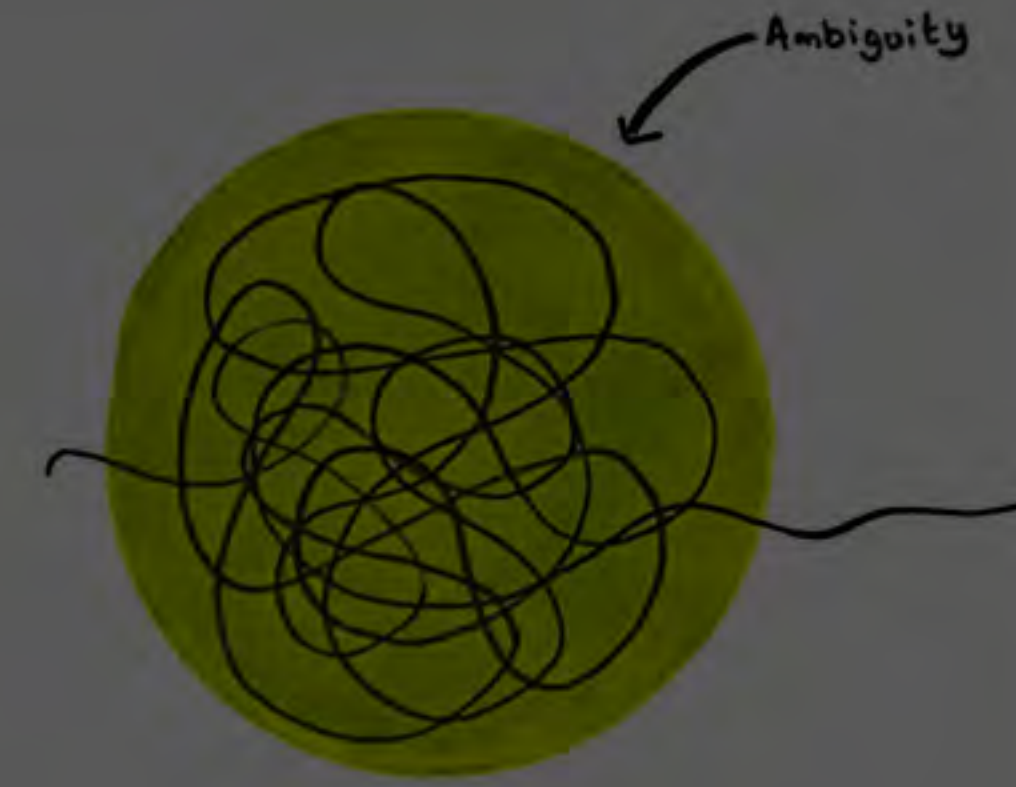
You shared how a challenge is that people don't always come along with you on the solution though. This may be due to the risks that being immersed in startups entails.

Thank you for sharing how successful execution is having:



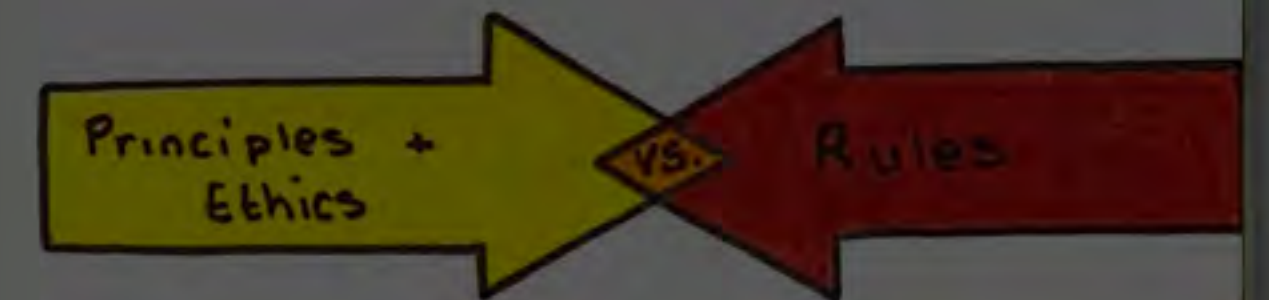
Most of all Bruce - thank you for being the catalyst of one of the biggest and most interesting adventures of my life.

Billie ☺



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mav-er-ick

"People that kind of play to a different set of rules, either organisationally or socially and yet are very effective within the wider social context. If you put a maverick next to somebody who isn't a maverick, then the maverick should outperform them just about any old way you look at them, but they definitely won't get to whatever solution they're looking at by the same route as everybody else around them, it will be noticeably different."



TREVOR DAVIS

Consumer Products Industry Expert  
Member of the IBM Academy

CRAZY IS...  
"not being crazy enough to follow a dream."



"Don't ask for feedback; trust your own instincts"

When I came into consultancy I was suddenly thrown into situations where the majority of my peers were doing very recognizably textbook pieces of work, in a market that really didn't value that anymore. And then that gave me an opportunity, a platform to really kind of get out of there and in front of people in a way that I probably hadn't been before. Because it was successful, I was encouraged to do more of it... People phone me up every day to talk to me about topics that they think I will bring something very different to.



Un textbook

Everything I get involved in really has got to have some kind of measurable kind of business benefit associated with it. And the projects I do rarely have cost savings. So these projects really got to sell more products or they've got to get market share from a competitor. So there's those kinds of hard metrics. The other side of it is that all of the people that are involved in it, just know it was the right thing to do and that was great experience, because that says to me, even if it doesn't generate that it's set out to do, then they will carry forward some of that capacity into whatever they do next. So somewhere down the line it will pay back.

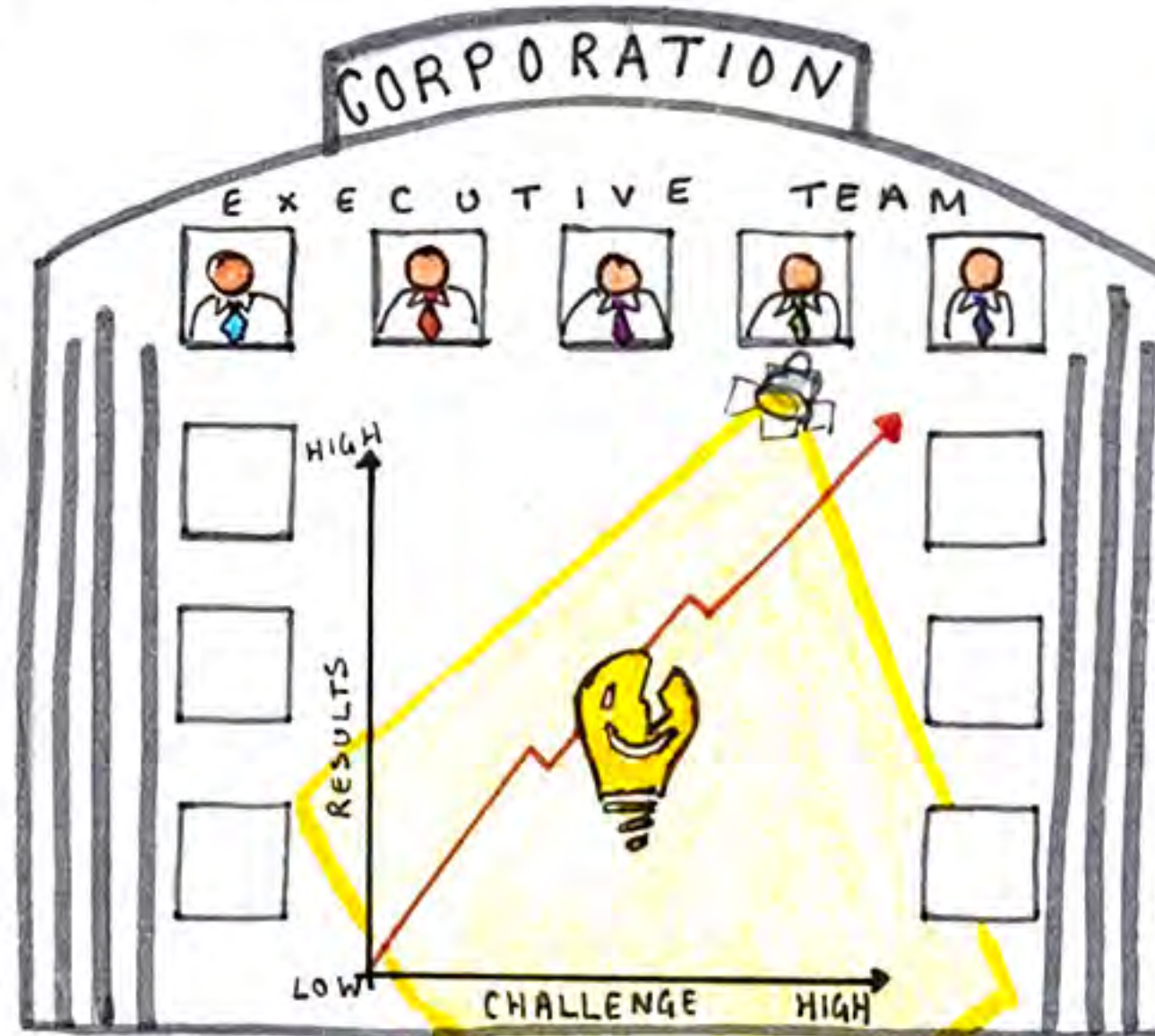


"Trevor, you should be allowed to start things, but you should never feel the need to stay around till the end." And I think that's generally what I do very well in. I get them started, with a really high-energy start, but with all the right kind of structures around what they're trying to do, and a sense that they can do it, even though it might be something a little bit strange.



mavericks are starters

Most of the mavericks outside of kind of big corporations that I tend to meet, tend to be either in very small companies or they're often working by themselves. But in big companies, my experience is that mavericks do find ways of surviving and having pretty good careers and the way they do that is by finding the bits of the business, where the maverick behaviour really does generate results. As soon as you start talking about things which are very very new or things which have been problems for a long time, then I'm definitely going to make my mark on that project or that kind of venture. And other people will probably get very frustrated or just won't make progress. To do that you tend to attach yourself to people at a senior level who kind of understand where you fit in the mix and therefore you kind of effectively have a career path that is really is very heavily influenced by them. So it's not to say you're kind of following absolutely in their footsteps but it means that you're often using their network in the organisation to find the roles, because they know the other people that will value your talents.



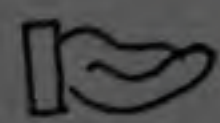
Mavericks outside and inside corporations

mav-er-ick

"People that either organisat effective within a maverick next the maverick s old way you l to whatever so route as everybo different."



TREVOR DAVIS



"Don't ask for feedback; t

Dear Trevor,

What can I say, when you came as a guest speaker on the Delivering Innovation module of the Masters in Innovation, Creativity + Leadership I was studying at Cass Business School it was apparent you think differently, or what I call think maverick! So you were an ideal candidate when I commenced the business mavericks project.

Trevor, you taught me that:

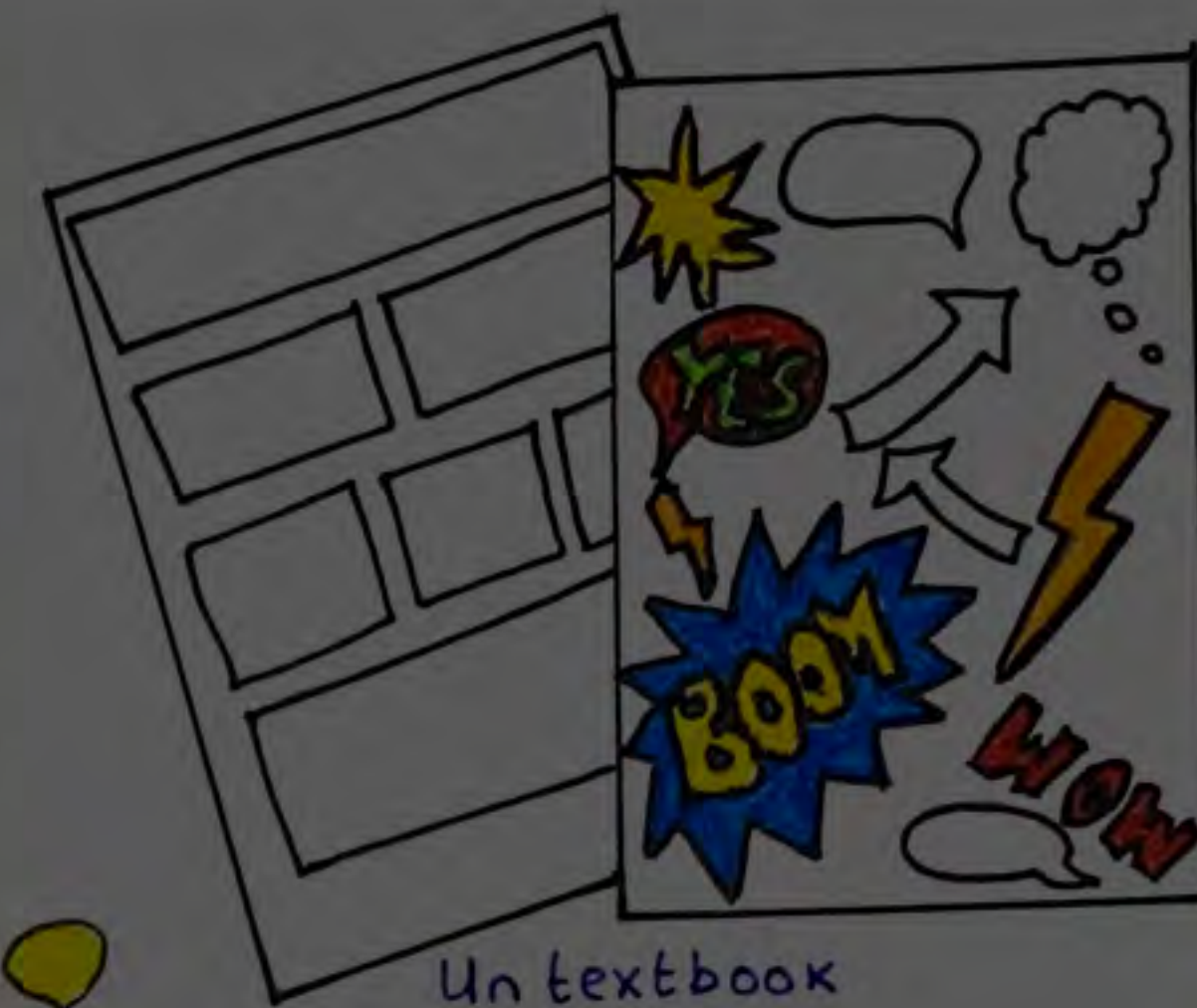
- (M) see commercial opportunities in new and different ways.
- (M) differentiate between healthy maverick behaviour and what becomes (M) ego stroking.
- (M) choose to use their maverickness more when they think it will produce a more successful outcome.
- (M) take personal + professional risks.

Your stories and insights of being a (M) within a corporation and doing so successfully I hope will inspire other readers. You also kindly shared how at home your wife keeps you grounded and on your toes + inline so you're not too (M) at home.

Thank you Trevor for showing me the London HQ, and for your advice and counsel with the (M) project; it has been valuable. Along the way we've got to know each other as humans + friends.

Hope you like my attempt at drawing a comic book. Recall you have a fascination with them, not sure if you collect them skill.

Thanks again  
Bennie (M)



Un textbook

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mavericks are starters

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nav-er-ick

"Somebody who sees things differently.  
Somebody who is willing to work against the crowd.  
Somebody who's not afraid to be told they are wrong,  
and are prepared to have that conversation."

CRAZY IS...  
"doing the same thing  
and expecting different  
results."



CHARLES DAY

Co Founder The Lookinglass

"Don't be afraid to speak your mind.  
Don't be afraid to explore the possibilities of a situation.  
Don't be afraid because it's always been done that way,  
that means that's the way it should go on being done.  
Be open to the fact that there are different and other ways to look at something,  
and making sure you're surrounded by, and networking with people who are  
unafraid to look at the world in different ways."

You have to be prepared to work against the status quo; which is a pretty powerful force. You have to provoke the conversation, you have to be prepared to deal with people frustrated by the fact that you want to have that conversation they want to have, you want to take them to a different place. You have to have relatively thick skin from all those perspectives and that's probably the biggest resource you need to begin, if you're gonna be prepared to help people see things in a different way. It's kind of this notion of standing in front of the freight train called the status quo and saying STOP. It's a very powerful force the status quo. People think about it as static, it isn't static at all, it's relentlessly coming at you saying we're going to do it the same way and here's all the reasons we're going to do it the same way. You've got to take a lot of willpower to say NO, we're not doing it that way. Your first connection to me was through an article I wrote last year for Fast Company, 4 weapons, so somebody commented on that article and said how ridiculous it was that anybody would use the word weapons to describe somebody working in a creative world, and I thought to myself you just don't understand how powerful a force the status quo is, because you're absolutely in a battle with the status quo every day.



Status Quo freight train

**Problem Solution**

- \* Late fees
- \* choice
- \* easy access to home movies?
- \* no niche films
- \* what movies may I love?
- \* All ↑ from my sofa

**NETFLIX**

Build businesses that solve problems

I'm a big believer that businesses are built best when they have a map, when they have a destination that they're trying to reach and that they can start navigating what is the journey we're gonna have to take and who will we need to have join us on the way and what skills and support do we need. Now the destination can change and almost always does over time as you kind of go through the process, but you need a starting place and I think that is pretty lacking in almost all businesses that I see. Everybody focuses on what we do, this is what we do and this is how we do it. Well most customers are not really interested in either one of the two things. They don't care about what you do and especially don't care how you do it, what they care about is can you help them solve a problem that they have... So a successful venture is, this is the problem we're here to solve and this is what it's going to take to solve the problem and then let's build a business to do that. One of the best examples is Netflix who knew the company they wanted to be 9 years before they could be that company. They wanted to be New Flicks, the internet home movie delivery company and they knew the internet couldn't give them the bandwidth they needed to do their business for 9 more years so they were prepared to build a business while waiting for the technology to catch up when they got all the other pieces in place, and when the internet did catch up in 2008 it just went virtual. That to me is a successful venture, not just because of what they achieved but because they achieved it because they were clear about what they were trying to achieve.

I'm a student of how organizations are on creativity and creative thinking. I study that. I really think that's an absolutely crucial foundation for the world going forward and businesses have to be able to figure out how do we bring in original thinkers into this business and how do we get them to be able to apply their genius to solving problems that we have no ability to predict at the moment, so unlocking creativity at the personal level and at the organizational level... especially in today's world we're entering what people are beginning to call the creative economy which is not about industrial processes. It's not about managing knowledge, it's about being able to navigate uncertainty. And I think that requires people who are willing to stand up and say the ways that we've done stuff until now is unsustainable, that's not going to work in the future. We have to think about this problem differently and if we don't do that we're destined both individually and organizationally and even as a society to cause ourselves enormous problems and to pretty unrelentingly fail to unlock our own potential so there's a responsibility to that.



ma-ver-ick

"Somebody who sees things  
Somebody who is willing to  
Somebody who's not afraid  
and are prepared to have



CHARLES DAY

Don't be afraid to speak your mind  
Don't be afraid to explore the possibilities  
Don't be afraid because it's always  
that means that's the way it is  
Be open to the fact that there are  
and making sure you're surrounded  
unafraid to look at the world in

Dear Charles,

When I came across your Fast Company article, the 4 weapons of exceptional creative leaders I knew I wanted to interview you for the (m) project. lucky for me you said you were 'delighted' to participate

Charles, you taught me that:

- (m) know the problem they're trying to solve
- (m) are judicious about realizing and only acting where their energy can make a difference
- (m) don't follow rote behaviour or traditional thinking
- (m) remove the noise to ensure they really understand the real problem.

It was clear you do this by listening and kind of being Sherlock Holmesian, and by stretching the conversation so people can take a step back + more clearly see the problem. What you then do is help them explore the biggest potential opportunity. As you said, you don't need drugs, but a substantial problem to be grappling with.



Charles you explained how to be really helpful; to see things from another's perspective. Essential because people are invested in the status quo and that's the biggest emotional barrier that needs to be overcome; be that with the team or its leader. Your take on leadership was interesting. Most leaders think they are change agents, when actually they are care takers. And even fewer are Evangelists. Quite often because they don't realise their own strengths.

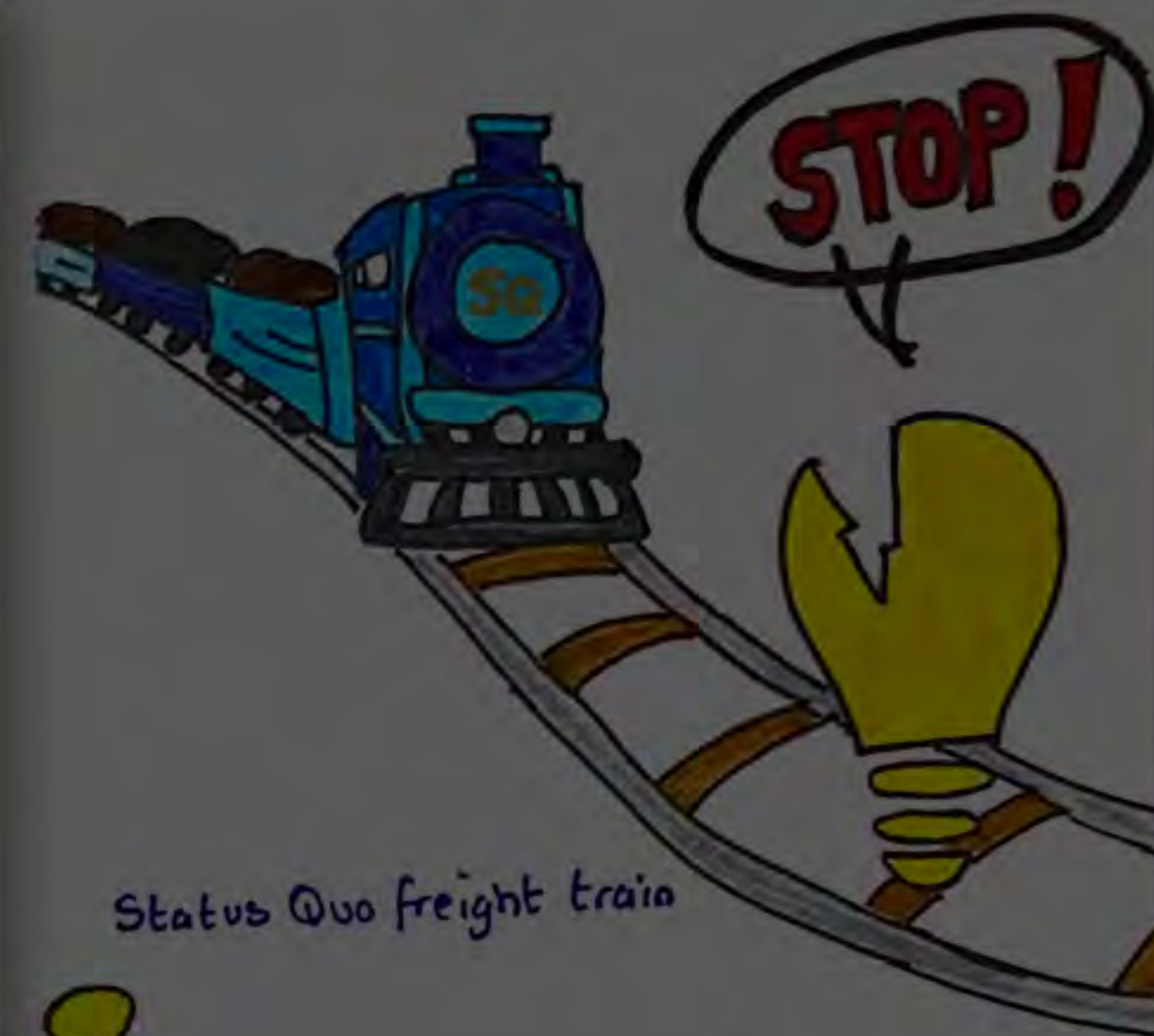
Your stories of how different you and your wife + business partner Chris are, and how being so adds + expands the possibilities was interesting, especially as alternate lenses to creativity. And you shared the role of rules as guardrails for creativity. What you need to ensure you're applying the right rules; ones that help + not hinder solving the problem.

Charles, thank you for sharing your time and ideas. You said 'that's a good/great question so many times through the interview I felt I was on the right track.

We laughed and learnt from each other, which is always a good thing isn't it?

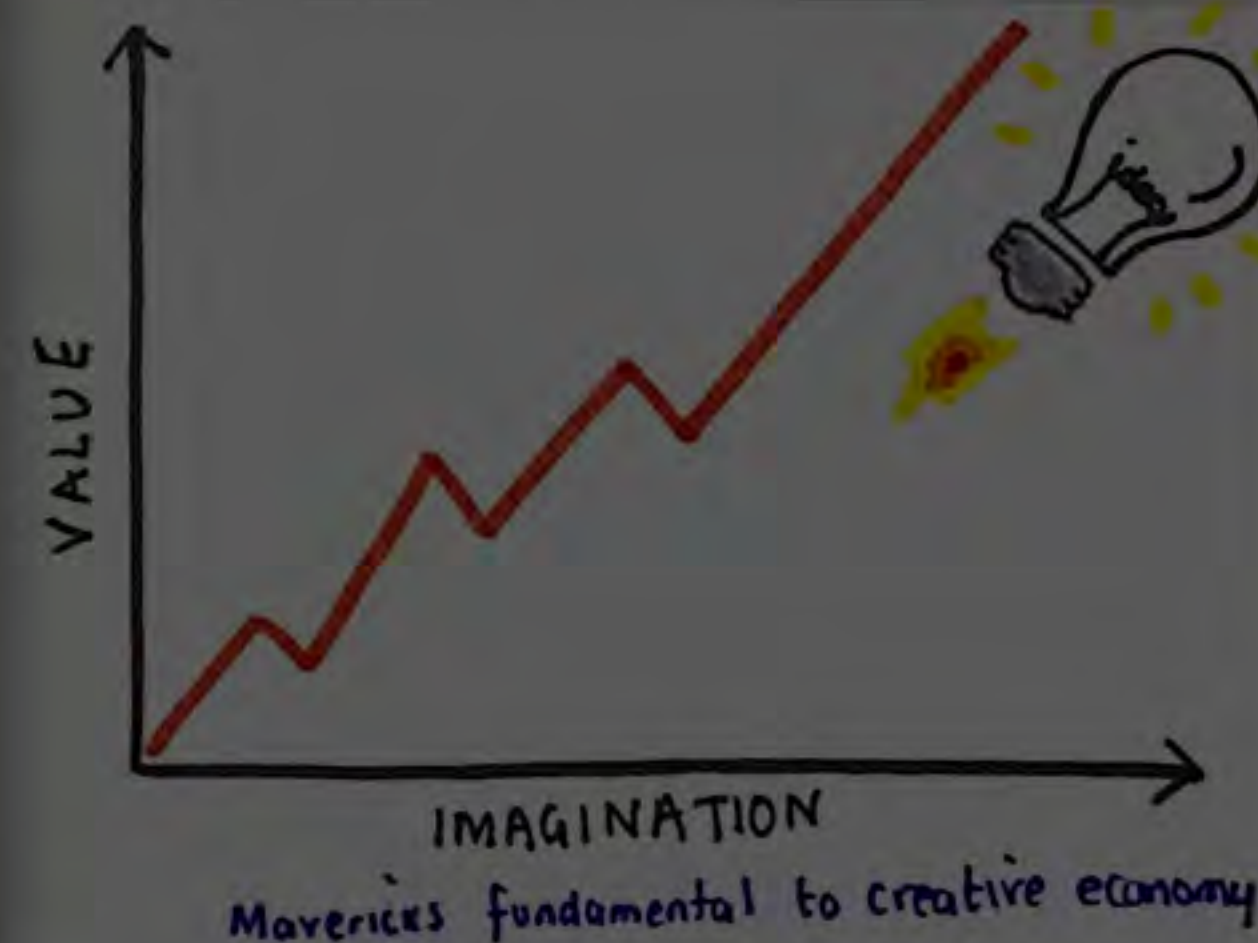
I'd also like to say thank you for the conversations to support me and the (m) project on regular basis after the interview and for always believing in me and inspiring me to continue. I hope you like the format and enjoy reading the stones from the other (m).

Bilmi (i)



Status Quo freight train

I'm a big believer that businesses are built best when they have a map, when they have a destination that they're trying to reach and that they can start navigating what is the journey we're gonna have to take and who will we need to have join us on the way and what skills and support do we need. Now the destination can change and almost always does over time as you kind of go through the process, but you need a starting place and I think that is pretty lacking in almost all businesses that I see. Everybody focuses on what we do, this is what we do and this is how we do it. Well most customers are not really interested in either one of the two things. They don't care about what you do and especially don't care how you do it, what they care about is can you help them solve a problem that they have... So a successful venture is, this is the problem we're here to solve and this is what it's going to take to solve the problem and then let's build a business to do that. One of the best examples is Netflix who knew the company they wanted to be 9 years before they could be that company. They wanted to be New Flicks, the internet home movie delivery company and they knew the internet couldn't give them the bandwidth they needed to do their business for 9 more years so they were prepared to build a business while waiting for the technology to catch up when they got all the other pieces in place, and when the internet did catch up in 2008 it just went virtual. That to me is a successful venture, not just because of what they achieved but because they achieved it because they were clear about what they were trying to achieve.





"I would define a maverick mostly by being disruptive. Always trying to be disruptive and even though they have this big idea, this big vision moving towards something and they know that failing is the most likely option, they will still proceed with it anyway, simply because this idea is worth failing for."

CRAZY IS...  
"a compliment."



"Don't let anybody tell you what you can or cannot do. I think that's the most important thing, especially if something is taboo. You always want what you can't have. If you feel you are a maverick surround yourself with as many people that tell you that what you're doing is not the right thing. It's going to push you to do it even more."

Even though failing is the most likely option mavericks will still proceed with it anyway simply because this idea is worth failing for.... I remember one moment that defined my journey as an entrepreneur when somebody at our event, and this happens regularly, I don't know why this time it made such a huge impact. There was an attendee in the audience and we have an appreciation round afterwards, after the speakers are done sharing their story. The audience can share what they think about the speaker and there was this one girl who literally burst out into tears about how this episode of Incitement had changed her life, had been so incredibly transformational and inspirational to her. How she would do certain things different from today onwards and I was just spectating and was like this is the moment when I realized that even though the chance of failure is bigger than the chance of succeeding it's worth failing for because if we can just impact one person like that it's already a success.



we are stubborn !!!

I wanted to do things differently because I think there's things in the world that seriously need to change. We know that when we tap into the youth they will be the ones who figure out how we have to change it. For my generation the beliefs and the core values have already kind of taken shape so it becomes difficult to change that but the mindsets of the younger generation we can still build, we can still influence that, we can still try to instill the sense of rightness into them in the hope that later on they will sit together and rule the governments and are empowered... Youth have so many interesting things to say. Rules, they don't consider them to be rules yet you know. They don't have to break them; they just don't exist yet. It's very interesting to hear, to learn from them how they will change things if they could and that's what I really love learning about.



Initially difficult to get people to believe in you and your idea + then

Some ideas are worth failing for

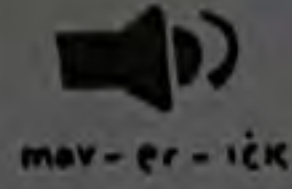


I'm very stubborn. People always tend to say your stubborn in a very negative context. Oh you're so stubborn, you won't buy in or you won't budge. But I find that is the single most valuable character trait that I have. It can be annoying for people sometimes but at the same time it has gotten us to question things all the time. When things happen in a certain way there's this nagging feeling that even though the easiest way is to comply with it or to just do it the way it has been done I have this feeling that no, it's just not right and the fact that we won't give in when it comes to these things makes it annoying to people because we keep emphasizing and hammering on the things that we believe in. That has gotten us the furthest, yeah being stubborn.



Youth will change the world

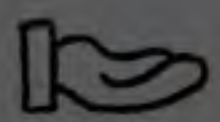
As many people that will think you're crazy, there are people who will be inspired by what you do. So being a business maverick, especially when you're starting, it's difficult to get people to believe you in moments or to have faith in what you're doing. The upside is once you convince one person you don't have to convince another, because other people will convince their network for you. Word of mouth is the most powerful form of marketing there is and this is what Incitement has been growing on. We haven't invested a single cent in marketing. It's just people talking to people and not just online and it happens offline. And that's how we've grown to a lot of different countries so once you've convinced someone it's easy to grow but it's difficult to get someone to believe, to have your back basically.



"I would define a maverick  
Always trying to be disruptive  
this big vision moving toward  
is the most likely option, it  
simply because this idea is



DANIEL DE GRUJTER



"Don't let anybody tell you what  
I think that's the most important  
You always want what you can  
If you feel you are a maverick  
that tell you that what you're  
It's going to push you to do it

Dear Daniel,

When (m) Paul Helman who had met you at Mindvalley told me about you and the wonderful work Incitement is doing for young people I was thrilled you said YES to being interviewed.

Daniel, you taught me that:

- (m) pursue entrepreneurship that is value driven. Value for { yourself  
your environment  
your community.
- (m) know things in the world seriously need to change, and act on that.
- (m) apply grit + relentlessness, which is why they persevere even when they hit rock bottom.
- (m) are not afraid to stand up for what they believe.

The last point, well we laughed a lot about that one; the stubbornness of our dads. Yours with his baseball bat and mine with his hockey stick, if required! Both men who were prepared to stand up and fight for what they believed! Literally!!!



I ♥ loved the stories you shared of Zixry Kholil your co founder who described the entrepreneur journey as, "sometimes you live like Bill Gates and at other times like a back packer."

You shared how you'd learnt about generosity, of doing without expecting a return from Simon Sinek. Alongside having a clear why. A why specific enough for people to believe in and broad enough for them to own it and make it something by themselves. It made sense when you said if your why is strong no matter how badly you fuck up, you just accept it, and try again. Especially when you're trying to run a social business in a country that doesn't get social businesses. A business that empowers + equips young people to be decision makers in their lives + for the world.

Thank you so much Daniel. You made time for my (m) project because... finally someone who appreciates people who challenge the status quo + think differently. I hope you enjoy the stories + insights from the other (m); just as I am sure they will ♥ yours.

Billie ☺

Some ideas are worth failing for



I'm very stubborn. People always tend to say your stubborn in a very negative context. Oh you're so stubborn, you won't buy in or you won't budge. But I find that is the single most valuable character trait that I have. It can be annoying for people sometimes but at the same time it has gotten us to question things all the time. When things happen in a certain way there's this nagging feeling that even though the easiest way is to comply with it or to just do it the way it has been done I have this feeling that no, it's just not right and the fact that we won't give in when it comes to these things makes it annoying to people because we keep emphasizing and hammering on the things that we believe in. That has gotten us the furthest, yeah being stubborn.



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"Someone who is thinking outside the box, who is passionate about what they do but has a big picture about what they do and where they are going. Heading in that direction because they have an end goal that would result in some impact or change. So far for me it's about making a positive impact on the world through the purchasing power of consumers in the West by connecting them to impoverished communities that would thrive because of business opportunity, but they can't succeed without that connection to the customers/consumers that have money to purchase the products that they would be making through the business opportunities that I give them."

**CRAZY IS...**  
 "believing that a company focused on employing at-risk women can be profitable and scalable."



KIRSTEN DICKERSON

Founder + CEO Raven + Lily

"I would ask them to make sure that whatever is driving them is real and that they know what their identity is and who they are. And you know that learning by making mistakes is O.K. Taking risks is absolutely necessary. Being able to listen to the input of others without feeling obligated to do what others say will be part of the journey to be successful in reaching your full potential."

I never wanted to do what other people do, just as a matter of how I live. So whether that's how I'm dressing. I went to school and university that was pretty conservative and in my junior year I just busted out of that bubble there and that's when I decided to do the first programme that they offered to study in Africa. I did that and then I decided to take a year off and lived overseas after the Iron Curtain fell and then did a year of working with students in the former Soviet Union. And the day after I graduated from college I decided to go to India and volunteer with Mother Theresa and other non-profits and nobody was doing that at the time. It was really interesting, a lot of students had access to global study and travel I loved that because those experiences were really unique. None of my other friends did anything like that. It meant that I like had this drive inside to see the world and explore not just conform. I don't really know why that is or where it came from so not in a rebellious way, but I've always marched to the beat of my own drum.



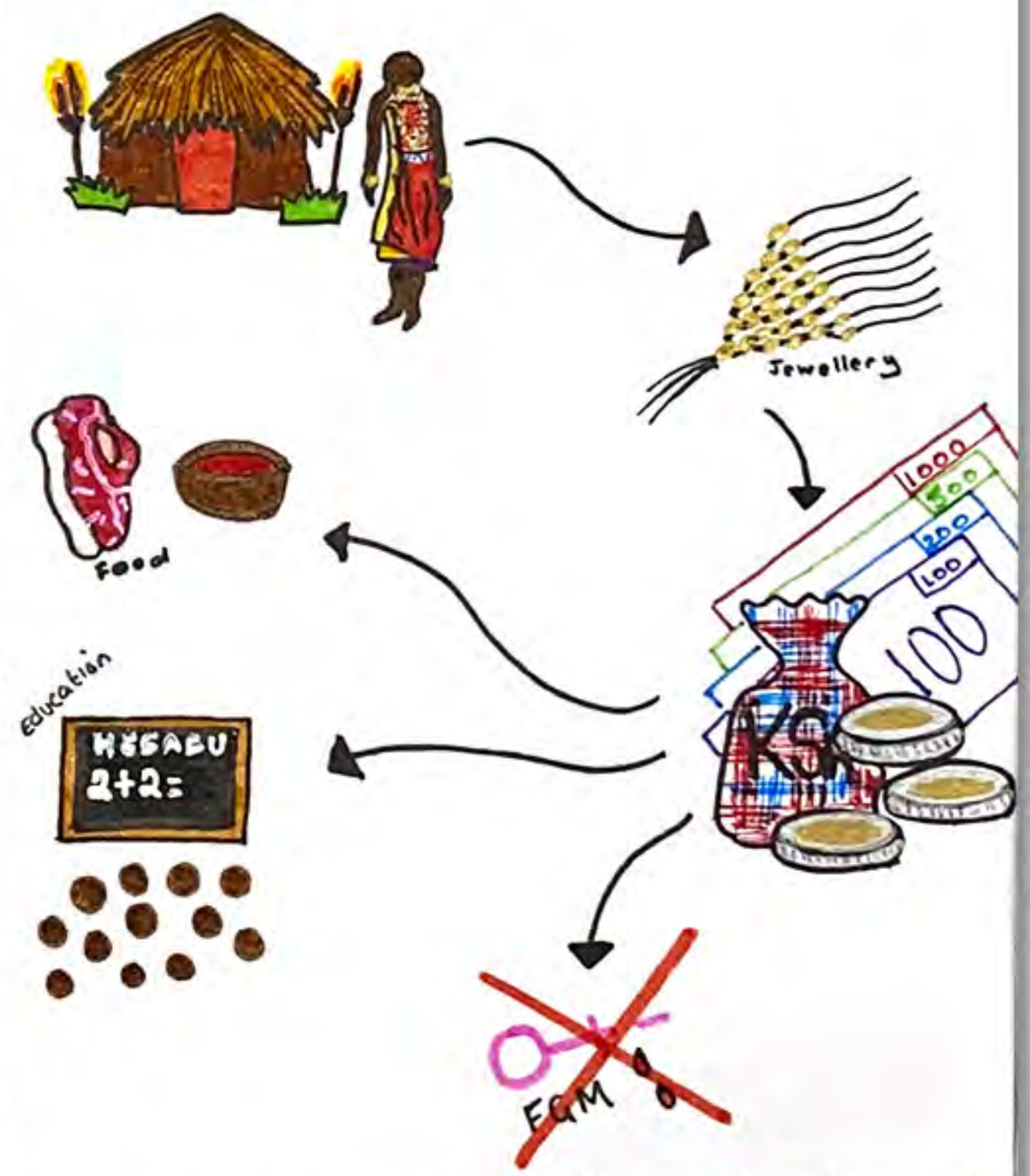
March to beat of own drum.



Support and encouragement

I couldn't have built this company without my husband and it really helps because he knows me and understands me and why I think differently and why I want to do things differently and he's absolutely supported those choices when there's been controversy or questioning of everybody around me, he hasn't given up. And so he's been able to stay by my side with this vision of wanting to do this for these women and helped me believe in it to see the end result of what could happen when really nobody else did.... My husband is my biggest fan and I'm his biggest fan, so I think it's a funny combination. I think we've learnt how to make that work for each other and really be there and really have a best friend relationship too

The Masai group in Kenya, this community is very traditional and they're very tribal, they still live in mud and manure huts in very remote areas of Kenya and I just visited them recently. These women are absolutely stunning and beautiful and they're very committed to preserving their cultural values as a tribe, but the women have these beautiful skills and started receiving opportunity through the non-profit and the company that we partnered with that asked us to help them come up with designs and expand their efforts, so I said Yes. So we've been sort of growing what they started, and basically we've been given the opportunity for these women to sell their jewellery and because the women starting making income from their beaded jewellery they were able to help fund the school. So they were the first generation to send girls to school in that whole region and the leaders like Nakaya, my wonderful Masai Elder friend, she was one of the ones that used to perform female genital mutilations as part of their practice and she was able to say we no longer should do this. This doesn't value our girls and she was able to say as a leader, because of the sale of the jewellery and the respect they had been earning to say we can still do ceremonies when the girls should enter the womanhood, but it doesn't have to be practice of FGM and they've eradicated FGM from that region, so two things have happened because of the sale of jewellery. You know it's amazing that these women are still super tribal, most of the Masai men have multiple wives, they're very traditional herders, so the culture is still very Masai but within that culture they felt they had to empower the women and protect the women have happened because they've become little business owners. They do it in a very community not individualistic at all, they vote on how the money is used. They voted to send 50% of all the money we sent for our orders to fund the teacher salaries for the schools and the other 50% is used as needed for food or for school scholarships within the community to send the kids to school. I mean it's amazing.



Mavericks make a positive impact on the world.

may-er-ick

"Someone who is thinking outside the box but has a big picture about heading in that direction because in some impact or change. So far on the world through the purchase connecting them to impoverished business opportunity, but they call the customers/consumers that they would be making through the




"I would ask them to make sure that they know what their identity learning by making mistakes is. Being able to listen to the input of what others say will be part of your full potential."

Dear Kirsten,

When I came across the article 10 women + 42 Bullets + 14 hours = something beautiful, on Upworthy, your PR team thought you'd be a great fit for the (M) project.

Kirsten, you taught me that:

- (M) encourage and promote others to do their own thing.
- (M) don't compromise on their mission
- (M) don't like to be told what to do
- (M) are catalysts to make a difference + change the world by impact.

 Kirsten in our home you are simply known as "BULLET GIRL," because of the story of women melting bullet shells into beads and creating artisan jewellery.

You started Raven + Lily to empower women, often marginalised women. Ostracized, raped women, prostitutes, + women from slums and remote areas with few opportunities. Instead of pity sales you gave them respect + dignity, status + value through their artisanal products.

The stories you shared were so powerful and showed the power of empathy. A woman designer with a massive ♥ heart from the West supporting them via an ethical fashion platform. In doing so helped transform whole communities, whilst providing women in the West to help their Eastern sisters by spending their money in a meaningful + impactful way.

Your stories of the gender discrimination you faced as a woman leader in the early stages of your company resonated as it gave you a glimpse of the kinds of challenges the women you were striving to help face daily made the mission more personal to you. And in doing so creating a creative business model that pools ideas that exist and builds on them, resulting in a new model. One that is non-profit, eco friendly, fairtrade, sustainable, ethical + social. One that fits the (M) way of your business.

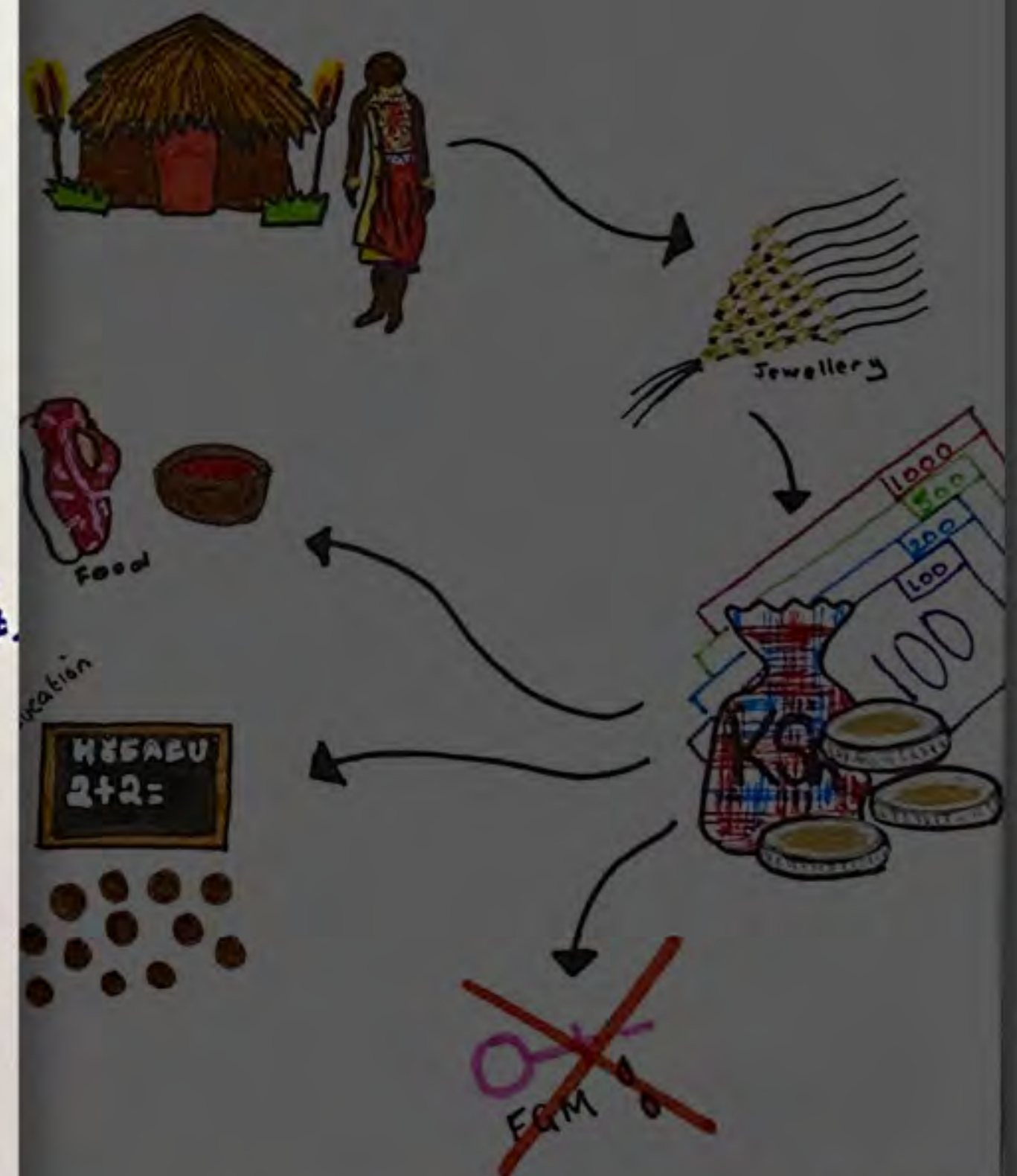
Kirsten, thank you, for your time, kind words and humbling stories. I remember after the interview pushing back my chair and wondering how did I get here? And how on earth am I gonna do justice to the beautiful content. So I really hope you like the book you're holding in your hands!

Ernie (M)



March to beat of own drum.

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Mavericks make a positive impact on the world.





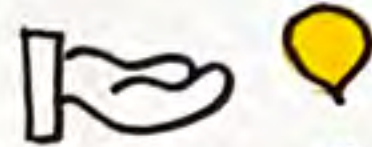
"Somebody who has an idea and a vision, and the determination to see it through."

CRAZY IS...  
"listening to others properly, caring about them and for them."



MIKE DICKSON

CEO Rainmaker Foundation  
Founder Whizz-Kidz



"Look up the dictionary definition of the word hubris and get a grip. Just generally don't believe you are wonderful. So if you think you're wonderful, basically you're not!"



Risk is creating anything, like Whizz Kidz, a business, or writing a book or starting a charitable foundation or even, I've run 6 marathons, been up mountains so any particular time when you decide to step off the pavement becomes a risk...I'm very creative, very imaginative. I have very very exceptionally high emotional intelligence EQ and whenever I decide to do something, as a result of this creativity, I always underestimate the problems of achieving it. So there's a huge naivety that comes with the ability to think up an idea. Never ever imagine it's ever going to be too hard, but it is...Hopeless optimism.



purpose of life is to help others

Thinking differently demands gathering really good people around you, the ability to listen and absolute cast iron determination to fulfil what you want to do. In other words you never, ever, ever give in, it's what Mr. Churchill would say... I think philanthropists raise good money for people they inspirational, who at the same time are determined to fulfil a dream. They don't have to know how to do it they just have to be absolutely determined to do it. And so I think it comes in the nature of a dream, whether it's starting an Italian restaurant or writing a book or composing a symphony the person has to really want to do it. They have to be determined to do it...The challenge is self-discipline. It's incredibly difficult to be courageous all the time, so overcoming self-doubt, not giving up, getting on with it. And making a fuss of everybody that wants to help you achieve.



Under estimate problems of achieving

What I do has nothing to do at all with the bottom line. I spend most of my life persuading people who've got quite enough to become useful. So I search for their bottom line and then persuade them that they've got quite enough and they need to get a grip now and help other people, because I believe the purpose of life is to help other people...If you happen to be in the fortunate position of being able to inspire people to be useful, eventually often people believe it. So people think I'm inspiration so I become inspiration; it's chicken and egg...Since I wrote the book [Please Take One - How to live a more generous life], I've been able to create a global charitable foundation which helps millions of people.

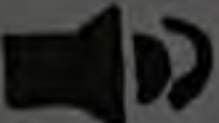


Courage, determination + self discipline



need believers in idea

Planning and the ability to change direction at any given moment, and also very very good people.... You've got to have a very good, very inspirational idea and you've got to persuade people to implement it for you.


 "Somebody who has an idea and the determination to"

Dear Mike,  
 Please Take One\* (\*One step towards a more generous life). NOW. I remember reading your book which starts with the story of a young girl called Sammy who was in need of a wheelchair. And how you ended up creating the Whizz-kids movement to supply equipment to disabled children + young people. We arranged to meet. I was a children's nurse at the time trying to figure out how to set up a children's charity. I had no idea at the time you would jump into my head as a (m) to interview for a completely different project. I asked you because you were the only human being I knew who worked with companies not to show them how to make money, but to say you have enough. Let's see how you can give it away more effectively.

Mike, you taught me that:

- (m) sacrifice sleep and cash to achieve their mission.
- (m) never ever ever give up
- (m) know when to turn the charm on.
- (m) are born but have to learn to apply their (m) desires to practical hard work.

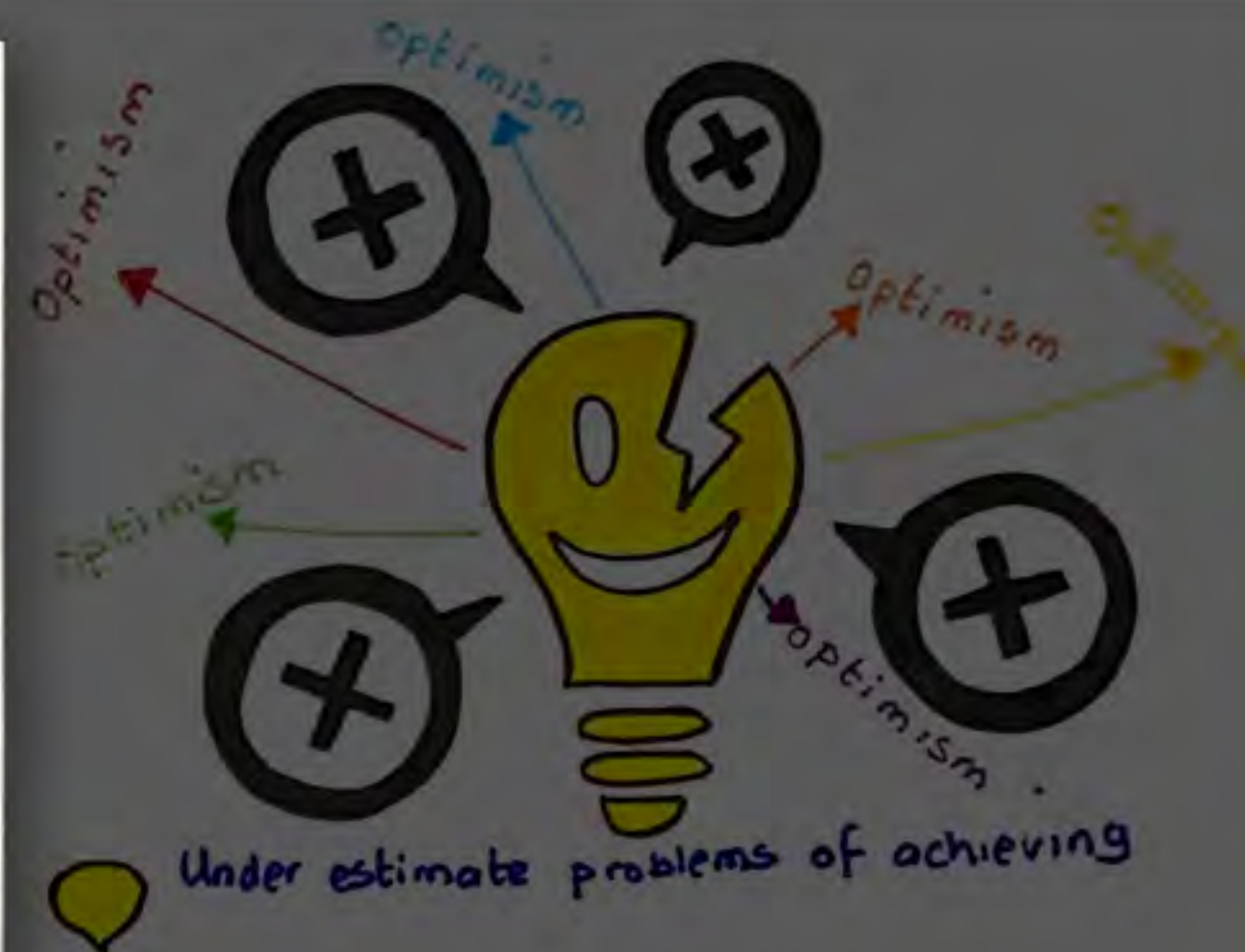


You shared how you persuade people who have quite enough to become useful to other people by using their success for significance. You do this using servant leadership, leading from behind, acknowledging how teams are essential as you can't achieve anything on your own. You ensure your team knows why their working on the mission, just like Simon Sinek says.

Mike, I've met Shuna, Annabel and William, your wife + kids. All who work in the philanthropy field. I ❤️ watching them take the 'piss out of you' just as you told me they do in your interview.

Mike, you are most definitely one of the most humble human beings I have ever met. You created Whizz Kidz, the UK's largest supplier of paediatric mobility aids and with the Runmaker Foundation connect philanthropists and change makers. And yet you've always found time for me, become my friend, listened + most importantly for us + our families to eat cake together, whilst telling my husband, "She's completely bonkers you know." You said you'd like the ability to melt people's hearts to be your superpower. Well you did that the first time I met you. We were in New Zealand House in London. It was madness around us, as you had some big launch going on. And there you sat calmly advising me on how I could be more useful to the world! WOW!

Thank you Billy



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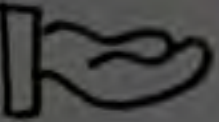


Courage, determination + self discipline

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MIKE DICKSON


 "Look up the dictionary definition. Just generally don't believe you. So if you think you're wonder"



mav-er-ick

"Somebody who's probably really passionate about a cause, who is willing to take the risks, who's going to listen to all the naysayers tell him or her. That it's absolutely not doable like no way, but go ahead and do it. It's somebody who's gonna be persistent and obsessive and it's somebody who's probably an expert right? I think they probably know something, they have a deep knowledge about their specific area of interest, you know their area of passion."



Women entrepreneur leadership role

I'm a woman entrepreneur from the Middle East so I have a different mentorship role and leadership role to play in helping people from my country and our region of the world to believe in their dreams, or pursue their dreams and become entrepreneurs if they want to. I especially feel that kind of goal feels important to me from a woman's perspective so I feel like I'm a role model and it would be good to first of all discover if there's something I'm doing that's kind of the secret sauce, if we can discover what that is and then share that and encourage more people to do that.



I really believe that emotions matter in our world and I think as we become more and more digital, the emotion element is missing from our interactions with our phone, but also with our interactions with each other. So a lot of my conversation is through chat messaging and email. I feel like that there's no emotion in the digital world and I want to bring emotions to our digital world. It's weird like I don't do them differently on purpose, so for example when we're thinking about a new market somebody will say, why will somebody sign up to use our emotion kit and why would they do that? And to me it's like the gap is clear, and I'm like this is why they should use our stuff....The legacy is like 10 years down the line, 20 years down the line to look back and say WOW, we can't imagine a life without Skype, what would we have done? Right? I want to leave a stamp in our digital experiences, where people cannot imagine technology without emotion like they'll all say, how did it all work without emotion?



emotions matter



RANA EL KALIOUBY

CEO and Co Founder Affectiva

CRAZY IS...  
"believing in your vision even when it sometimes feels the rest of the world doesn't see it."



Idea takes 100% of mind share



The disadvantage of being a maverick is it's very stressful I find like my idea takes almost 100% of my mind share. I'm thinking about it when I'm driving, when I'm showering, when I'm like asleep. It's just like intense and that could be hard personally.



"First advice is just ignore the naysayers. Go get it, just believe in it and go get it."



Being a maverick is related to creativity because you have to solve problems outside of the box cos a lot of these things no one's done before and it's not obvious right? So you have to really draw on, sometimes it's like really crazy ideas. Creativity and innovation go hand in hand. I don't think you can be a maverick and not embrace innovation.



creativity is crazy ideas

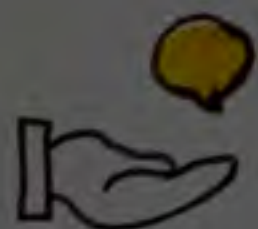


may - er - ick

"Somebody a cause, going to list That it's a go ahead and persistent and probably and know some their specific of passion."



RANA EL KALIOUBY



"First advice is just ignore Go get it, just believe in it"

Dear Rana,

When I came across you and your work in the Entrepreneur magazine article The Seven Most Powerful Women to Watch in 2014, I knew I had to reach out to you.

The facial recognition technology fascinated me. Your work like mine had grown from a research project, and more so because it commenced with how facial coding technologies can ease autism spectrum disorders. Having cared for children on the autistic spectrum as an ex-childrens nurse your work touched both my head, and my heart.♥

Whilst interviewing you I realised just how passionately you believed emotions matter, especially as we become more and more digital.

I realized how brave you were in that even though Plan A was being a University Professor, you ventured on to Plan B, an entrepreneur business woman because it would enable the facial recognition technology to become much more ubiquitous. This path enabled the idea to have greater impact and change the world. I loved the clarity of your vision that in 10 - 20 years the world would look back and wonder how we ever thought of technology without emotion.

Thank you Rana for being so passionate about your work and even more so for taking the time to talk to me and share your personal stories, some that respecting your wishes I cannot share that I was humbled and privileged to hear. Your empathy and kindness is beautiful. And I respect the way in which you take responsibility for being a role model to women entrepreneurs. I look forward to reading + learning more about in your upcoming memoir Girl Decoded.



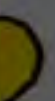
Affectiva

more about

Thanks again,

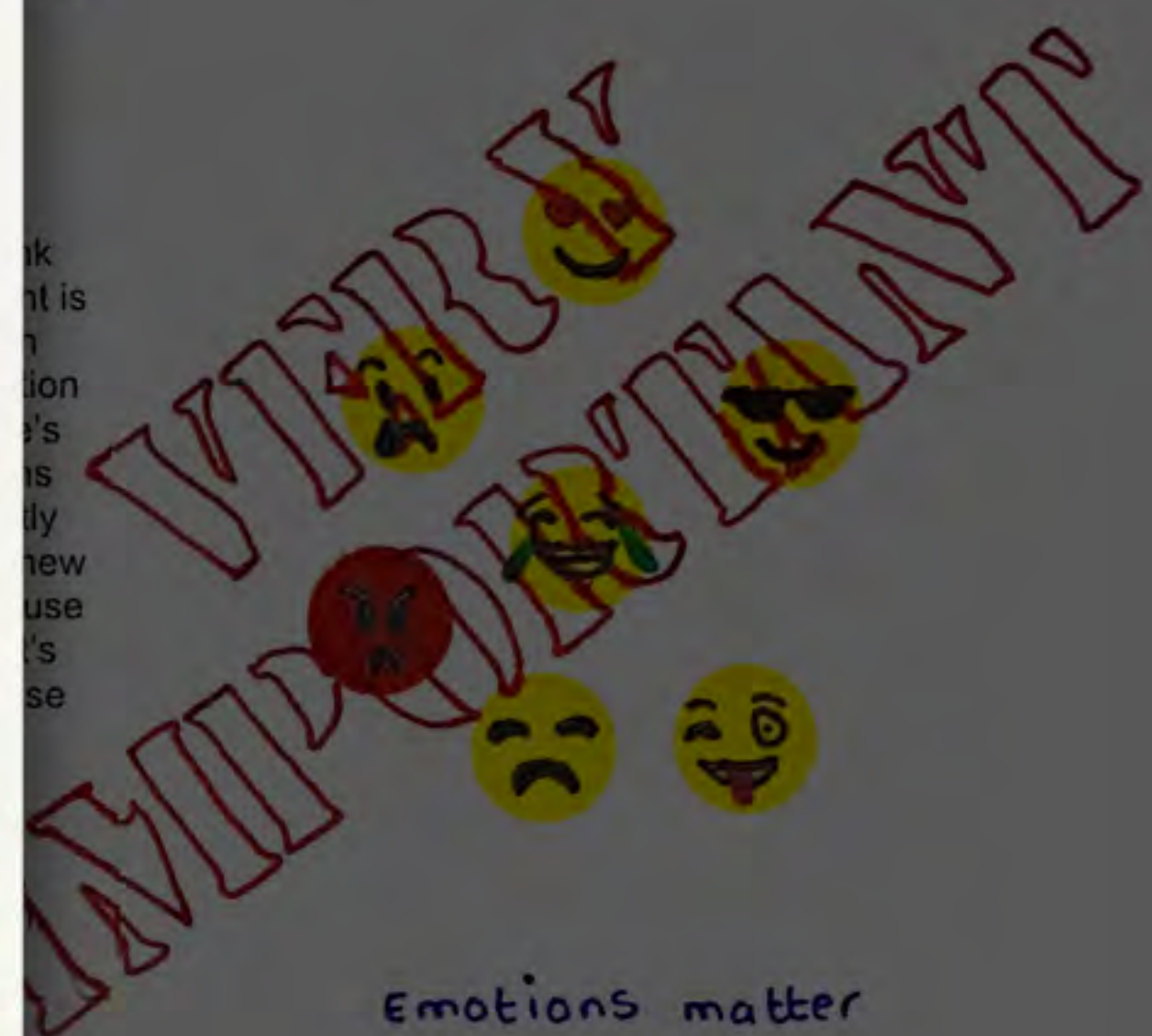
Bimie ☺

Humanizing technology.

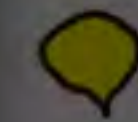


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ale



Emotions matter



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creativity is crazy ideas

🔊 mav-er-ick

"Someone that moves quickly and does not take the same route as the majority does. Someone who is not afraid to create conflict, if they expect that will yield some sort of benefit for the parties. Somebody who's not afraid to voice there opinion."



IGOR FALETSKI

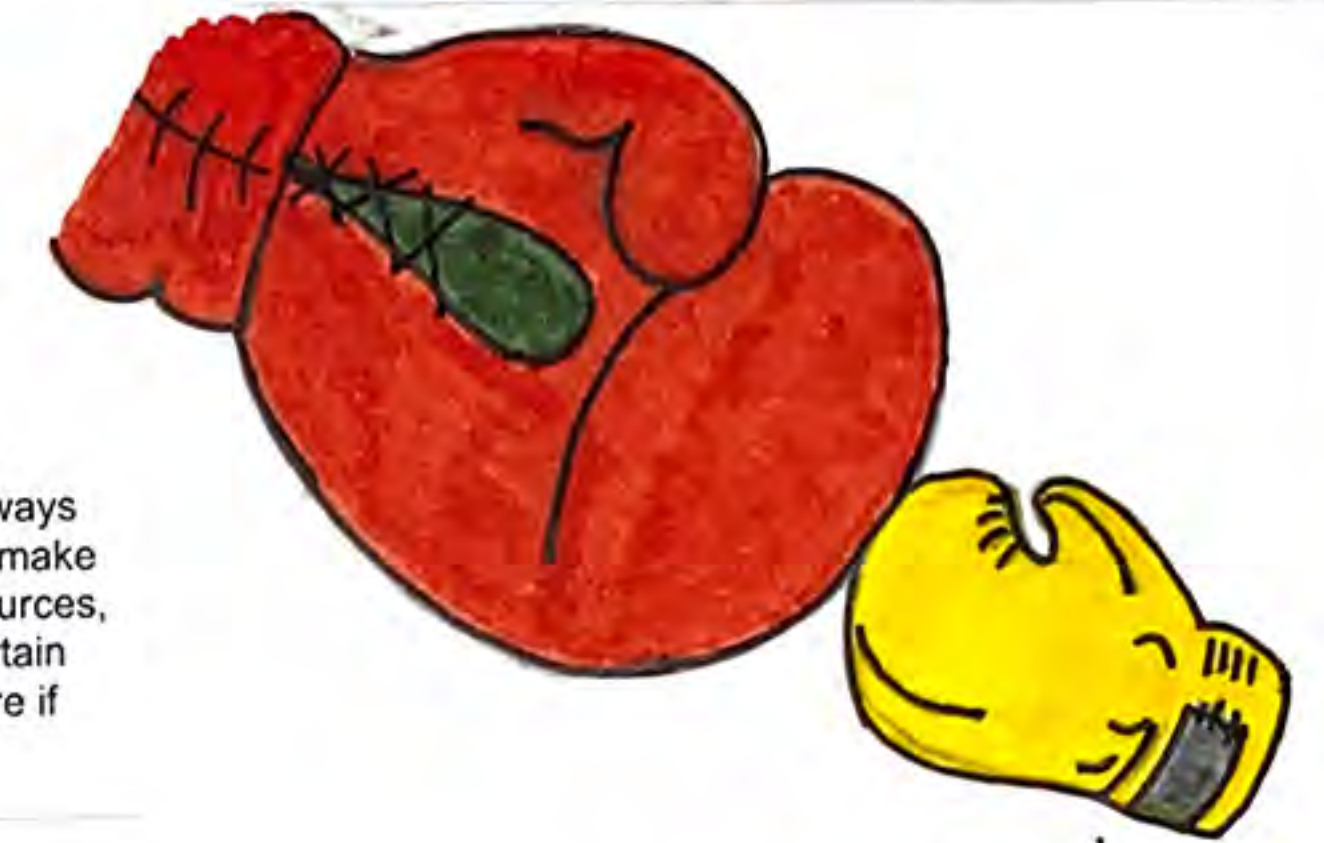
CEO + Co Founder of Mobify



Face Resistance

You're going to face resistance from people that want to work with people like themselves, especially if you try to make it to the top levels of the business community. They don't want to see people that are not of their background, their age, their education make it sometimes, breaking into the business elite if you don't come from a business background if you don't have the same values that they have.

We've been told even when we were just 2 guys in an apartment that we punch above our weight. People always saw us taking these bets that seemed too big for us to make and have aspirations that were not in line with our resources, but we didn't care because we wanted to achieve a certain outcome and we would take a maverick way to get there if necessary.



Punch above your weight



There are some industries that are very established and traditional where to succeed you should be the best at doing it the conventional way. Maybe if you were in the insurance business or if you're a lawyer. You can stick at the way it's always been done and just be the best at it...but for technology business you can't really survive long without being a maverick. Business that are newer, tech orientated, global the pace of change is that you should questions assumptions all the time...The faster the business is moving the better the capture from being a maverick.

Fast evolving industries like technology benefit from mavericks

In business you have to take risks to grow. The biggest risk is hiring people, because people are everything in a company and you are always taking a risk on bringing somebody new into your culture. If you do the job hiring a really talented, really amazing with their own way of doing things. If you do a poor job supporting and integrating that person, or if they do a poor job you risk your culture, which is the most important thing for an organization. The biggest risk was bringing in new people that were completely different from the rest of the company. They brought a key skill that we didn't have before and that worked out, becoming a part of the company and helping us level up. What I look at the history of Mobify, there's people that came in and become inflection points in our growth. I remember my feeling hiring those people. I was a bit uneasy because if was a new person with a new skill. I knew we were missing that but I didn't know if it would work out, thankfully in most cases it did work out.



Risk to grow  
Hiring people biggest risk

Speaker icon: mav-er-ick

"Someone that same route as someone who is expect that will parties. Somebody who's

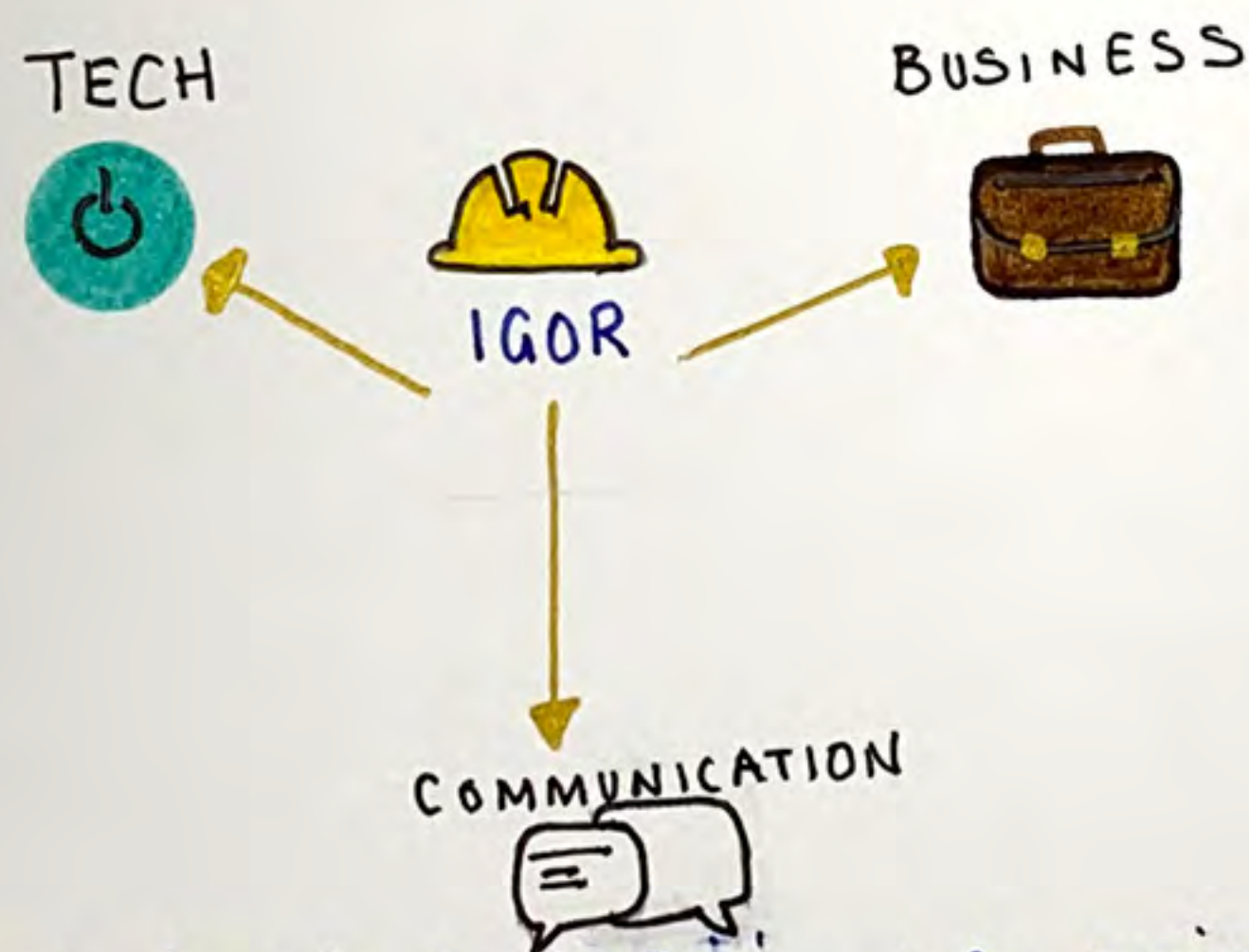


Dear Igor

When I heard you speak at Tedx SFU I immediately knew you were a great fit for the (M) project.

Igor you taught me that:

- Young (M) have less to lose so can take greater risks, and yet maturity leads to more purposeful risks.
- Ego = being different just to be different.
- It's important to be a (M) if you want to innovate + create change.
- (M) bring different combinations of skills to the table. In your case an engineer with a passion/knowledge of ...



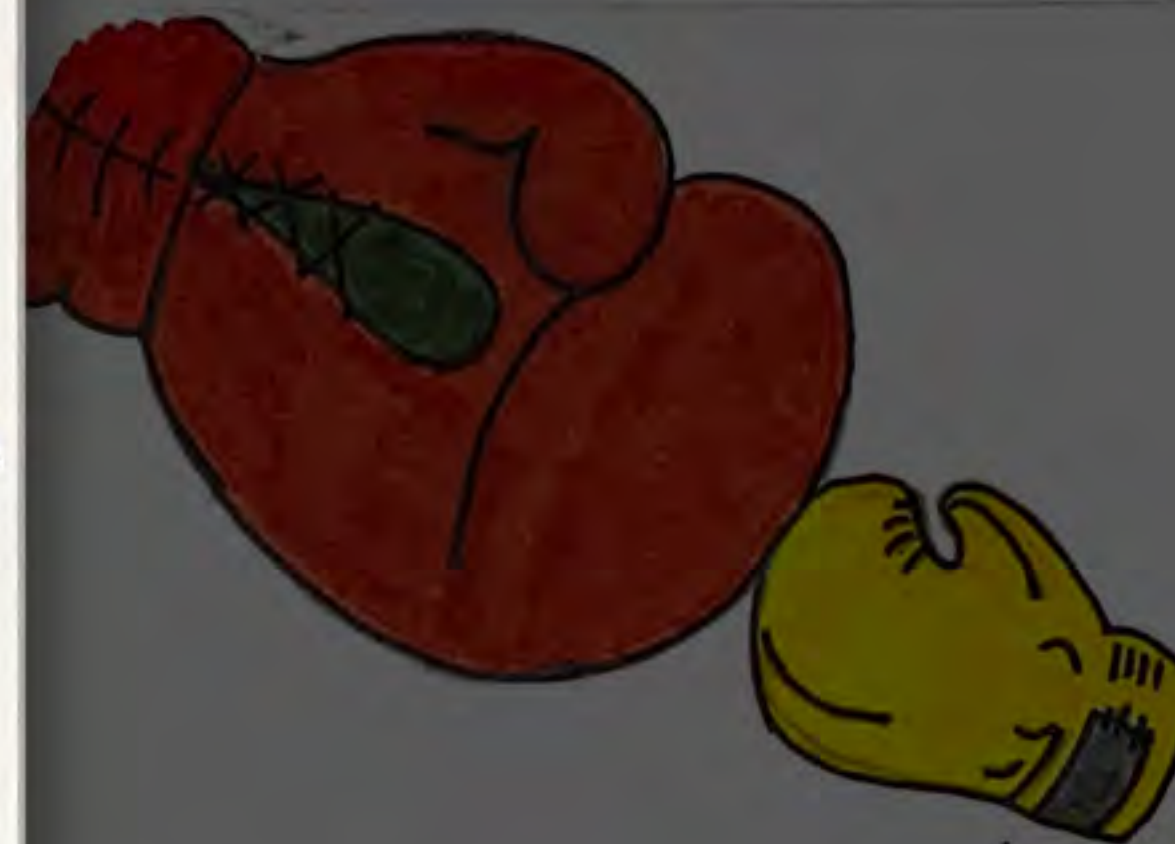
Thank you for 'trusting your intuition' and for having 'aspirations above your resources!'

Most of all thank you for giving me such a lot to think about in your very interesting interview, and showing how in Mobify the team is like a family.

Your suggestion of asking, who's a (M) that inspires you became a valuable addition to the (M) interviews. Thanks again.

Byline with a smiley face emoji.

You're going to face resistance from people that want to work with people like themselves, especially if you try to make it to the top levels of the business community. They don't want to see people that are not of their background, their age, their education make it sometimes, breaking into the business elite if you don't come from a business background if you don't have the same values that they have.



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Risk to grow Hiring people biggest risk



"There are different kinds of people in business. It's not just business, it's any kind of organisation in society. You could talk about this in civil society. You could talk about this in politics. You could talk about this in business and academia. So structures, structures in general. You have the disruptors, you have people who start up things and then get bored after 5 or 10 years. You have people who build things that are sort of half-hatched and build them to greatness, and you have people who are just good at keeping an altitude and the (m) are the people who break the rules, the people who don't do as they are told, the people who look at something and just instinctively feel I can do this better."

CRAZY IS...  
"not accepting your limits  
I hear them say,  
and I disagree."



RICK FALKVINGE

Political Evangelist  
Founder of first Pirate Party



"The comfort zone is an illusion. It's only when you leave the comfort zone that you can really succeed, so it's OK to be afraid. It's a natural reaction, and it's when you're afraid that you know you are starting out on something that can lead to success, at the very least you're learning how to succeed."



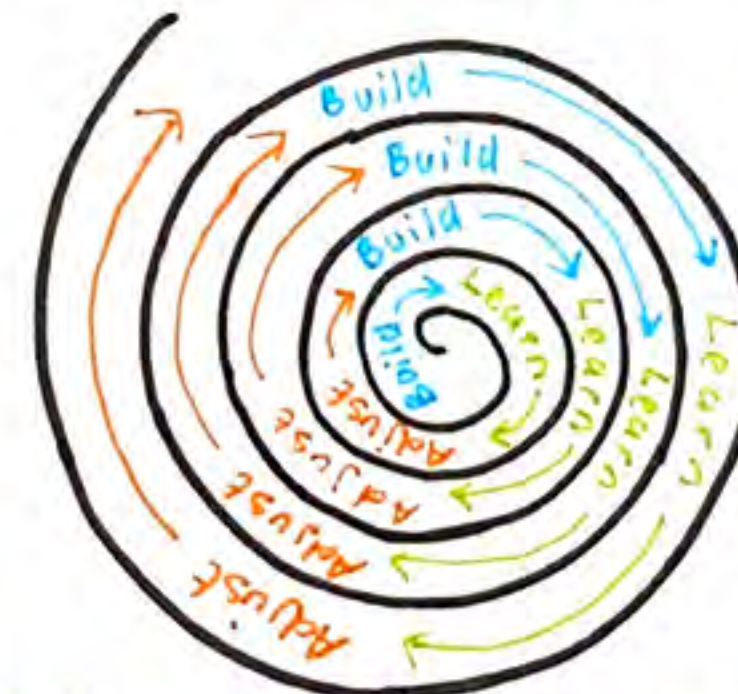
I've always had this instinct of looking at something and thinking I can do this better. And that's the exact thought I had when I was looking at how policy making was being made in the information technology field. And the lawmakers were depressingly unaware of the most important issues for the future. They were talking about energy, health care, school, taxes, not unimportant issues by any means, but things they had been talking about for the last 50 years. And they are completely unaware that we live in the time of complete disruption right now. So I looked at the situation and figured what would it take to make them realize that they have a blind spot here because you couldn't stand in line and just sort of compete for their 9-5 work schedule. That wouldn't work. So I figured the only way to make them realize was to go the entrepreneur way to out compete them. To challenge them for their jobs and aim directly at their salary. And that worked. We've spread to 70 countries by now and we're in our 2nd term in the European Parliament. We're in parliament's across every level across Europe.



If you follow the rules ----  
You will always lose.



I have an attitude that you should bet your job for what you believe every day. Just quitting my job and going straight out and founding The Pirate Party. I was essentially giving up a source of income and I didn't know if there would be anything at the end of the line. I took a huge loan out and now that did solve itself because I had come so far I could ask supporters for donations and lived off donations for 18 months. Technically I lived off of begging, until we had our first breakthrough success. Realizing you had a chance to change the world, as this was a positively huge chance to make a difference - it wasn't really a choice.



Optimize for iteration speed



PIRATPARTIET  
[ PIRATE PARTY ]

make things better



I don't follow the rules. Other people do as they are told. The beaten path is one of convenience. I have a sign on my front door that I see every time I leave my house *If you follow the rules you always lose*. There's a deeper meaning to that. It's the realization that the rules were written by somebody else to maintain the status quo. And part of that status quo is that they maintain their position. So as long as you follow somebody else's rules you can at most be No.2. If you follow the rules you will always lose...Some people in an organization need a bit of rules. I tend to be rather adamant that you need to understand why a rule exists...I carefully learn the rules so I know how to break them most efficiently.



Bet your job on your beliefs



Lessons from failed projects, iteration speed is key. You might need to learn 10 lessons on a particular topic to come to the insight you need to succeed with it. So get those 10 lessons as fast as you can and then you have the knowledge you need. Optimize for iteration speed.

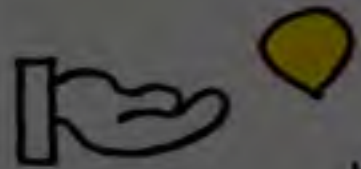


"There are different kinds of people kind of organisation in society. You could talk about this in politics. You have structures, structures in general who start up things and then get people who build things that are sort of and you have people who are just the people who break the rules, and people who look at something and

may-pr-ick



RICK FALKVINGE



"The comfort zone is an illusion that you can really succeed, so and it's when you're afraid that something that can lead to success to succeed."

Dear Rick,

When I started the (m) project I was adamant I didn't want any politicians. Then (m) Lee Feldman suggested you as Founder of the Pirate Party. As I researched you it was apparent you were no 'ordinary' politician, and most definitely a status quo disrupting (M).

Rick, you taught me that:

- (m) are the pirates of the business world
- (m) are pioneers who are not dependent on other people's approval.
- (m) can put in the hours they need to execute their ideas because they love what they do.
- (m) build organizations by leading differently



The example of how you created a political movement getting 10's of thousands of people who believed in the civil liberties of the digital age to volunteer 2-3 hours a week for a common goal; a goal that enabled them to work passionately for an idea, and not a paycheck is inspirational. Inspiration that created the swarm theory of leadership in the process. And the mission strives to leave the world a better place, by trying to make policy making transparent.

Rick, you were very clear on the goals that would attain success of the mission. You needed 225,000 votes to get an unknown party into parliament. Now the Pirate Party is in over 70 countries.

What really struck me was your level of empathy about social inclusion, 'if you're gonna offend somebody with substance' you told me, 'don't also offend them with style'. So wearing tailored suits, + silk ties, because social inclusion can win the message, especially if you also use the socially inclusive words + language to persuade.

Thank you Rick for your stories of being a teenager when asked to design a phone, all the other students iterated, and you went for disruptive innovation by asking, what's the purpose here? → to communicate with somebody else → we can't transfer thoughts but what if I could hear their voice in my ear + they can hear what I'm saying? We have the technology for that.

Thanks also for a glimpse into your life, especially your whiskey cabinet. Having a whiskey with you is on my bucket list!!! Why? because like you I bet on my beliefs about (m), not knowing even now if it would lead to anything.

I hope you enjoy the insights + stories from the other (m) too Rick.

Zine ☺



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"So two possibilities. So there's people who know the rules, who understand the playing field and who purposely go out and either ignore them or try to break them. They feel that those rules, those boundaries, those frameworks are limiting and they get a certain sense of energy, and a certain sense of awareness, a certain sense of self-actualization by actually breaking those boundaries.

The second group of people who actually don't even know there are boundaries. They are unaware of the boundaries. Rem Koolhaas is the most accomplished architect living today. He's a Dutch guy + his nephew launched a shoe store called United Nude. And it's really gorgeous women's shoes. They're all 3D printed and on the window of the store it said, "We set out to redefine the design of women's shoes, not because we knew the rules but exactly because we didn't know the rules." So there are people that actually break the rules without even knowing they break the rules. And they only learn about what those limitations are after they've broken the rules."



LEE FELDMAN

CRAZY IS...  
"being quiet and calm."

Founder + Partner  
THNK School of Creative Leadership



"Don't sweat the small stuff. If you know what you're really good at, and you've mastered something in life, that sets the stage for you to be a (m). Then take the biggest chances you can take, cos you're never going to find yourself on the street begging for money. You're always gonna find your footing. You're always gonna find something to do. You are an enterprising person who thinks differently. You never have to worry, so because you don't have to worry about that you can take the biggest risks and chances in the world. And if you basically throw it all out there and fail as big as epically as you possibly could, then you're a (m) in my books. That is brave. I look up to that. Fail as big as you possibly can."



Your mind has to be kind of free from the average narrative of 20th and early 21st century consumption, where you're thinking about buying stuff all the time, you're thinking how do I pay insurance on my car? How do I cover my mortgage? All of those things are noise that get in the way of very very very clear thinking. So, one is really clearing yourself from that noise, because it's all daily meaningless stuff that you don't really have to worry about. So there's a lot of noise and if you can clear yourself from that unnecessary noise you're at a different level of thinking. Once you clear yourself from that noise you are all of a sudden open to all of these signals that the universe is sending you...Mavericks are able to create that bubble for themselves that keeps them insulated from that noise and that allows them to think very clearly and that allows them to achieve breakthrough thinking.

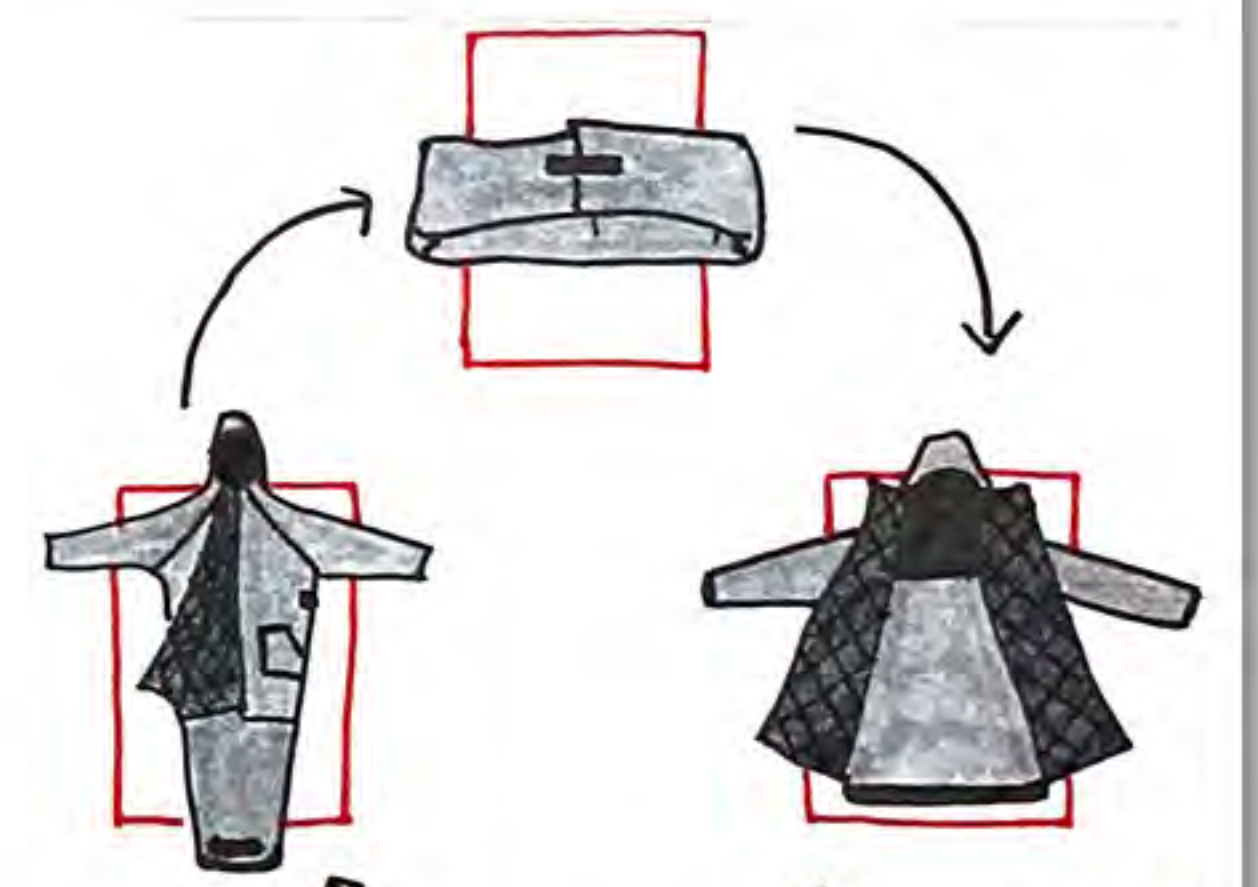


Listen to signals, spiritual or otherwise

I was preparing a talk in front of about 12,000 people and it was about THNK. I had this beautiful deck and I had this great story and it was about a trip I was leading in Israel from Jerusalem to Jericho on bikes. We were prototyping a trip to bring all this business to Palestine, so that that Palestinians could feel that there's like all the tourists who want to ride their bikes to Palestine and engage with all the local businesses. So I was trying to weave this story together the slides were great, the story was great, but I wasn't feeling it. So it was 2 in the morning and out of nowhere a song just popped in my head and it's not a song that I even like, like I hate this song. You know the song; everyone knows this song and it's terrible and it's annoying but it just kept playing. I couldn't stop it; I couldn't get it out of my head. And it just occurred to me that screw the deck, screw the message... On stage. I said, I was gonna tell you a story about this and that and just as I was preparing the presentation this song popped in my head and I couldn't get it out so I'm just gonna have to sing it now, that's the only way I'm gonna get it out of my head. So we're gonna do that, for the first time ever we're gonna do a sing-along, I'm not gonna sing it myself. We're gonna do this together. The song was the Queen song, *I want to ride my bicycle*, which is a really crappy song, it's good message. It's a perfect song to do the call out song thing, so there it is and so we did a sing-along and everyone had a great time. Everyone remembered everything and I was completely true to myself and I was able to live and channel the feeling of what THNK is all about and what my bike project is all about in this song. The purity of creative idea, vision, following your passion, all that kind of stuff, that purity, that trigger, that moment reminded me that those are the moments in life that you absolutely go for.



I was at the Social Capital Conference [SOCAP] and I met people there who I would define as mavericks, who were really just started out, but their ideas are very very inspirational. One woman grew up in Detroit a depressed part of America and went to industrial design school and in school she did a project that makes these coats that also turn into sleeping bags for homeless people. It looks like a really nice coat you can wear during the day and at night turns into a sleeping bag. The amazing thing is what she did with that. She had to figure out how she was going to make it. She decided that she was going to use a local factory with local materials and local people. So she actually hired many people who are either in transition or homeless to come and work in her factory and learn the skills and by learning the skills they actually elevated themselves up into jobs they could actually use. So that to me is my hero, like she's 25. Those are my heroes, those are the younger ones who are thinking about business in a way, who are not 20th century command and control driven, does have some kind of a sustainable business model, but has an incredible story but has an amazing impact, they are my heroes.



Veronica Scott Empowerment Plan  
Impactful (m) are heroes

mar-er-ick

"So two possibilities. So there's the playing field and who purpose to break them. They feel that those are limiting and they get a certain of awareness, a certain sense of those boundaries. The second group of people who boundaries. They are unaware of accomplished architect living to shoe store called United Nude. They're all 3D printed and on the out to redefine the design of rules but exactly because we that actually break the rules with. And they only learn about what the rules."



"Don't sweat the small stuff. If you know what you're really good that sets the stage for you to be cos you're never going to find your always gonna find your footing. You are an enterprising person who because you don't have to worry a chances in the world. And if you big as epically as you possibly could I look up to that. Fail as big as you possibly can."

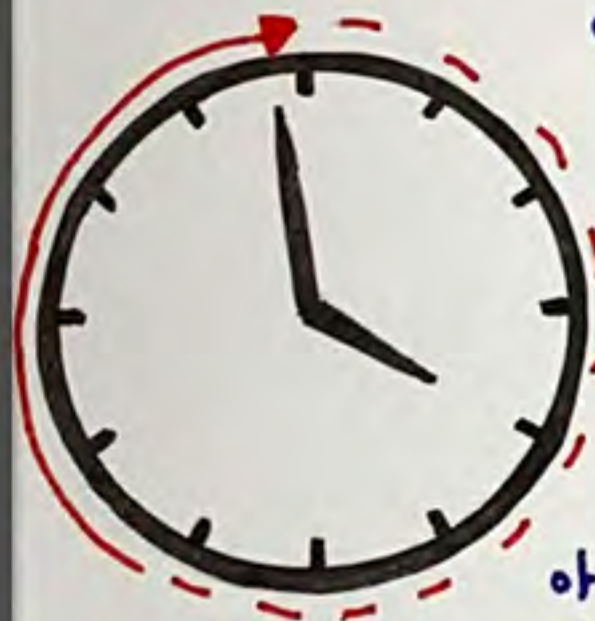
Dear Lee,

When I came across the THINK School of Creative Leadership event that led me to you I had no idea we would have a 4 hour + interview with sooooo many amazing stories.

Lee, you taught me that:

- (m) hate group think
- (m) are not the only ones who can innovate, however the path is shortened due to their tendency for original thought.
- (m) are brave enough to recognise when they are not being (u)
- (m) ignore the temporal nature of existence and think long term.

You shared so many thought provoking stories its hard to choose which ones to share; guess readers will have to listen to interview.



I love how you acknowledged that a big challenge is wanting to follow and act on your life mission and to be there for your family, and respect to you for prioritising them.

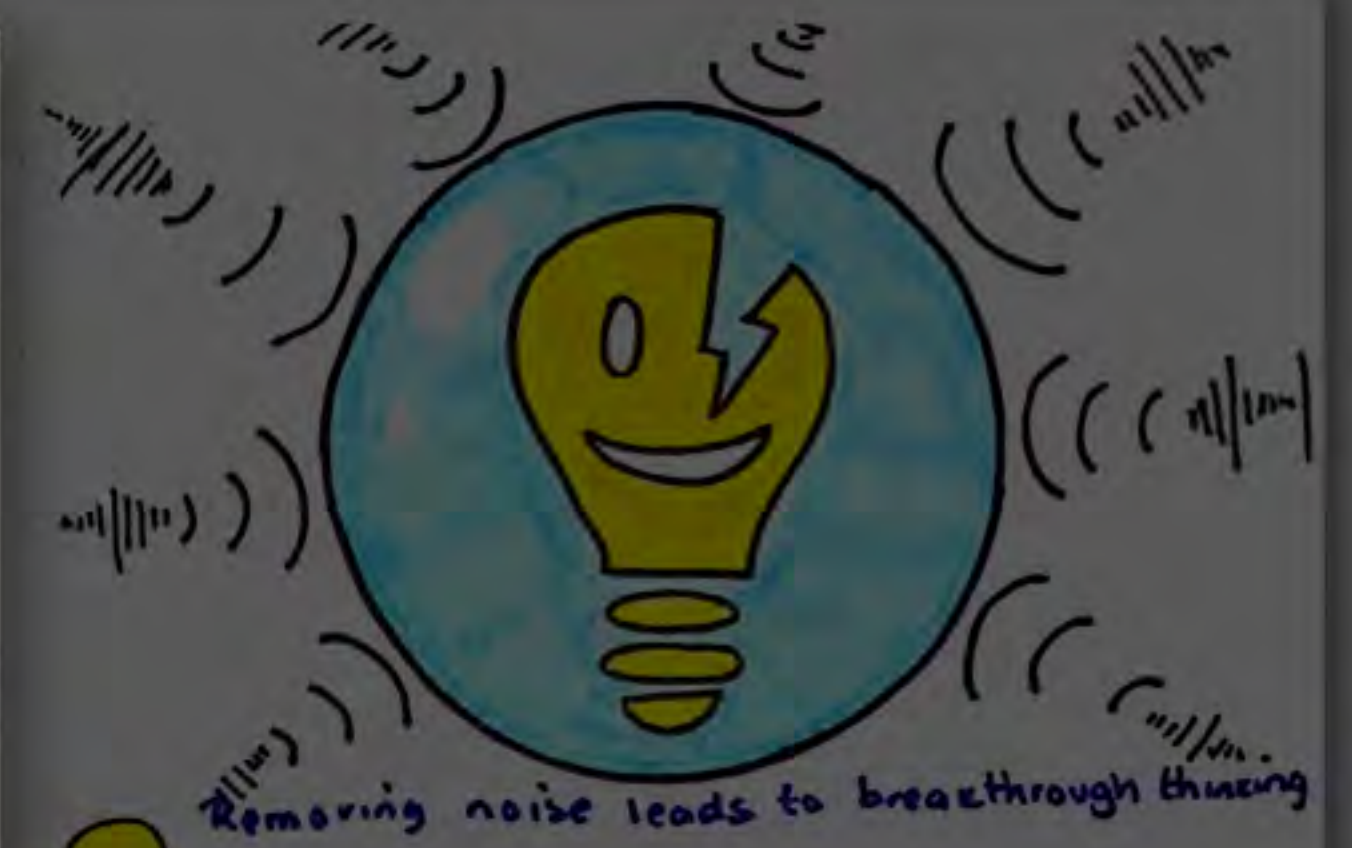
Your choice of words made me laugh out loud frequently, especially accepting that you postpone things, don't always have lots of drive and in fact are a 'lazy bastard', your words not mine!

I also loved how your father was the most unconventional conventionalist, who gave you the gift of curiosity. He took you to crazy places, 3 day bike trips, art galleries and weird hippy happenings, whilst your mum was a really buttoned up type, project managing everything.

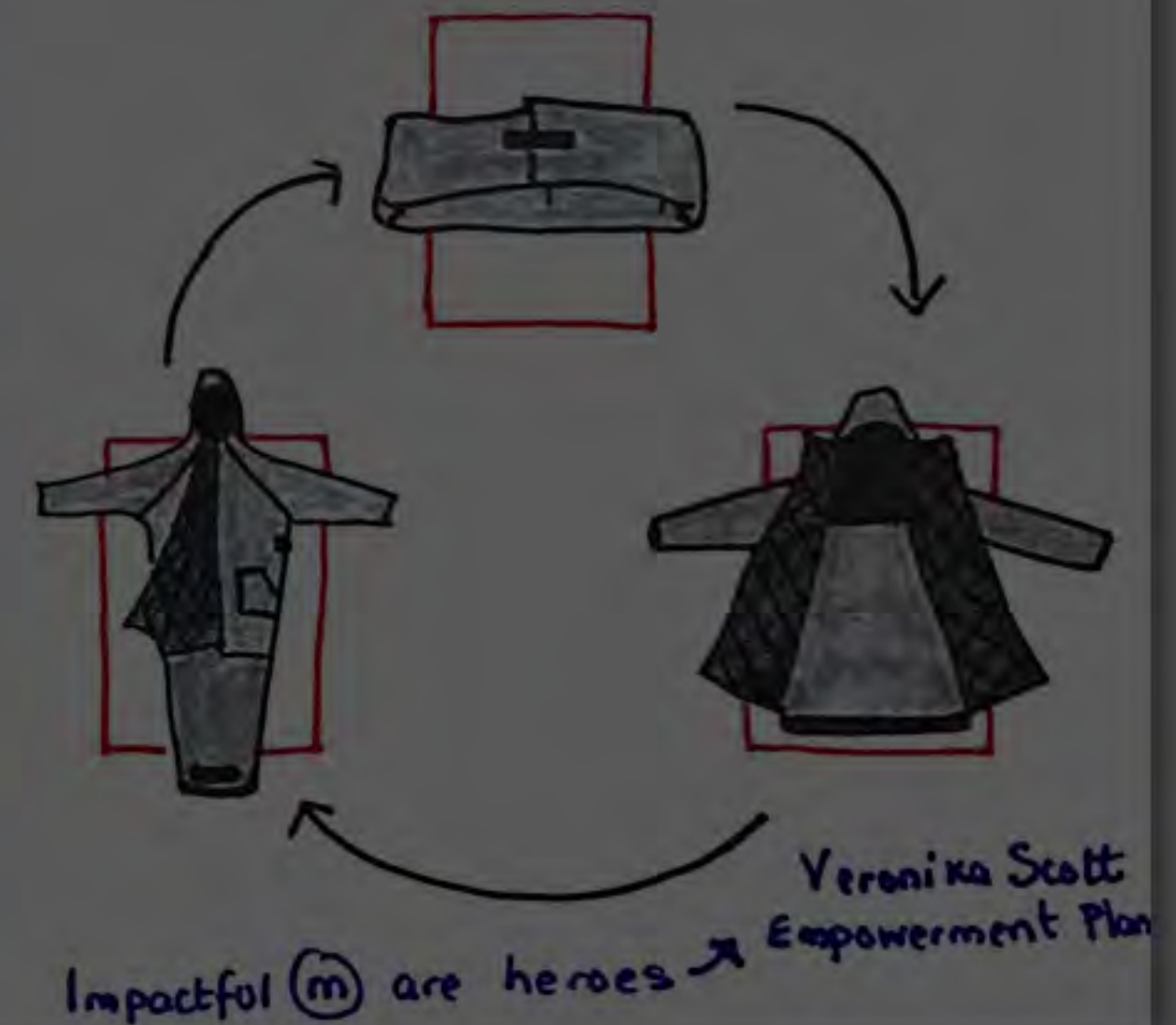
Lee, you shared how you + (m) are pioneers, so work with Mr Details, Mr Hands on everything to enable you to do your bit, effectively using your (m) gifts, and theirs to the best advantage.

Thank you my most Un(m) (m), for cancelling all your scheduled commitments that day, for being so 'lit up' about the (m) project. Like you the purpose is all about enabling (m) to be their best selves, + enabling the world to better understand the different thinkers.

You taught me that Charlie/Marc clears the noise away for me, and that's made me appreciate his contribution in a way I hadn't before, and thank you for encouraging me to strive to fail as epically as possible! *Emmie* 😊



I was preparing a talk in front of about 12,000 people and it was about THINK. I had this beautiful deck and I had this great story and it was about a trip I was leading in Israel from Jerusalem to Jericho on bikes. We were prototyping a trip to bring all this business to Palestine, so that that Palestinians could feel that there's like all the tourists who want to ride their bikes to Palestine and engage with all the local businesses. So I was trying to weave this story together the slides were great, the story was great, but I wasn't feeling it. So it was 2 in the morning and out of nowhere a song just popped in my head and it's not a song that I even like, like I hate this song. You know the song; everyone knows this song and it's terrible and it's annoying but it just kept playing. I couldn't stop it; I couldn't get it out of my head. And it just occurred to me that screw the deck, screw the message... On stage. I said, I was gonna tell you a story about this and that and just as I was preparing the presentation this song popped in my head and I couldn't get it out so I'm just gonna have to sing it now, that's the only way I'm gonna get it out of my head. So we're gonna do that, for the first time ever we're gonna do a sing-along, I'm not gonna sing it myself. We're gonna do this together. The song was the Queen song, *I want to ride my bicycle*, which is a really crappy song, it's good message. It's a perfect song to do the call out song thing, so there it is and so we did a sing-along and everyone had a great time. Everyone remembered everything and I was completely true to myself and I was able to live and channel the feeling of what THINK is all about and what my bike project is all about in this song. The purity of creative idea, vision, following your passion, all that kind of stuff, that purity, that trigger, that moment reminded me that those are the moments in life that you absolutely go for.



🔊 mav-er-ick

💡 "Someone who makes an attempt at doing something ground breaking or traditional successfully; successful meaning the group around him is engaged. It might not be masses, but there's a compelling reason for a group of people to be attracted to what a maverick is doing, such that they can build on early successes with it."



CHRIS FORREST

CRAZY IS...  
"believing in and designing possibilities for the future, whilst everyone tells you you're just damn nuts."

Innovation Project Manager  
Dublin [Deloitte]



💡 "Never settle.  
Being a (m) is a life long vocation.  
Sometimes that's exhausting.  
Take breaks but never settle."



We're at a time where the conversations about new behaviour, new opportunities, new ideas is on the increase and has some legs behind it. The tolerance for maverick behaviours at that time are much more palatable to the organization. The realities of finances and short-term needs may deem the passion invalid or not valuable to the organization, such that you don't have that leg to stand on any more...reward people for repeatedly being able to deliver results vs. create new opportunity...senior level support for not only saying you have a good idea, but for actually helping you overcome the barriers. There's varying levels of commitment to your projects and where it is there you know it and see it and you accelerate.



Within organisation Innovation



Having the guts



Doing things differently requires vision along with the understanding that the vision needs the supporting evidence behind it...It needs the balls or edge and conviction to go through some of these things...the same traits that come out when you want to be an effective leader... The edge is having the guts.... I think I'm still foolish in a lot of ways, and the foolishness or the curiosity allows me to continue that way. I've been able to package my delivery of the efforts in a more palatable way for the masses.



I would temper my engagement with more conservative people, such that I have the opportunity to achieve the goals I want, so I'm not closing the doors by being right in their face upfront....so don't bring in nerf guns and play doh into the senior board ideation creativity meeting...the ability to say Fuck You with a smile to some of the traditional stuff and be crafty enough to bring people along that might not have been there. So it's creating that ability to even listen to what you have to say.... To be OK with being told no and to have the ingenuity to figure your way around being told no.



Temper to create opportunities



Sacrificing certainty



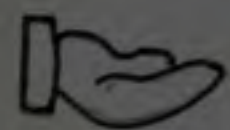
If you're persistent with it there's opportunities that are created for you or you create opportunities for yourself outside of the realm of the tradition...you sacrifice all certainty in the progression of your career, relative to the current performance management systems...so formalizing the role of one and leaving the career path with no job description, no performance metric, no career path or progression. So I chose between working on our largest client leading 4 teams which would have been absolutely valued or doing something that no one had ever done before.

mar-er-ick

"Someone who ground breaking meaning the group of people is doing, such with it."



CHRIS FORREST



"Never settle. Being a (M) is a lifelong voyage. Sometimes that's exhausting. Take breaks but never set

Dear Chris,

When I contacted you as you hosted the Innovation Meetup and then met you I soon realised you 'think differently.'

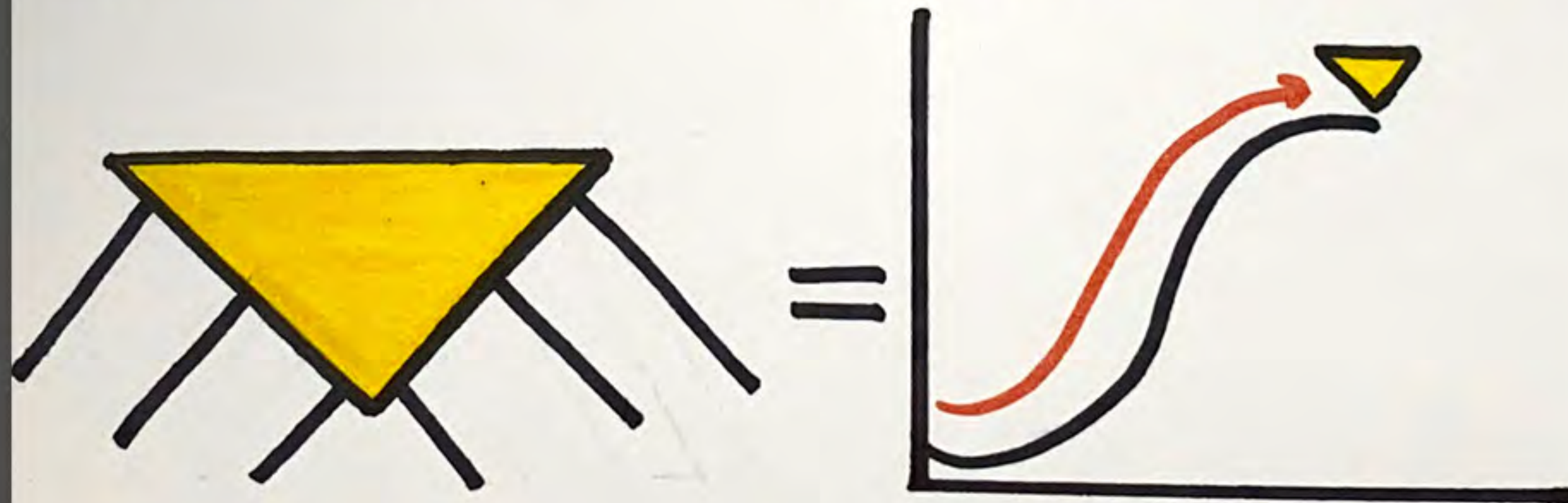
Chris you taught me that:

- (M) bring viable but not yet considered options to the table.
- the value of a (M) efforts are often yet to be determined.
- (M) are not happy with mediocre status quo (challenges)
- (M) do fun stuff and create opportunities.

Chris you shared that 2 types of people challenge (M)

People who don't believe them

People who don't want to believe them.



I ❤️ the fact that you recognise (M) can be most creative when they are given free reign. And if they can get initial support for a venture/idea, ideally with Senior level support, that can accelerate the venture's success.

Thank you so much for being one of the (M) Chris.

Billie 😊



Within organisation Innovation

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mav-er-ick

"A maverick is following their intuition without worry of the consequences."

CRAZY IS...  
"feeling awake and alive."



MARK FOWLESTONE

Owner + Founding Partner Multiply

It's got nothing to do with money. It's got nothing to do with anything being behind you. It's got everything to do with making sure that your life is fresh and different. And that you make sure that what you're doing is what you love and what you need to do. And I think when you enjoy, then shit happens. Try not to get caught up in routine. My mum said to me on my 21<sup>st</sup>, now you're 21 your life will fly past. And it's absolutely true. When I was a kid the summer holidays were ages, because I was doing new stuff every day. When you're in business you're not doing new stuff everyday so life spins around. So the most important thing is constantly do new stuff, constantly find new people and when you do that then new ideas will happen and you don't need money and you don't need to risk money.

Long as we make enough money to keep 65 people in jobs we're happy...Ultimately we have to hit a financial target but we don't set ourselves crazy targets. We set ourselves targets that enable us to make some mistakes, that the people that work in the place aren't working all the hours God sends. I'd rather make money for people around me and people that I like. So that kind of spirit meant that people enjoy the vibe of working together and that brings its own successes...people stay with us for a very long time cos it's manageable but they also have the freedom....Each year all the partners take a certain amount of salary and then we take the rest and pass it around the company, because we're not that bothered about making loads and loads of cash, that's not the important thing really....We've made it really liberal with our people; nobody works after 5.30. So everything's kind of like there is no pressure. Even though you can push, push, push, we always felt it was nicer to have people feeling good about themselves and that would give us more rather than expect more from them in the time.... For me the whole time it's about creating something a lot of people can take on and have a good life as well.



Freedom to try new things

I really like to entertain and I do like to have people around me, who like to laugh. And these are important things that keep me buzzed up; keep me energized...My energy's always up and I tend to surround myself with people that buzz me up. I can't bear people that neg me out. It does my nut in. That's why you hone in on people like Chris [Barez Brown]...I tend to surround myself with people, but not necessarily from business. I surround myself in artists or musicians, dj's; creatures of the night. They're the people that keep me energized because they're absorbing themselves in other things.



Companies don't innovate internally



Good life company culture

Freedom to try new things. Freedom to take the business into new areas. One week the company might be working on the shopper marketing campaign for Heinz and another week we might be inventing new products for the National Lottery. So because we don't define our output it allows us to go into new areas; we're currently working on a new soft drink that we've invented ourselves. It may or it may not work, if it doesn't work then it doesn't matter, we've had a laugh... It requires you to allow yourself space to think and try things. When you get caught up with the detail it means you starve yourself with the freedom to try things. So all of my partners and senior people we try not to overstretch ourselves and we always try to give ourselves the freedom to try new things and if we fail then we let it go.



Keep buzzed up

Creativity is definitely related to being a maverick. Innovation's a funny thing because the art of guiding innovation and leading innovation is a dark art. And that's why companies like What If have really succeeded. Every innovation project needs a leader, to guide people through it and that's the hardest bit; nobody wants to do it in big companies because their fear of failure is massive. So people can get trained and learn how to innovate and facilitate but the reality is that they don't want to do it. I get called into all manner of companies to run innovation projects and it's really because I have no fear with running those. I can run a project and I can sit down there with 50 people from Heinz with nothing at the start and now that in 2 days times they'll have something. If I worked for them I would probably have all sorts of fears, like my career could be threatened by not having anything, whereas I'm just like something'll happen; something'll definitely happen.



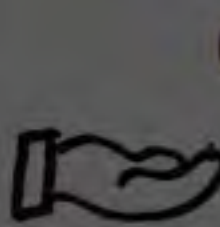
mav-er-ick



"A maverick is following the consequences."



MARK FOWLESTONE



It's got nothing to do with money. It's got everything to do with making. And that you make sure that what you do. And I think when you enjoy, then you try not to get caught up in routine. My mum said to me on my 21st, now it's absolutely true. When I was doing new stuff everyday so life is so the most important thing is people and when you do that you need money and you don't need to

Dear Mark,

How lovely that Chris Barez Brown introduced us. Being a (M) he knew a few others for sure.

Mark, you taught me that:

- (M) like to do their own thing.
- (M) want to try different things — in different ways
- (M) bring the energy + keep people/teams motivated with it.
- (M) don't have a safety net.

The stories you shared were fun + enlightening, like buying a house with a bunch of friends, putting everything on the line and hiring 10 people straight away. Why? Because you thought you needed a critical mass in order to achieve certain clients.



I ♥'d how your dad said "Never Pass" when he taught you football and how you believe that what you now do as you like to win and are hugely competitive. Your dad was the inquisitive one constantly taking you on adventures, whereas your mum was the solid one.

Success is what you strive for, because failure can be demoralising. Success being — everyone involved shines, account executives are buzzed about it, and the client loves it.

You described success like playing football again. The goal being to have a game where you play + win beautifully, rather than winning on penalties. You do that by imagining the whole project from the start with everyone who's going to be involved; collaborating right from the start.

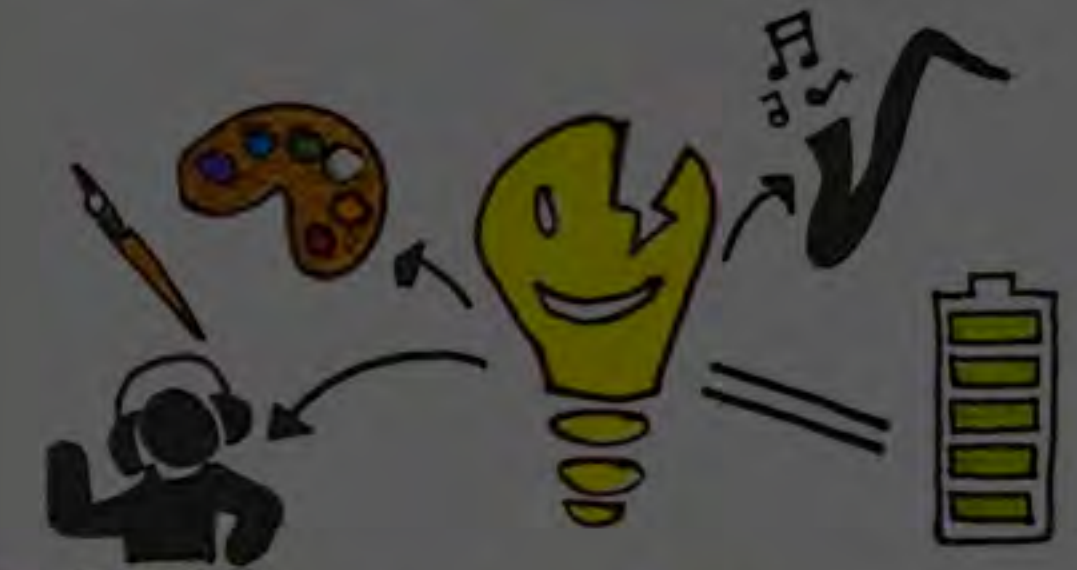
Mark, the tangents we went off on we're so funny, from wanting to experience + try different things, to your story of going to Ibiza + becoming a cocktail waiter out there, just for the fun of it.

Hope you like the stories from the other (M) and thanks for being you!  
Billie (3)



Good life company culture

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"Someone who has a James Garner air about them. James Garner was the original (M) on television. And I always thought as a child when I watched that show that a (M) was a good thing to be. Garner defined the concept of (M). So a (M) is a gambler right? A (M) is charming. A (M) is sometimes doing extraordinary things in order to get what they want. So you know it's not a bad archetype - the original (M)." (M)

CRAZY IS...  
"a desirable place to be.  
If anything I don't go  
crazy enough."



GREGG FRALEY

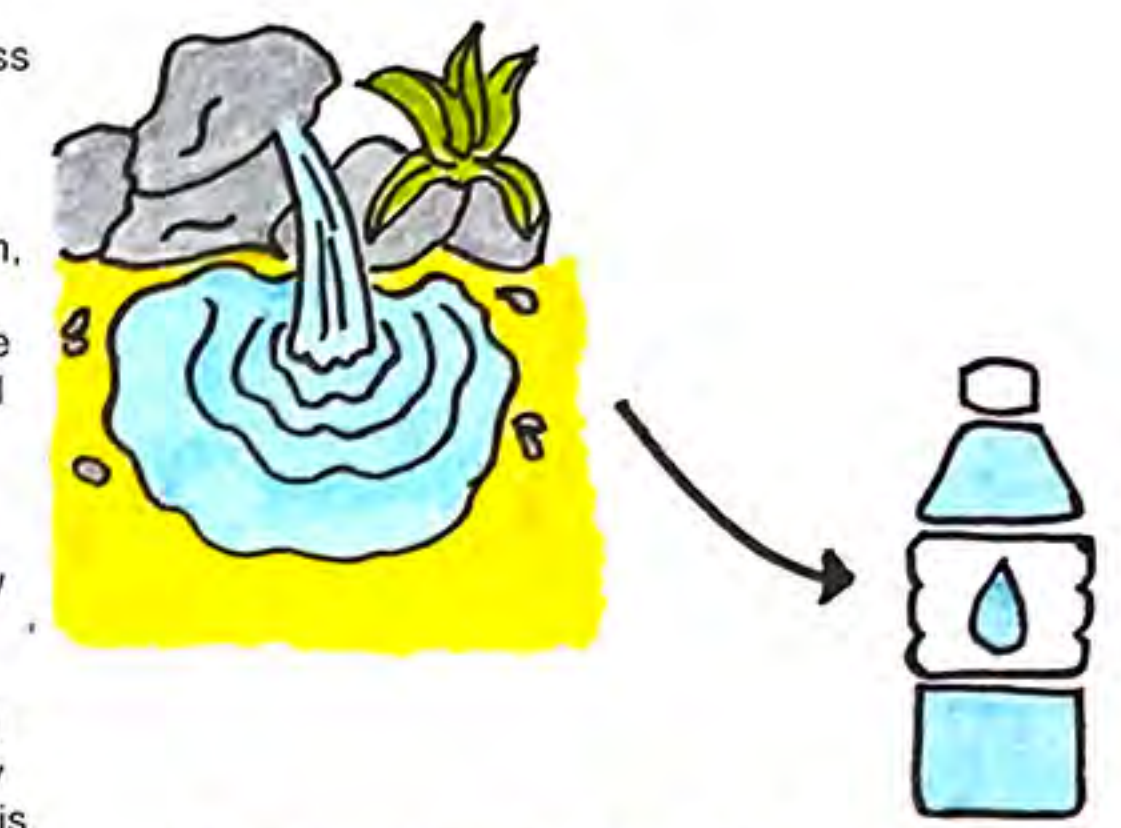
Co Founder Kiln



"Have bonafide skills."



I truly believe that mashups of dis-similar concepts and dis-similar trends, dis-similar business challenges is where breakthrough innovation lives. Being a maverick in business means you're sort of thinking like an innovator all the time. Thinking like an innovator means you're seeking change, you're seeking challenges and that is a kind of in the best sort of circumstances, that's an always on situation, because I find solutions and opportunities where other people don't...Creativity is one thing but innovation is where an idea really gets put into the market and even if it's social innovation, there is a success there too, it's just not measured in dollars or pounds, it's measured by who and how you help people....Creativity is novelty that's useful, that's a definition I accept. So novelty means new and new means change. And new and change and different mean having the moxy or the chutzpah to try new things, to seek new things. So that desire from your spirit is the wellspring of creative thinking and eventually innovation. The analogy is going to the well, creativity is the spring where the water is from, innovation is bottled water.



Creativity, Innovation and mavericks

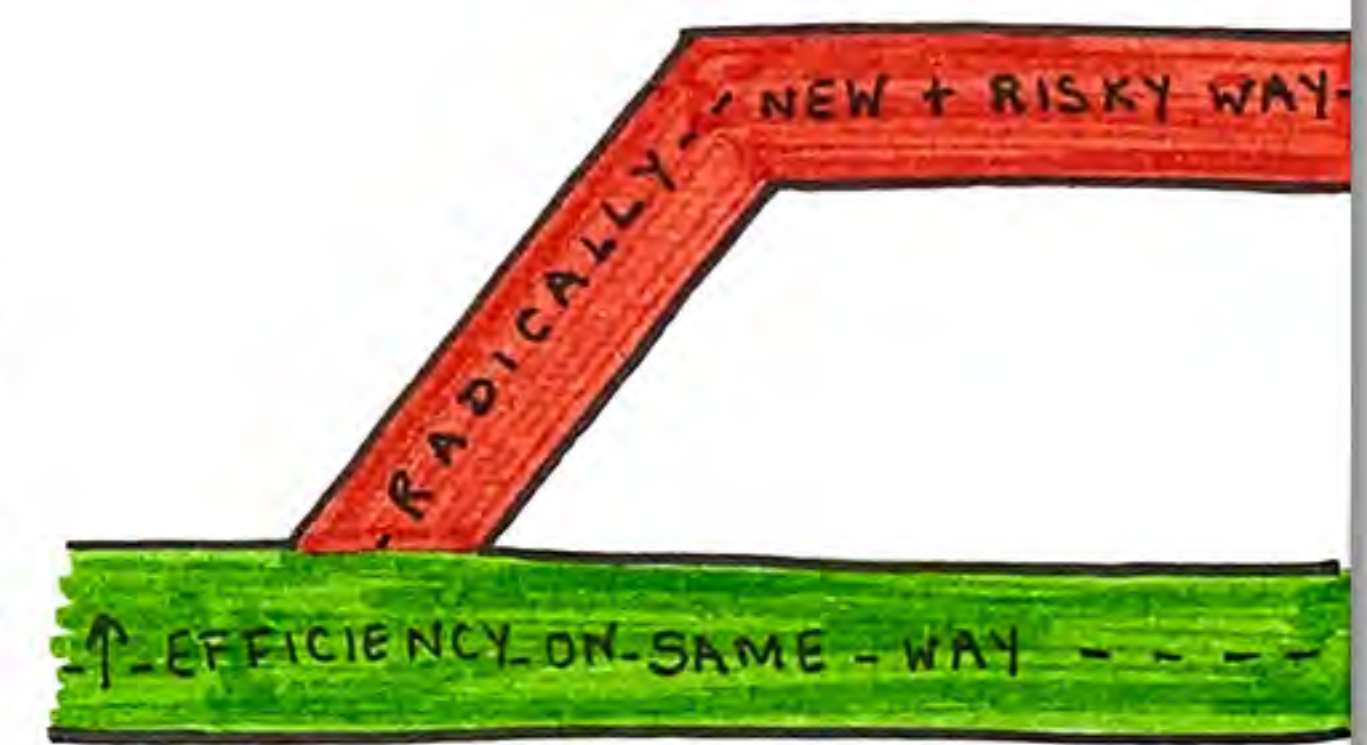


(M) trouble makers improve things

It's very difficult to work for someone because generally speaking, and the bigger the organization is the more likely this is true. People are seeking to be operationally efficient and they're not seeking change, they're seeking to run the railroad on time and that's what the focus is one, and so when the focus is on operational efficiency and running the train on time, they don't want to hear about this radically new and risky way that you might do something.



I once heard the definition of the word hipster, somebody who's hip. Another definition I heard was a hipster is somebody who's appropriate. So being is a maverick is about being hip and it's about being appropriate. There are times and contexts that call for maverick behaviour and there are times that don't. The difference between me and just a lawbreaker, or someone who is a troublemaker for trouble makings sake is I don't make trouble to make trouble. I make trouble to improve something.



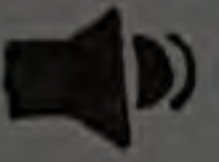
Corporate = Operational efficiency  
(M) = new ways + things



Mavericks don't get approval to do things differently



In cowboy movies the maverick has to saddle up on a horse and go something alone to do something to rescue someone or whatever. And when you've saddled up not everyone's happy about that. People don't want you to take the risk. People prefer you stay the same way that you've always been or how they've known you and there's a certain set of expectations that your friends, family and network of associates have about you. And when you make a change, and mavericks are always making changes, sometimes people wave goodbye and they mean so long forever, sayonara. You have to be willing to not always have approval to do things differently.

"Someone who has a James Gandolfini the original (m) on television. I watched that show that defined the concept of (m). So charming. A (m) is sometimes to get what they want. So the original (m)." 

Dear Gregg,

When Andy Wilkins, Advisor for my Business (M) research project recommended you as a (m) he did me a great kindness.

Gregg, you taught me that:

- (m) are not born to conform
- (m) are driven to problem solve
- (m) experience loneliness, because they isolate themselves by doing things differently.
- (m) instigate positive change so human progress is (m) dependent.

You shared how at the heart of, which is at the heart of innovation, there is something that is axiomatic to the soul or spirit. You explained how you worship at the altar of diverse knowledge that enables you to connect dots others cannot see.

Gregg, it became clear that you use your heart in business. You wrote your book Jack's Notebook not from the lens of how it could get you more business but as a business novel about creative problem solving to make it more accessible to a broader group of people.



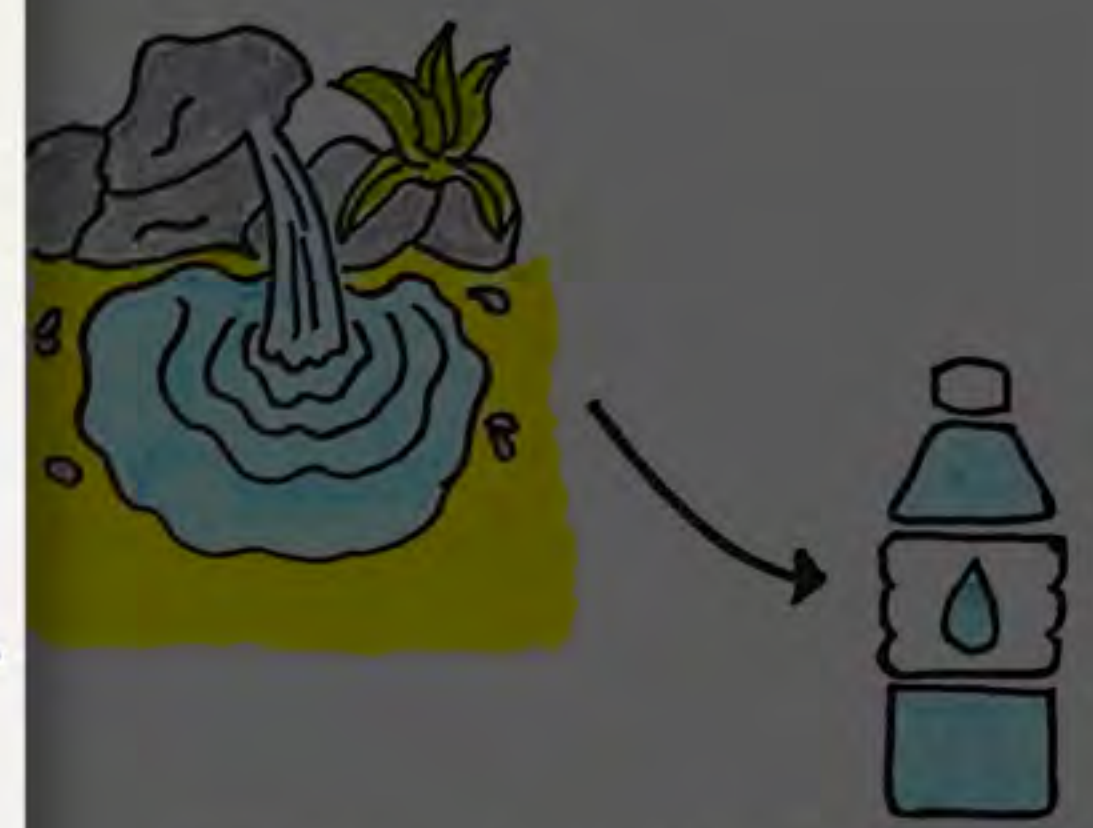
I loved that you laughed and said you'd like your superhero power to be like that of your childhood hero. Well Gregg, from what I've learnt about (M)s from you and others are that (m)s have less (or no) fear. The example you gave of the various startup risks you took are the risks entrepreneurs take. Startups offer no security or salary but (m) entrepreneurs fearlessly go there. I also liked how you defined success as when the original startup idea evolves into something productive, because a good idea is where you start but not always the same idea where you end. Inflexibility hence can lead to failure, as can finding people to collaborate with you and go on the [ad]venture with you.

I'm really glad Bill McUrain encouraged your maverickness. And thank you for being intrigued + interested in the (m) project, offering to read drafts and random conversations. Here's hoping you enjoy the book and stories from the other (m).

Billie (u)



"Have bonafide skills."



Creativity, Innovation and mavericks

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Corporate: Operational efficiency  
(M) = new ways + things

In cowboy movies the maverick has to saddle up on a horse and go something alone to do something to rescue someone or whatever. And when you've saddled up not everyone's happy about that. People don't want you to take the risk. People prefer you stay the same way that you've always been or how they've known you and there's a certain set of expectations that your friends, family and network of associates have about you. And when you make a change, and mavericks are always making changes, sometimes people wave goodbye and they mean so long forever, sayonara. You have to be willing to not always have approval to do things differently.





mav-er-ick

"Someone who's a bit of a renegade, who flies by the seat of his pants a little bit, but is going after something that they believe in a little bit. Maverick is THE Top Gun, I mean like he's the guy who was just a little bit out of normalcy, but gets it done."

CRAZY IS...  
"making everyday the best day of your life."



MATT FRIESEN

CO Founder + CEO Wandering



Mavericks pivot



I used to do a lot of extreme sports. I broke my back snowboarding at one point in my life. Sorted of reeled me back in a little, but it also getting over that injury was what really drove me. I had major back surgery. My back was cut open. I had 2 rods placed in there, 8 screws holding me altogether and 6 days after my surgery I made my dad take me to the hockey rink, tie my skates on because I couldn't bend over and I got on the ice and just skated because I need to do that.



Maverick in life + business



Executors behind Mavericks



Behind most mavericks is a team of executors. It takes people to take that first leap and put the ideas together but to me it's all about the team you can assemble to accomplish those things...A lot of people talk about in marriages they say 'behind every good man is a good woman.' I think the same with mavericks. Behind every maverick is probably a solid team. Mavericks are lone wolves to a degree but I think to be successful you need to be able to rally people behind you.



The single characteristic of a successful venture is about new knowledge that you've gained from that. There are so many different ways to calculate reward, whether it's financial or whether it's information or whether it's anything. For me it's about, you've attempted the risk, you've learnt something; it's kinda like research right. Every single venture is a research experiment in something...Every single one has been a building block of the next venture, in terms of knowledge and how to approach these things...Each one of my ventures has been a fantastic bit of information that I have then used and added and each venture goes a little bit further and becomes a little bit bigger and a little bit riskier, but also more successful which is also really interesting.



Success is learning



mav-er-ick

"Someone the seat after some Maverick guy who w gets it do

Dear Matt

What an absolute blast interviewing you. Your interest + openness were evident in your demeanor + words + reactions. Thank you, because as an early interviewee you, without knowing it, made my work meaningful + important, because of its purpose: to help the world better understand the different thinkers.

Matt you taught me that:

- (M) attack problems in new ways that are not normal.
- (M) explore new + better ways to do things because efficiencies are important.
- (M) are lone wolves to a degree, especially the introverted ones like yourself, but to be successful (M) need to be able to create teams and then point them towards significant tasks.



Matt, doing things differently is part of who you are, with an innate drive that there's a better way to do things.

It was interesting that you felt that (M)'s inspired people, or rather that people were inspired by (M)'s but there was a lack of support because what they're doing is unknown; with unknown results.

Thank you for helping me. I believe helping someone is like the Indian holi festival, you can't throw colour on someone without getting some on yourself. As you said,

"I ♥ this

I've never defined myself as a (M) until today.

It's amazing."

Me - I can't believe how many 'amazings' you said.

Thank you for being so open.

And for putting so much ♥ heart into your interview. Got a feeling it's the same for everything you do.

♥ Bonnie ☺



MATT FRIESEN

This summer we've been really focused on a particular avenue of business. We're building a particular product; we're building a fashion search engine, which is kind of cool. What we were really interested in is that we discovered a potential business opportunity for us based on the underlying foundation technology that we built. And if we shifted resources to field that it was gonna take almost our entire team. So what we realized was that we spent 6 months investing in this technology and if we invested another 3-6 months on this new avenue we had the potential to grow our business by many many orders of magnitude, even though it was completely off what our original course was and it was something brand new and we didn't know if it was going to be successful but we knew if we took this risk and it was successful what it would do for us. This particular opportunity if I was not a maverick I would have completely disregarded and thrown out and been like, that's not the path we're going down, it's too far outside the box and outside this business model. Because of that we are now at the point where literally this week we're rolling out the first pieces of this and I'm excited because the next couple of months are gonna change the face of business for us.



Maverick in life + business

Behind most mavericks is a team of executors. It takes people to take that first leap and put the ideas together but to me it's all about the team you can assemble to accomplish those things...A lot of people talk about in marriages they say 'behind every good man is a good woman.' I think the same with mavericks. Behind every maverick is probably a solid team. Mavericks are lone wolves to a degree but I think to be successful you need to be able to rally people behind you.



Success is learning

max-er-ick

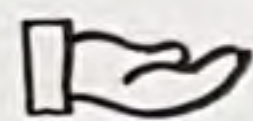
"I've a very subjective take on that because I don't believe there are any such things as (m). I just believe there are people who see the future in ways that other people don't. And ironically people who get called (m) are often the most sensible, down to earth, straight-forward going people. In fact, their perceived maverickness is simply the fact that other people haven't caught up yet."



CINDY GALLOP

Founder + CEO of We Ran The World + Make Love Not Porn

CRAZY IS...  
"what the rest of the world would be if they weren't so afraid of what other people think."



"Just be yourself and know the only person who can make things happen for you is you."

I do things in a way that is true to me and what I believe in...The sad fact of the matter is that many people do not operate in the way that they should and truly want to base it on who they are themselves...Doing things differently requires a very simple mindset; you just have to not give a damn what anybody else thinks...Whatever I do under any circumstances, any conditions, I'm only ever myself...I'm just living my life and doing my work in a way that is true to me and what I explain to people is that when you identify exactly who you are, what you stand for and what you value, and if you then only ever operate and behave in a way that is true to you, that just makes life much much simpler, because life still throws at you all the shit it always will but you know exactly how to respond to it in any given situation it throws at you...Everything starts with your values. Everything starts with looking into yourself and identifying who you are and what you stand for and then living your life and doing the work accordingly.



The future of business

I don't think what I'm doing is remotely maverick but the rest of the world does. There is a wonderful response that Larry Flynt when asked, you pioneered in an industry that nobody is ever encouraged to pioneer in, how do you encourage other entrepreneurs to pioneer in the adult world today? But he stopped me halfway and said, I never saw myself as a pioneer because I didn't think I was doing anything wrong. And that's exactly how I feel about my work with Make Love Not Porn. The rest of the world will tell you that it's extraordinary, and I don't think I'm doing anything different.



Be true to yourself; always

I believe the future of business is doing good and making money simultaneously. Not in the old world way, most companies already do that. We make money but the new world will be we make money because we do good. We find a way to integrate social responsibility, the way we do business on a day to day basis that therefore makes it a key driver of future growth and possibility. I believe that the business of the future is shared values + shared action = shared profit. Financial profit and social profit, in other words brands and companies come together with their audiences and their consumers on the basis of values that you all share, which by the way is the fundamental requirement for good relationships in life as well as business, you never truly bond if you don't share the same values, so when brands and consumers come together over values that they share, when you enable together to collaboratively, collectively, co-act on those values, to walk the talk together, then they make things happen in the real world that will benefit consumers, benefit society and benefit the brand and the business. I live those philosophies and both my start-ups are manifestations of that...integrating social responsibility with tangible results.

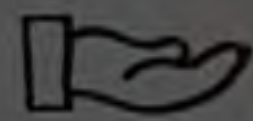


Others see you as a pioneer

Be your own filter. When you have a very clear sense of who you are you project that, you draw to yourself all the right people and so I have a very nice, very wide network of wonderful people.

may-22-12

"I've a very subjective take on any such things as (m). I just see the future in ways that other people get called (m) are often the most forward going people. In fact, the fact that other people have



"Just be yourself and know that things happen for you is you

Dear Cindy,

When our mutual (m) friend Nix Badminton recommended you I had no idea who you were. I learnt about you + your being the Michael Bay of business, and knew you'd be a fun lady to interview.

Cindy, you taught me that:

- (m) know the biggest risk is not taking one
- (m) don't care what other people think, because they want to own their future.
- (m) know some rules are there for a reason; some aren't.
- (m) are challenged by making what they want to happen happen.



You shared how the secret to human happiness is knowing your values and living by them.

This sentence correlated + was embedded in everything you said, + everything you do.

Be that life is simpler when you're being true to you, only ever being yourself in any given situation

or that doing things different requires a mindset.

A very simple mindset; just not giving a damn what anybody else thinks. It's because of this perspective that

you are able to create startups that are different from anything else out there.

You are very direct Cindy and it's a beautiful asset-radical candour. I like how you used it in your responses and also how when people come to you for consultancy they know to come to you if they want radical, innovative, ground breaking + transformative. You make it clear you don't do status quo. You sum up your consultancy approach as you like to blow shit up - that's why you're the Michael Bay of business!!! You taught me about deliberate filters + the power of having them in place. It's been a very valuable lesson to apply to my life + work.

Thanks for your time Cindy + I hope you enjoy learning from the other

(m).

Billie (j)



Be true to yourself; always

I believe the future of business is doing good and making money simultaneously. Not in the old world way, most companies already do that. We make money but the new world will be we make money because we do good. We find a way to integrate social responsibility, the way we do business on a day to day basis that therefore makes it a key driver of future growth and possibility. I believe that the business of the future is shared values + shared action = shared profit. Financial profit and social profit, in other words brands and companies come together with their audiences and their consumers on the basis of values that you all share, which by the way is the fundamental requirement for good relationships in life as well as business, you never truly bond if you don't share the same values, so when brands and consumers come together over values that they share, when you enable together to collaboratively, collectively, co-act on those values, to walk the talk together, then they make things happen in the real world that will benefit consumers, benefit society and benefit the brand and the business. I live those philosophies and both my start-ups are manifestations of that...integrating social responsibility with tangible results.



Others see you as a pioneer

Be your own filter. When you have a very clear sense of who you are you project that, you draw to yourself all the right people and so I have a very nice, very wide network of wonderful people.

▶ maverick

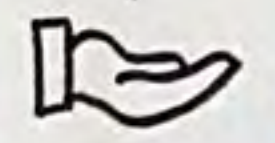
"I was a kid the first time I was introduced to the word. Maverick was Top Gun. That comes up probably a lot, and then I'm a surfer. There's a big wave that happens an hour or so outside San Francisco called Mavericks. So a Maverick would be similar to what a rebel would be; doing things in a different way. I kind of grew up being a 'rebel' in my family. I'm doing things differently. I don't think there's really a difference between right or wrong, just a way that you feel is the way to do it, whether it's business or whether it's sports, or whatever it is."



JAMIE GARRATT

CEO/Founder Idea Rebel

CRAZY IS...  
"Or is not creating your own path through instinct and passion."



"You just have to do what you want to do. Again always want to learn, always continue to learn and you'll be happy."



When I started the business obviously, I know the rules and regulations of Canadian corporation law. So I know how HR works in Canada. I know how to hire people. I know if there's a book on building a business in Canada, the standards of building a business in Canada. And I understand that through being in businesses and running businesses. And I think with Idea Rebel I wanted to start with a clean slate. Start with a business, again understanding the rules and the laws in this country but create something that's a bit different so not that bend the laws or anything but stuff like going paperless. So I didn't go paperless for the marketing of it. I dissected what we did as a core business and I saw we didn't deliver anything to do with paper. So just in general if I was starting a business I would say, well we need an office, we need printers, we need fax machines to get going, communicate. So I look at it a bit differently and say what truly do I need to run this business in order for this business to be successful. And I cut out all of the fat without trying to make people happy. I did it for myself and for the efficiency of the business.



Cut the fat = efficient business



The skill is understanding. You have to understand the norm to be different, because otherwise you're just going to follow all the rules...Rules, I don't necessarily like them. I follow them to play the game though. At the end of the day this is a game and in order to get where you want in the game you have to play by other people's rules. But do I like other people's rules? Not all of them but it's all a game so it depends on what rules I guess...My very first job, I think I was 8 years old, although I had maybe jobs before that, was the Sears catalogue. So they had catalogues, we're talking in the 80's and they were thick. So I agree to deliver these and you get x amount 10 cents per 1 that you deliver and you deliver as many as you can, I did the math and started to think, yeah this is OK but what if I sold them as well? Got the money for them. I'm 8 years old I don't know. So I'm like I'm gonna make 10c on each one, what if I also take them to the house owner and showed them that there's value to this rather than they're free and I will deliver it to them personally. So I was kind of breaking the law or rules but also doing it my own way. So I end up selling a whole bunch of them I guess because of my sales skills at 8 years old and later I ended up getting fired from Sears cos they found out about it...There's rules and you have to abide by certain rules to get that sometimes that's in all parts of my life, so whether it's me driving, playing sports, investing, growing a business, literally everything I do I'm always trying to find a better way or to outsmart the system in other words...I call it beating the system. If you do beat the system you can get a lot of rewards from it personally and financially if you want that as part of your game. It's personally rewarding. It feels good when you beat something whether it's your own challenge or someone else's challenge.



Understand the norms and roles then outsmart them



The disadvantage is that not everybody whether it's an employee or a co-worker or a client whatever, not everybody gets it. It can be too advanced or too whacky for some people.... I think you need to be maverick in all stages you just need to pick the level. So it's rather than being a 10 all the time you can be a 2, 8, 5, 10. The older you get the more you learn and the more you take in and then you understand more and then you obviously make decisions based on your knowledge based on your experience. So I don't think it changes, it takes it to a higher level.



Less MAVERICK

More MAVERICK

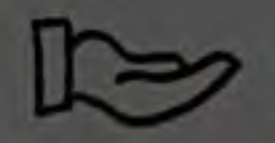
Adjust the Maverick level

speaker icon  
maverick

"I was a kid the first  
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I'm doing things differently.  
right or wrong, just a way  
whether it's business or



JAMIE GARRATT



"You just have to do what you  
Again always want to learn, alw

Dear Jamie,

When I came across a feature entitled 40 Under 40 Entrepreneurs in BC Business Magazine which you were included in, well I wanted to interview the Founder of a company called Idea Rebel, once I'd learnt about you and your work.

Jamie, you taught me that:

- (M) want business to be both about learning and having fun.
- (M) will get criticized, and have to not care.
- (M) are energetic so can do more.
- (M) learn fast

You explained your business clearly to me as being based on the 3Ws:



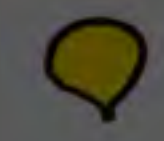
And Jamie, I can see how it allows you to have an impact on the digital world, and how you ❤️ technology.

Your ❤️ of learning and filling your brain with knowledge is one of your biggest ambitions. And I really liked how you shared that educating people is a form of doing good, because knowledge is a way of paying it forward.

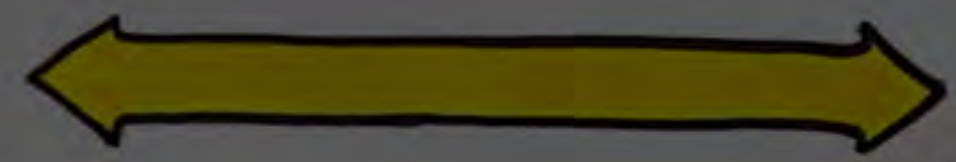
Jamie, I don't know if you recall when I asked you, what would you like to have been asked? You said, to ask why you had wanted to do the interview, (and that it would be a game changer for me). Your reason was you were interested in the content and the delivery. Others said it was because of the empathy they could feel, and how it was apparent to them that the findings would be used to encourage and inspire others. So a BIG thank you for recommending the why? question.  It changed the game! *Birnie ☺*



Cut the fat = efficient business



The skill is understanding. You have to understand the norm to be different, because otherwise you're just going to follow all the rules...Rules, I don't necessarily like them. I follow them to play the game though. At the end of the day this is a game and in order to get where you want in the game you have to play by other people's rules. But do I like other people's rules? Not all of them but it's all a game so it depends on what rules I guess...My very first job, I think I was 8 years old, although I had maybe jobs before that, was the Sears catalogue. So they had catalogues, we're talking in the 80's and they were thick. So I agree to deliver these and you get x amount 10 cents per 1 that you deliver and you deliver as many as you can, I did the math and started to think, yeah this is OK but what if I sold them as well? Got the money for them. I'm 8 years old I don't know. So I'm like I'm gonna make 10c on each one, what if I also take them to the house owner and showed them that there's value to this rather than they're free and I will deliver it to them personally. So I was kind of breaking the law or rules but also doing it my own way. So I end up selling a whole bunch of them I guess because of my sales skills at 8 years old and later I ended up getting fired from Sears cos they found out about it...There's rules and you have to abide by certain rules to get that sometimes that's in all parts of my life, so whether it's me driving, playing sports, investing, growing a business, literally everything I do I'm always trying to find a better way or to outsmart the system in other words...I call it beating the system. If you do beat the system you can get a lot of rewards from it personally and financially if you want that as part of your game. It's personally rewarding. It feels good when you beat something whether it's your own challenge or someone else's challenge.



Less  
Maverick

More  
Maverick

Adjust the Maverick level



may-er-ick

"A person that wants to change the world."



JUAN PABLO GAVIRIA

CRAZY IS...  
"not knowing what your true calling in life is. Doing things you don't like and living a life without a purpose."

Founder | CEO [Chief Entertainment Officer] 360 Digital



"Don't fear failure. Embrace it."



Sometimes you have to think about that a lot of people will disagree with you, some people won't like that you're persuasive and that your tones exudes confidence as that can be taken as arrogant, when what you're being is really really passionate. If you're telling everyone how to do things it can come across as arrogance. When I was younger it happened a lot to me, now I can manage to communicate in a better way, not to scare people in the correct way without being arrogant...You have to show the goods, then you usually accomplish what your goals are, what your purpose in life it. You can accomplish it because you're a task-driven and result-driven person.



Confidence NOT arrogance



I want people to remember that simple things can change the world. It's not about me doing them or about me telling them that. I want people to take control of their lives. We're usually not taught we need a purpose in life. We are taught that you have to have family and you have to have work, and just have work to get paid and you get money to buy things that you don't need. And I think that's when you define your life purpose, there's something that changes in your life and if everyone had life purpose clear, everything in this world would be different and so I'm working on that, to change the world, the life purpose of people, one person at a time...I'm doing a television show right now about social entrepreneurship locally here in Colombia and we're trying to show in the same way as the other things that I'm doing, we're trying to inspire and empower people. That change comes with us and if we think collectively instead of individually great things are going to happen. Colombia is in a special year because we're probably gonna sign peace in a country that's never know peace in the last 60 years. So that's something that historical time period we're living. And that's the message we're going to get to people, showing them what social entrepreneurs are doing in the country and how they are taking things in their own hands to change the world, and it could be empowering for others... Being different to change the world is what motivates me. And I really love helping people and I've discovered that I find that I'm really alive when I'm helping someone and I've touched their life just for saying a word. If I find I can help somebody else be a better person I am complete. Therefore I want to change the world 1 person at a time because of that with Motto Dots.

change self → change the world

I find myself sometimes not having enough attention to my family. I haven't called my mum in like 15 days, because I'm so into my work that usually happens. Sometimes homelife is balanced sometimes it hasn't been balanced. So I took like a year off work to try to balance it. It's not like a balance. It's been on off from one side to the other. This year I've worked the most in my life because I've done so many things and I've really tried hard to Saturdays or Sundays be the whole day completely dedicated to my family. I don't think that's a balance because you work 5 or 6 days then just 1 day. I'm working hard to be able to balance it more in the future.



Challenging to balance work + homelife

may-er-ick "A person that want



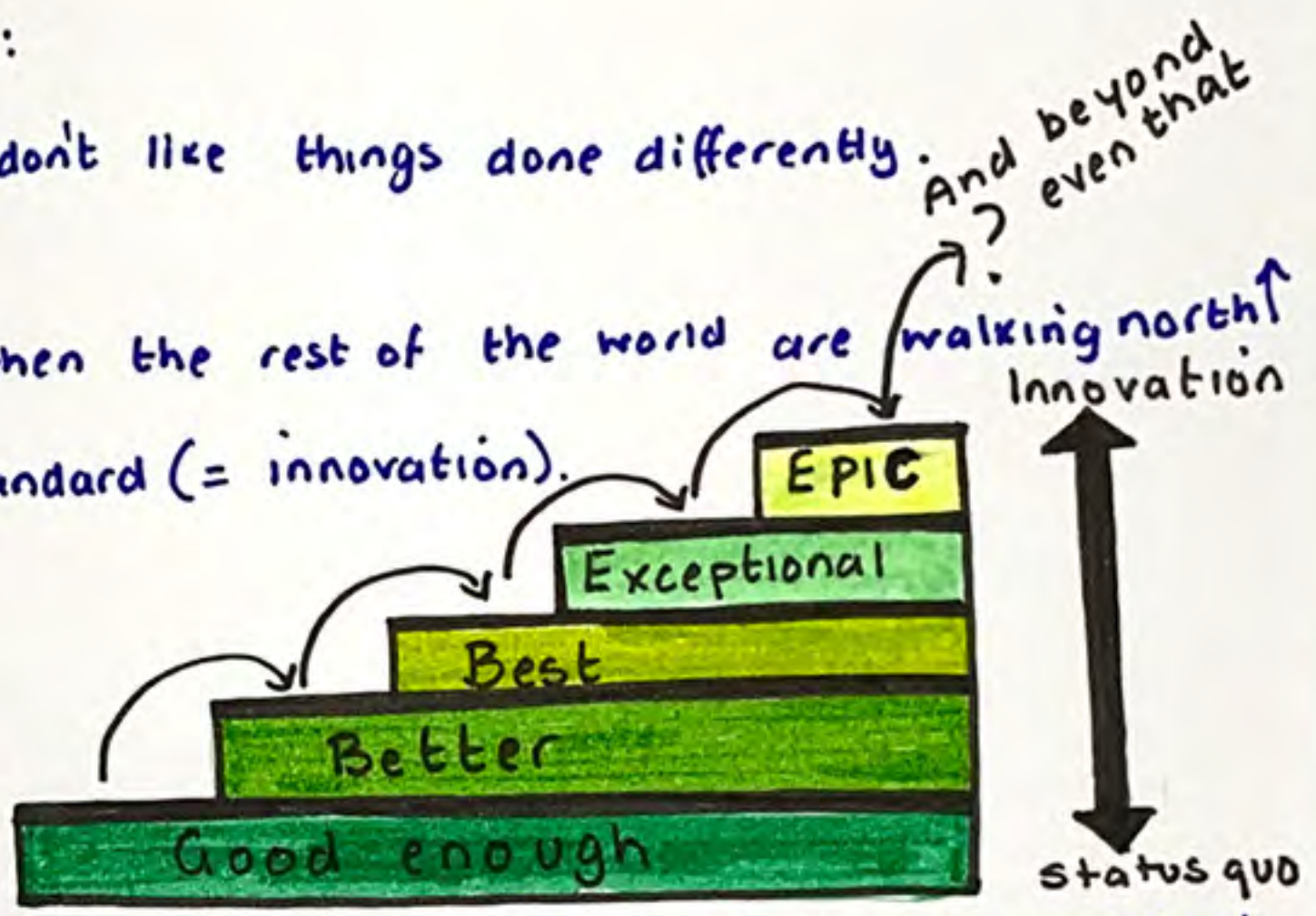
JUAN PABLO GAVIRIA

"Don't fear failure. Embrace it."

Dear Juan Pablo, Well it was really interesting to interview you, and I'm very grateful to Oscar Malpica for introducing us. I knew him from Envisioning hubs I was creating with him. You provided a Columbian perspective to the (M) project.

Juan Pablo, you taught me that:

- > (M) aren't liked because people don't like things done differently.
-> (M) take calculated risks
-> (M) want to walk south down when the rest of the world are walking north up
-> (M) want to exceed the standard (= innovation).



It was interesting how you recognised the need for (M) to remember to take it easy sometimes and relax, This is especially important as you said (M) often manage a number of tasks (but not multitasking). It's having a number of projects they throw themselves into simultaneously. As you shared Juan Pablo at the time of the interview you were running 2 start ups + producing a television show. A show about social entrepreneurs, challenging the convention that only sex and violence make for good television.

Your candidness about failure and about how it is the failures that make us who we are. In fact if you don't learn from your mistakes, they didn't mean anything. And that's the biggest failure isn't it? Because failure involves risks And you have to take risks if you want to achieve great things.

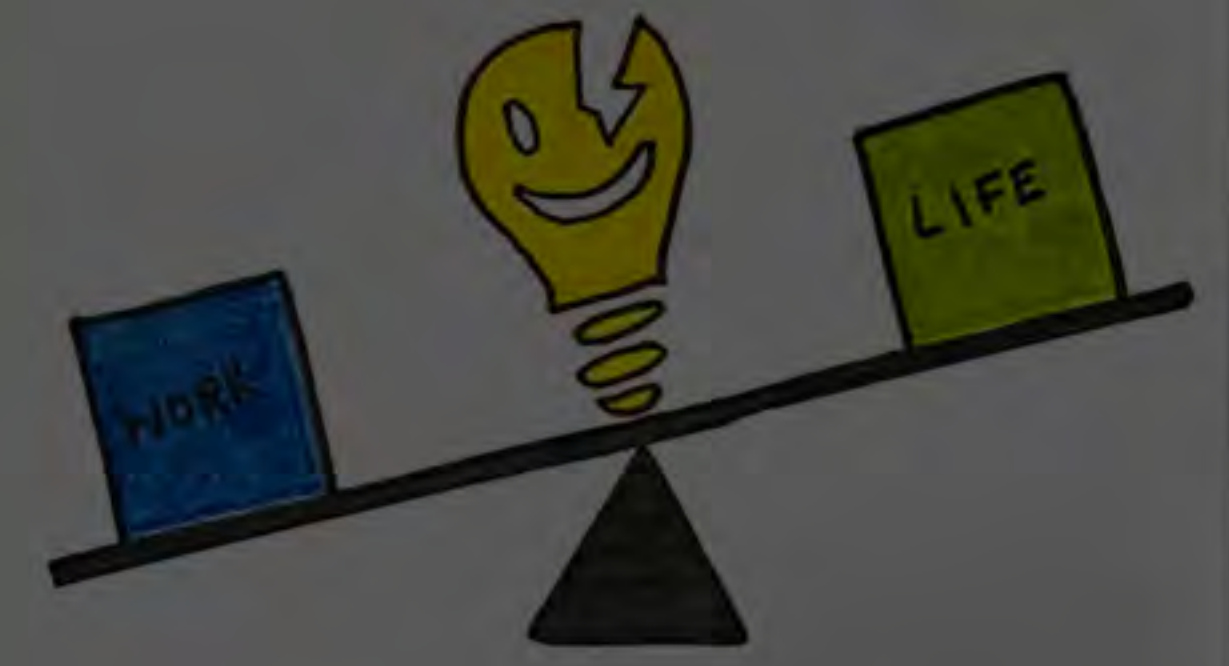
Thanks for all the insights and stories Juan Pablo, and I hope you enjoy those from the other (M).

B. Me 😊



Confidence NOT arrogance

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Challenging to balance work + homelife





mav-er-ick

"Someone who is still a little bit wild and crazy and is willing to do things that are different get still able to play in the same stable as the other horses."

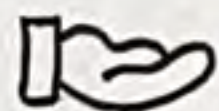
CRAZY IS...

"all in, no reserve, no option considered or planned other than the pure and successful execution of the ideal concept/design."



TARRY GIANNAKOS

co-creator/founder Revolver Coffee



"Keep taking risks. Roll with the hunches. Roll with them and spend sometime with some other mavericks; they're contagious. I can only imagine what you've learned."

Doing things differently with particular customers or broadly even just thinking about how you would want to be treated and then actually taking that and making it even better and hopefully you want to be treated well, otherwise it wouldn't work. Discernment, willingness to risk and the stubbornness to see it through, and I mean not as people are upset, the stubbornness to see it through even as it hurts. Example, when I've talked to people about opening a coffee bar and what it takes, some of the things I'll tell them is you've got to brew coffee within 17 minutes, if it's not sold you've got to throw it away and you have to do that constantly. For the first year and a half you might throw out more coffee than you sold. And if at any time you change your mind or play with it and not throw it out this time, then you've trampled on all the times you did do that, and you've got to zero... so I don't know it's a skills as it's set ways of thinking... My strengths are in the area of discernment, which is a spiritual thing as well, discernment and being able to see the likely outcome of a course of actions into the future and being able to put the big picture together really well. Like not just for this week or month but looking down the road and seeing where this takes us.



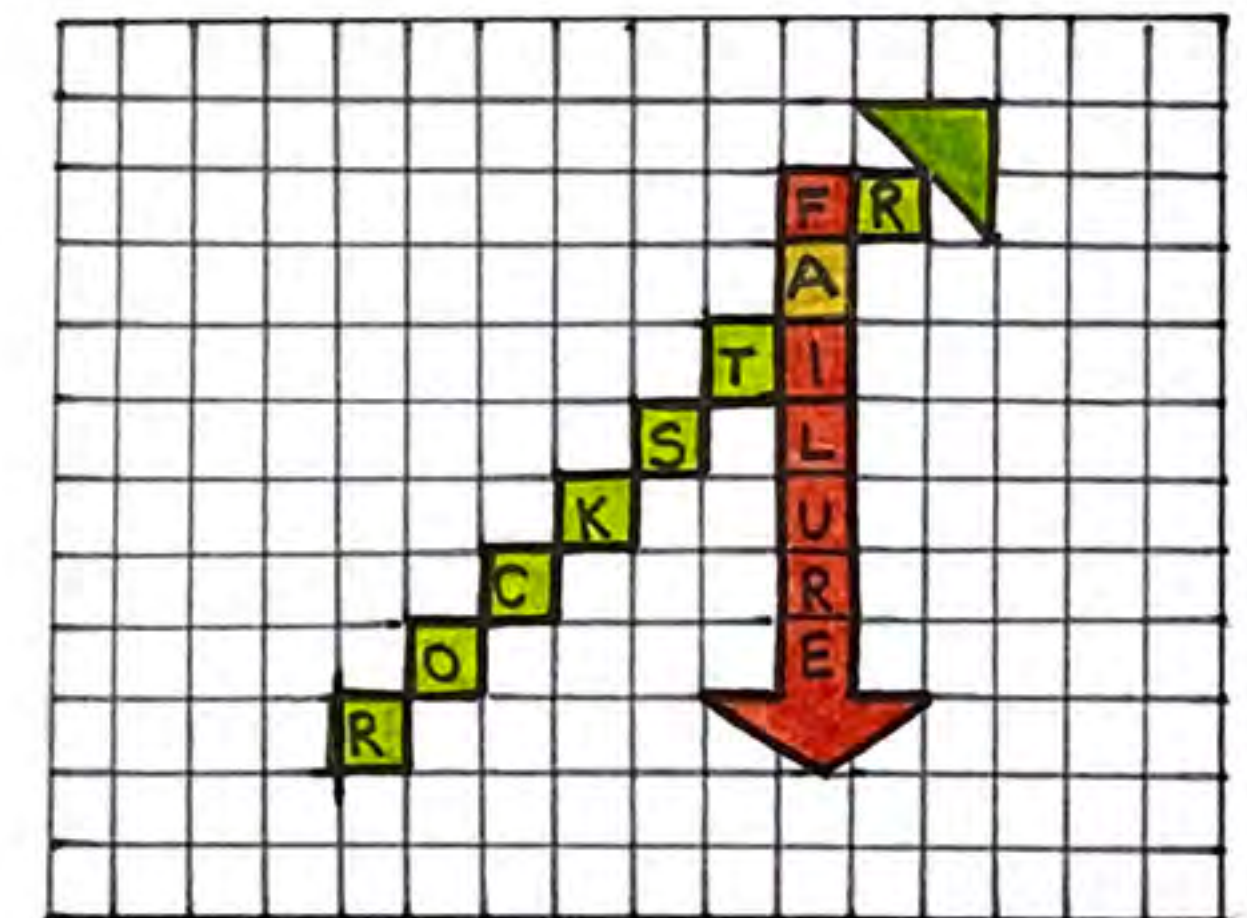
Discernment and outcome.



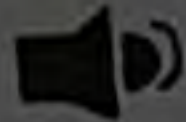
Be an Evangelist

When I get into something, I'm an evangelist, hardcore. If we start talking about the things I'm into like we are now, wow you will see it in my eyes, like everything becomes animated, when I start describing food people feel like they're eating it, so it's super high energy and super high passion about stuff. I get very engaged and engaging and things just start to flow. I'm a start talking engage brain after guy and when I start talking it all starts coming together and then after a while it's like wow where did that come from... I was a Pastor Chaplain for 7 years, that was a maverick move to begin with right in the middle, like when I was 40. So some of the biggest earning years we became missionaries in a sense, raising funds from people who were supporting our work. So whatever I'm into there's an intensity and a non standardness. I got into cameras a year ago and I think I bought and sold 35 and I know a ton of people in Vancouver who are into cameras. There's a network of people at Revolver who are into cameras. It's not normal what it is it's kind of deep deep into it.

If you're executing well you're not necessarily one of a kind, but your definitely in a small circle, and the assumption is that it's a good circle, that you're doing well in it and people appreciate what's going on there, or I'm assuming it that way... There's more risk in not being a maverick and just being one of the many, and that's risky. Example, we opened a store completely focused on excellence in one particular product area [coffee], and that's it. That's what we're about. Everything that you hear about us is going to be about that. We didn't do this, this, this, this and this. Which were safe things to do, but they diminish your focus and power in one particular area. So high risk if you don't make it in that area, boy are you dead. But if you do make it = Rockstar. So I'd rather be focussed that way or fail. Rockstar? Failure? Or muddle in the middle? I do not want to muddle in the middle.



Rockstar or Failure. Don't muddle in the middle!



mav-er-ick

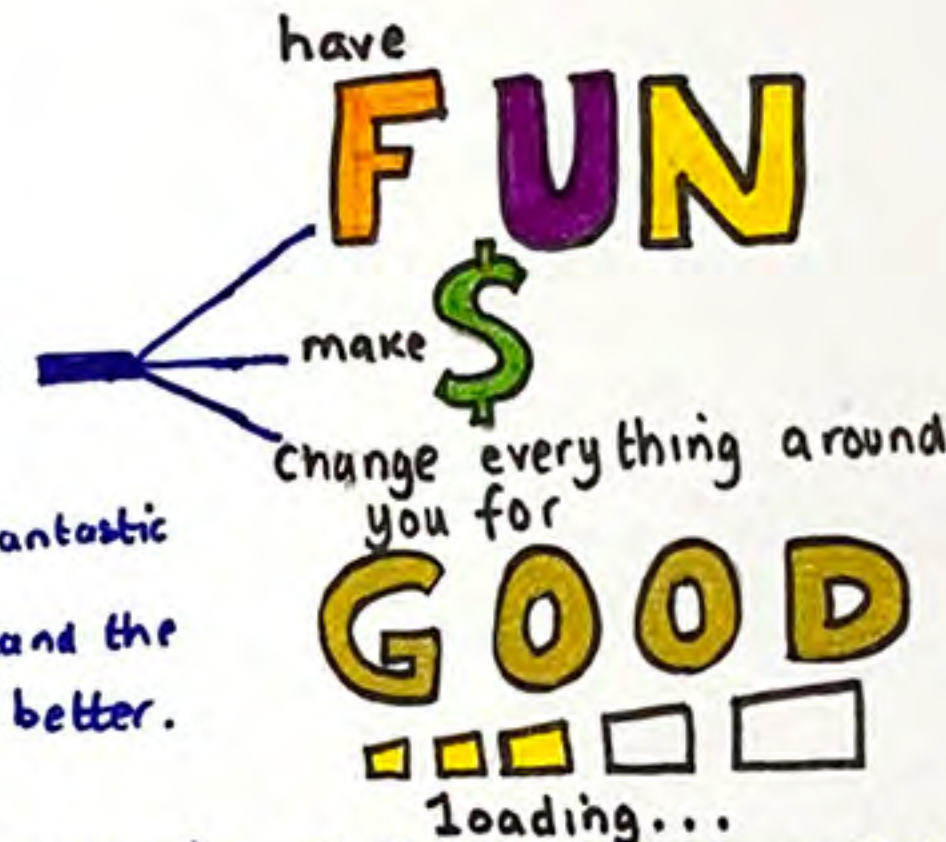
"Someone who is still a  
to do things that are differ  
stable as the other hard

Dear Tarry,

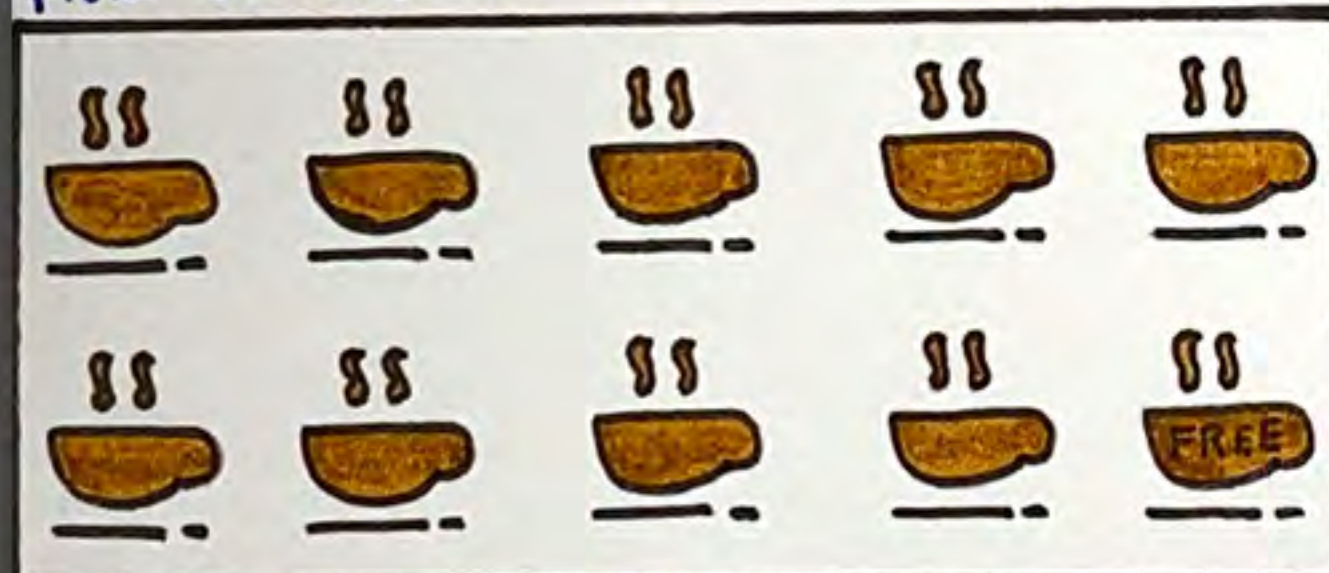
When you son Chris Giannakos gave his Ted Talk - Enjoy your Coffee I had no idea it would lead to a coffee with you at Revolver and whilst drinking the coffee your maverickness would shine out.

Tarry you taught me that:

- (M) do things that are non-conventional, yet have to learn to live inside the conventional.
- (M) have to know when to cut their losses.
- (M) like creating, not managing.
- (M) see success as business ventures that



We laughed when you described rules as being fantastic for other people. For (M) they help them to understand the field so they can maneuver and adjust off them better.

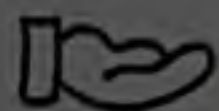


Your stories of trust and doing the right thing in business showed how to raise the bar for yourself, your business and your customers. Especially the one about the 2 guys who may have been working the system for a free coffee.

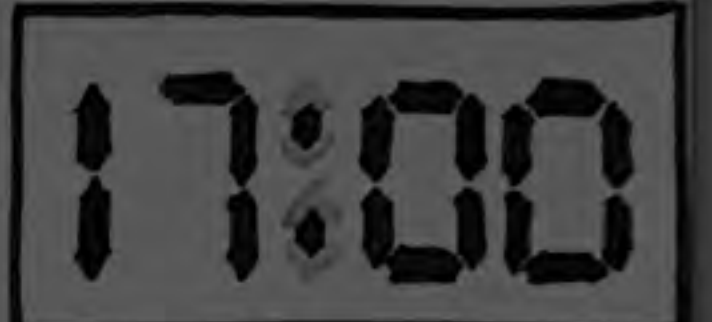
You advised the rule following staff member to take their cards and tell them that a new system had been designed especially for them. Look at them, and rip up their cards and throw them in the garbage. And tell them "starting today whenever you think you've it 10 let me know + get your free coffee." Let's start today with your free coffee."

We got to know each other as humans Tarry and along the way you became my spiritual (M). You've seen me both at high + low points. When I'd landed a (M) I'd been chasing for months to the days when I poured tears into the coffee because the (M) project felt so overwhelming. On the latter days you told me, 'You're on a mission Billie. It was never gonna be easy.' Those words helped me persevere. I know now the role of ministry to the business world.

I've lost count of the funny texts, the difficult questions that pushed me, and the 7:30am coffees we've had. You've educated me on the coffee drinking experience; which is part of a finely tuned life isn't it? Oh and the customers at Revolver who overheard our random conversations + suggested we start a TV show because it would go viral!!! Thank you Tarry. I'm still on the mission, and as you know it was always for every child who gets told, "Why can't you just be like everyone else?" Billie @

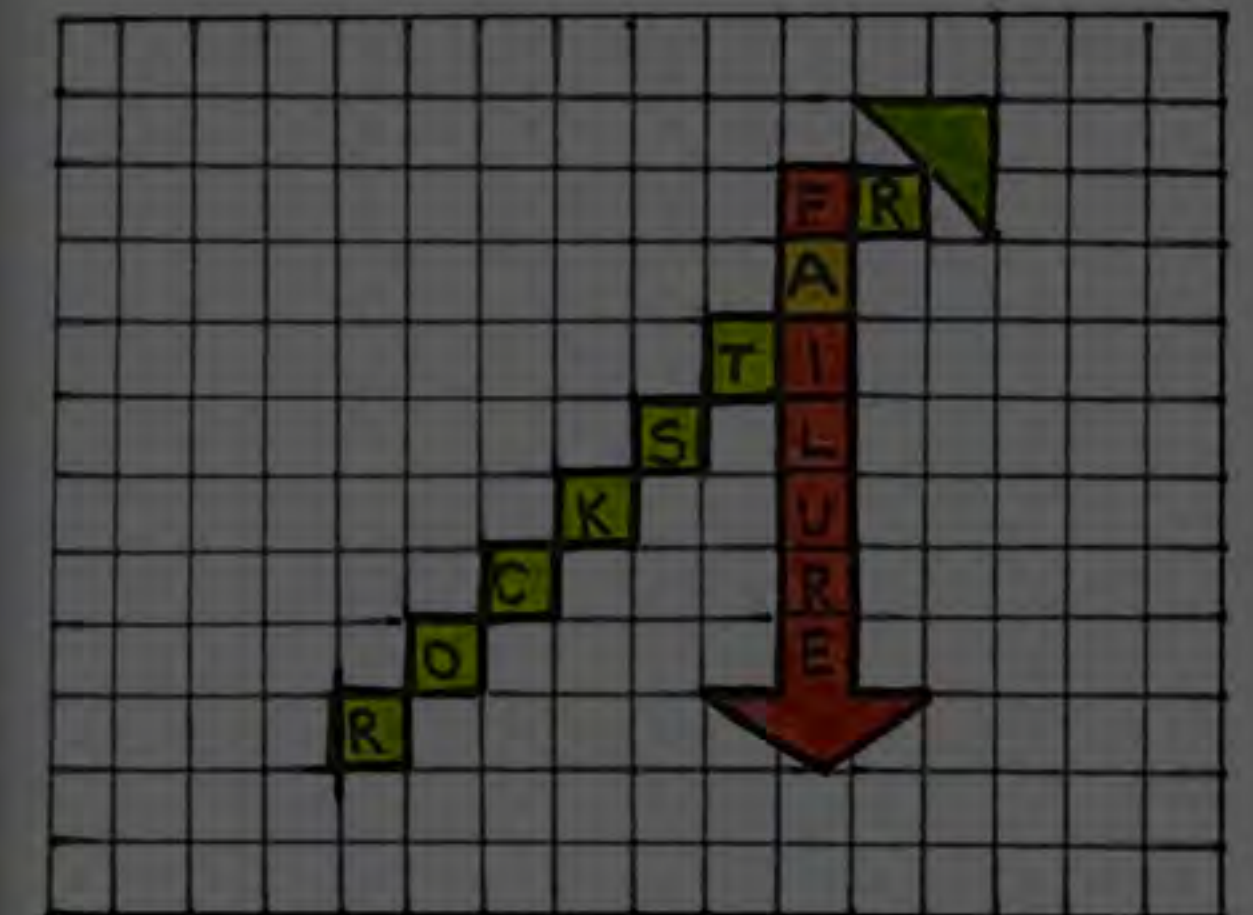


"Keep taking risks  
Roll with the hunches.  
Roll with them and spend some time  
I can only imagine what you've



Discernment and outcome.

When I get into something, I'm an evangelist, hardcore. If we start talking about the things I'm into like we are now, wow you will see it in my eyes, like everything becomes animated, when I start describing food people feel like they're eating it, so it's super high energy and super high passion about stuff. I get very engaged and engaging and things just start to flow. I'm a start talking engage brain after guy and when I start talking it all starts coming together and then after a while it's like wow where did that come from.... I was a Pastor Chaplain for 7 years, that was a maverick move to begin with right in the middle, like when I was 40. So some of the biggest earning years we became missionaries in a sense, raising funds from people who were supporting our work. So whatever I'm into there's an intensity and a non standardness. I got into cameras a year ago and I think I bought and sold 35 and I know a ton of people in Vancouver who are into cameras. There's a network of people at Revolver who are into cameras. It's not normal what it is it's kind of deep deep into it.



Rockstar or Failure  
Don't muddle in the middle!



may-er-ick

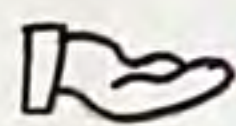
"Cowboy films + Top Gun.  
People who perhaps are doing things in a slightly dangerous + naughty way, maybe outside the law."



IVO GORMLEY

Founder Good Gym

CRAZY IS...  
"not doing something together about all the scary stuff that's happening in the world."



"The important thing is that it's got a connection to your life, that you can see a reason in it for yourself. That it's not abstract. You can't force or encourage people to get excited about things you're not excited about. Just knowing why you're doing it. The idea of setting up a business is just a form of creativity. It's just as good to tell a joke, paint a painting or make a play or fix your kitchen chair. They're all just ways of showing something to the world and slightly change the status quo."



I don't have too much respect for the ways in which things have always been done and have always been up for thinking why just because everyone else does it do we have to do it like that. I studied anthropology which is all about looking around for examples of things where things are done differently, pretty much any rule or social norm you can find people living in the opposite way, which has been quite inspiring in a way to say, well it doesn't have to be like that.



Think differently about exercise



I do things differently because I'm interested in people trying new things and not being restrained by rules...Rules are strange things and they are frustrating and essential. I love technology and I love the transparency of the creativity of technology, in that you can see who wrote every line of code and even if it's written well, you can see why each line of code was written. So you've got this complete history of why that thing happened and why. And I would love to see that expanded over organisations so you can understand each rule. So you could look back and say, ah I understand why they've said no do this here, or no smoking here or why this border is in this place, except you could understand all of the discussion that has happened because I think that would allow the rules to change and it would also make people understand why they were being asked to behave in a certain way. I think we'd get more compliance to the rules but you also get obviously better rules because people will start saying this rule doesn't apply any more...you could make sure rules can be kept up to date. I think that applies to government policy or company policy whatever.... If I could immediately sort of reveal in an extremely accessible and searchable way the history of every decision that led to everything being how it is...it could create a much more fluid and peaceful world in a way. People would be so much more aware of the social constructs that led to the physical or social norms that their lives are lived by.

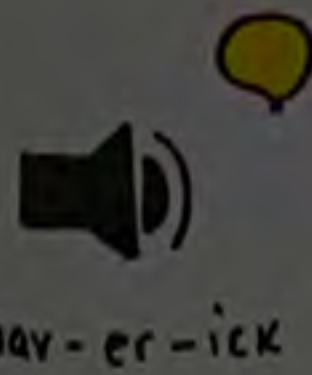


Anthropology helps us explore different ways

What we're trying to do really is take on two big issues. One is fitness. People assume immediately when you've got to get fit you need to start doing some exercise, that the thing to do is join a gym and the gym will get you fit. But actually that's not working. 50% of the developed world will be obese by 2030 so we're rapidly heading towards no one doing any exercise. And the other thing I was really interested in is how exercise has been designed out of our lives. In our day to day lives we just don't do anything. We've got escalators, we've got lifts, we've got elevators, we've got cars and all these things are making our lives easy and we've got fast food delivered to bed probably, if you want it to be. And so we've got all these things conspiring to make it incredibly easy for us to do nothing and incredibly easy for us to consume loads of fat and sugar. So basically we're in this sort of state where exercise has been designed out of our lives and we're not doing anything to do it. So we've invented this sort of fake exercise where we go into basements and lift things that don't really need to be lifted and who run on treadmills and get nowhere and what we do is make it easy for people to do some exercise that is meaningful. And to design that to lift something that needs lifting. Lift of a community gardening, lift food for a community food bank, run to deliver things to isolated older people who wouldn't see anyone if you didn't run round and deliver that newspaper. I think that's what we're trying to do is to get people to think a little bit differently about exercising and in doing so give themselves a real motivation to exercise. To be able to think a little bit bigger and say if I'm expending energy I might as well do something productive, rather than just throw it away...The most different thing is that we're combining two things that people generally don't see together. What we're seeing is this massive waste of energy going on, which I'm thinking of most exercise in gyms is just this huge amount of human potential and try and let's say basically let's put this into social care, which is a hugely over pressurised part of our society and they are two things that are completely different that no one ever thinks of together, but because I was grumpy about gyms being a bit of a rip off and not working very well I see some sort of connection between them.

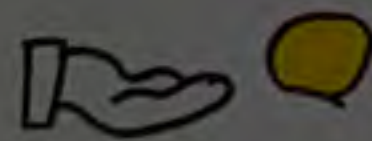


Rules aren't transparent



"Cowboy films + Top Gun.  
People who perhaps are doing  
naughty way, maybe outside

mav-er-ick



"The important thing is that  
you can see a reason in it for  
can't force or encourage people  
not excited about. Just know  
setting up a business is just  
tell a joke, paint a painting etc.  
They're all just ways of showing  
change the status quo."

Dear Ivo,

GoodGym was such an outside the box concept so I'm glad (M)  
Stephen Greene recommended you might enjoy + have fun being interviewed  
as he had.

Ivo, you taught me that:

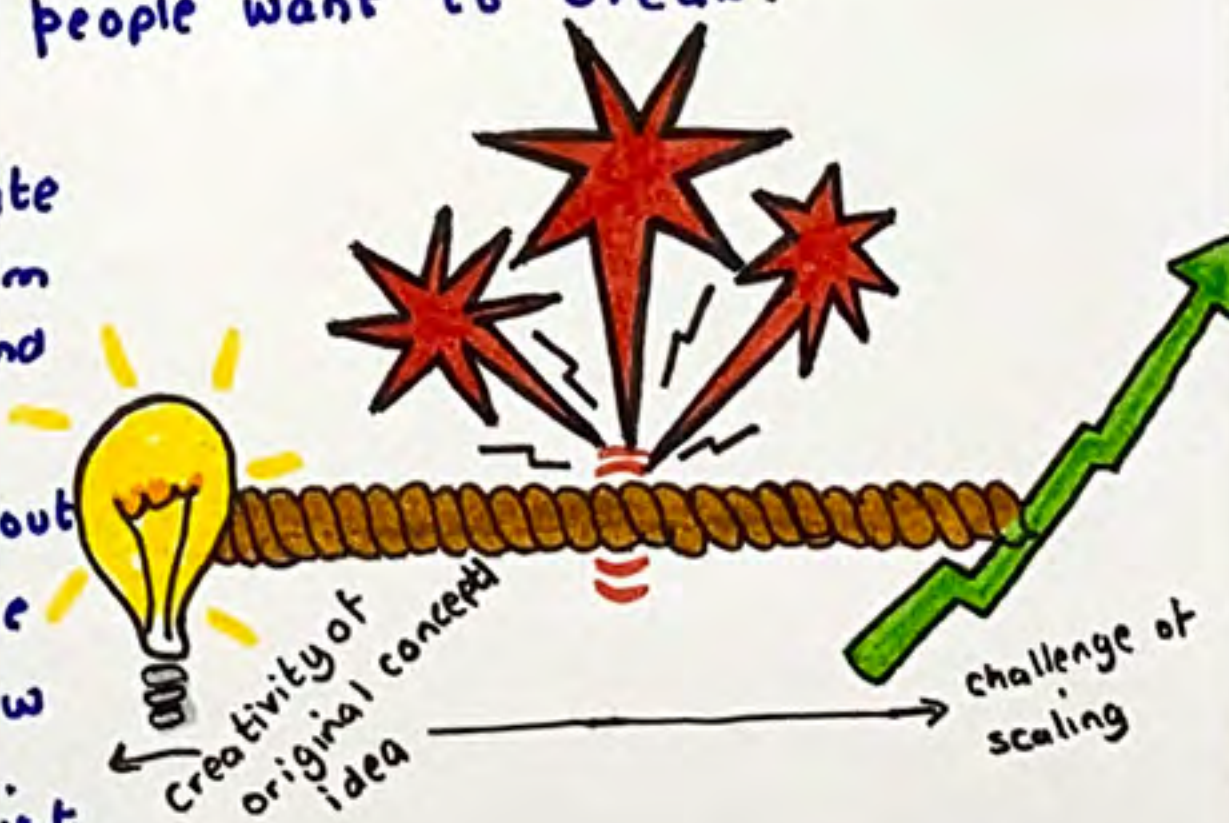
- (M) make things happen.
- (M) care about what they are creating and have a credible argument for the change they are implementing.
- (M) are interested in growing + scaling the idea.
- (M) are brave + get the idea out there, perfect or not.

I loved your interesting perspective that shared how you like trying new things + not being constrained by the rules, and yet in the process we can end up creating systems around the rules we originally intended to break, and these then become the new rules other people want to break.

You also shared how humans have an innate desire to create, and businesses are a form of creativity. (M) need persistence + belief, and need to incrementally prove their point by doing the idea to establish new norms, without the authority of the past. This takes time because a big push is needed to get new ideas accepted + established. So you just have to 'Get on with it!!!'

Thank you so much for your time + words of wisdom Ivo. I very much enjoyed hearing your stories + insights. Hope you enjoy reading those of the other (M) too.

Bimi ☺



Anthropology helps us explore different ways

What we're trying to do really is take on two big issues. One is fitness. People assume immediately when you've got to get fit you need to start doing some exercise, that the thing to do is join a gym and the gym will get you fit. But actually that's not working. 50% of the developed world will be obese by 2030 so we're rapidly heading towards no one doing any exercise. And the other thing I was really interested in is how exercise has been designed out of our lives. In our day to day lives we just don't do anything. We've got escalators, we've got lifts, we've got elevators, we've got cars and all these things are making our lives easy and we've got fast food delivered to bed probably, if you want it to be. And so we've got all these things conspiring to make it incredibly easy for us to do nothing and incredibly easy for us to consume loads of fat and sugar. So basically we're in this sort of state where exercise has been designed out of our lives and we're not doing anything to do it. So we've invented this sort of fake exercise where we go into basements and lift things that don't really need to be lifted and who run on treadmills and get nowhere and what we do is make it easy for people to do some exercise that is meaningful. And to design that to lift something that needs lifting. Lift of a community gardening, lift food for a community food bank, run to deliver things to isolated older people who wouldn't see anyone if you didn't run round and deliver that newspaper. I think that's what we're trying to do is to get people to think a little bit differently about exercising and in doing so give themselves a real motivation to exercise. To be able to think a little bit bigger and say if I'm expending energy I might as well do something productive, rather than just throw it away...The most different thing is that we're combining two things that people generally don't see together. What we're seeing is this massive waste of energy going on, which I'm thinking of most exercise in gyms is just this huge amount of human potential and try and let's say basically let's put this into social care, which is a hugely over pressurised part of our society and they are two things that are completely different that no one ever thinks of together, but because I was grumpy about gyms being a bit of a rip off and not working very well I see some sort of connection between them.



Rules aren't transparent

🔊 mav-er-ick

"I just think right back to Top Gun. The movie, Top Gun. Maverick ... people who kind of go against the grain, a little bit wild maybe, but who seem to come out on top. So I don't know if there's really another term that defines that definition or encapsulates that definition better."

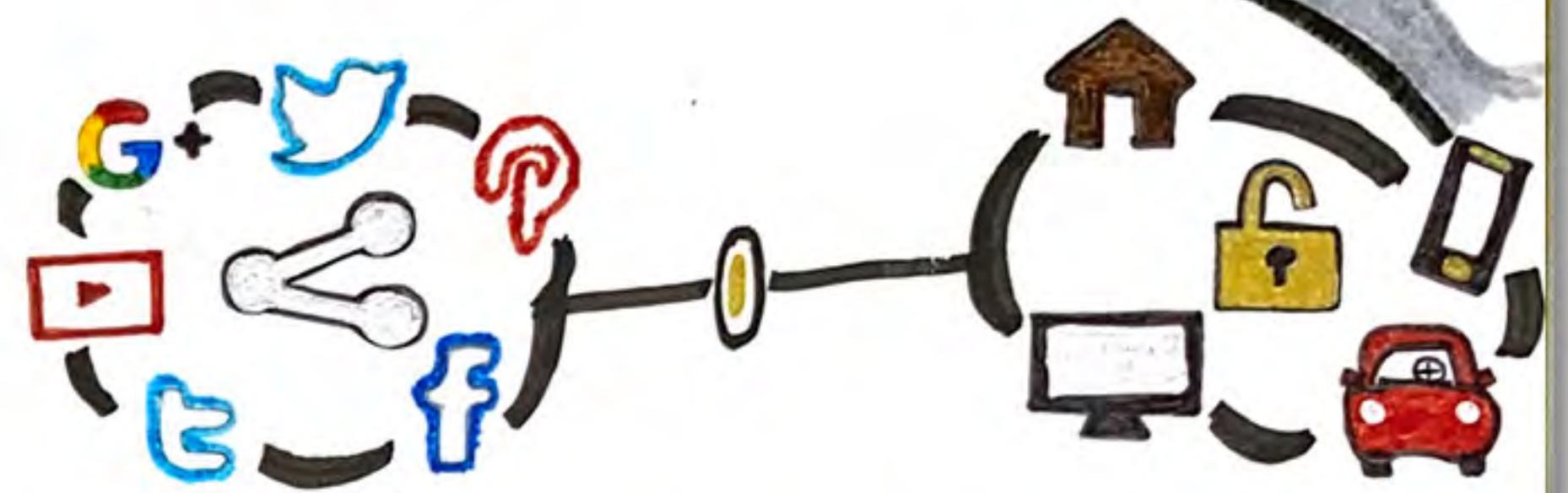
Being able to making connections between different technologies or things, so repurposing technology, bringing two technologies that don't have anything to do with each other together. Repurposing things for another use that's nobody's ever really thought about before.

CRAZY IS...  
"accepting just how temporary and fragile our lives are, yet how powerful, ambitious, and limitless we must be while living them."



AMAL GRAAFSTRA

Founder Dangerous Things

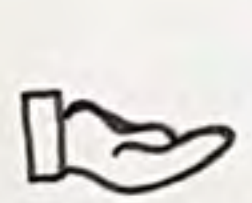


Connecting / Repurposing different technologies



Success can be just testing the market, the idea and even if the idea doesn't pan out, but you have mitigated your risk, you haven't gone blindly into it, you've explored and determined that it wasn't a viable thing. That's a success if you come out unscathed but know more about that market.

success can be testing the market/idea.



"If someone feels they are a maverick, they aren't one. The only way a true maverick finds out they are one is when just about every other person in the world tells you that you are one. By definition a maverick goes against the norm ... a norm defined by society at large ... so they only true way to know if you are one or not is for society at large to keep reinforcing it with you as you try to convince yourself you're not crazy. Everyone has fear and doubt ... the imposter syndrome can run rampant over a maverick ... but a true maverick holds true to those driving beliefs that brought them to maverick status in the first place and keeps at things out of passion for those core beliefs."

When it comes to things like body modification people are like you can't do that, or you're crazy for doing that because there's so much risk, liability blah, blah, blah, I just look at it and really look at the risk and determine that in most cases the risk isn't really there, it's just a kind of ominous fear that isn't really attached to anything.'



RISK or Fear ???

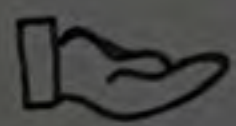
🔊 mav-er-ick

💡 "I just think Top Gun. M the grain, to come ou really anoth encapsulates



AMAL GRAAFSTRA

Founde



💡 "If someone feels they are way a true maverick find every other person in the By definition a maverick ge society at large... so they not is for society at large to convince yourself you're the impostor syndrome can true maverick holds true to maverick status in the f passion for those core belie

Dear Amal

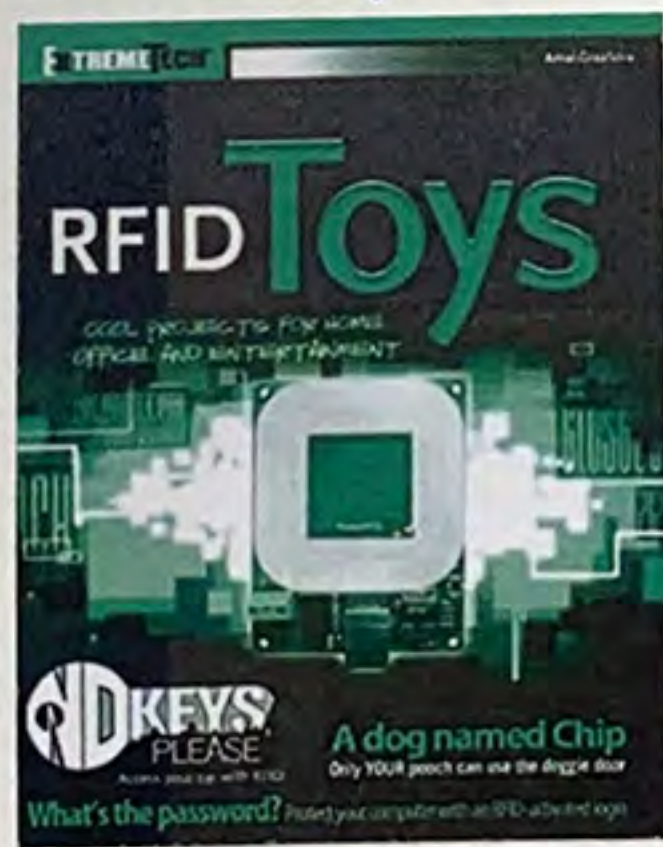
When I met you at Tedx SFU I had no idea what this little (m) project would grow into.

You spoke on Bio-Hacking: The forefront of a new kind of human evolution and cemented to me that you were a pioneer. The moment you showed X-rays of chips implanted in your hand and then unlocked a dead bolt locked door, as the audience gasped made me realise you were a (m)

Amal, you shared how we were going through a new+different kind of evolution. Humans were beginning to enhance themselves by augmenting themselves with technologies. You shared how humans were questioning; why should humans settle for having 5 Senses when we could have more? I wanted to learn more about you and just how you were pushing the boundaries of biohacking.

My interview showed how you were able to make connects, your passion and your purpose driven attitude. And most of all your openness to exploring whats possible even if you dont know if you can actually accomplish a task illustrated your willingness to fail.

You acknowledged that (m) were often too far ahead of the curve.



Explaining how your book was an example of just being too early for the world; and often required waiting for the world to catch up!

## Radio Frequency Identification

Amal you shared how as a child you liked to collect keys + you didn't like not being able to open doors (with your hands full) so turned your hand into the key.

I'm so very grateful you said YES to the interview. In doing so you became the 1st Follower and we all know NOTHING can be built without that. Along the way you shared an aspect of the future of humanity; our relationship with technology.

Thank you from all my ❤️

Billie



Repurposing different technologies

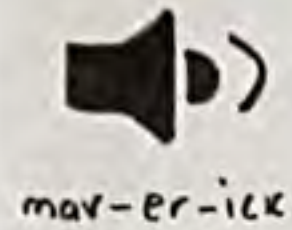
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RISK or Fear ???



"Somebody who creates something in the world that didn't exist before and this is a very difficult thing to do. It takes a lot of confidence, a lot of self belief, a lot of courage and a little bit of craziness to think you can create something in the world that didn't exist before, to me that's a true maverick."

CRAZY IS...  
 "Thinking that you can create something in the world that didn't exist before - and that the world wants it - all the while having a party. Rock and Roll."



STEPHEN GREENE  
 CEO and CO Founder RockCorps



"Surround yourself with people who support you and don't hang out with negative energy. Take a constant inventory for yourself and who are the people you're hanging out with, because they inform who you are. You don't have to change them overnight but find the ones that are really feeding you; spend a lot of time with them. The ones who aren't spend less time with them. Move in the direction of where you need to be, and if you know you're not in the final place, you'll know that, but move in the direction of where you want to be."



I believe capitalism is the 2nd best system for organizing human beings on the planet; we haven't discovered the 1st one yet. With RockCorps our idea is, capitalism is the system that we're working with. It's done a very good job, more than a decent job of bringing a lot of people out of poverty and it in general works, as long as people are conscious and help control it, so it doesn't run away with itself where I think we've had some weird things happen, and in the last 6 or 7 years the capitalists were running out of control. But where it does, we think about capitalism and want to make it work for people so I'll answer the question this way. If you think about pro-social activities, so solving society's problems and you look about how we handle them, in most western economies the size of the aggregate, the GDP is roughly similar. So I'm talking to you from London but I'm American by birth, the countries are similarly shaped. You have somewhere between 30-40% the Gross National Product is government spending. About 60-70% is private sector, so business. And about 5-6/7% is what you would call the NGO or not profit sector. And we really reject the notion that we can solve society's problems with that 5, 6, 7% ammunition. We need to work in the big bucket, 60-70%. So how can we help corporations through their business of doing what they do and their business is to increase the value for their shareholders. What if we could do that and at the same time solve society's problems. I think there's a lot more room, a lot more scope for that and that's what RockCorps is trying to do a bit. I'm not saying that every problem in society has a private sector solution, but certainly a lot more than are currently being solved today.



Capitalism is 2nd best solution to world problems



Maverick is a gene that gets activated



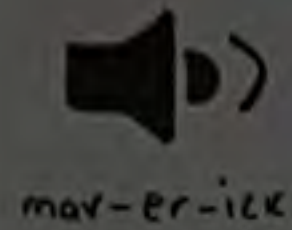
Anybody that works with us knows that if you work with us and anybody who tells us that this is the way things are done, that's just not gonna go down very well with me. And I think everything should be questioned at any time. Now I understand a bit about living together on a planet with 7 billion people we've got to organize shit a little bit but if you allow sort of the way things are done it, doesn't leave any space for innovation....There's a language in advertising that really bothers me where you have a certain group of people in these agencies called The Creatives and by doing that it means that everyone who is not in that department by virtue is not creative. And that's incredibly wrong because I would consider an entrepreneur to be an incredibly creative person. Creativity is conjuring up something that didn't exist before, finding a new thing and I don't think there's anything more creative than that. I believe that being a maverick and being a leader in this type of stuff is really allowing for the space for people to be creative and allowing them space to be innovative. So if you can't allow people to try something and fail then you've left no oxygen for innovation and you're not going to become sustainable because you won't reinvent yourself. So being a leader means giving the space and the time and the support for people to try things and if they succeed, but also know that they're safe when they fail.



Somebody said to me today, you aren't born an entrepreneur, you learn it. I don't know that that's 100% true. I think there's some pre-wiring that comes into it. It probably comes from your life experiences and a bit from your personality. I do think there's a bit of a gene that you need, now whether that gene gets activated, you can learn to develop it, in the bit of the breeding, that a bit of nurturing that comes along. I do think that there's certain elements that you bring to it. There are certain people who just aren't suited to that level of risk because being a maverick means a high degree of risk and a high degree of fear and if your personality isn't suited to that, that won't work for you....Anytime that I've tried to do into what you might call the more formal system or structure, whether that be societal or corporate or whatever, the system will always reject me, so I think the dye has been cast...It wasn't permission it was the only option, there really was no other routes, so give me a traditional structure and I've tried it, I was just sort of rejected like the organ transplant, rejected by the body, so this was the only way of going through this life.



Status quo doesn't leave any oxygen for innovation



"Somebody who creates something and this is a very difficult thing a lot of self belief, a lot of craziness to think you can create exist before, to me that's a true"

Dear Stephen,

When Shilen Patel (M) said I should interview you I had no idea how much fun we would have, nor how you found the Business (M) concept fantastic.

Stephen, you taught me that:

- (M) can live with high levels of uncertainty.
- (M) are the people who strive to solve society's problems.
- (M) have a strong vision of what they are trying to create
- (M) are bold enough to get into trouble



The passion you have for Rockcorp is fascinating and your lens of acknowledging that yes, Rockcorp is a great idea... perfectly executed. It's amazing how many people forget the second part.

Your stories of going on tour with The Grateful Dead in your VW camper van, early entrepreneurial adventures of selling clothing, working in not for profits and being someone who protested, merged with an upbringing of an existentialist father and an intellectually curious mother seems like a perfect storm for your idea.

Stephen, I loved how you said (M) have to be able to face the 9/10 times things don't work. Boy have I experienced those along the (M) project journey. You said we had to have a big time celebration when that 1/10 works. Well you're reading it, and hopefully with a glass of champagne in your hand with me. You were SO right about the odds. But as you also said (M) like a punt at the casino!

How you are inspiring young people to believe they can make a difference inspires me. Having worked with Adolescents as a childrens nurse I know + have seen just how brave they can be. Often they just need someone to believe in them, and that's what you and Rockcorp gives them in abundance.

Thank you so much for your kind words, your time, your energy and for teaching me that we should not know our limits. It's those limits that become our self imposed glass ceilings. I'd like to think we're all like Willy Wonka, and smash through them instead.!!!

Bimi ☺



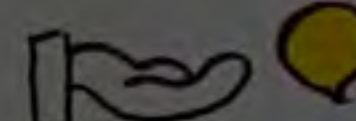
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Status quo doesn't leave any oxygen for innovation



"Surround yourself with people with negative energy. Take a constant inventory for you out with, because they inform overnight but find the ones that with them. The ones who aren't move in the direction of where in the final place, you'll know that want to be."



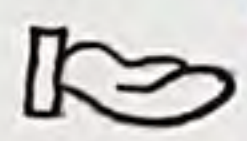


"Somebody who does what their guts tell them to do, even if it's not necessarily the easy or the popular choice."



Director of Visual Trends  
Getty Images

CRAZY IS...  
"igniting countless ideas knowing only one may catch fire - and that's if you're lucky. But still never leaving home without a match."



"Just to really never stop learning And never stop wondering at the world."

I don't do things differently on purpose. I guess I've always been a bit of a weirdo. I incorporate a lot of very imaginative, mythological, fantastical kind of thinking just because that's really what I love in my personal life and in my creative life and I'm often surprised by how that feeds my professional life sometimes too. I try to spend time on things that are meaningful and inspirational...Mavericks get to meet incredibly interesting people and work on projects that are meaningful and try new things, it's very exciting, it means the day to day doesn't get monotonous because there's always new problems to solve and new things to learn.

Meraki (v) to do something with soul, creativity or love; to put something of yourself into your work



Meaningful work important to Mavericks

Doing things differently requires being insatiably curious and having a real eclectic palate. The people who come up with the most interesting ideas in business aren't coming up with them because they're reading business books all the time. They're interested in artwork. They're paying attention to their relationships, they're travelling, they're reading. They just always have their antennae up and they draw inspiration from everything...When I'm not involved in work during the day for my job I'm very entrenched in an entirely different world, a world of magic and mythology and I used to try to keep them very compartmentalized. I was scared and fearful that if people knew how much I loved that they wouldn't take me seriously in a business context and I'm still going through this process of letting that fear go but it's definitely something I've become much more comfortable with as I've got older. So living a more integrated way, accepting all the different parts of yourself, rather than trying to keep them separated...I'm a student of the world, of imagination, of art and mythology and the unconscious. I love anything having to do with esotericism and anything having to do with spirituality actually is very important to me, but I also love reading about business and science and things, I love it all.

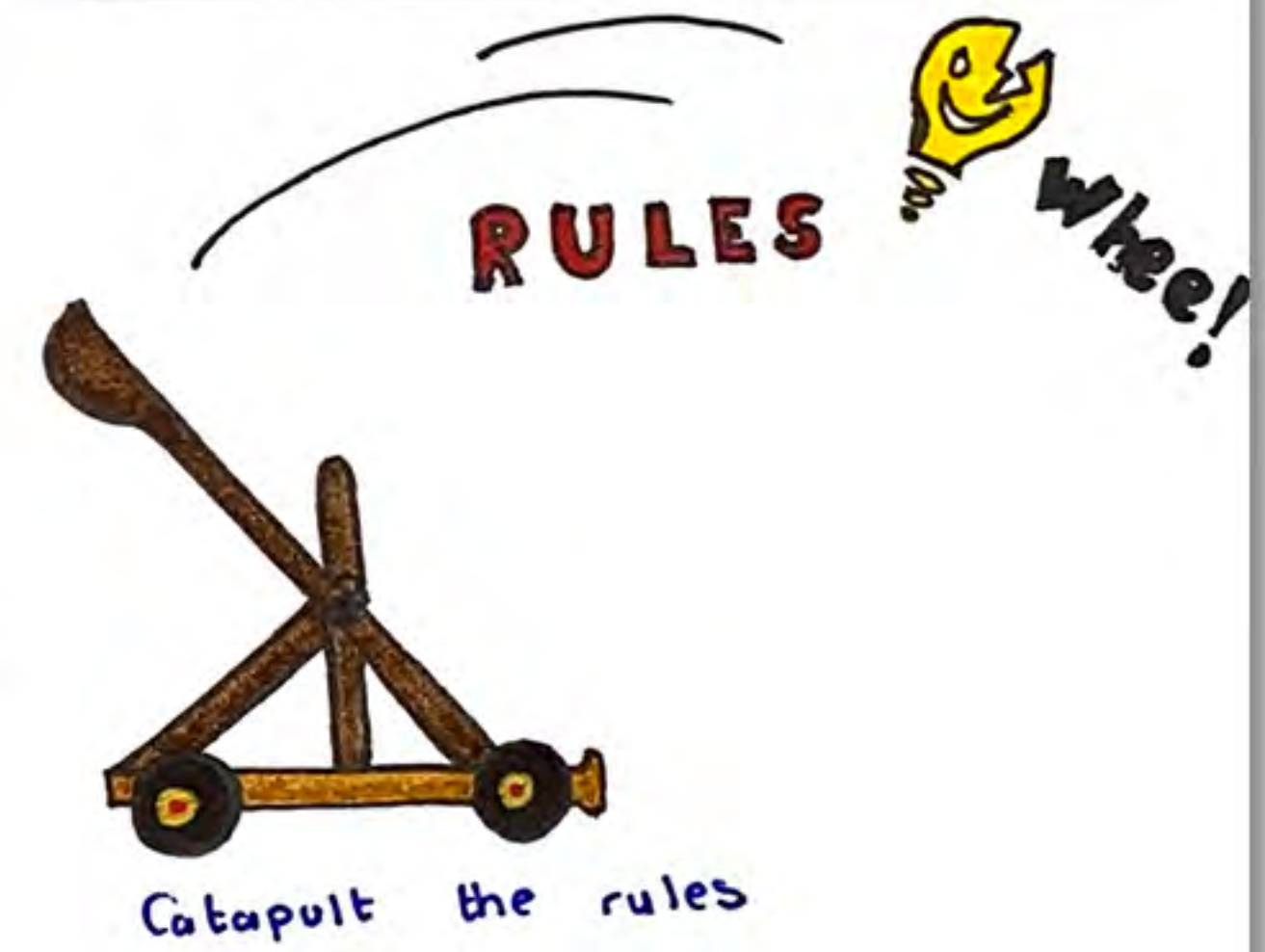


Eclectic curiosity

It's great to know what the rules are and it's important to know what the perimeters, to know ones history and it's important to know ones goals, but certainly with an eye towards bending or totally catapulting over the rules if one needs to at times.



unconventional + smart



I'm afraid of not being taken seriously because I'm a little bit untraditional and unconventional doesn't mean I'm not also smart and effective. But I don't want to sacrifice my own tastes and style and interests to try to fit into some mould of what a corporate person is like.

"Somebody who does what if it's not necessarily the"

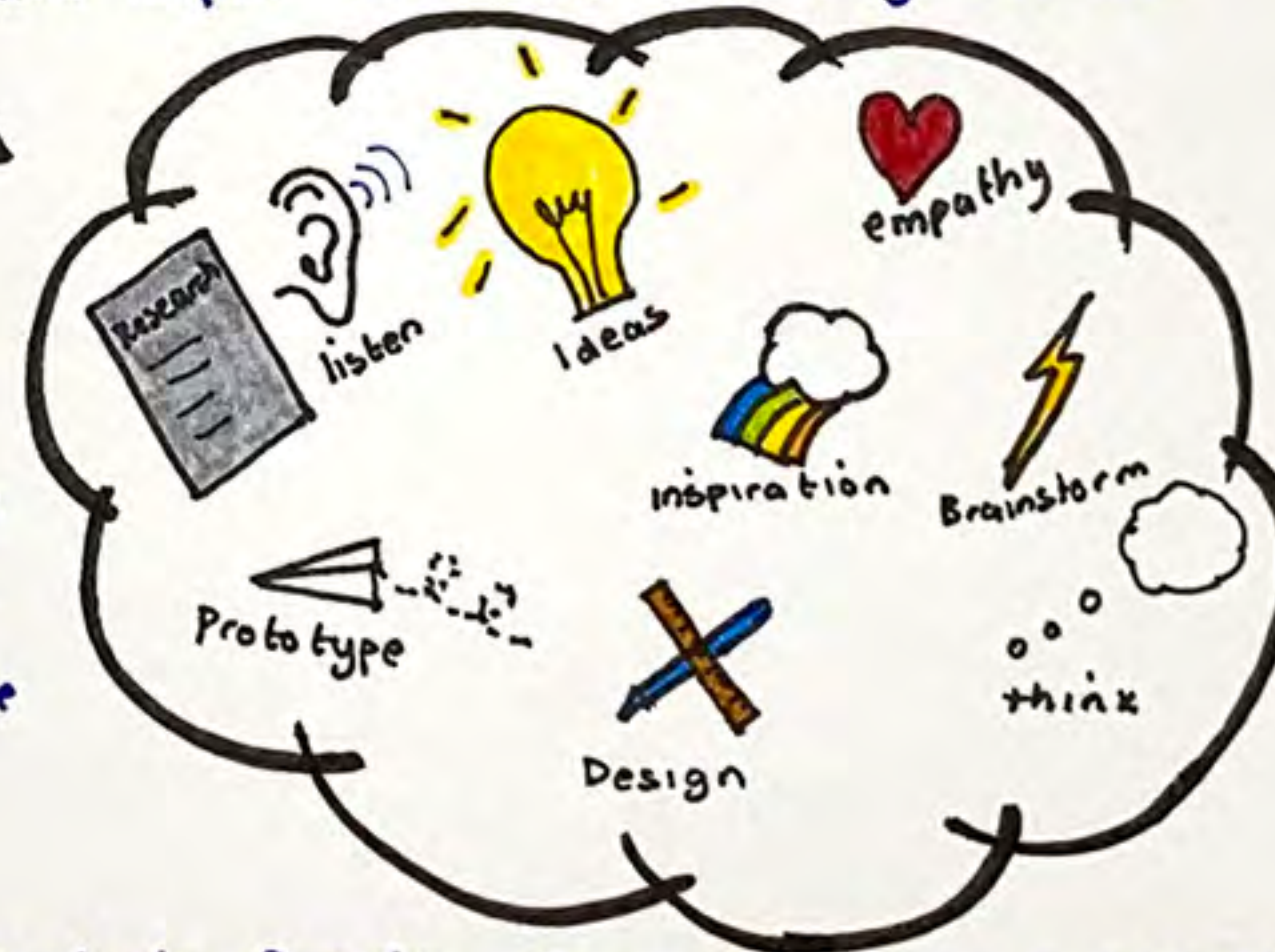
Dear Pamela,

When I came across the Getty Images Lean In Collection, a library of images devoted to the powerful depiction of women, girls and the people who support them, I immediately reached out to you. So first a big thank you for finding the (M) project interesting from the numerous requests you get, + for making time for me.

Pamela, you taught me that:

- (M) are solution orientated as opposed to being process orientated
- (M) have to be patient when others don't immediately get their out of the box solution.
- (M) don't live life to the regular life formula
- (M) have other (M) in their lives who inspire them and who they use as soundboards.

Your stories of how your parents were supporting + accepting artists who allowed you to pursue your offbeat interests illustrated the encouragement you got to be yourself. No wonder you've always been happy going to the beat of your own drum.



You use the word weird in many contexts Pamela. From full acknowledgement and acceptance of being a 'weirdo', to the wonderful way you explained the relationship between (M) and creativity: the creative impulse dies on the vine if you can't let yourself be weird sometimes, because creativity doesn't do well with judgements. Weird is good.

Pamela, I'm so happy that I got to include a (M) witch in the project. I love how many times you said "Oh My Goodness" when I asked the next question. And I really look forward to visiting you and learning more about your Esoteric Art Center (when you've opened it).

Most of all a big thank you for your kind words, encouragement and belief in the worth of me + my work on (M)

Brian ☺



PAMELA GROSSMAN

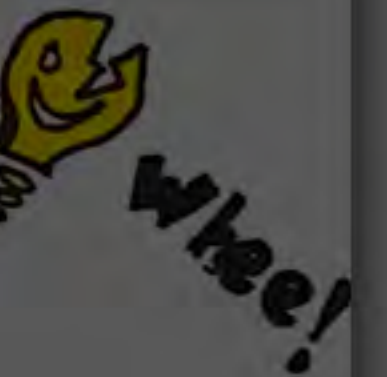
"Just to really never stop And never stop wondering"



Meaningful Work important to Mavericks

Doing things differently requires being insatiably curious and having a real eclectic palate. The people who come up with the most interesting ideas in business aren't coming up with them because they're reading business books all the time. They're interested in artwork. They're paying attention to their relationships, they're travelling, they're reading. They just always have their antennae up and they draw inspiration from everything...When I'm not involved in work during the day for my job I'm very entrenched in an entirely different world, a world of magic and mythology and I used to try to keep them very compartmentalized. I was scared and fearful that if people knew how much I loved that they wouldn't take me seriously in a business context and I'm still going through this process of letting that fear go but it's definitely something I've become much more comfortable with as I've got older. So living a more integrated way, accepting all the different parts of yourself, rather than trying to keep them separated...I'm a student of the world, of imagination, of art and mythology and the unconscious. I love anything having to do with esotericism and anything having to do with spirituality actually is very important to me, but I also love reading about business and science and things, I love it all.

RULES



Whee!



Catapult the rules

I'm afraid of not being taken seriously because I'm a little bit untraditional and unconventional doesn't mean I'm not also smart and effective. But I don't want to sacrifice my own tastes and style and interests to try to fit into some mould of what a corporate person is like.

mav-er-ick

"A maverick is not just a rebel. You know you can rebel against a lot of things, but I think a (m) maybe thinking more unconventionally. There's this whole thing that comes from The Matrix, that movie, it's been used in lots of other things about how everything you've been told is a lie, and like that you have to go and find your own truth, and that's fine but I think it's a little bit simplistic. Because not everything you were told is a lie. Like someone told you to look both ways when you cross the street when you were a kid, that's probably a good thing right? If your dentist tells you you should brush your teeth + floss right? So the challenge in life essentially is figuring out OK what is true + what is a lie? What is my truth? So that's what a (m) does. It's not just rebelling against everything. It's let me be a bit more intelligent here than when I find out OK what is it that I want to do, what is it that I'm trying to achieve and how can I work with others to make that happen, that's when things get interesting."



CHRIS GUILLEBEAU

CRAZY IS...  
"believing that you can set your own course and still make a good living."

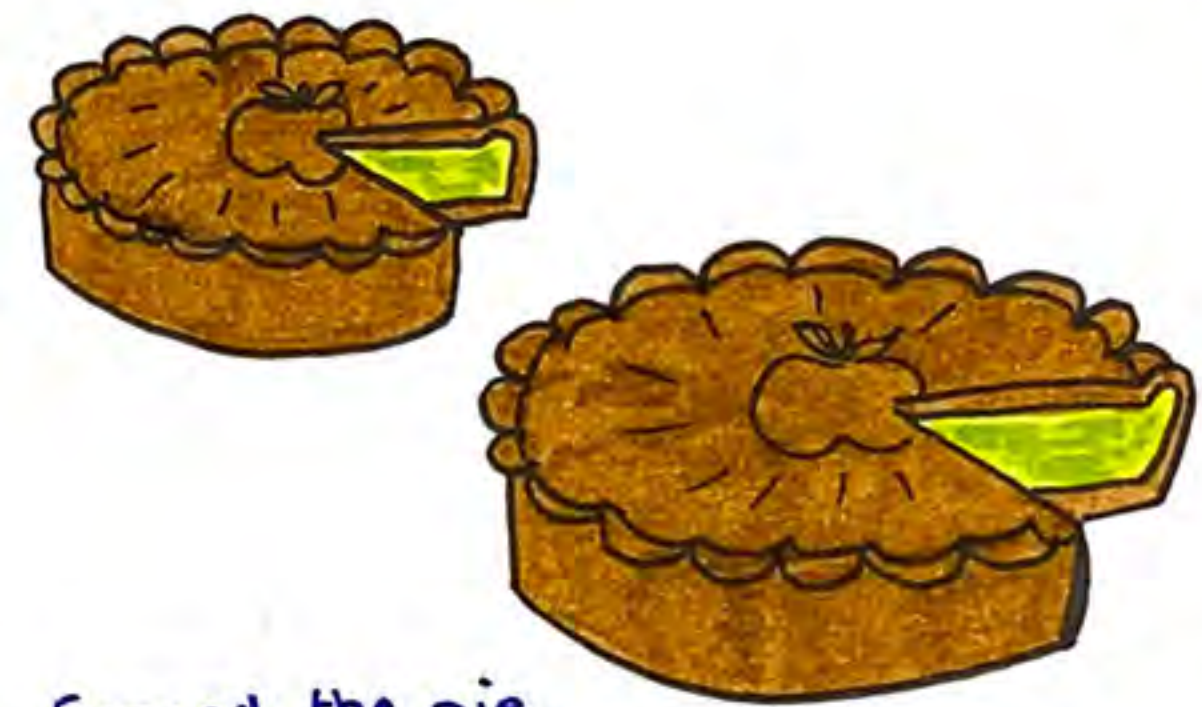
Founder of the Art of Non-Conformity Movement

"First advice is understand that you're not alone. Understand that there are people out there who see the world the same way that you do, and it's great if you can connect with them. But whether you do or not just know that it's OK to do this. Not that I'm giving permission, they take permission from themselves.  
Second thing is figure out what makes you happy 😊, ask why, identify what it is that you want to get out of life. I've heard it said there's 2 problems in life: Knowing what you want and how to get it!  
So let's figure the first thing. What is it that you want? What can you offer the world? Thinking through this stuff is kind of helpful."

I lived in a bunch of different places when I was a kid. My parents were split up, which ironically maybe had some advantages because I had different families and different situations and was in different schools which was kind of hard as a kid but I think in the long term it can also be good because you can become comfortable adapting to different situations. And kind of got this cross-cultural understanding pretty early on. I lived in the Philippines for 2 years and then I was on a Native American reservation for several years in Montana, so those kind of experiences kind of helped to maybe see the world a bit differently... My experience visiting every country in the world is also probably a big thing in understanding OK I'm a Westerner. I was born in America and these are the different experiences that I've had growing up but then I've spent time in West Africa or in South East Asia, lots of other places and people think differently and entrepreneurship in particular is neither a western ideal or it's something that's happened since the beginning of commerce so the experience has certainly broadened my worldview



Travel → seeing the world differently



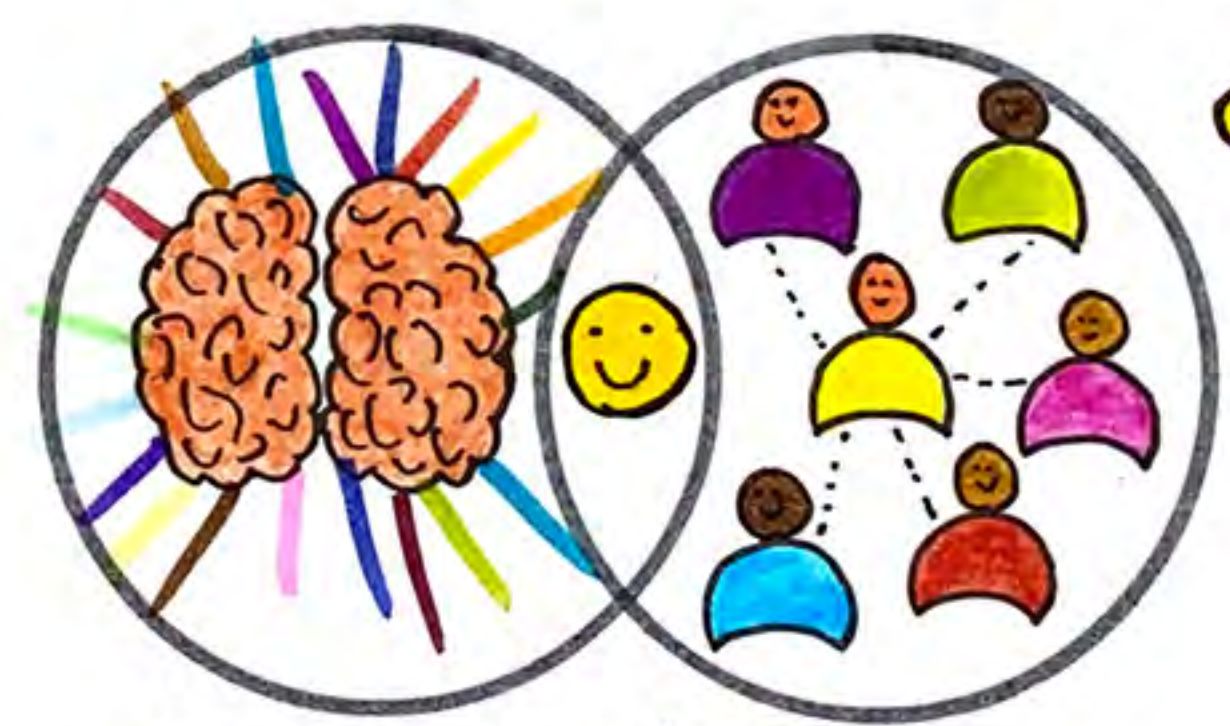
Expand the pie.

I like this concept of expanding the pie, which is essentially about seeing the world not as this zero sum game, but like there's this pie. If I have a bigger slice of pie then it takes away from someone else's. Good leaders are about expanding the pie and making it bigger so that you can have a big slice. This is true whether it's like in economics or job opportunities or just any way of living or for travel or for whatever. Giving back is something that implies this is yours and therefore you're just returning it or something. So you're the hero in this, but expanding the pie, I like that better because you're not suffering doing it; everyone's going to be better off in this.

I try to do something that's meaningful to begin with, we can work really hard at small things. It was Elon Musk who said we spend too much time on small ideas. I really liked that because I spend too much time on small ideas, that is true and I should spend more time on big ideas. So maybe part of making something successful, or what can I contribute to making it successful is doing the right thing in the first place and actually say, if we're going to choose to invest our time, energy and resources, there's only so many things you can do, you might be able to do anything but you can't do everything, so are we doing the right thing?



meaningful big ideas



Creating - Connecting blend

It's true I'm like today I'm gonna crush it, gotta do this, you know give myself these little talks. The process is very motivating. I actually like going through and making things and connecting with different people. I like this creating-connecting blend. I like this 50-50 approximate. I try to make sure every day I try to make something, put something out into the world and some people will care and some people won't and that's fine and also I'm gonna try and connect with people. I'm gonna try to give something, contribute something and if I'm doing those two things then I'm happy, if I'm not I'm unhappy.

nav-er-ick

"A maverick is not just a re of things, but I think a (M) this whole thing that comes from lots of other things about how like that you have to go and find think it's a little bit simplistic. lie. Like someone told you to when you were a kid, that's prob you should brush your teeth essentially is figuring out OK w So that's what a (M) does. It's ne me be a bit more intelligent her want to do, what is it that I'm others to make that happen, that



CHRIS GUILLEBEAU

Dear Chris,  
I came across The Art of Non Conformity and as (M) are non-conformers it felt essential to include + your work. I remember asking you in a room full of people, and lucky for me you said Yes.

Chris, you taught me that:

- (M) are motivated to create things.
- (M) place a high value on freedom + independence; they want to control both their destiny + their daily schedule.
- (M) don't waste time on things they don't care about.
- (M) are on a mission

You shared beautiful personal stories and insights of your own (M) Journey. Your story of being inspired to do good work with your life (and by good I mean meaningful) starting with Dr Gary Parker of Mercy Ships and illustrates the curious + willingness to try mindset. It's what (M) do, even though they may be misunderstood and judged because they question the status quo, as that can make others uncomfortable.

Many of the (M) had talked about stubbornness and I loved the way you explained that the stubbornness needs to be redirected to have what you want to happen happen; a powerful lesson.

You shared how a (M) can fear not reaching the potential of their vision. That resonated deeply with me, especially in the way you measured success. One metric being that the idea is sustainable, but more than that, does the idea's/work's existence make a difference in anyone's life. What a wonderful alternate metric to use.

Thank you Chris, for your time, for kindly accepting my persistence with my heart being in the right place, for believing in the (M) project + for loving the cupcakes!!! Most of all Chris thank you for creating a wonderful community

for the non-conformists around the world. I hope this (M) book truly in some way enriches your life and that of your community; because you're right non-conformity is an art in many ways; you + the (M) have taught me that!

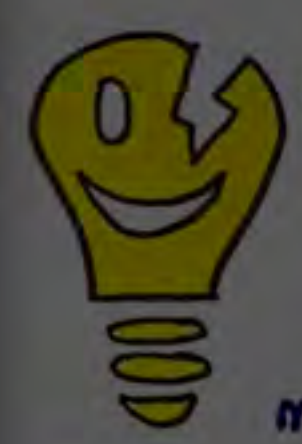
THE ART OF NON-CONFORMITY

Rojine ☺



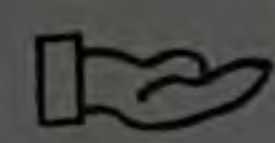
Travel → seeing the world differently

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meaningful big ideas

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mav-er-ick

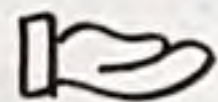
"This is a tricky one. I think traditionally a maverick is somebody that takes a gamble. However I think there's a difference between somebody that takes gambles and somebody that takes calculated risks. And I would say I don't gamble. A gamble is a choice of A or B and you've got no inclination of what the outcome is gonna be. Personally I would say that's foolhardy not a maverick. I think the traditional definition of a maverick is its left or right, up or down, it doesn't really matter. I'm just gonna go with whatever way I feel. I think that a business maverick is or should perhaps be defined as someone who is very comfortable with risk, in actual fact, they flourish on risk. They love being in the environment. It makes them feel alive. It makes them feel decisive, and being in that kind of environment I'm able to make decisions based on assertions that I've got internally, so whether its experiences I've built up in the past or whether I'm looking at it alternatively, some level of inclination is that I'm gonna have to take a sort of calculated risk. And the extent to which I do act on that obviously is how big a maverick I am."



LOGAN HALL

Co Founder + CMD Movebubble

CRAZY IS...  
"standing still."



"Fail.  
Get out and fail."



I feel very comfortable failing. I have no issue with failing whatsoever. I think my entire life I've failed every day. So it's only through that failure that I think ultimately you learn what is your gut instinct, it gets closer to being correct every time you fail... I encourage people to fail and I encourage people to challenge from the bottom up so I'm very much collaborative focused so ultimately I'm always about getting people to challenge from the bottom up and to be challenged from the top down and to encourage failure across the board. I've always embraced failure so whether that enables me to think outside the box or my team to think outside the box to challenge the status quo in every decision.... Being a maverick you have to get really used to failure and failure can bring quite a lot of poverty. I've been pretty broke because I've failed on a couple of occasions in the past. You have to have an enormous amount of self-respect, an enormous amount of humility to understand ultimately you don't know shit and you've got to get back off your arse and do it all again.... It's the zero fear thing...



Embrace failure



Success is the people

Success is the people. Ultimately a great team can make a shit idea work, whereas a bad team can't make a great idea work. Success is implementation. It's a thorough understanding of the proposition. A thorough understanding of the customer. And a thorough understanding of the competition. I brought an enormous amount of technical expertise to the business. I enabled them to streamline their costs and therefore my own. And using leadership skills built out a team that took regional sales to well over a million in under 12 months. It was the communication skills. My ability to speak with electricians, the business owner, the general manager, the carpenters and the customers. And the ability to understand things on my terms, understand what they wanted, all of them. Every stakeholder has different needs. And ultimately make it work so everybody walked away profitable, including the customers... Entrepreneurs don't care about success or failure, they just care. They give a shit about changing things and that's all we're doing ultimately... implementing successful innovation, means you're willing to strike out on your own.



Homelife is balanced with difficulty, there's always a pull both ways. It's not doing what sometimes I really want to go out and take a risk or go crazy or unleash the fury or whatever it might be, sometimes it's not doing that. It's voluntarily taking a step back and going even though I really really really really want to do that, I know I currently shouldn't.



Homelife





mav-er-ick

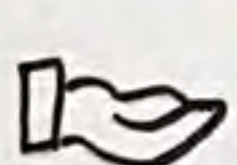
"Mavericks are thought leaders and visionaries, those that are driven to truly change the world and it may not be in a big capacity, but it may be in their capacity, their environments, their immediate communities, their networks, how they are sharing their gifts in a profound way— that's making a difference in other people's lives."

CRAZY IS...  
"letting go to live a life beyond the borders... those of the mind, body and soul."



PAUL HELMAN

CEO/Founder/President Soufirexp



"Don't ever be afraid of taking chances and know that once you take that leap of faith it can be amazing and beautiful on the other side of that wall that you've been looking at for so many years. And know that you have some very powerful and profound gifts to share with the world. And if your inner guide and inner compass is speaking to you loudly and trying to guide you, you've got to listen, you've gotta follow and once you do you'll realize there was a reason for all of that and when you can hear, you will know that you truly can achieve. If you believe in what you can conceive then eventually you will start to receive."

Success is to have growth in the business, which is dependent on the person, the entrepreneur and those driving the business. So having it become profitable where you can make that really solid difference. As a maverick, as an entrepreneur or serial entrepreneur you want to be capable of building something that is self-sustainable and going to grow on its own and then you give it to someone who can take it on, and when you delegate it, you can move on to the next venture...Successful execution is the right support, resources, delegation, ensuring you have things systemized and optimized in a way to be as efficient as you can be and deliver on everything that you promise. Not over promise and then under deliver, but to truly commit to something and get it done by that date and fulfil those commitments to all the parties involved. I put myself into it and so I commit each and every ounce of my being to making that successful. Whether it means I'm staying up for a couple of nights to put in extra time, work or I'm reaching out to resources to ensure that it gets done if I can't capably do it and making sure they fulfil out those commitments...You're always gonna be moving forward and because of failures you will achieve success in other ventures and having the right people in the right place at the right time on the right projects and that are experts in their field and that are providing that area of expertise that's going to support the overall opportunity that is key to its success.



Build something self-sustainable

### BRULES:



noun: brool; plural noun: brools

- 1. Bullshit rule that we adopt to simplify our understanding of the world.

Rules are made to be broken. I would say there's a guidebook that you need to follow and it's important to follow but rules per se, I mean there's a lot of brules in this world and brules stems from Vishen [Lakhiani] actually which stands for bullshit rules and there's a lot of different factors in our lives and in our business and in coming from a large corporate background and working for a large \$1.2billion organization where there were all these corporate policies that were feeding down from the top level to us, where even to the point of dress code and saying that certain people in certain areas of the business had to wear certain outfits and clothing and so it look away from you being able to go into a meeting and represent yourself in a way that business and sales 101 are mirroring, want to mirror you. You go into an environment, produce, go over your comfort and build rapport and connect with someone. If you come in a stuffy suit and they're wearing t-shirt. So you've got that representation and as much as your personality there's a lot of other factors in there. I think it's very important that not only myself, going into a business environment, as well as them in the receiving end are going to be able to connect with each other in a different way. So rules are there to guide us, but they're not something that needs to be and that's it. If it's broken then you've gone against the grain of it.

Some business groups they wear old hats and you can only take someone so far if they don't have that drive or passion in themselves to make those changes...know there's going to be a limit with how far they're gonna want to go with changes, cos there is that fear of change quite a bit...sometimes you hit those road blocks and there's gonna be people who are very resistant to a maverick personal or to those idealisms of making changes in business, because there's always maybe a better way of doing things, doesn't necessarily mean that someone's ready to make that change.



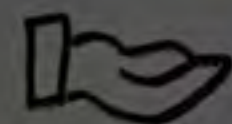
Resistance to change and changemakers



mav-er-ick



"Mavericks are those who are driven to truly excel in a big capacity, in different environments, their way of how they are sharing their ideas that's making a difference."



"Don't ever be afraid of taking that leap of faith it can be amazing. Some very powerful and profound things. Your inner guide and inner compass is what you've got to listen, you've gotta have a reason for all of that and you truly can achieve. If you believe eventually you will start to receive it."

Dear Paul,

When I met you at the Get Real Meet Up you were hosting, I heard you speak + share your ideas. So immediately asked to interview you.

Paul, you taught me that:

- (M) are constantly trying to be the best version of their unique self.
- (M) thrive in places where maverickism is encouraged.
- (M) come up with unique ideas.
- (M) take leaps of faith.

I loved the stories of having to 'crack the whip on yourself' to achieve your core vision, be that in business, health, wellness and fitness. Doing so allows you to best serve yourself. Whilst knowing yourself allows you to put your own twist on things.

One of the most powerful things you shared was the clarity with which you believed in not thinking about glass half full or half empty but rather to give from the overflow, so your own glass remains full. And ensuring you remove the energy vampires from your life.

Paul, we became friends, house shared, trained together, and have competitions at the spa on who can last longest under the cold shower (like Buddhist monks), which you always won!

I really hope you enjoy reading the stories from the other (M), as they will surely enjoy reading yours.

Bime ☺



Build something self-sustainable



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Resistance to change and changemakers





mav-er-ick

"Someone who's committed to bring about change but isn't afraid of the consequences."

CRAZY IS...

"a word that was created and given a definition, a boundary or a parameter. So all inside of that is crazy and that which is outside is not, by definition. Things can be redefined."



LUKE HEMMENT

DJ and Musician

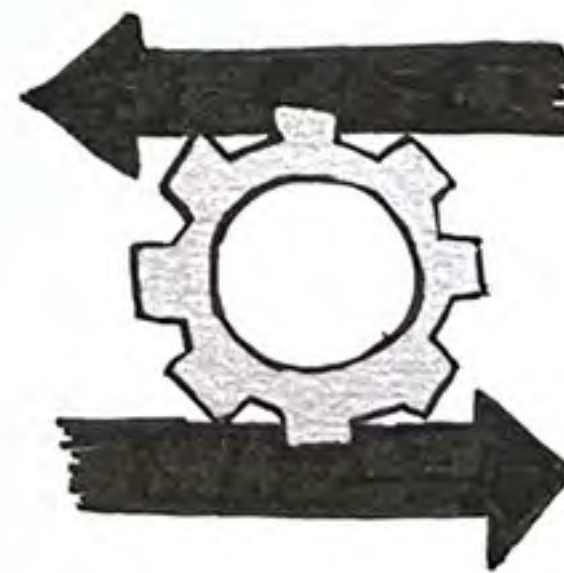
"Get to know yourself."

I strongly believe in alternatives. So if I see something being done in a way that doesn't necessarily work, there's gotta be more than one way to skin a cat....As a DJ in London, when everyone's getting categorized into a genre, so suddenly everyone's playing Jungle, I stop playing Jungle, when everyone's playing Garage I look for the new thing right. Musically my job is to always find new things that inspire me, by the time everyone else reacts to what the market it, I guess I've already moved...I feel like, at the bottom level going out to DJ I'll constantly ask OK what is no one else playing in this scenario, but mostly at the moment, high level, so when I come to deal with local council, local authority, politicians and government, I think there's a strong need to look for the alternative.



What I do is who I am

Everything you say you're gonna do, someone tells you you can't do it. I see parents tell their kids no, and I know that it doesn't work. As a child and then going school, I was told no a lot and my question was always why? The disadvantage is when you tell anyone that you stuck your neck out, they tell you not to do it.



Failure is the inability to shift



Doing things differently is about alternatives

What I do is equated not to money but what makes me happy, everyone around me being happy....I feel like all of my work is directly related to my personality, so what I do is who I am....I believe you have to potentially move yourself out of the way sufficiently to devote yourself fully to a cause. And you could lose everything, but if the cause is met, then it was worth it. Motivated by the universal life force that some refer to as spiritual or religion.



Critics are a challenge

There's a natural inclination to go with the flow, but I feel like we've come to a point in civilization where the majority is not doing the right thing...The legacy is 100% I made a difference. Success is market impact; openness and willingness to change, to always look at what you're doing and see if there's another way you could be doing what you're currently doing by free passion. Failure is the inability to shift.



may-er-ick

"Someone who's committed of the consequences."



LUKE HEMMENT

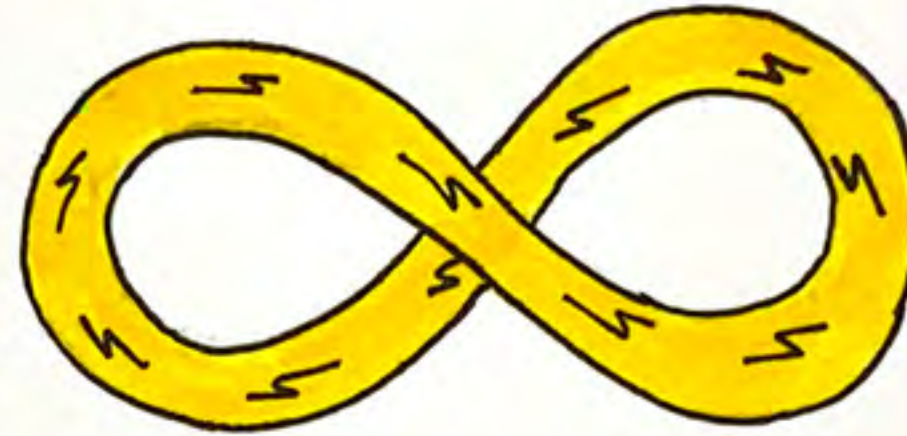
"Get to know yourself."

Dear Luke,

When I met you as part of For Boarders By Boarders (FBBB) I was a hard core snowboarder on the UK scene, and you were they DJ at many of the events and we had a few conversations. When I started the (M) project your conversations came to mind, so I asked you for an interview. I wanted to make sure the mix was eclectic.

Luke, you taught me that:

- (M) have a growth mindset and are always open to learning.
- (M) want to make a difference
- (M) work for fun
- (M) have infinite energy



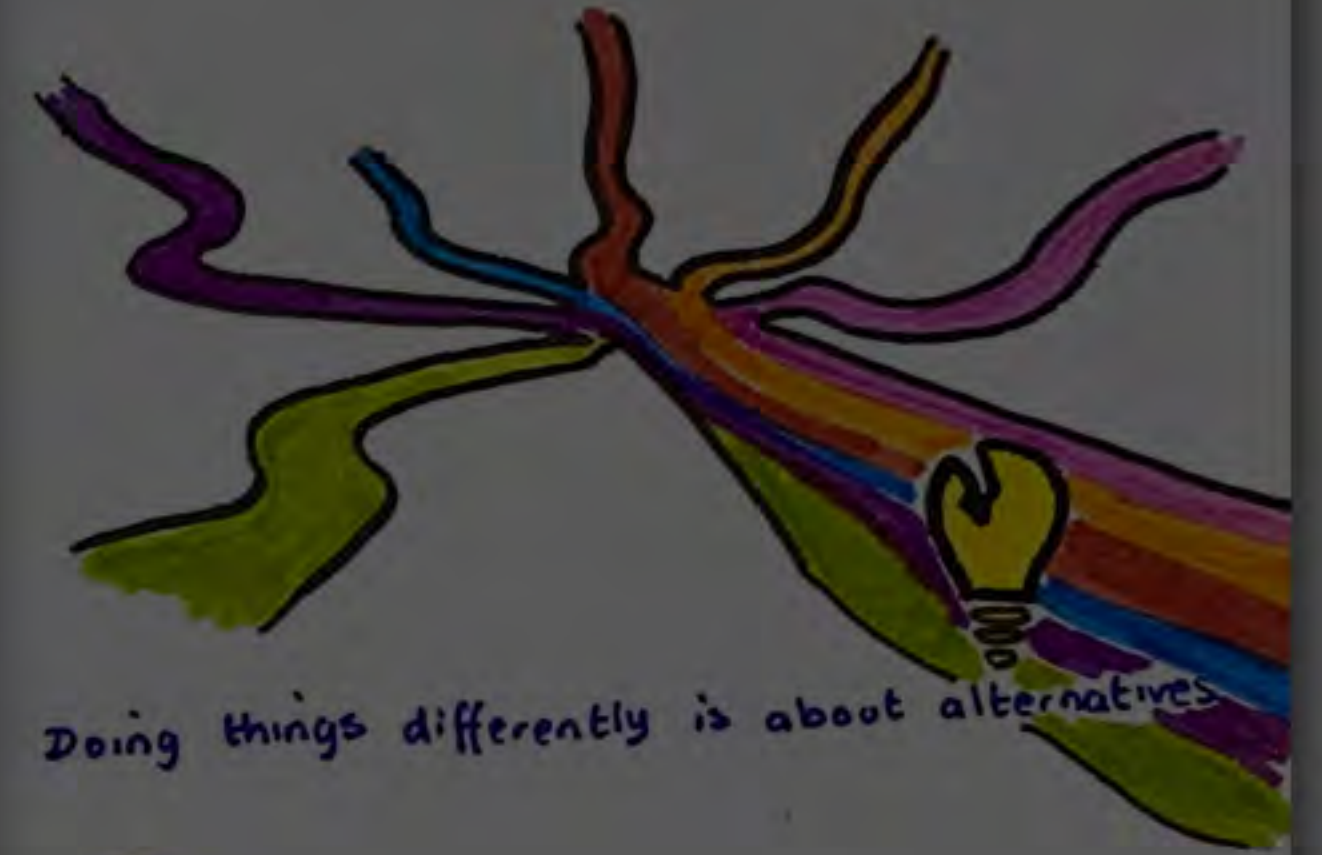
It was interesting to hear you share the challenges Luke, of sacrificing homelife and how there is a physical, emotional + social drain at times.

You told of risks you've taken, and very candidly. Life's direction changed after you went to a landmark event and promptly handed your notice in for your regular job the next morning. To how you invested all your money into your club venture, because you believed in it. Success execution as you say is about always looking for different ways to do things. Even holding the belief (M) leaders believe the last one in could be the next leader!

I ♥ how you shared that creativity is the way someone approaches something and because the way (M) think is outside the box they can't help but innovate.

It was great fun interviewing you Luke. I remember using the phrase 'Pay It Forward' that you had not heard of. After our interview I ended up sending you a link. That link led me to finding that the Pay It Forward movie had become a movement. Thanks to you I got in touch with Catherine Ryan Hyde, who kindly agreed to an interview and became one of the (M). So thanks for that too.

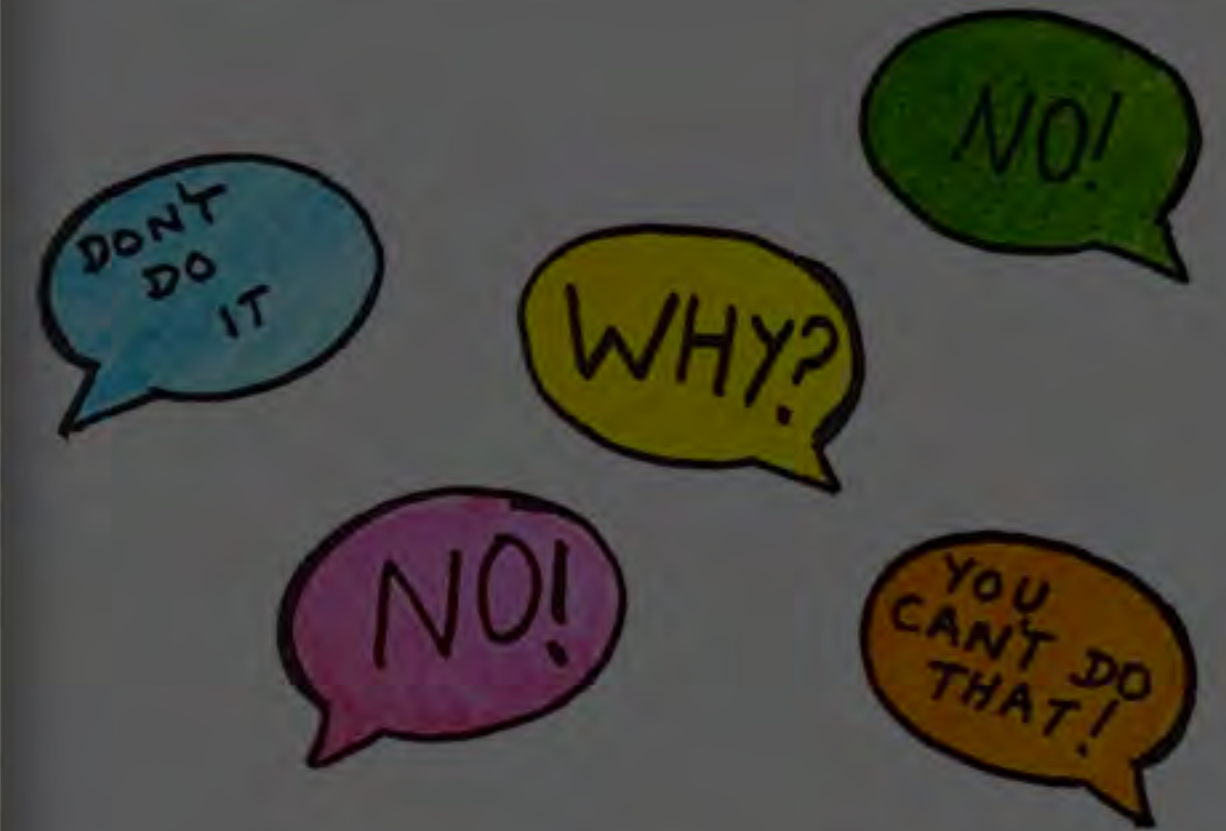
Emma ☺



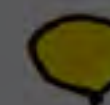
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mav-er-ick

"A maverick is an innovator. Somebody who don't just take things for granted. You know they don't just do business in the way that we do business. We do business because there's a purpose; because we're driven by something larger than something. It's not because making money isn't a key thing; it's making value; make people happy. If we could just make the world a bit more happy, I would give anything in the world to do that; that's why I work for LEGO."

CRAZY IS...  
"when it suddenly snows in July."



Experience Lead LEGO Foundation  
Head of Experience LEGO House  
Vice President LEGO Future Labs

The advice I wanna give is, the word that comes to mind is daring.

Dare to do something  
There's something about you need to dare.  
It requires courage and daring is a part of that."

Thinking differently is all about behaviour. In order to think differently you have to provoke yourself to behave differently...I think you can look around and of course you can benchmark yourself up against others. I've got my own way of measuring whether I feel people are thinking differently. There's a few things that come into play here. One is intuition, that you have a very strong contact with your intuition and know how to use your intuition in the best way. That's one of my key weapons. The older I'm getting the more it's right what's coming out. There's something about experience as well, which is a prerequisite for being a maverick and somebody who thinks differently as well. So intuition and experience and something about how you express yourself and your ability to take people on the journey combined with being incredibly positive. So how do you understand it? He's positive, he's happy. He's somebody that is contagious in being positive. He motivates people. Being outspoken, not too much just enough, being intuitive, being experienced and being incredibly passionate. Passion for me is a big big thing and you're very determined and persistent is absolutely key as well...Passion is a cornerstone in thinking differently.



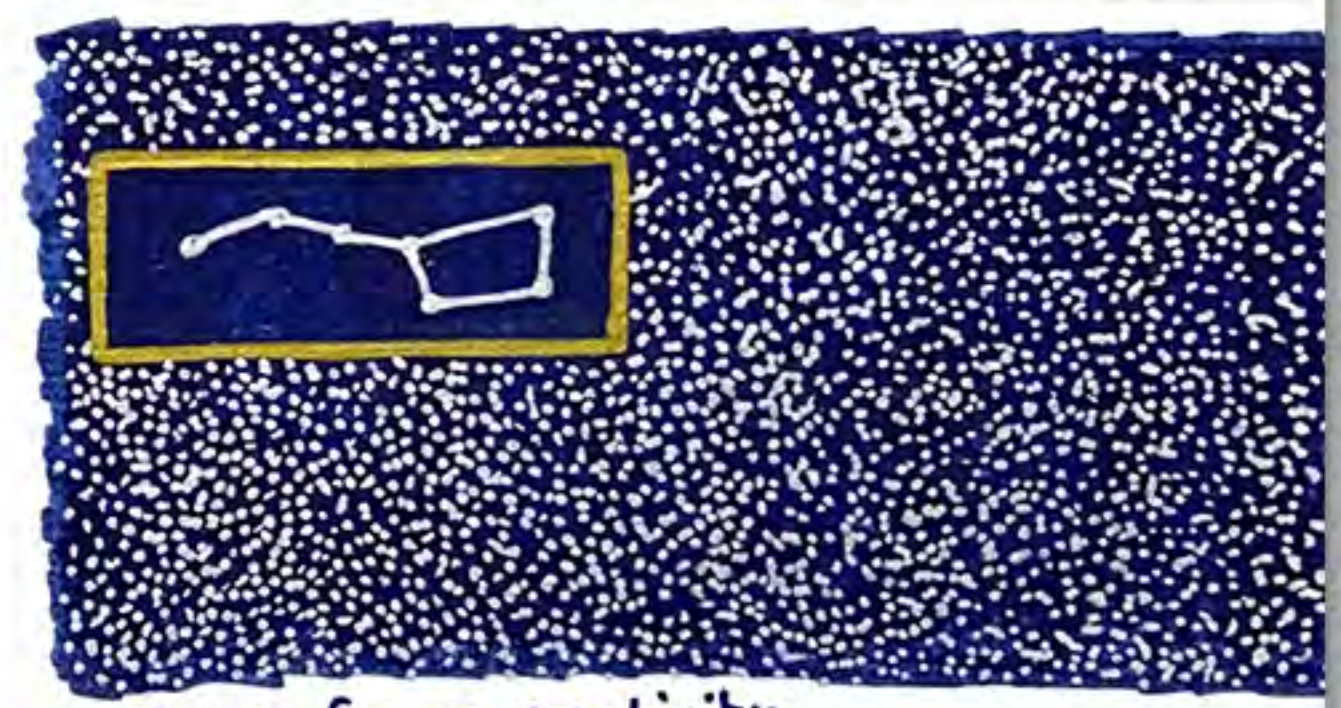
Excel in play → Build More to Play More

Rules are important, no doubt about it. We certainly need to have rules. When it comes to being creative the most you get out of being creative is when you can frame creativity. If you can frame the task that you have at hand. So let me use some of an analogy or metaphor. You look up to the great sky and you see all the stars up there. There are billions of stars. If this was the playing field you had in terms of creativity and the assignment you've been given your rate of failure would be incredibly high, because you'd be shooting a bit here and there and just so on. Whereas if you can start to select an area of the sky and start looking into that then you'll be more efficient, more effective. So rules are required and I like to use rules to framing the task. So this is not for every kid in the world, but this specific target group. Might be its girls, it's in the U.S. It's in the New West, it's on the West Coast, it's this age, it's with this interest, with this income. The more I can frame it usually the more creativity comes out.



Think different

I'm most maverick in inventing a new way of playing with LEGO bricks. That's where I absolutely and utterly excel, it's in play. It's not in business, it's not in numbers, it's not in mavericks, it's in play. It's bringing value to play; making play so irresistible that kids can NOT put it down.... I love to play computer games and I'll spend a shit load of time, way too much time on computer games. I love that, but there's one thing especially that I love. That is live role-playing in the forest dressed up as a king fighting my way through a horde of orcs. I love that. That's one of the best things that you can do in this world. I've been building my own equipment. My own sort of shields, weapons, armour, tents, wagons, everything...The key thing around it is that I've done this for kids. I haven't done it with adults. I spend one day together with adults but they're freaking weird. These kind of people doing nothing else but playing guise. They live in the freaking world; they live in a freaking world that is not ours.... We actually worked together for a year, 3 designers at LEGO and we did live role-play at LEGO for kids all the way down to the age of 4, up to the age of 12. And we had so many 5 and 6 years old you would believe that we had something like 90-100 kids at that time and we tried to live out a computer game at the time. It was a computer game but I was the king and they had to obey me. If they didn't, head off immediately. That was cool. I love that kind of role, that really made fun... Our Executive CMO when he was referring to me he's like Soren was hired at the age of 5 and he sort of never grew any older...You need to be a kid yourself; you need to live what they do, in an adult way of course....'Build More to Play More' that's something that connects me completely to LEGO. That connects me to what I'm gonna do with my life. Helping kids to build more in order to play more...That's what I love and that's what drives me every time I'm into a challenge or looking for a new challenge, let's find a new way to build more to play more. How come kids don't play more? What can I do to make them do so? What's required for them to build? What skills do they need to build? And so on and so on. I love that, it keeps me alive and keeps me pushing.



Rules frame creativity

Dear Soren,

OMG I so wanted to include Lego from day 1 of the (m) project. Being an ex-childrens who once upon a time taught the significance of play, it was Lego or no other toy company for me. The marketing department said Lego does not give interviews, and probably got sick of me calling. Then I got one of those LinkedIn emails saying people are looking at your profile, and as I had recently read 'How Lego became the Apple of Toys' in Fast Company magazine. I knew of Future Lab Lego, so I spent all day trying to find your details on the web. When I found them + emailed you, the message bounced back! Then I remembered contacting Lego London to find out who had built the 33ft Lego Christmas tree at London's St Pancras Station, I called them, said I was supposed to be emailing you + gave them the email I had contacted you on, and they explained the error in the email address; I was misspelling Soren. I emailed again + you replied. I was jumping up and down by now; calmly emailing you. And... you agreed to have a conversation the next day.

Soren, you taught me that:

- (m) want to add value
- (m) learn to use themselves and the skills they have.
- (m) want to make things that make people feel WOW!
- Being a (m) is a responsibility because (m) do things that have never been done before.

I love how you shared that innovation needs a backbone process, a tool box; a tool box of tools that help us to see things differently.

Like many of the other (m) you shared that a challenge is selling an idea. (m) like to create and innovate, not sell.

Soren, your curiosity as a child made you, a dreamer, as your father told you, a dreamer with incredible interests who love to play.

One of my favorite stories was you telling your friends at 14 that you weren't going with them to meet some girls because you were engrossed in reading about Jacques Cousteau! We laughed so much over this I had to include it. To me you're like Peter Pan, the boy who never grew up.

You said yes to being interviewed because of the way I had explained myself, and in an authentic way. You recognised I was trying to learn a different approach to innovation; and what makes it tick. I was trying something different and you were keen to explore other ways of using this material + what could be done with it. As always looking from best practice → next practice!



It's just that search for next practice merged with the purpose of Lego that the owner shared with you, Lego is set in this world to make the world a better place to be. A world where kids become more creative, kids become better + greater citizens, and kids have fun + smile. That's what you're helping to make happen. And that requires passion; a pushy passion that constantly strives to make + build better.

Thank you Soren for kindly introducing me to your team, for encouraging me to be that via your words or photographs of the philanthropic works of Lego such as at the Rohingya Refugee Camp in Bangladesh. Most of all thank you for being you. I don't think Lego would be the same without you my fellow play friend.

Billie 😊

mar-er-ick

"Someone who's operating in a way that's not constrained by tradition or the conventional rules. We're constrained by the laws of physics, not by the laws made up by tradition and conventional wisdom."



PABLOS HOLMAN

Futurist, Inventor and Notorious Hacker  
Intellectual Ventures Laboratory.

CRAZY IS...

"What we don't understand. We're very poor judges of what we don't understand, but everything new comes from what we don't understand. So we've got to get a bit comfortable with Crazy."

You know that's our white board [the board is black]. Our whiteboard is black. We just do everything differently by default because if we do, we'll figure out maybe there's a better way. If you only ever use white boards, you'll never know if there's a reason why black ones might be better. And so I'm just willing to try that stuff and see what happens. If it turns out the black ones are not better then we can go back to white and it doesn't really cost us a lot of costimation or damage, but most people just won't try that.



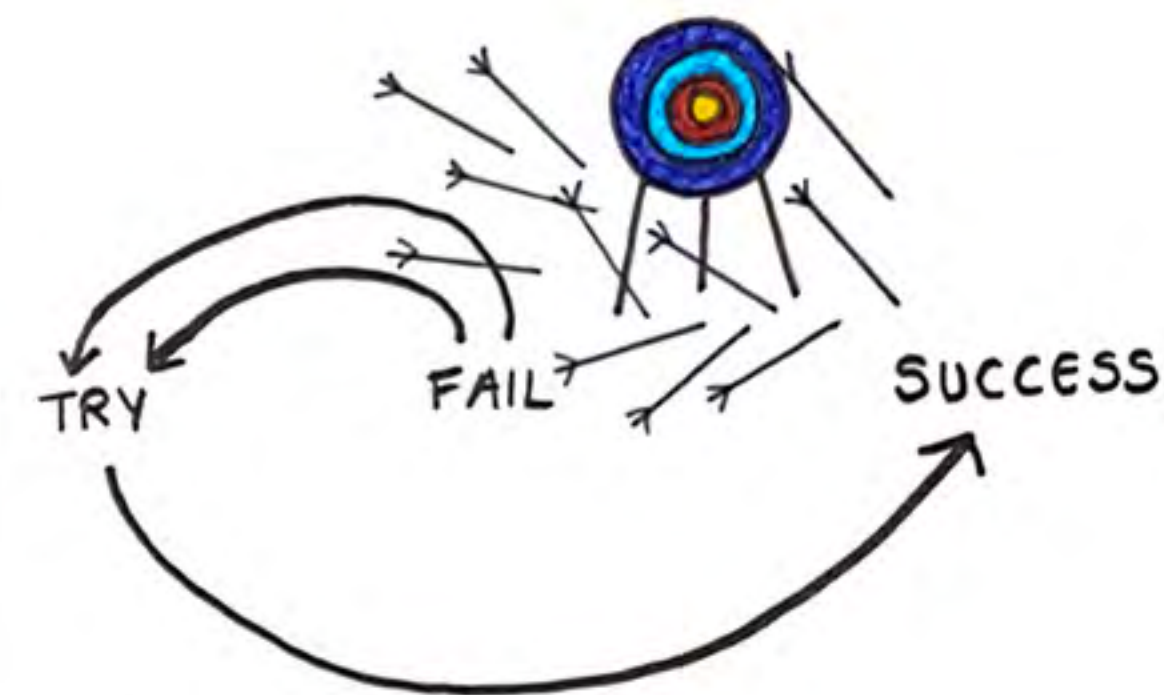
Be willing to try stuff



Know what motivates you

I want to change the world. I want to change it for the better. I want to advance technology in the way that really has an impact, but it's not really about getting my name on it... People don't realize that technology has made their lives better, unilaterally for everybody on earth. They think it's something else. It's technology, so I'm trying to have that type of effect. It happened to me all my life. I've got to experience it as a kid and so I'm motivated by that and I've been doing that my whole life, ever since I was 9 years old dragging people out to my house and show them how exciting it was and I'm still doing that today.

I've taken big risks with other people's money. And I feel like that's mostly worked out, but I've certainly spent hundreds and millions of dollars on companies that don't exist anymore. Almost no company that I've worked for still exists, except for one which is a spaceship company and they don't even have a product or customers. So I've got this long resume of things that went out of business, so that in Silicon Valley makes me very desirable... In 2004 I was trying to build, miniaturize a pc and take everything that's in your laptop and getting it crammed down into your pocket. And we did that and we shifted the product. The product was too cool, but too expensive and too soon and so on and it failed after a couple of years, but all the miniaturization work that we did is what makes your iPhone and iPad possible now. So there's another failed company that we burned through 60 million dollars or something and didn't make it back, but the technology has advanced and now it's really an effect on a billion people.



Failure is desirable



Learn from other Mavericks

Part of why I stay at the Lab is that I've got a whole team of world class mavericks. I work with Nathan Myhrvold and Bill Gates; they're pretty notorious mavericks. And my biggest partner in crime is Erick Johansson and he's another computer hacker. He's probably the biggest maverick I know we've taken on supporting, like Bre Pettis is the founder of MakerBot, so he's an old buddy of ours and really a true maverick that's a great project and he's changed the world with that. And I talk with Elan Lee who was the first game designer for X-Box but he's notorious for creating a genre called alternate reality games.

Dear Pablos,

Hearing you speak at GROW - The Future of Business was enough to invite you to be part of the (M) project.

Pablos, you taught me that:

→ (M) have an insatiable curiosity that makes them open to what's possible.

→ (M) create something new, rather than 're-creating' things already created before.

→ (M) play by their own rules the games the world is playing and by doing so strive to be the Worlds No 1 [Insert your name here];

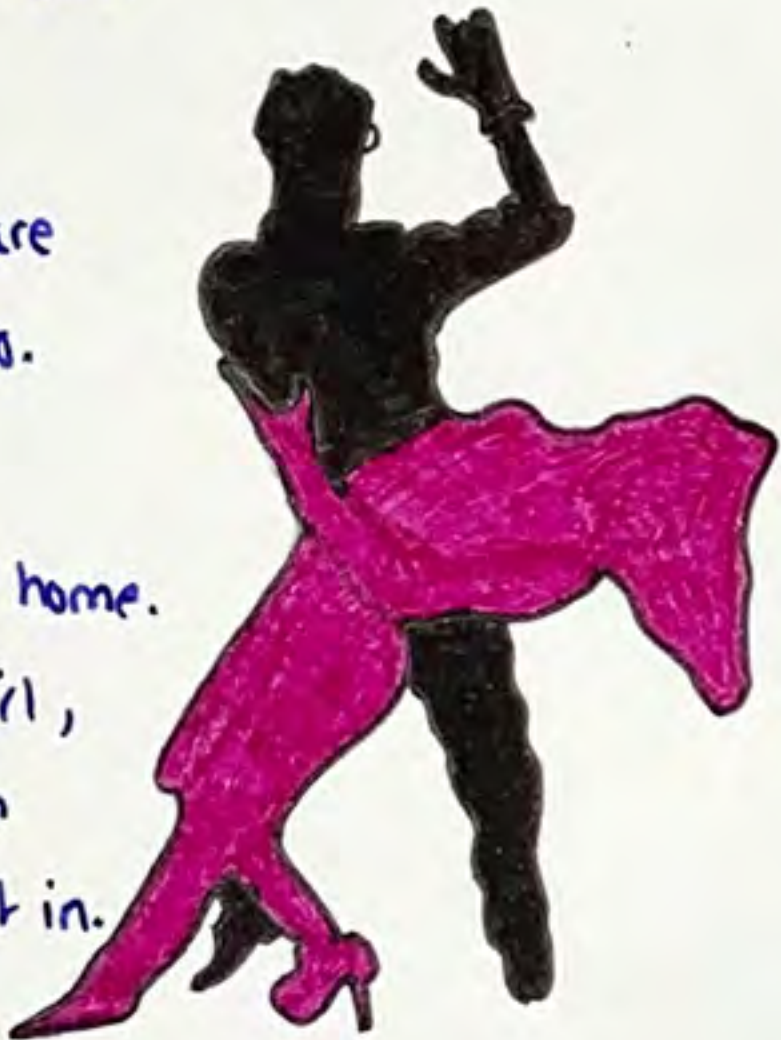
Salsa dancing in your own way included:

→ (M) do the job they are uniquely equipped to do.

That last one really hit home. Pablos even as a little girl, the oldest of 6 children in an Indian home I never fit in. Being a researcher the

(M) project became a mission.

A mission to try and understand the different thinking (M) and then use the data to help the (M) better understand themselves, and for the world to better understand them and use their skills more effectively to push humanity forward. Along the way I learnt a lot more about myself too. So yes it does feel like the job I'm uniquely equipped to do. I suppose we spend time + energy on things we 'care' about, and as an ex-children's Nurse I'd like to think I know how to care.



PABLOS

So...

Thank you for the introductions you've made and for 'hanging out' with me. You said Pablos, that you only spend time on things that you feel are worth your time. You've always made me feel that you believed in me and the (M) project. Thank you for that. It's people like you who encouraged me to not give up, and there we're defo days I wanted to.

All the amazing insights + stories you shared about being someone who REALLY cared about helping humans survive and thrive, to making the world a better place using technology came from the heart and it was challenging to do all your words justice. So I hope readers will also listen to the podcast too.

The question you suggested you would have liked to be asked was, considering what we know...

"HOW DO WE MAKE MORE (M)?"

From what I've learnt you can't make (M). It's in their DNA.

Now we may be able to unleash the (M) in someone if it's a dormant gene and we may be able to help (M) get better at it by learning from each other.

And most of all we might get better at getting (M) and non-(M) to work more effectively with each other - because that's where the real potential magic for advancement lies.

But can we make anyone into a (M)? NO!!!

Thanks again Pablos, and thanks for being you.

Billie 😊



MAV-er-ick

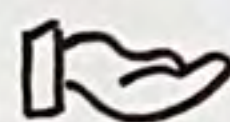
"Someone with gumption who will not give up an idea even when the odds seem to be impossibly high, or there's immense or universal objection."

CRAZY IS...  
"paying attention to naysayers."



DAVE HVER

Founder Hubble Project Group



"Stitch good camouflage. I've learnt that. I'm actually a little afraid that on one hand I might get some glory or some recognition at least within the small rarified circle of people who really understand what I do and the value that has and might be compensated for that and that's really cool. I'm afraid that being known outside the circle takes away my camouflage. And I use the camouflage to learn stuff, so stitching a good set of camouflage is important."



I've always been a maverick. It's funny looking back I recognize that every time I heard no, those no's were wrong! 1986 I proposed a system of dividing garbage into recyclables, useable, organics and called it a multi-box recycling bin in Canada. I was told it would never happen. It's crazy. It's stupid, but within 10 years they had blue boxes. I do that regularly.



Ahead of the curve



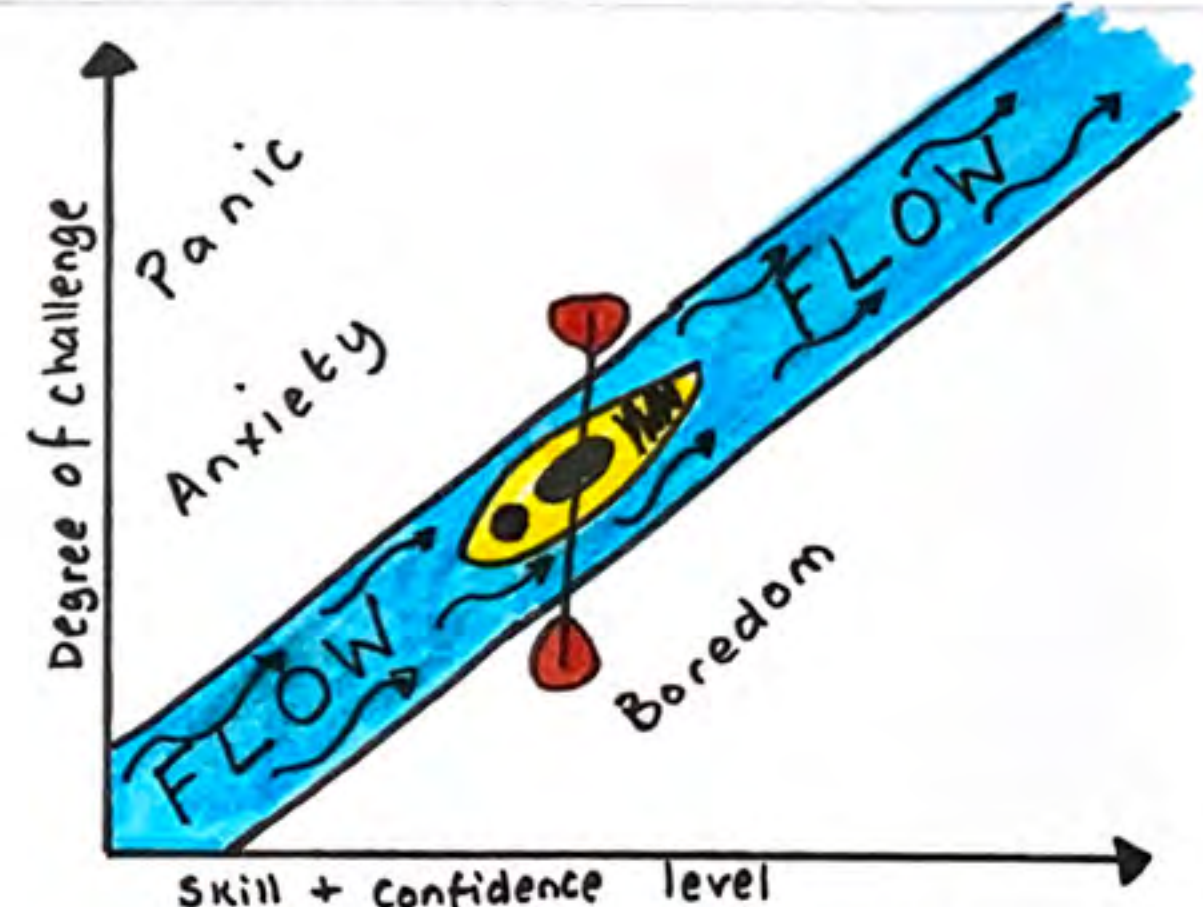
I've heard it described by linear thinkers as lateral thinking; I describe it as spatial thinking. So the idea of space is trinary thinking. It's cloud space, it's globular, like the Inuit theory of sculpture. In cloud space you have a fog of data, so just like you're walking down the street and there's a fog. Most people look and think there's only one path. They look through the fog, they get lost, they're disorientated and don't know which way to go. If they move, they're lost and if they stay, they're lost. I seem to have this ability to notice all the particles in the fog. I notice all of them and when I've sorted all the patterns, I find I notice the oddities, the little things that are out of sync in this massive pattern. At some point I'll find a key that I won't know until that happens. And the key is a trigger and it triggers a data cascade and it's just like millions of connections and all 3 dimensions collapse into 1. And I find a solution that's a lever that solves a lot of problems in the system, it's globular so I look at all sides of the problem at the same time. I understand that most people look flat but I can easily imagine, construct it as transparent if I wanted to in my head. In Inuit sculpture a sculptor is say working on some soapstone and he's making a bear. In the Western view he sculpts out the bear, in the Inuit way the bears inside and he's helping it come out. So it's not that I look at the problem; I become the problem.



Spatial thinking - become the problem



If I'm working on a project and I'm not afraid for cash I'm totally focused. There's a river in West Virginia called the River Gauley and it's a class 5-6 on 1-6 range. There's a rapid there called Room of Doom and there are points in kayaking where it's a perfect moment. And there are points in my work that are perfect moments; it's the flow.



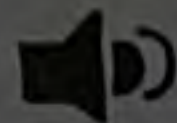
Flow is the perfect moment



The disadvantage for mavericks are it's hard to get paid, in this culture you get a reputation for being crazy because you're dangerous cos you think different. You're not allowed to think outside a range of thought. Rigid cultures that depend on status and degrees will always hate me because I don't have those degrees as it's not seen as being in the turf and I don't give a fuck.



Mavericks seen as dangerous

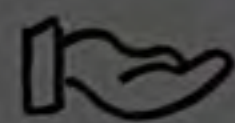


MAV-er-ick

"Someone with gumpt when the odds seem immense or universal"



DAVE HVER



"Stitch good camouflage. I've that on one hand I might at least within the small rarified what I do and the value that that's really cool. I'm afraid to away my camouflage. And I use a good set of camouflage is

Dear David

As soon as I met you at Envisioning Labs Meet up and heard you share + expand ideas I realised you were a potential (M) for the project.

Dave, you taught me that:

- (M) see no limits
- (M) strive to make the world a better place
- (M) disrupt the rules and don't give up
- (M) are perceived as a threat to the status quo. [SQ]

It's been wonderful to get to know you as a friend too. Dave, you're also the guy who finally taught me how to skim a stone.



And I still have the kind note you wrote me after I'd done some consulting with you to work through some ideas and challenges.

Your candid and thought provoking stories of how (M), like entrepreneurs, can face loneliness, often due to them challenging the status quo within industries, were humbling. The determination to keep going was fueled by that innate desire to push humanity forward.

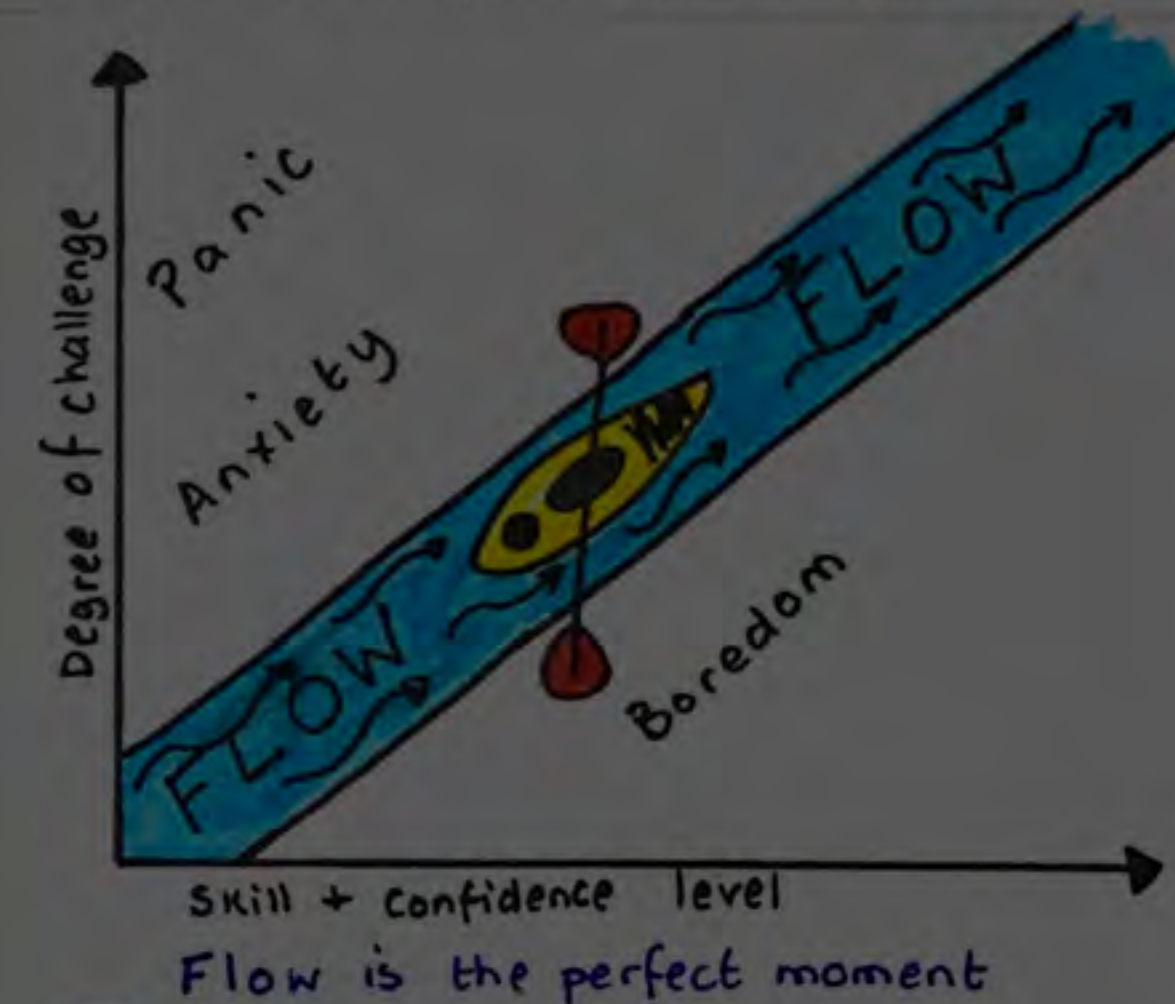
I hope you enjoy reading and learning from the stories and insights of the other (M) included.

Binnie ☺



Ahead of the curve

I've heard it described by linear thinkers as lateral thinking; I describe it as spatial thinking. So the idea of space is tri-ary thinking. It's cloud space, it's globular, like the Inuit theory of sculpture. In cloud space you have a fog of data, so just like you're walking down the street and there's a fog. Most people look and think there's only one path. They look through the fog, they get lost, they're disorientated and don't know which way to go. If they move, they're lost and if they stay, they're lost. I seem to have this ability to notice all the particles in the fog. I notice all of them and when I've sorted all the patterns, I find I notice the oddities, the little things that are out of sync in this massive pattern. At some point I'll find a key that I won't know until that happens. And the key is a trigger and it triggers a data cascade and it's just like millions of connections and all 3 dimensions collapse into 1. And I find a solution that's a lever that solves a lot of problems in the system, it's globular so I look at all sides of the problem at the same time. I understand that most people look flat but I can easily imagine, construct it as transparent if I wanted to in my head. In Inuit sculpture a sculptor is say working on some soapstone and he's making a bear. In the Western view he sculpts out the bear, in the Inuit way the bears inside and he's helping it come out. So it's not that I look at the problem; I become the problem.



The disadvantage for mavericks are it's hard to get paid, in this culture you get a reputation for being crazy because you're dangerous cos you think different. You're not allowed to think outside a range of thought. Rigid cultures that depend on status and degrees will always hate me because I don't have those degrees as it's not seen as being in the turf and I don't give a fuck.



🔊 mav-er-ick

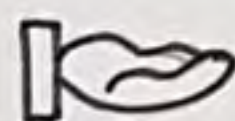
"Someone who goes against the grain and really doesn't follow the rules, kind of beats his own drumbeat and goes on his way. For me that's what a maverick is really."



ALEX IKONN

CRAZY IS...  
"not knowing what your true calling in life is. Doing things you don't like and living life without a purpose."

Co Founder Intelligent Change, Luxy Hair, 5 Minute Journal + Productivity Planner



"start doing and executing instead of feeling you are a maverick. Feeling is just a start, action will actually take you places in business."

I think if you want to do things differently it takes risk because it's not a sure path. The reason most people choose not a different path but the same path everyone's on is because it's the safest. Everyone's doing it and you know how it's going to work out. You go to school, I get a job, I work for a corporation, things will work out cos it has for Uncle Bob, so the skill set is really to take the risks and just try...I really just chose to be myself and really choosing to live life and do business as I would see fit. The beauty of being an entrepreneur or maverick, we have the ability to choose and we have the power to create life as we want it and see it as our reality right...Part of being a maverick is being able to not follow the path everyone takes and to really be able to explore.

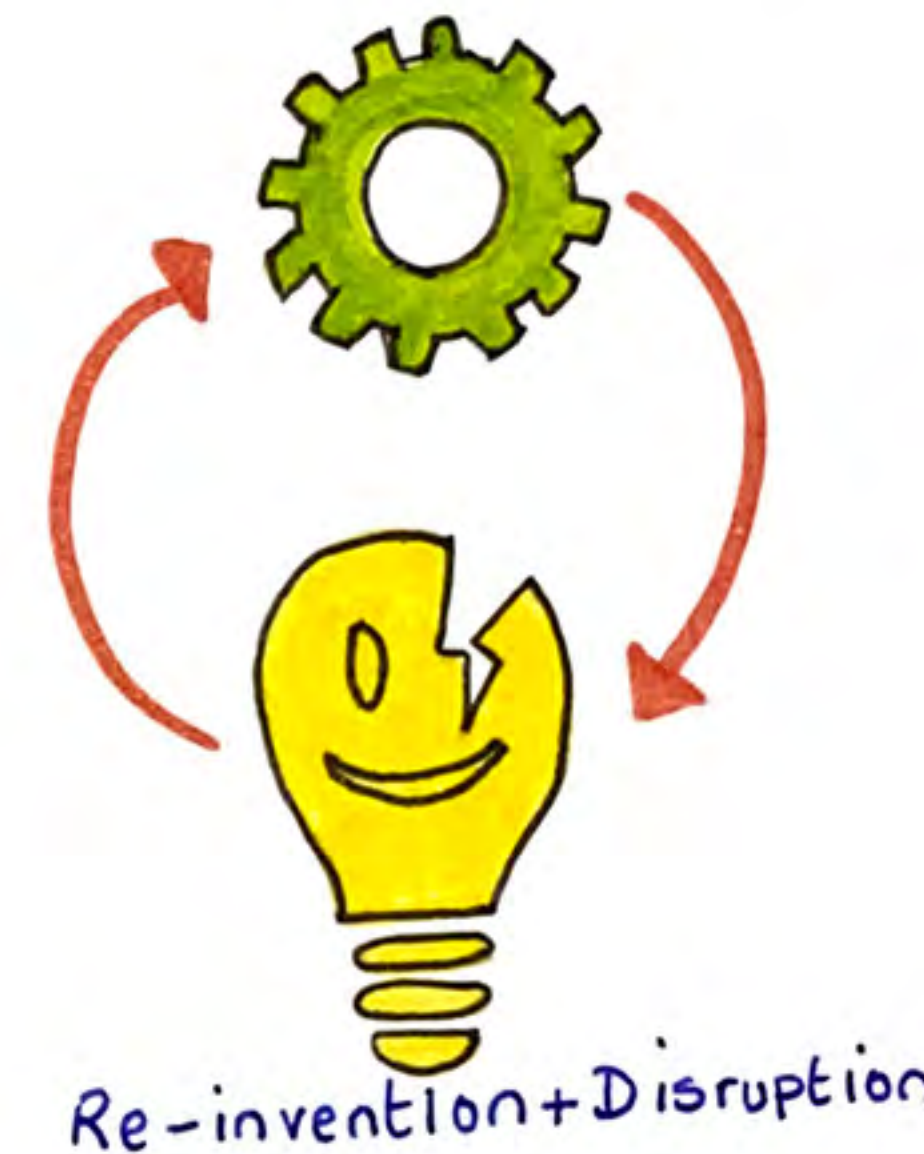


Mavericks don't have too many competitors, you're usually the leader of the pack. You're not as crowded when you're choosing to be a maverick. The disadvantage is as soon as everybody sees you succeed, they copy you. So you always have to re-invent and disrupt and do something new again.

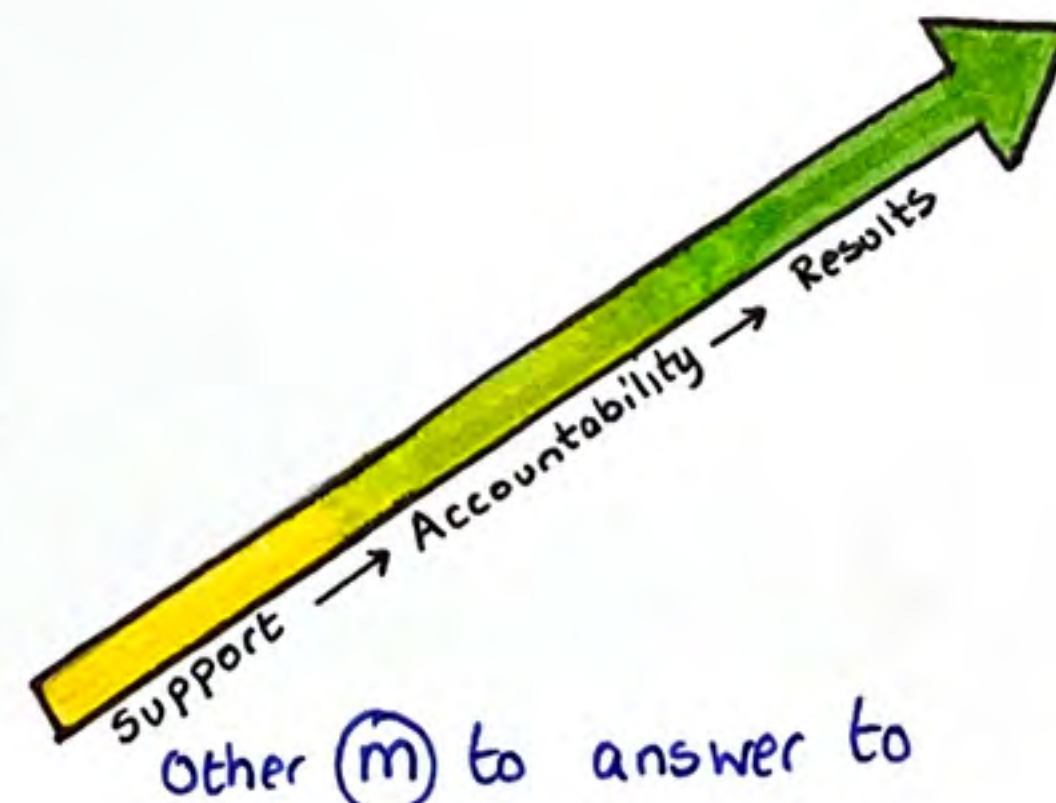


Choose

I'm a very questioning character. I question a lot of things...My unconventional kind of way of always thinking and questioning things. It's always been how can we do it differently.



Re-invention + Disruption



Other (m) to answer to

I'm part of several groups and clubs and stuff like that and just even with friends and we get together every month. We're also in the same spheres and different industries. It makes me feel not as crazy. That there's people like you, that are as crazy as you, who will also support you and back up what you want to do and also tell you if you're doing something stupid. So as you call it, as other mavericks would call it, what amazes me where they're able to call me out on my own bullshit and say 'you're slacking' or 'you're not being productive' or 'you said you would do this and you're not doing it'.

Dear Alex,

I'm so glad Darren Robson, our friend + fellow (M) recommended you. When I interviewed you I didn't realise what an inspiration you would become to me + the (M) project.

Alex, you taught me that:

- (M) look as if they're crazy to the rest of the world.
- (M) fight + resist being brainwashed at school.
- (M) have unconventional ways of thinking.
- (M) are true to themselves so do life + business as they see fit.

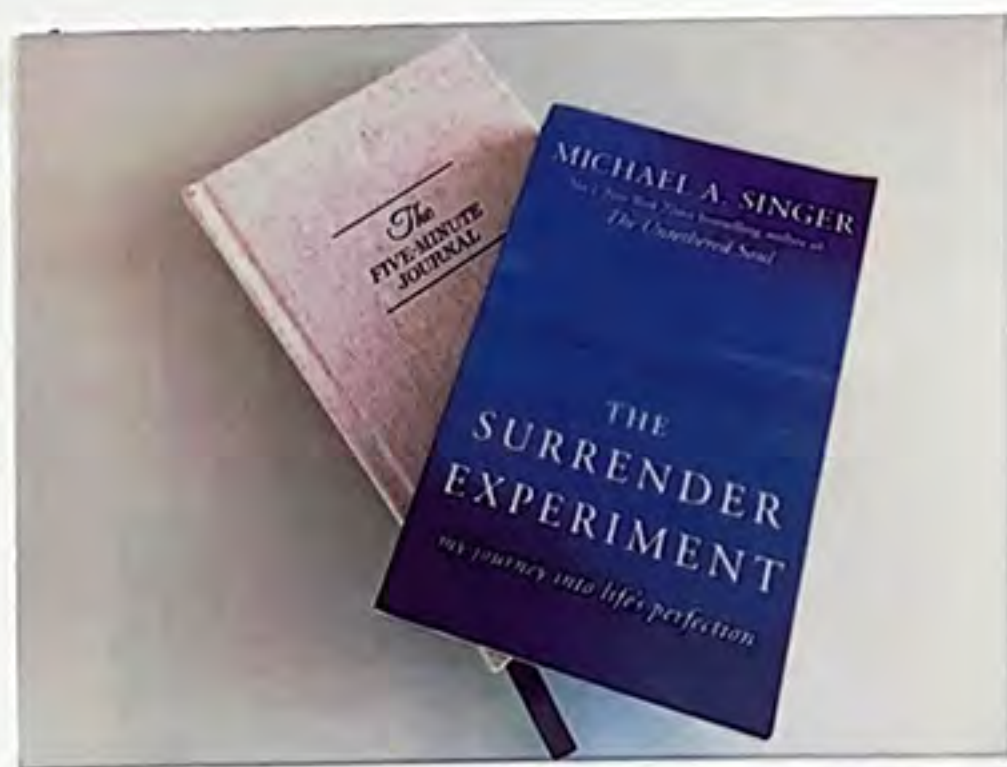
Thank you for sharing your insights + stories, particularly how you mother unintentionally nurtured you to decide + make decisions for yourself.

During your interview I loved that you asked Mimi, your partner in life + business, to say what your biggest skill is. How wonderful that it's the ability to see the potential + good in people. No wonder then that a focus of your business is to provide value in the world for both your paying and non-paying customers.

Alex, I found you to be a genuine, true to yourself and grateful human.

When I started journaling I came across the 5 minute journal via 2 hits from the Universe.

1. Tim Ferris had it as part of the 5 rituals the help you win the day
2. Someone sent me a different link I think it was Brady Dahmer who designed the (M)Wisdom website.



Anyway the 5 minute journal, and now its app is one of the first things I do everyday.

Anything with 2 hits from the Universe gets acted on!

Funny thing was, when the journal turned up I was not ready to see your name, so that was a 'bonus' surprise.

So THANK you Alex for so many things:

- the interview
- having coffee in your fave coffee shop, actually I just remembered we had mexican food!
- for being so kind and supportive of my (M) mission
- And for recommending I read The Surrender Experiment. I'm sure that was you (apologies to the other person in case I got that bit wrong).

Boy - that nicely pushed me out of my comfort zone.

I hope you like your page + the stories + insights other (M) shared Alex, and once again Thank you.

Brady (M)



nav-er-ick

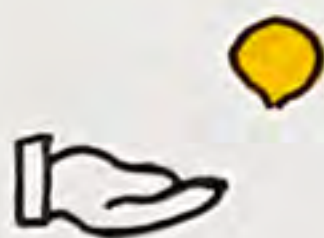
"If there was a circle they are the people on the outside and see stuff coming in, they're not in the centre. They generally don't play well with others. They're driven. They're high risk for sure. They really don't conform. They like to see. They're not afraid of new ideas, they're very afraid of old ideas. They're generally extroverted. Mavericks kind of put their personality on the line. It's something hardwired in the DNA that's very different from other people."



J JOLY

CEO and Founder of Cinecoup

CRAZY IS...  
"building an organization around a crazy idea; like a new way of putting movies out and distributing them."



"You can't be house trained or have a fear of failure."



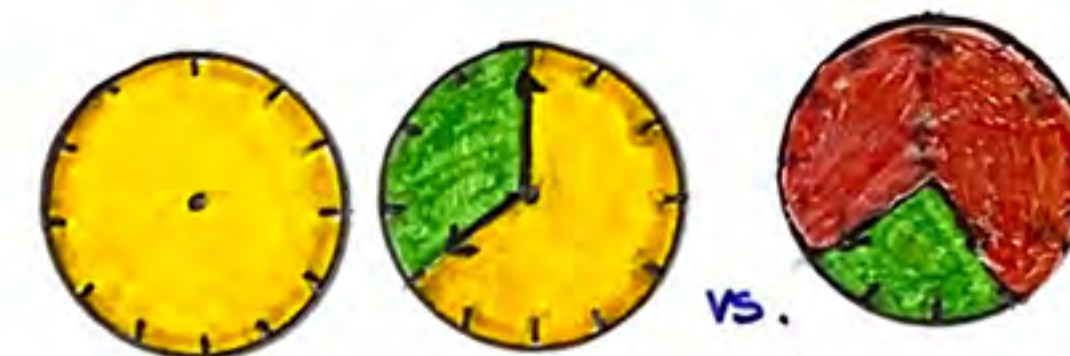
Being an outsider



From the day I was born I moved around I was an army brat so I moved around every 2 years. I was born on an army base, a Canadian one in West Germany and I've lived all over Canada and also lived in Europe 32 different times in my life. I got used to the idea. A lot of people say that must have been tough and I always say it must have been way tough to stay in the same spot. I could reinvent myself every 2 years. I could meet a whole different kind of people, get a whole different kind of ideas and as I get older, I realize I that there were actually people scared because you come into a new city and you've got different kinds of style. Especially girls are attracted to weird guys like that that are big thinkers. A lot of people have never left their hometown, you realize when you move around that a lot of people have a lot of baggage from living in the same time their whole life. The great thing is that it's my whole life I've always been involved in change... There's a little bit of that rock 'n' roll attitude of being an outsider purposefully.



I learned a long time ago that I'd rather work 20 hours a day doing my own thing than 8-5 for somebody else.



Do your own thing



I always warn people when they want to be an entrepreneur and really the maverick comes out from being like what entrepreneurist and a lot of people have always seen. Some people think when you say entrepreneur it's someone who owns a business. It's actually not, it's somebody who's very well rounded and not only is a visionary that sees the way of doing things, but they've also got the marketing to be able to go there and kind of get other people to invest in it, to check it out or put some money down. But they've only got business acumen, to kind of make it scale, that's what a great entrepreneur is in my definition. Now the mavericks are ones that not only do that but then go after the bigger hairier ideas, not just I want to make a better fork. There's forks in the world and we need to make better forks, let's make plastic forks, we can make disposable forks, but it's the ones that say let not get quantum physics and maybe we can build a computer...so it's crazy. It's like someone who builds like a neutrino lab or something that's more kind of science, just pure like academic side. So Elon Musk who takes on Detroit and I'm going to do it with the Tesla car. I believe in electric cars even though the world is petrochemical. That's a maverick. Like Sir Richard Branson I'm a record guy but I'm gonna start the best airline in the world. I can run an airline better than airlines can. Those to me are kind of very cliched and modern time version of the maverick. But I think mavericks are all the same.

**BHAG**



Entrepreneurs

Some Entrepreneurs are mavericks

There's risk as I'm fighting a whole industry that wants to see us fail. There's a whole bunch of old white guys let's call them. They're about 5 years from retirement. They're gonna go kicking and screaming to make sure nothing changes. They try to stop guys like me coming and breaking down these old distribution things. All these old ways of putting movies out and making decisions on them and stuff like that. It's very difficult to go up against the system and my greatest thing is that I'll go do it and if I'm not successful then all those arseholes get to say I told you so... I started out of frustration because I was so tired of working, listening to people poorly market film media... Kind of being first through the wall. First through the wall talks all the punishment





nav-er-ick

"If there was a circle and see stuff coming they generally don't. They're high risk to see. They're not of old ideas. They're Mavericks kind of. It's something hard from other people."



J JULY



"You can't be house trained"

Dear J,

When I met you at GROW - The Future of Business, it soon became apparent you were disrupting the film industry.

☺ Smile ... Diner ☺ It was fun to interview you at the

As you ate breakfast you shared the highs + lows of being a (M).

J, you that me that:

- (M) put their personality on the line. As no one can sell a (M) as they can sell themselves.
- (M) are adaptable
- (M) aren't in it for the money. They're in it to make a change; to disrupt.
- Being a (M) is like being on heroin, you CAN'T give it up.

You became a friend J, and even brought your son to our home + kindly invited me to your WolfCop launch, now you're really disrupting the film industry

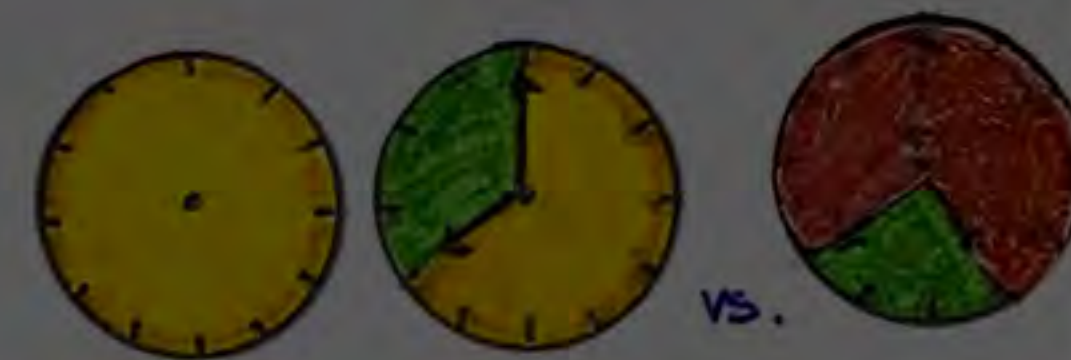
J, I found you to be direct, honest, upfront + funny. Funny.

Thank you for being so authentically you J, and for making time for me and my (M) idea.

BTMie ☺



From the day I was born I moved around I was an army brat so I moved around every 2 years. I was born on an army base, a Canadian one in West Germany and I've lived all over Canada and also lived in Europe 32 different times in my life. I got used to the idea. A lot of people say that must have been tough and I always say it must have been way tough to stay in the same spot. I could reinvent myself every 2 years. I could meet a whole different kind of people, get a whole different kind of ideas and as I get older, I realize I that there were actually people scared because you come into a new city and you've got different kinds of style. Especially girls are attracted to weird guys like that that are big thinkers. A lot of people have never left their hometown, you realize when you move around that a lot of people have a lot of baggage from living in the same time their whole life. The great thing is that it's my whole life I've always been involved in change... There's a little bit of that rock 'n' roll attitude of being an outsider purposefully.



Do your own thing

I always warn people when they want to be an entrepreneur and really the maverick comes out from being like what entrepreneur and a lot of people have always seen. Some people think when you say entrepreneur it's someone who owns a business. It's actually not, it's somebody who's very well rounded and not only is a visionary that sees the way of doing things, but they've also got the marketing to be able to go there and kind of get other people to invest in it, to check it out or put some money down. But they've only got business acumen, to kind of make it scale, that's what a great entrepreneur is in my definition. Now the mavericks are ones that not only do that but then go after the bigger hairier ideas, not just I want to make a better fork. There's forks in the world and we need to make better forks, let's make plastic forks, we can make disposable forks, but it's the ones that say let not get quantum physics and maybe we can build a computer...so it's crazy. It's like someone who builds like a neutrino lab or something that's more kind of science, just pure like academic side. So Elon Musk who takes on Detroit and I'm going to do it with the Tesla car. I believe in electric cars even though the world is petrochemical. That's a maverick. Like Sir Richard Branson I'm a record guy but I'm gonna start the best airline in the world. I can run an airline better than airlines can. Those to me are kind of very cliched and modern time version of the maverick. But I think mavericks are all the same.





mav-er-ick

"Somebody who pushes the barrier, break a few rules, does something different and is very capable of change and changing things and leadership in different ways."



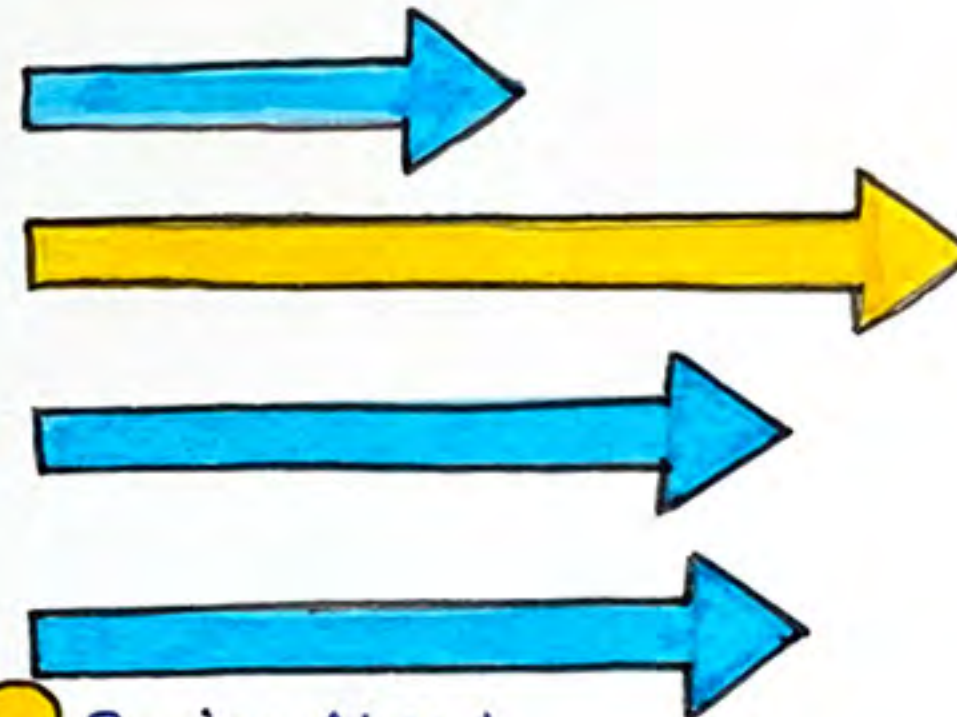
RICKIE JOSEN

CRAZY IS...  
"doing the same thing over and over again and expecting a different result."

Founder RickieWrites



It's all down to attitude. It's kind of having maybe more belief than most people, something that I try to instil in other people. I just have an extraordinary amount of self being put it to me since birth and forever more afterwards. Feel a bit more invincible, even though I'm not but feel that way. So I guess that's where I'm coming from.



Being Ahead

Laws are laws so abide by them. Rules are meant are meant to be broken in some respects, but in other respects I kind of set rules as moral compass rather than anything else. So I have certain rules, never to let anyone down, always turning up for them and I don't see a grey area there and there are certain rules that I impose upon myself that I would absolutely uphold then. Other people's rules I would change all the time...The only reason I started a business was because I couldn't find a company that had my ethics and my standards.



I think the hardest thing is kind of being a little ahead and people haven't caught onto what I'm trying to do and then a few years later you see somebody else doing exactly the same thing and hang on a minute I was doing that in 85, 86 why didn't you listen to me then.



Rules = Moral Compass



Push forward new ideas. And there's just so many different ideas and I'm using somebody to kind of help me put some of them into practice, just because I want to do them all now.



Push some ideas forward



mav-er-ick

"Somebody who puts  
does something different  
and changing things"



RICKIE JOSEN

Dear Rickie,

When Tim Wilson recommended you for the (M) project he was adamant you were an inspiring (M)

Rickie you taught me that:

- (M) love what they do
- (M) are good at getting people to follow
- (M) are not resistant to change
- (M) are authentically their (M) self

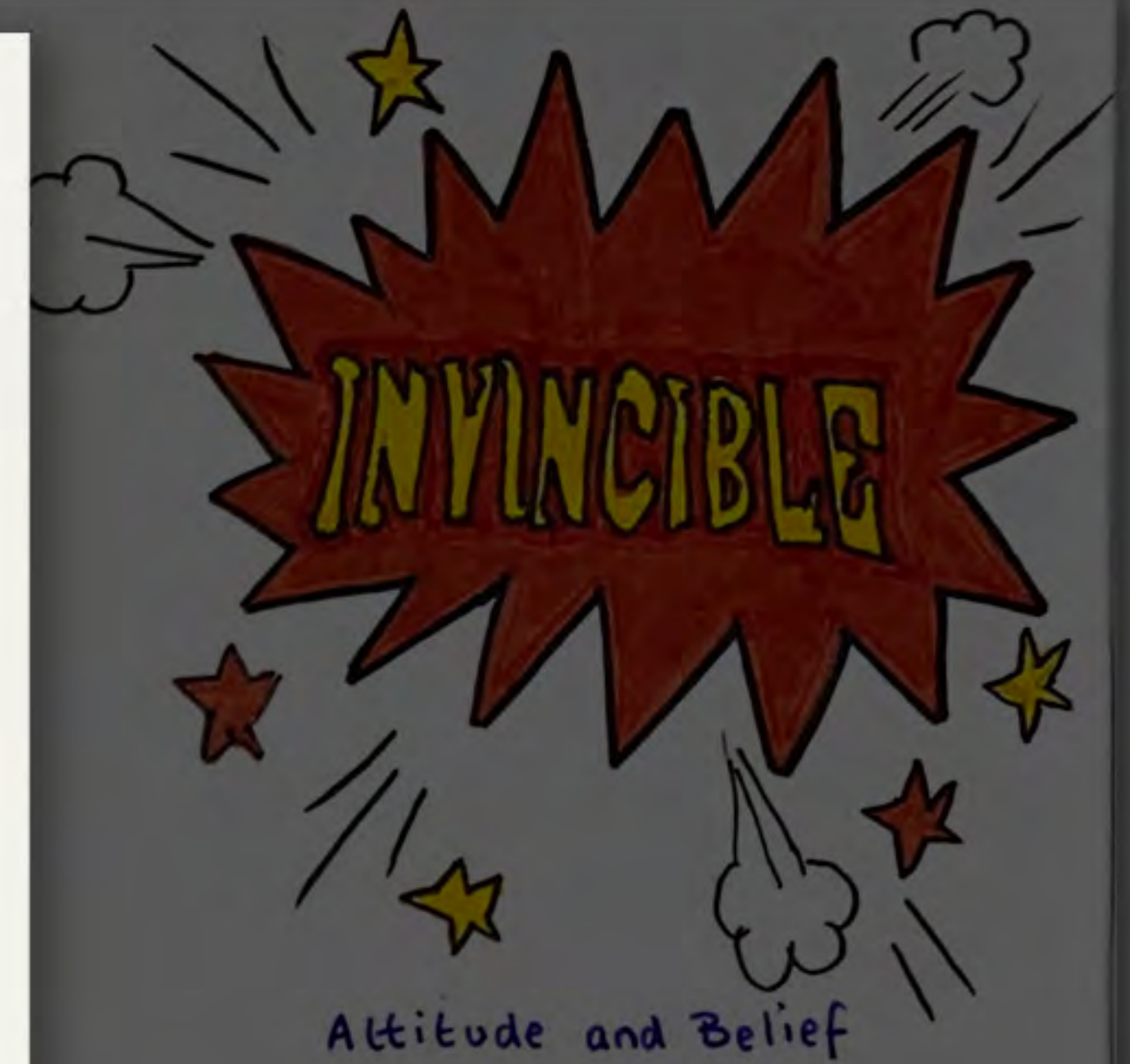
Your enthusiasm was evident when you said when you want something badly enough you will **MAKE IT HAPPEN!**



And because you ❤️ what you do you don't tolerate negative people with bad vibes in your life.

Thank you for sharing your stories + insights Rickie, and I hope you enjoy the others from (M) interviewed.

Bina 😊



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Rules = Moral Compass

Push forward new ideas. And there's just so many different ideas and I'm using somebody to kind of help me put some of them into practice, just because I want to do them all now.



mav-er-ick

"You know, human. Anyone that I know that has done extraordinary things are ordinary people."

CRAZY IS...  
"a story."



DAVID KATZ

Founder + CEO The Plastic Bank



"Stop thinking about society, about fashion. They have to embrace their maverickness and live with intention in it."



The ambition is to enliven other entrepreneurs to solve global grand challenges and to bring entrepreneurs into a position where they can serve the world.... By 2050 there'll be more plastic in the ocean than fish and I think that most people who feel connected with the ocean have said at some point that someone should do something about it. And I recognize that I'm somebody and that I have the opportunity to do that. That I get to become the CEO who can execute in the global organization that alleviates extreme poverty and ocean bound plastic. The Plastic Bank is two-fold. The riddle, when you walk into the kitchen and the sink is overflowing and waters falling over the floor and you only have a mop, plunger and a bucket what do you do first? The answer to that riddle is to turn off the tap and that certainly is the expression of The Plastic Bank. We're focused on prohibiting the flow of plastic from entering the ocean, not going and cleaning the ocean. And we engaged the world's poor. We engage the communities that are the greatest contributors to ocean plastic. And we've figured out why it's happening as well as it's happening. And I go to this, if you're walking down a road and you're walking over diamonds and rubies and bars of gold and you can see them and they shine and they're everywhere and you look at them and yet there's no bank, there's nothing you can do with them, do you pick them up? Most people would say no and what we do with The Plastic Bank is we create the infrastructure to reveal the inherent value that is already the petroleum based resource. We just give and create a way to reveal the way in plastic...The idea is the most maverick itself, we're an exponential organization building a multi-billion dollar organization with 3 staff....The most fulfilling part is through the people we get to effect their livelihood and income and when people return material to the centre and then they run away because they think it's too good to be true that they got money for garbage.



scarcity

abundance



I live a life of action and my actions tend to be maverickesk or it's the ways people who have not yet defined the compass heading of their life have trouble understanding, so they believe it's maverick. It's to exchange maverick with less common. So my actions are less common than others cos I'm very clear and I don't compromise those things that bring me fulfilment...I have a company I exited from and was in a position to retire. I could have at 45 years old, a self-made multimillionaire and I had the ability to invest the money and travel the world with my family and I chose to take all of that money and invest it in an organization that can influence 7.2 billion people and move it forward and get if forward and pay no attention to the sense of security that I've built....I became an amateur boxer in my mid 40's. I am always embarking, always taking on something new. I am always becoming, whether it be a part of someone else's organization or set aside the sale of my company in the last 5 years as well. I had to embark on becoming the person who could exit from that organization, that was its own lesson. I'm in the midst of writing a book. I'm always doing something big.... I live with intention. I get shit done. I've not met anyone that has not had that conversation of 'ah someone should do something about that.' The conversation really can be very lively but we hear it like that because we are not yet that person who could be it and the conversation is here for us to say who do I need to become.

the Plastic bank



Find your way to solve for the world

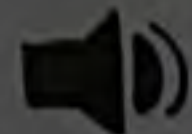


I believe in the power of receiving and that receiving perpetuates giving and that's my action, my doing that builds abundance. You have an opportunity to view life as being abundance or scarce. Mavericks are those who view life as being abundant and that there's a field of greatness and success and change ahead of you...the universe is abundant if you know what to look for the right people are out there.

BECOMING



Action leads to becoming

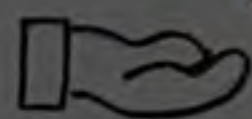


mav-er-ick

"You know, human. Anyone extraordinary things are"



DAVID KATZ



"Stop thinking about society. They have to embrace their"

Dear David,

When Suzanne Biro learnt of the (m) project she immediately recommended you. As I learned more about you + The Plastic Bank I just knew I had to include you + your work.

David, you taught me that:

- (m) are freedom focused + money is a means to increased freedom.
- (m) believe in being their authentic selves.
- (m) have to suffer the status quo.
- (m) live with intention.

Throughout your interview a few key themes emerged from your stories,



Every thing you said was related to these core values. And it became apparent that you use your energy and passion to enliven the people around you. I had the opportunity to see that

when I came to see you + Shawn in your office. (Shawn Frankson Co-founder + CTO). No wonder that you help others to become self-actualized in the expression of accomplishing

the idea.

David, you shared that the main mindset required is of perseverance, but more than that is the ability to see every obstacle as a lesson (although it may not seem so at the time). As you said, the obstacle is the way. Something that I've seen become very relevant to the (m) adventure too.

Thank you, for being you. for being a (m) with being a good husband and father. Thank you for making time for me, and for one of the best one liners from the over 100+ hours of interviews. You want your superhero power to be = not get fat! We laughed alot at that one David. We've shared cake together mate, and that's always a solid start to a friendship don't you think?!



Bohmi ☺

the plastic bank



Find your way to solve for the world

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BECOMING



Action leads to becoming





mav-er-ick

"My understanding from the history of the word, which I thought was fascinating, which is the story of Samuel Maverick and the cows. He didn't brand the cows as he didn't want to have them branded, and because he thought it was inhumane and as a result everyone said, 'You're crazy, this is ridiculous, people are going to steal your cows, but as a result all the cows that were unbranded were assumed to be his. And so trying not to have a brand made him have a brand.

People who do what they believe is true and correct and they do what they I guess the word for that is truthiness. You know what Stephen Colbert said about truthiness, he invented the word, which is when your guts tell you that you're right despite all the facts and evidence... everyone else around says 'no we need to go left' and there's this one guy who says 'well actually I think right would be better despite the fact that everyone says 'you're wrong.' I guess that the maverick believes so much in his or her beliefs so strongly, that they eventually go against the current for that.

That's what I think a maverick is, one person who sees, who believes that going against the current might be the better idea then who actually takes action and does it, finds a way to make it because it's very easy for people to say we need to go in the other direction. I think a maverick actually figures out the steps and tries to unwork the 'hack the machine' and figure out where it is that the piece can be taken out and replaced with the new direction and new ideas!



NOAM KOSTUCKI

Founder Redefineus

CRAZY IS...  
"living the routine, not taking risks and trying to be what others want. Same is seeking change, taking risks and doing what you want because it's the best way to not regret living."

"Look into what you're most scared of and run in that direction. Take the time to go deep into how you feel and who you are. Make space for your creations and take bold actions. Learn how non-mavericks operate, and how non-maverick systems work. Practice both, being uniquely yourself and how to fit in society."



Recognise, understand and accept you're different from the norm.

I spend half of my life realizing that I did things differently, because I never knew I did. I always assumed I did things like everybody else. The only thing that happened was that as a kid from a teenager until I dropped out of university I just didn't understand why I was doing everything like everybody else, but I was getting different results. When I eventually dropped out of university I realized that well the reason I get different results is maybe because I don't do thing the same as everyone else. Then I spent real time trying to figure out why that was and the final conclusion I came to was it's a mix of probably genetic wiring and education. I know that the education my parents gave me definitely fostered a lot of maverick type attitude.... I very quickly figured out that what some people take for granted is completely alien for other people and what these other people take for granted is alien for the first group. And that must really have affected this attitude of maverick.

Observation would be the first one...we [mavericks] always find stuff everywhere. Always very aware, reading the news, reading books, talking to people, watching movies, watching documentaries. And that absorption of information and then somehow arranging and connecting different pieces of information...I always think that if we look in other industries and other places surely we will find a great idea that we can then bring back and re-implement in this business.



Be observant then transpose the connections

The mavericks that succeed are the ones who manage to overcome the barriers [e.g. creating conflict] and learn how to communicate in a more effective way. The ideas in my head are very clear...The problem is to explain why it needs to be done in this way. I might need 2 weeks of explaining all the different connects because I read this in that book and I read that in that book, I had that experience and then I did this that worked and I did that that didn't work. And there's this huge map and it's very hard to communicate that. So how to synthesise the idea and how to make it understandable for someone who can't see what you're seeing, because in my head it's very obvious.



Overcome barriers to your success.



mav-er-ick

"My understand thought was for maverick and didn't want to it was inhumane crazy, this is cows, but as were assumed brand made by

People who do they do what You know what invented the you're right else around one guy who is better despite I guess that beliefs so strong for that.

That's what I believe that idea then who to make it be need to go in I think a maverick tries to unwork it is that the new direction



NOAM KOSTUCKI

"Look into what you're most Take the time to go deep in Make space for your creation non-mavericks operate, and Practice both, being uniquely

Dear Noam,

What can I say when we randomly connected via Linked In it soon became apparent that you think different.

I didn't realise when I interviewed you that we would become friends, break bread together and walk labyrinths together.

Over time I've watched you grow and expand in life and business. How you've really created your own magic and masterpieces and those of others who have come into your life, by helping others create theirs.

Coach, entrepreneur, creator and now chef of I say a culinary adventure, in Costa Rica.

HIR



Noam you taught me:

- That it was okay to take time to create my masterpiece, because it was a marathon and not a sprint I was on.
- (M) ❤️ problem solving
- Diversity and knowledge and skills are what makes (M) as they thrive on being bombarded with information from/different spheres + topics.

Noam, I admire and respect you for

- exploring and accepting who you are.
- listening to your own truthiness.
- how you rationalize your life experiences and catalyse them, sometimes as businesses of a unique and different kind.

Thank you so much

Billie ☺

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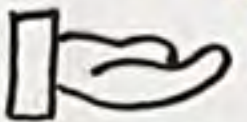
"A maverick is someone who doesn't take the answers from the status quo and from the normal society. In the face value of this person, he questions, he always asks why and is not maybe satisfied in the ways that things are always done. And then there's a curiosity and there is a will to go where others haven't necessarily gone, which is really difficult and can be a kind of self-sacrificing thing."



JARI KUOSMA

Founder Birdman International

CRAZY IS...  
"one who can see what others can't."



"Think for yourself. Don't take anybody else's face value. Just always dig deep and don't worry about not being right always, because we're wrong all our life and then the next day you find something new, so that you can throw everything you learned away and because you can replace the belief system with the new. So never be afraid about being wrong about something, of course you shouldn't do something that harms other people."



When I started to develop the wing suit because it was even banned by the law even in Finland where I was jumping at the time, so I had to go against the law. And I decided to do it anyway, so that meant I had to move away from Finland to the place where I could do such a thing, where the thing was legal for me to do and when I was successful for first developing the prototype and I was alive. Then I wanted to take it further, I wanted to make it a business as well... Nobody was giving this education to people so I created my own system and I started to travel all around the world giving speeches and teaching and so on, so I definitely went against the mainstream with that.



Mavericks push/break the boundaries.



Believe → then rebel

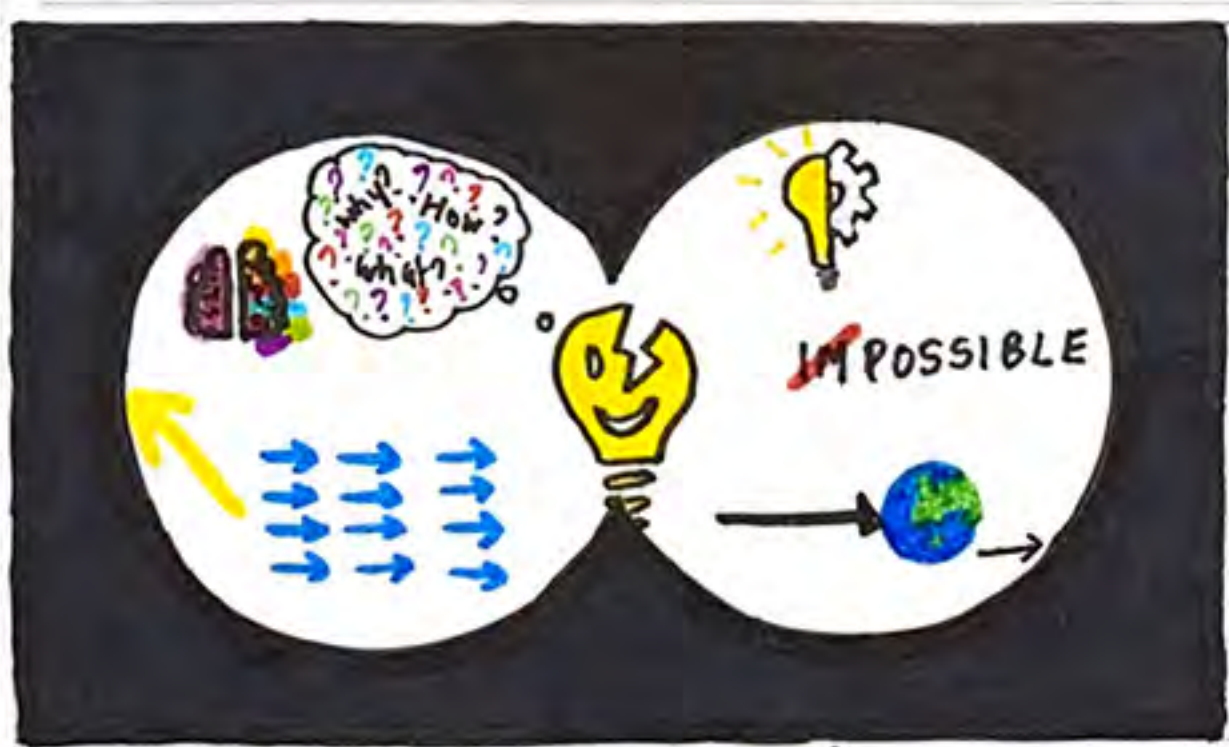
It's something I've been thinking about for a long time because at times it's been really really frustrating to do something which is not the mainstream because there really is not so much money in it unless you really hit the gold stream; it's more about following maybe your inner path - wherever it leads... Believing in yourself that you can do things differently. Not being afraid of failure, and you need a certain amount of rebellion inside you.... I learned from a very young age I had to go against the tide, kind of fighting the world kind of thing.... We need the rules for society but the rules just for rules sake and that all rules are exactly the same for absolutely everybody... they stop the development. So if something has to have, enough to break sometime otherwise people can't see beyond... I saw that the world is not working as they tell it is. And I started to see through all the propaganda and stuff and I saw that OK, there is another game that is rigged, and clearly not everybody's playing by the same rules and that really got me going. OK, I'm gonna make my own rules as well.



Money doesn't flow to the ideas that are really difficult in this society to do something completely different. So that's like a huge hurdle and then of course you need like-minded people. You need a team to do something really really great. When you're really alone you have to kind of pull all your resources and we are not necessarily talent like Leonardo Da Vinci in absolutely everything, so you need other people and other people's skills. To put them together and to understand that we are different and to get that right team together... You need the idea; you need the doers and then you need financial means to do it.

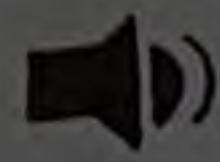


Doing different requires ...



Loners worth watching

Mavericks look for other mavericks and kind of get along but then they don't make packs, they're not pack animals, they are loners, even in relationships and friendships you are still doing your normal thing but you find the respect and then the common area of interest and compare notes so to speak... The rest of the world should kind of look at what we are doing, instead of just say that we are different.


 "A maverick is someone who d...  
 quo and from the normal society.  
 questions, he always asks why an...  
 that things are always done. And...  
 will to go where others haven't nec...  
 can be a kind of self-sacrificing thing."

Dear Jari,  
 I had just come back from climbing Mount Kilimanjaro and my friend Mel Cheng sent me an article about base jumping off Kili, saying it would have been an easier way down! That got me thinking about the base jumping suit idea + I came across you + your company Birdman in my research. Thank you for loving the (m) ideas and jumping on board, as you said, the (m) project was linked to your work as you were exploring the pioneer birdman who were dying in the pursuit of their crazy idea.

- Jari, you taught me that:
- (m) look for answers to problems in their different way, and finding solutions gives them satisfaction.
  - (m) are afraid to lose their freedom.
  - (m) are driven to finding out what we are doing here + why?
  - (m) invest all their money + energy into their idea.

You shared how money is a major challenge but (m) use their high level of stubbornness to persevere with their idea. And as free thinkers they are creative innovators which often enables them to be the first to try/do something. I loved the example you gave of having invested all your money in the Birdman suits so had nothing but 50 Finnish pennies in the account. This meant smuggling the suits from Slovenia to Switzerland as could not afford to pay customs!

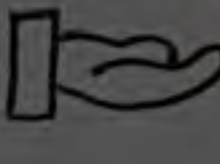
Jari, you also shared that (m) have strong values + live to push humanity forward. An example was a project where you were skydiving into a prison compound to give a talk to the prisoners + share with them a different way than crime to use their energies, by giving them an alternative outlet.

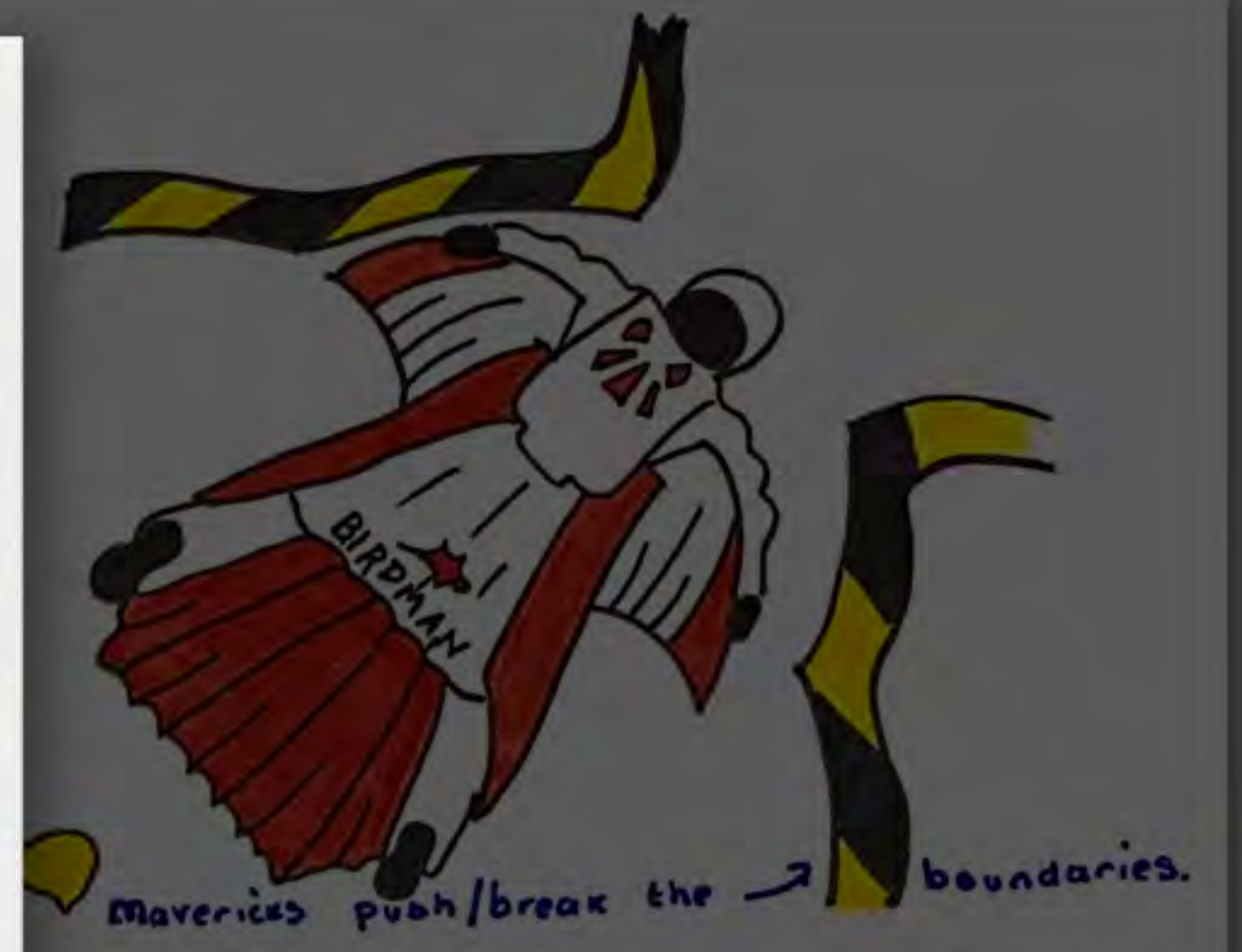
Thank you for your time, for always supporting + encouraging my endeavours, and never forget Jari,

**Fortune Favours the Brave.**

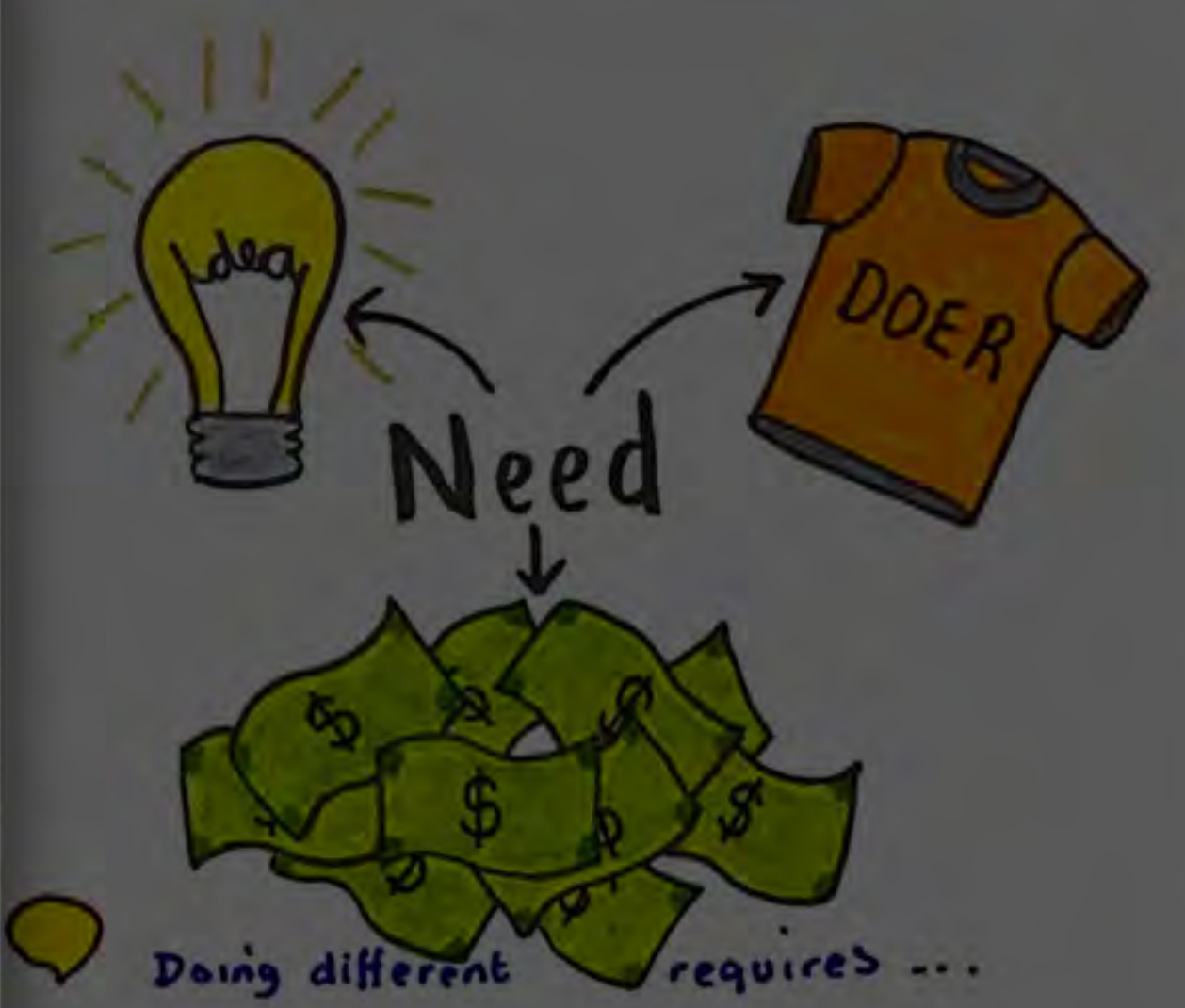
Billy ☺




 "Think for yourself. Don't take anybody else's face va... Just always dig deep and don't because we're wrong all our life a... so that you can throw everything replace the belief system with the wrong about something, of course other people."



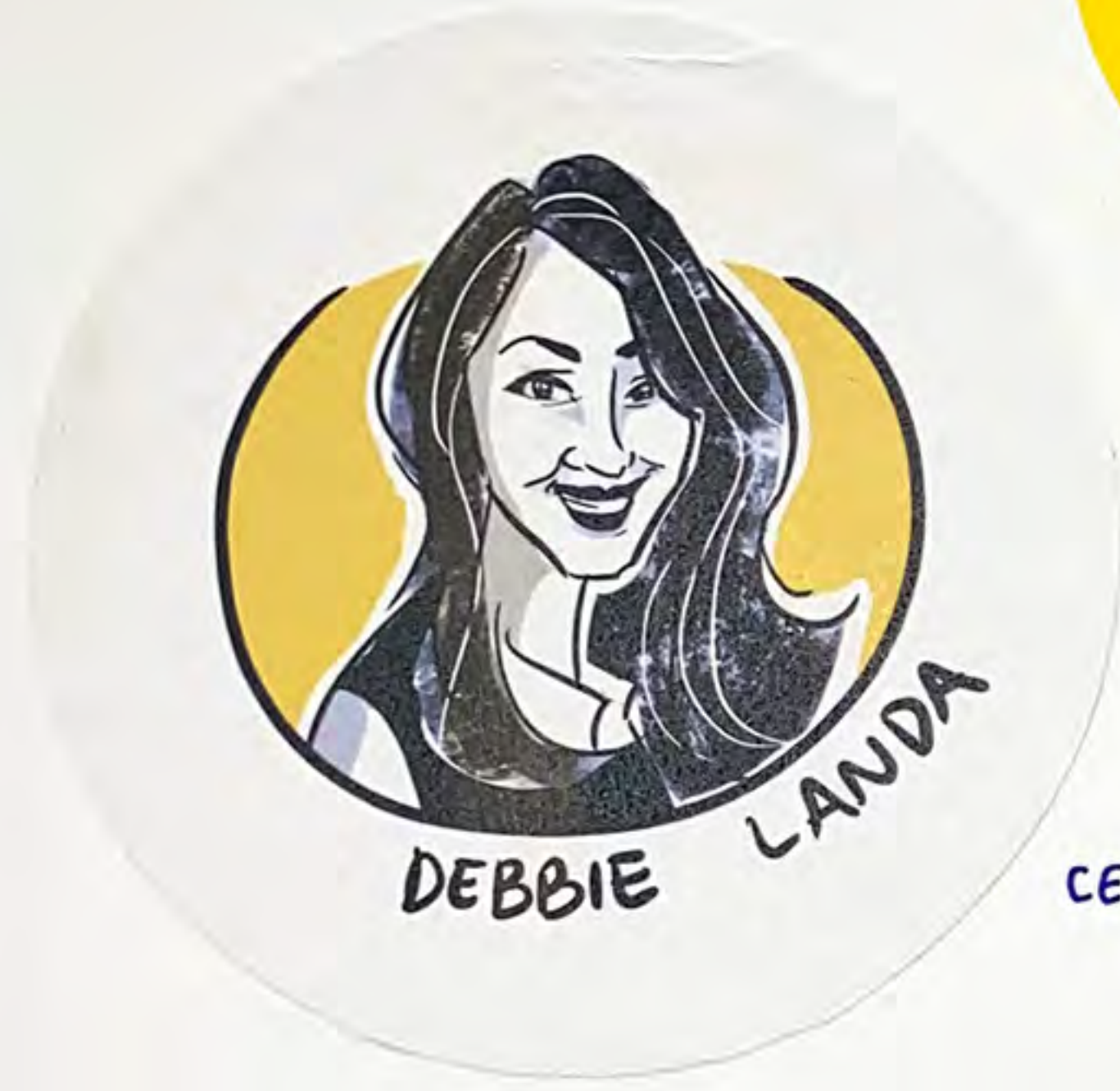
It's something I've been thinking about for a long time because at times it's been really really frustrating to do something which is not the mainstream because there really is not so much money in it unless you really hit the gold stream; it's more about following maybe your inner path - wherever it leads... Believing in yourself that you can do things differently. Not being afraid of failure, and you need a certain amount of rebellion inside you.... I learned from a very young age I had to go against the tide, kind of fighting the world kind of thing... We need the rules for society but the rules just for rules sake and that all rules are exactly the same for absolutely everybody... they stop the development. So if something has to have, enough to break sometime otherwise people can't see beyond... I saw that the world is not working as they tell it is. And I started to see through all the propaganda and stuff and I saw that OK, there is another game that is rigged, and clearly not everybody's playing by the same rules and that really got me going. OK, I'm gonna make my own rules as well.



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🔊 mav-er-ick

"Mavericks are people who are unique unto themselves. They are first to try things. First to do things. First explorers. They're original. They're risk takers and They go for it."



CRAZY IS...  
"following the herd on a crowded path."

CEO Dealmaker Media

👉 "Follow your instincts. Go with your instincts."

Mostly because it's in my DNA, and I only realized later in life that's what it was called. I just have a very unique way of thinking and I tend to just go to the beat of my own drum...It's an attitude of, I want to do things my way, I'm gonna follow my own path...A person can try to be maverick, but if you have to try it's probably not inherent in your personality...As you get older you become conscious that you're different from others, when you start to realize why you're pissing people off. You want to stop. You don't want to upset people. You just have a different way of thinking and sometimes it's not appropriate, so you gotta kind of squash it a little bit or use your inside voice sometimes...I think you stand up for things that aren't right.



Everyone's a critic

You can get people to do things they wouldn't normally choose to do and you can make massive change. You can do things on a much larger scale because you can move mountains because people want to follow those guys...Coming up with new ideas and trying to do things in a different way, trying to figure out how to be smarter and more strategic than everyone else in the industry...I want to re-invent everything because it could be way better than it is. I see the potential in everything and I'm always striving for what the potential can be.

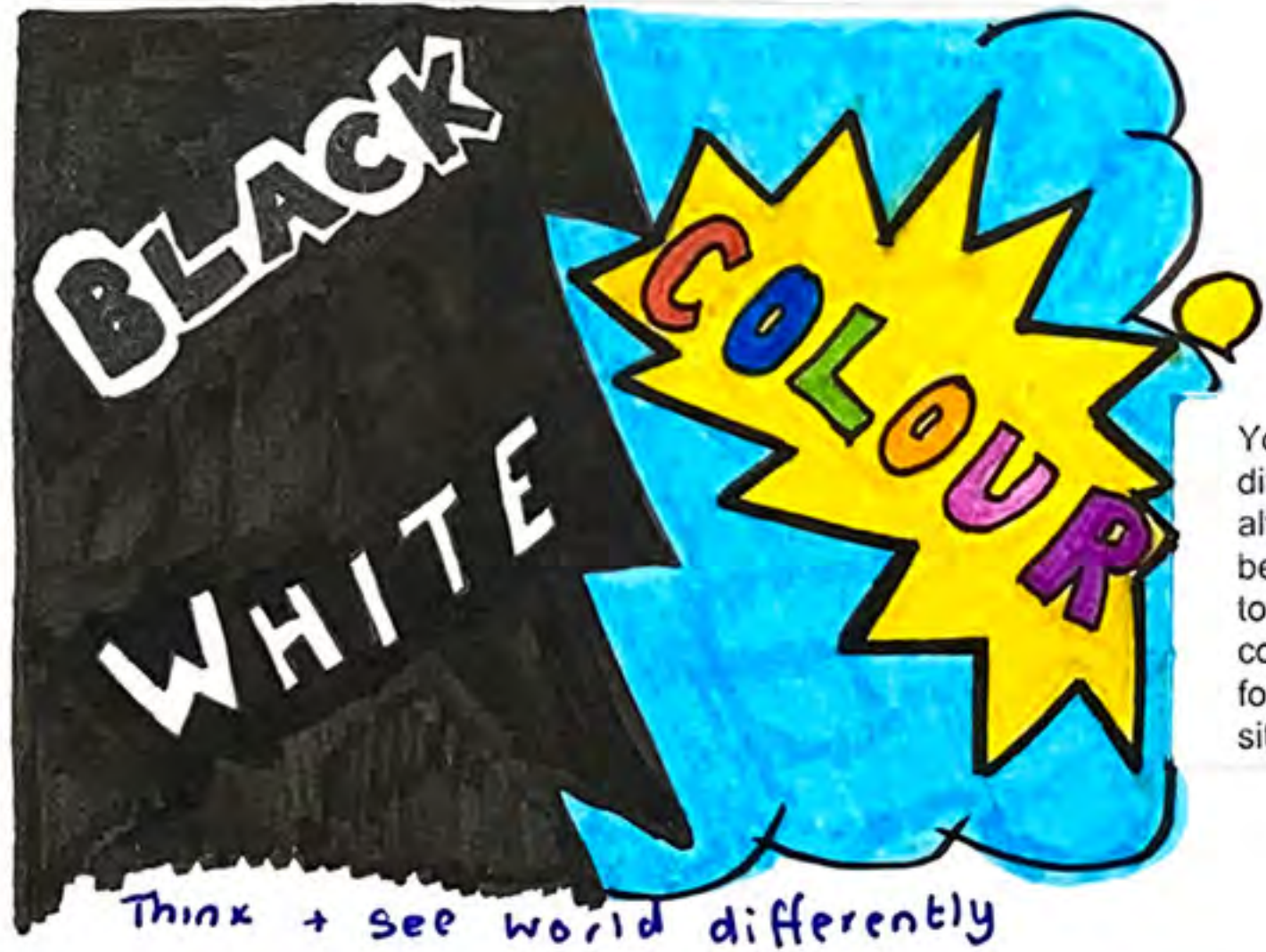


DNA - own attitude

Everyone constantly tells you you're wrong or why you wouldn't be able to do something. Everyone's a critic. We're facing critics...You stand out so everyone wants to take you down, because everyone's a critic. So the minute you want to do something different or inventive or whatever, everyone stands around waiting for you to fail.



Move mountains



Think + see world differently

You have to be able to think differently and see the world differently, because there's a huge history about how we've always done it. That's the standard process. You've got to be able to look at things, how things have been done, and try to re-invent new ways by taking concepts and ideas from completely opposite areas and seeing how you can re-format and re-arrange and re-design for your particular situation.

mav-er-ick

"Mavericks are first to do things. First explorers. They're original. They're risk takers. They go for it."



DEBBIE LANDA

"Follow your instincts. Go with your instincts."

Dear Debbie,

Thank you so much for giving me a media pass to your GROW - The Future of Business: The Intersection of Design + Entrepreneurial Thinking Conference. At the time I was struggling to find (M) for my Business (M) research project. Your conference and social events enabled me to hear and meet interesting (M) I would otherwise not have known of.

Debbie, you taught me that:

- (M) find the loopholes in the rules
- (M) want to create things people want + love.
- (M) sometimes have to squash the (M) in them so as not to behave inappropriately
- (M) always see the potential in everything.

Debbie you were so open, funny and fascinated by the questions. It was lovely to see how much you laughed and enjoyed yourself in the interview, your personality really came through. Your candidness and honesty made for an interesting interview. Especially you're designing a (M) scale in the middle of it!

Thanks again and I do hope you enjoy reading the insights and stories from the other (M) interviewed.

Bymie



- Unique way of thinking
- go to beat of own drum
- do things my way
- follow own path

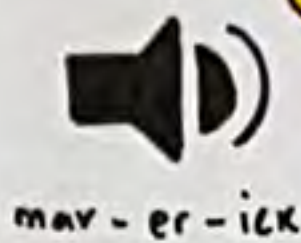
DNA - own attitude

Everyone constantly tells you you're wrong or why you wouldn't be able to do something. Everyone's a critic. We're facing critics... You stand out so everyone wants to take you down, because everyone's a critic. So the minute you want to do something different or inventive or whatever, everyone stands around waiting for you to fail.



Move mountains

You have to be able to think differently and see the world differently, because there's a huge history about how we've always done it. That's the standard process. You've got to be able to look at things, how things have been done, and try to re-invent new ways by taking concepts and ideas from completely opposite areas and seeing how you can re-format and re-arrange and re-design for your particular situation.



max - er - ick

"A (m) is a person who has a very different way of looking at things. Not just around them, but at themselves. So in my mind I'm a copywriter in an advertising agency, but I'm not limited to that just because I studied it. By opening your mind you allow yourself to do so much more, like start an organization as part of your day-to-day job. A (m) is someone who just thinks differently."



KAYLI

LEVITAN

CRAZY IS...  
"what makes you think in, out and around the box - at once. It forces you to go + try. It's chutzpah. It's passion. It's everything."



"Stop being scared of not trying. If it doesn't work, it doesn't work. You'll never know if you don't give it a bash. "I hope in darkness we can see and you're not blinded by the light from me." I believe everyone can have a light and that you can't be frightened by the darkness and the negativity and the fear and worry in your life because you must just let that light happen."

I'm always thinking and I'm a little bit OCD so I get very stuck on details and in the details there's a lot of logic. And I love logic more than anything and I start looking at logic from not necessarily a generic point of view and saying, if that works why don't we flip it around and do it logically backwards...It's about looking at it and seeing what everybody else is doing, looking at all the competitors and saying what is the complete opposite way that everyone will do it, without scaring them away. And it's about finding that little niche where you can be noticed and have an impact without alienating anyone...Everything in advertising is about your idea and keeping it close and holding on to that thing so tightly because all you have is your big idea and we did the opposite; we gave it away. And by going open source and by allowing people around the world to host Street Stores and do it their own way, not only have we gone against the ideas of the industry and the way that the industry works but it's allow us to make it even better...Since Street Store we've shown that open source works. We've had 2 organisations contact us to tell us they were gonna do the same in their capacity because they were limiting themselves because they were holding on so tight to their idea.



Do the opposite of the ideals of industry

# DIFFERENT IS SCARY...

... but get over the fear.

It's terrifying to think differently because different is scary and a lot of the time people don't take it seriously because they are nervous and wary of whether it's going to work. We saw it in ourselves. We came up with the idea and it took us 4 months to actually go and do it because we didn't think it would work. We thought that no one would arrive to make a donation. We thought the homeless wouldn't come. We thought there would be fighting. And we were just worried that our strange idea would backfire and it didn't. And it's only once you get over the fear and the worry that other people are gonna judge you negatively or not judge you at all, just ignore you that you can actually do something...When you come up with things and you worry that the world isn't ready for it so you leave it, and then someone else does it. I should have just done it back then.

Rules, phsaw, I don't believe in rules. The same way that you've got to look at things differently, rules are what structure you. Rules are what makes you think in the box. Myself and my partner Max did a Ted Talk earlier this year and our topic was Forget Who You Are, which was literally by forgetting the rules that you feel are imposed on you. It's forgetting those rules works in every single part of your life. It's forgetting the rule that I'm just a copywriter. Forgetting the rule that I am just a 25 year old - who can't go and do whatever it is I want to do. It's forgetting the rule that says 2 advertising people can't start a movement. Who says it has to be a charity that helps the homeless? Who says you have to help the homeless by somehow giving them a job, which you can't do to everyone. Who says all these things? And by breaking those rules again you create something completely different.

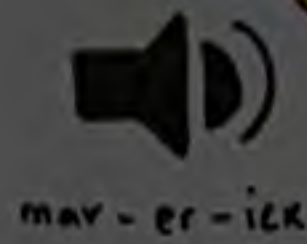


Rules make you think inside the box



Creative → Innovative → Maverick

Creativity isn't colours and bells and whistles. Creativity is a different way of looking at an idea. It's a different mindset and maverickisms, and you don't have to have a poster that sings and dances and somehow tweets answers to your thoughts to be able to come up with a new way of mining or a new way of the print press. Maverick, it's creative but it's still technical. It's like a triangle. You can be creative, being creative and innovation allows you to be a maverick.



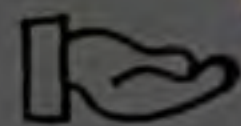
may-er-ick

"A (m) is a person who has things. Not just around the house. I'm a copywriter in an ad agency that just because I studied it to do so much more, like start a job. A (m) is someone who j



KAYLI

LEVITAN



"Stop being scared of not trying. You'll never know if you don't try. You can see and you're not blind. You can have a light and that you can have and the negativity and the fear must just let that light happen."

Dear Kayli,

The Street Store idea fascinated me when I came across it on Upworthy, which in itself is a (m) concept. I was really glad you said yes.

Kayli, you taught me that:

- (m) see themselves + the world differently by being open-minded.
- (m) need creative freedom to be able to execute their ideas.
- (m) fear being a one-trick pony.
- (m) have their ideas bombed because others are worried if the idea will work.

You shared that to stand out you or the idea has to be different. Not only different, it has to be effective too. When the Haven Night Shelter needed to raise donations and awareness of homelessness you came up with the Street Store; the world's first rent-free, premises-free pop up clothing store for the homeless, found entirely on the street and stocked by donations. And by open sourcing ended up creating a global movement making a difference to the lives of homeless people.

Kayli, like many of the (m) you acknowledged that the schooling system teaches not only rules, it also enforces compartmentalisation of subjects. Yet to create something different in life + work you have to be able to connect dots + bring completely different things together.

Thank you for sharing that part of being successful is determined by having a solid idea of what you want to end with, and most fails are due to miscommunication. I loved how you burst out laughing and said, "NOW. I just realised that I keep trying to make people realize that other people are people." It resonates with me because part of the (m) mission is to help people, (m) + non(m) work more effectively together by understanding each other better. So thanks for the stories insights + laughs. And I hope you enjoy reading those from the other (m).

Billie (m)



Do the opposite of the ideals of industry



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mav-er-ick

"Someone who is a bit of a wild card, a cowboy in a sense. A trail blazer, pioneer, a bit of a risk taker."



RICHARD LOAT

Founder + CEO Sport for Food

CRAZY IS...  
"Thinking we can live lives that would ever be considered normal. It's not what we are. It's not who we are."

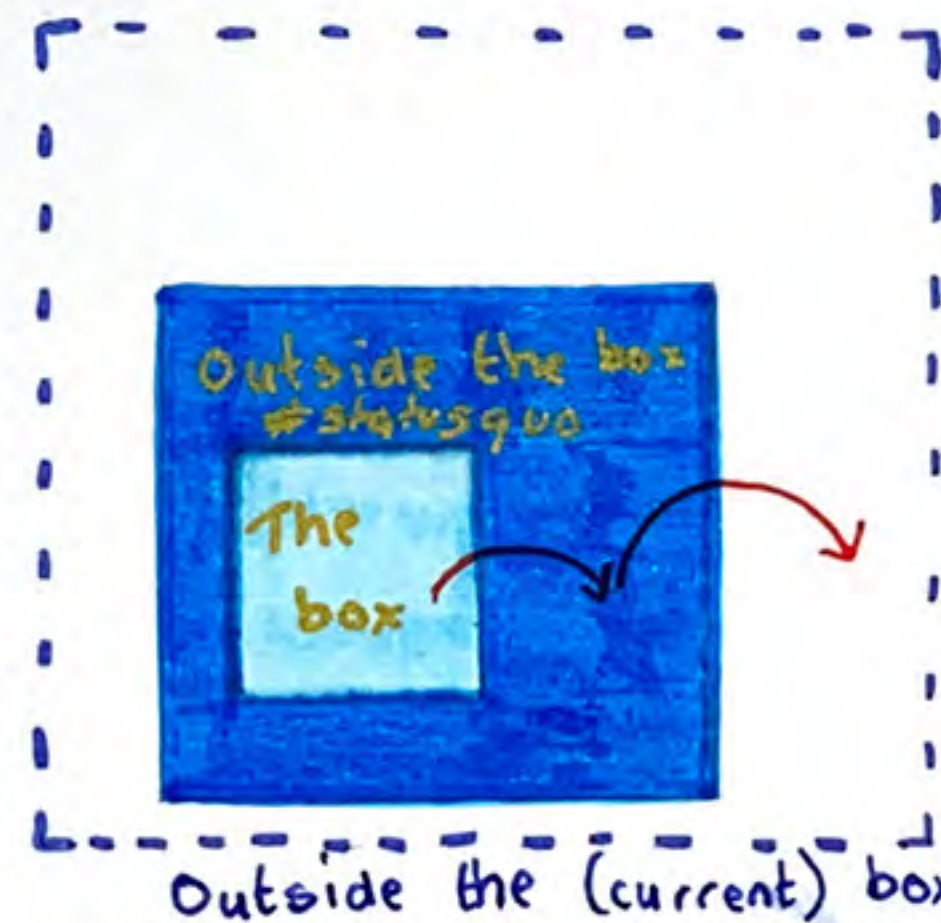
"Being a maverick will not feel comfortable. It doesn't feel normal. Make your own normal. Make uncomfortable your comfortable."



A big driving force with which I move forward with things is I try every day to maintain my childlike optimistic view of the world. When you're a child you believe you can walk on the moon, you can do anything and somewhere along the way someone puts an expiration date on your ambitions. And that's just fucking wrong. I keep where I think anything's possible and I truly believe that and that's how I approach what I do.



Being a maverick you operate at this sort of different frequency that's just fast paced just, go, go, go. You get used to this pace but the important thing is to sort of find your outlets and similar ways to decompress because otherwise you burn out.



# AMBITION

EXP: NEVER !!!



## Childlike Optimism



One of the things I've struggled with both from shifting geographies all the time growing up, as well as just my interests is that I haven't felt that I distinctly belong to any group or social circle. And I struggled for a while with that 'lack of belonging.' Both from being a foreigner and then being in my 20's all my friends were going out drinking. I'm up late working or developing other stuff because I really enjoyed that and so mavericks struggle with this sense of belonging but when you come to terms with the fact that you won't belong anywhere because you're continuing to pioneer whatever you're trailblazing...I want to push the boundaries and push the buttons that say do not press and cross the line that says do not cross.



## Different frequency



Thinking outside the box is the status quo, so how do you begin to think outside of the box that is thinking outside of the box?



mav-er-ick

"Someone who is a sense. A trail"



RICHARD LOAT

"Being a maverick will it doesn't feel normal. Make your own normal. Make uncomfortable you"

Dear Richard,

I'm so glad I met you via your Sport for Food mission that aims to tackle hunger across the world using grass roots street sports. It was amazing you were raising over 350,000 lbs of food.

Richard, you taught me that:

- (M) are just trying to use their skill set to satisfy their sense of curiosity, and that can make others feel challenged/threatened.
- (M) go through life actively rather than passively.
- (M) fear not being able to work at their speed
- (M) champion things in the Buzz Lightyear way, + are still able to understand and relate to others.



Richard interniering you was good fun, and more fun than that was actually seeing you in action collecting food via 5 Hole For Food, and supporting your good work.



It reiterated what you said about liking being different because we ALL have the ability to do differently yet people all seem to choose to do the same things.

Richard I've really enjoyed being your coach/consultant in some of the highs + lows of YOUR (M) adventures too.

Thanks for sharing + making time for the (M) project

Creativity = Spark  
Innovation = Output == Disruption == Manifestation of Maverickism

B/Mie ☺

# AMBITION

EXP: NEVER !!!



Childlike Optimism

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Different frequency

Thinking outside the box is the status quo, so how do you begin to think outside of the box that is thinking outside of the box?



mav-er-ick

"Someone that's kind of brave enough to roll things back to assume everything is not new, to look at history as a source of wisdom, but almost view it as a source of paths and beg the question around whether or not things can be done completely differently."

### CRAZY IS...

"focusing not on a goal or milestone, but rather on a feeling. It's about being wrong more than right, + still rolling the dice. It's about laser focus on outcomes, while still sprinting across a balance beam in pure enjoyment. It's about listening as if you are the dumbest person in the room, and acting as the bravest. It's about seeing through the noise - eyes shut + ears open. It's about believing the good things others believe in you and ignoring everything else. It's about believing the one truth about rules; that they should be viewed as recommended speed limits and nothing else."



GREG MALPASS

CEO + Founder Traction on Demand.

"Isolate the things that are holding them back, and eliminate it."



Speed wins everything. Speed and agility are the No. 1 things that will drive successful business in this world - period. If you maintain speed and agility and almost ignore everything else in this world it means you're adaptive... So a project has to move fast, so normally it takes a company about 3 months to build the technology, we'll probably take 10 days. Speed, fail fast.



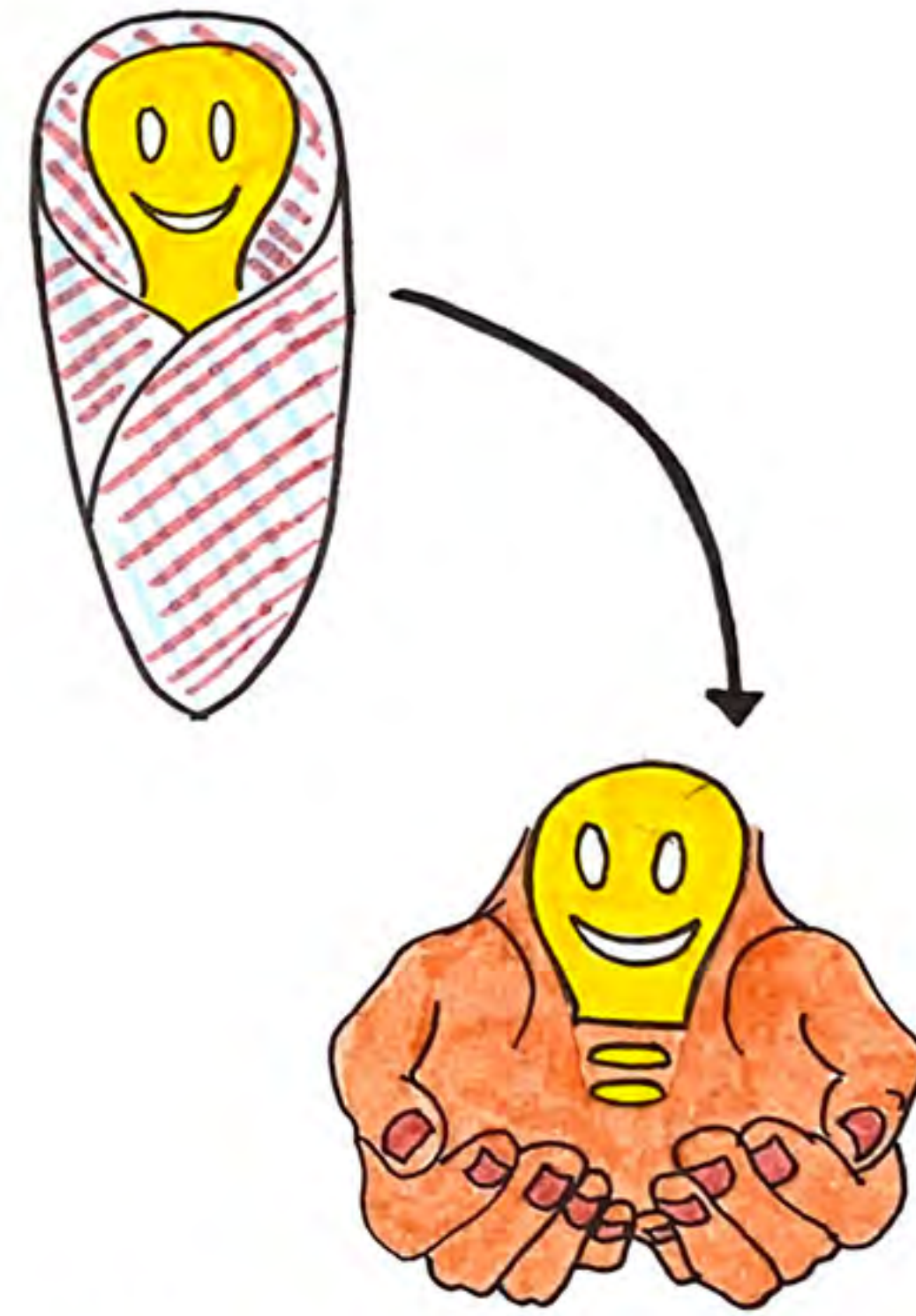
### Entrepreneur mavericks

I think you're born first. You have to have the raw constructs and the mindset. Like I just don't think you can take an in box person who loves in the box and make them an out of the box person. But on the flip side I do think there are a lot of people out there who are mavericks that weren't nurtured and it's beaten down or it's beaten out of them... How can there be more mavericks? The answer lies actually in our education system. I don't think education drives us forward, it doesn't support the maverick. I'm getting more involved with schools because it's one of the things that drives me insane... Schools are starting to try and teach entrepreneurship. You can't teach entrepreneurship and I've gone out and spoke to some of these groups and all these students want is how do you get someone else to fund your idea. So I'm sitting on a panel with a bunch of MBA students from Oxford and they came over here and they're doing these tours and there's me and 3 other CEO's of successful technology companies and all they want, every question was about funding so we're about 3/4 of the way through and I'm like this is ridiculous. So I'm like actually guys I'm like I actually have to ask this question, because if the rest of the questions that are going to come forward are all about how do you get someone else to pay for your own idea. And you're actually not willing to put your parents' house on the line for what you want to do and you're not prepared to take that risk you're not entrepreneurs, just go get a job or go find an entrepreneur to work for. Then all of a sudden the whole table fundamentally changed and all these other people who were all about money were like that's the one regret, my greatest regret was giving up control too early. Everybody thinks you have to go down that path.



Speed + Agility = Success

You could also link the word entrepreneur with maverick. About 1/3 of the entrepreneurs are mavericks. 1/3 are people who just created themselves a job, 1/3 basically have essentially built something and existed and are kind of predatory like they sold out and they lost that spark and are looking to buy it not create it [spark], which is not maverick.



mavericks are born and nurtured, or not!



Don't assume your smarter



The danger of even being a maverick is it's OK to be action focused and embrace change and pursue opportunity but it's so dangerous to make the assumption that you're smarter. That you're smarter than everybody and people are like lemmings. The one thing you can do is typically be the first and it's right or it's close, it's like a wave of momentum.

mar-er-ick

Someone that's kind of brave everything is not new, to look at almost view it as a source of power or not things can be done completely

focus on milestones about be still rolling focus on across a enjoyment if you an



GREG MALPASS

Isolate the things that are hot

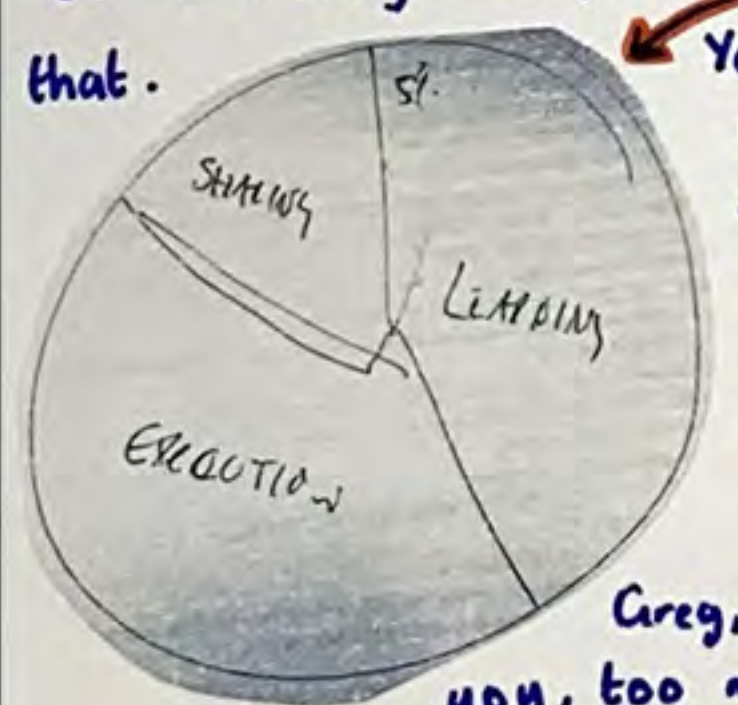
Dear Greg,

When my fella Charlie/Marc came home from his office and told me about this guy who's building an airstream trailer into his offices as a feature I was intrigued. Because he knew my project Charlie/Marc thought you could be a (M). Lucky for me you said yes to an interview because as Trachon on Demand was evolving the (M) project was a way to share the disruptive thinking that was taking Trachon on Demand forward.

Greg, you taught me that:

- (M) understand the art of destruction.
- (M) have the ability to let go of ideas
- (M) are starters, who find it hard to find the right finishers.
- (M) know their why.

Your why was woven throughout the interview Greg. Your why is 'always improving, never satisfied'. And you shared 'fun' as the word associated with you. The backstory is how you're on a mission to have more time to play. You wanted to do great work, have fun + make money. So you managed to 15x your money + wakeboarded most of the day with your friends. Efficiency is all about working less + making money. That's not changed for you, but now you help companies do that.



You drew, to explain how 5% of time is spent on stuff you called 'ADMIN', the stuff we just have to do like admin. The rest is sharing, learning and execution. You're creating technologies that ensure the 95% of time is spent in the right quadrants for the individual, which in turn helps the company make best use of their staff.

Greg, your interview was so much fun and I learnt a lot from you, too much to do justice here. For me one of the biggest things was your use of you as a 'promise maker' and the business as a promise-keeper. It made me better understand the roles Charlie/Marc and I take on in our lives. Me as the 'promise maker' ideas person, + Charlie as the promise-keeper, who helps execute my ideas. Thank you for that.

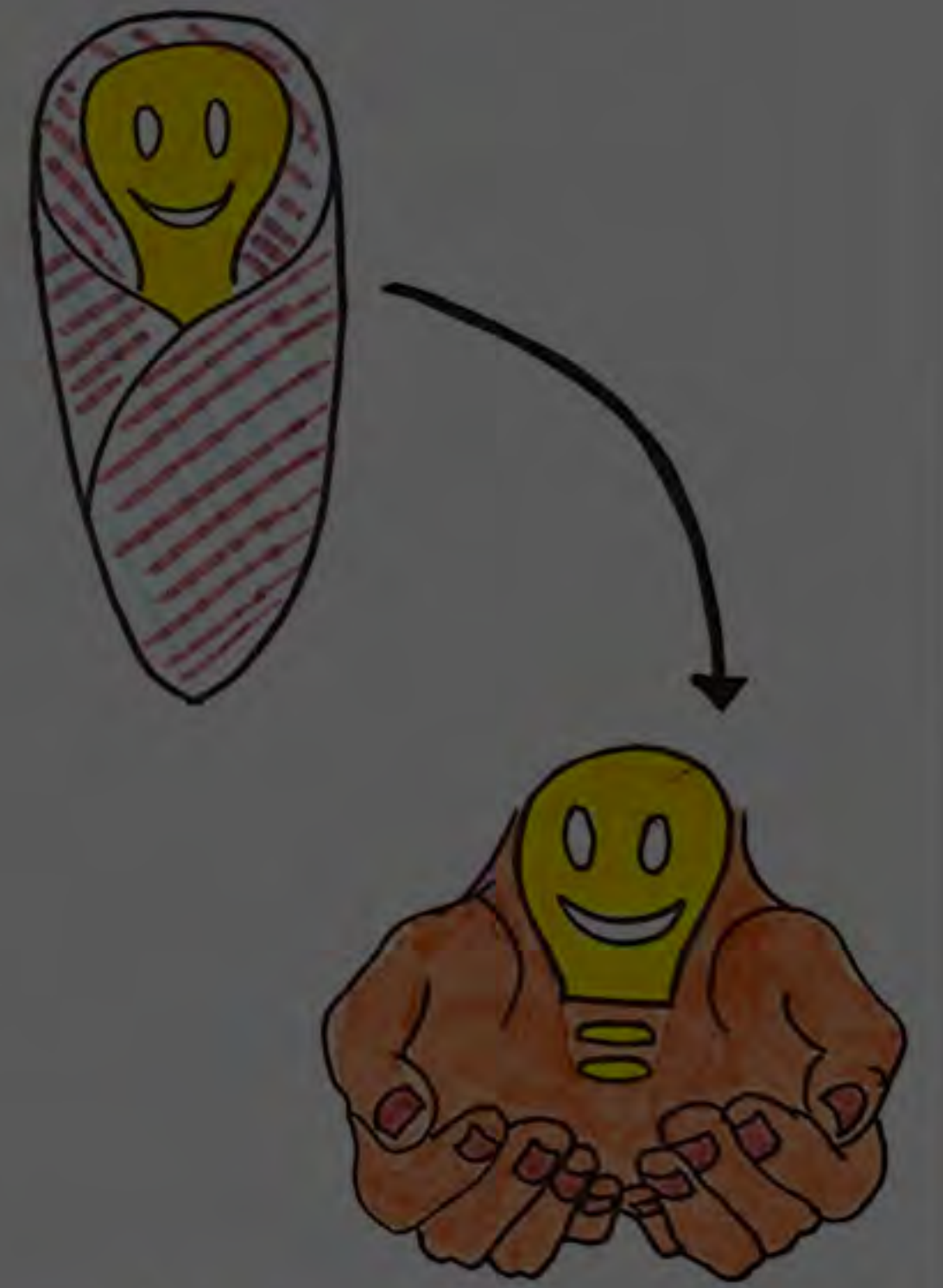
As I reflect I realise I haven't always been speedy + agile enough, I'm working on it. I hope you've become the multiplier you wanted to become and have learnt 'to weld a perfect aluminium bead'. Have fun learning from the insights + stories of the other (M) Greg. Thanks again.

Billie (u)



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"It's the code name for Apple's most recent operating system, which they conveniently also dropped the price of that operating system to zero, whereas Microsoft still charges \$300-400 for a copy of Windows."

That's interesting so I think part of it is thinking differently. A phrase that my business partner Lance and I use a lot is that we're looking for new mistakes to make. So what that means is we've made mistakes before and we've hopefully learned from them and we don't want to make the same mistakes. On the other hand, we're not being constrained by. oh this hasn't been done before, let's only do something that has been done."



BORIS MANN

Managing Partner - Human

"Make artifacts. Your biggest challenge is going to be, when you have one of your occasional pauses, is to be able to try and look backward and make sense of the path and really reflect on those leaps that you've made, because you'll lose track of those leaps. So when I say artifact I do that like very strongly. I have a link blog. I've been blogging for 10 years. I haven't done much in the way of recordings or other things like that, but writing and getting it out there so that's one of the ways I sometimes search my own archives. Or I use Evernote strongly to keep notes on all sorts of things and if you don't make an effort to get these things out of your head then it will be very hard for you to make a building block that you can go to the next level on."

I think the biggest insights that I've had is that people who were in this mode will initially do various point things that are like quick burning spikes. I'm gonna get some people together and I'm gonna do an event, I'm gonna 200 people, it's gonna be great. That's great unless you say let's do this event for 3 years, or this event will then lead on to getting those group of people to do the next thing and investing in growing and you'll constantly look back and you've burnt a lot of kindling but you haven't gone to that next step that you need to do. Figure out a framework of how you're going to do building blocks rather than just point in time flashes."



I use actually the label infovours, as in someone who consumes information...I read and retain to a level. I very quickly get up to speed in a new area. Once I'm up to speed I can have an intelligent conversation around that area with someone else. However not being an expert or having a long long history in that I can also synthesize other adjacent experiences...Being able to take large amounts of information in part analytically; this, this and this are the same things or also a leap of faith, doing this, this and this are actually connected by this common theme that people haven't done before, of synthesis and curation.



Infovours



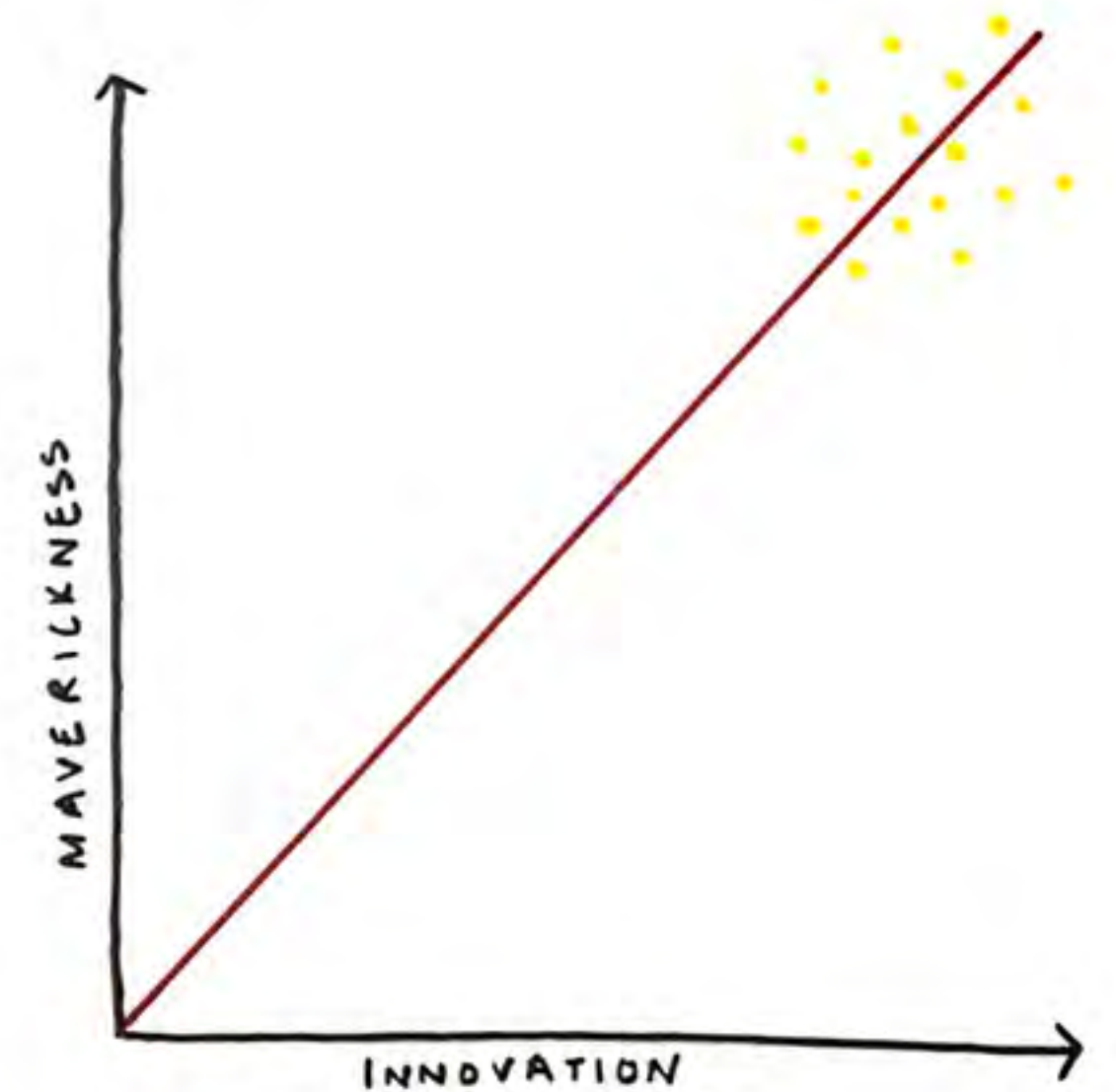
Pick your battles



I'd almost correlate innovation very strongly with being a maverick. You can innovate in a number of different ways. As a technologist you can innovate and make a leap and make changes in technology. One of the smartest technologists I know said, I want to innovate around our business model just as much as we've innovated around the technology. So you can choose which areas to innovate around and the current state of the world will make certain things easier or harder, and of course you need to slightly lead what the mass market is.



Through experience over time, when is the right time? Is this the right battle to fight or not? Has this come up before? Yeah that was stupid and painful, let's do it the same way even though it's still stupid...If you have to spend a lot of time educating that your path or direction is a good one, you're not going to get anywhere, which just reinforces which battle do you want to fight?



Maverick Innovation Correlation



Sometimes it really is, can't there be a straighter path to this? Aren't there easier steps in between? So a lot of it is very internal because if you're trying to do something different and you can't find anyone else and you're convinced it's still the right path, it's very hard to keep the level of energy that you need to keep yourself going.



Right but hard path



It's the code name for which they conveniently system to zero, whereas mav-er-ick copy of Windows. That's interesting so I thought A phrase that my business were looking for new mistakes. So what that means is hopefully learned from the same mistakes. On the other hand, we've been done before, let's o



BORIS MANN

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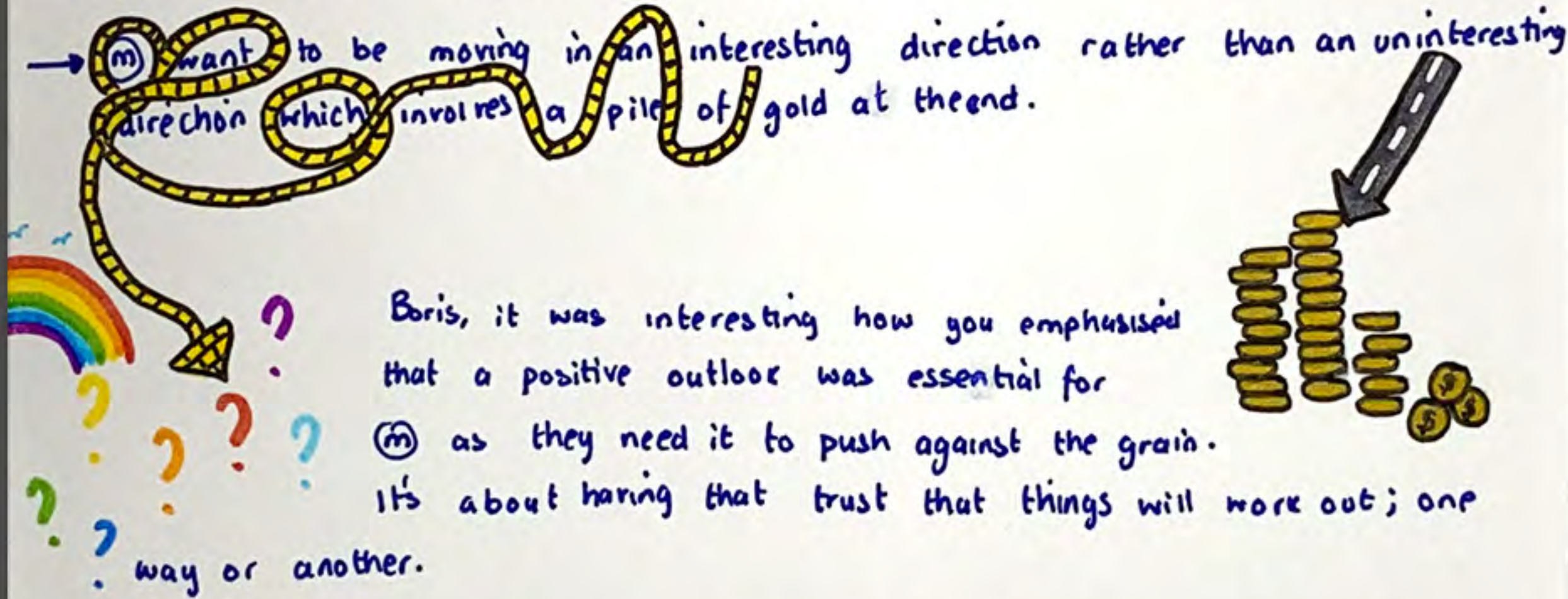
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Dear Boris,

Thank God Mare Busse introduced us, because it was an absolute joy to include you in the (M) project. Your kindness, time and advice has been much appreciated.

Boris, you taught me that:

- (M) are looking to make new mistakes and in doing so hope to discover new best practices.
- (M) jump off the rails of the status quo and ask questions
- (M) has contrarian streaks that enable them to ask why? why? why?
- (M) want to be moving in an interesting direction rather than an uninteresting direction which involves a pile of gold at the end.



Boris, it was interesting how you emphasized that a positive outlook was essential for (M) as they need it to push against the grain. It's about having that trust that things will work out; one way or another.

I also loved the realism, that contrarianism is exhausting and annoying to be around so sometimes it is definitely a case of just shut the hell up and just do it this way.

Thanks for all the wisdom, particularly about focusing on the outcome and trying small experiments in order to get there, so that you can allow room for leaps of intuition along the way. That I can most certainly relate to even with the (M) project. Some experiments have worked and others became lessons along the way, yet the path has most definitely been an interesting one. Hope you enjoy the insights, wisdom + stories from the other (M) too, just as I have done Boris.

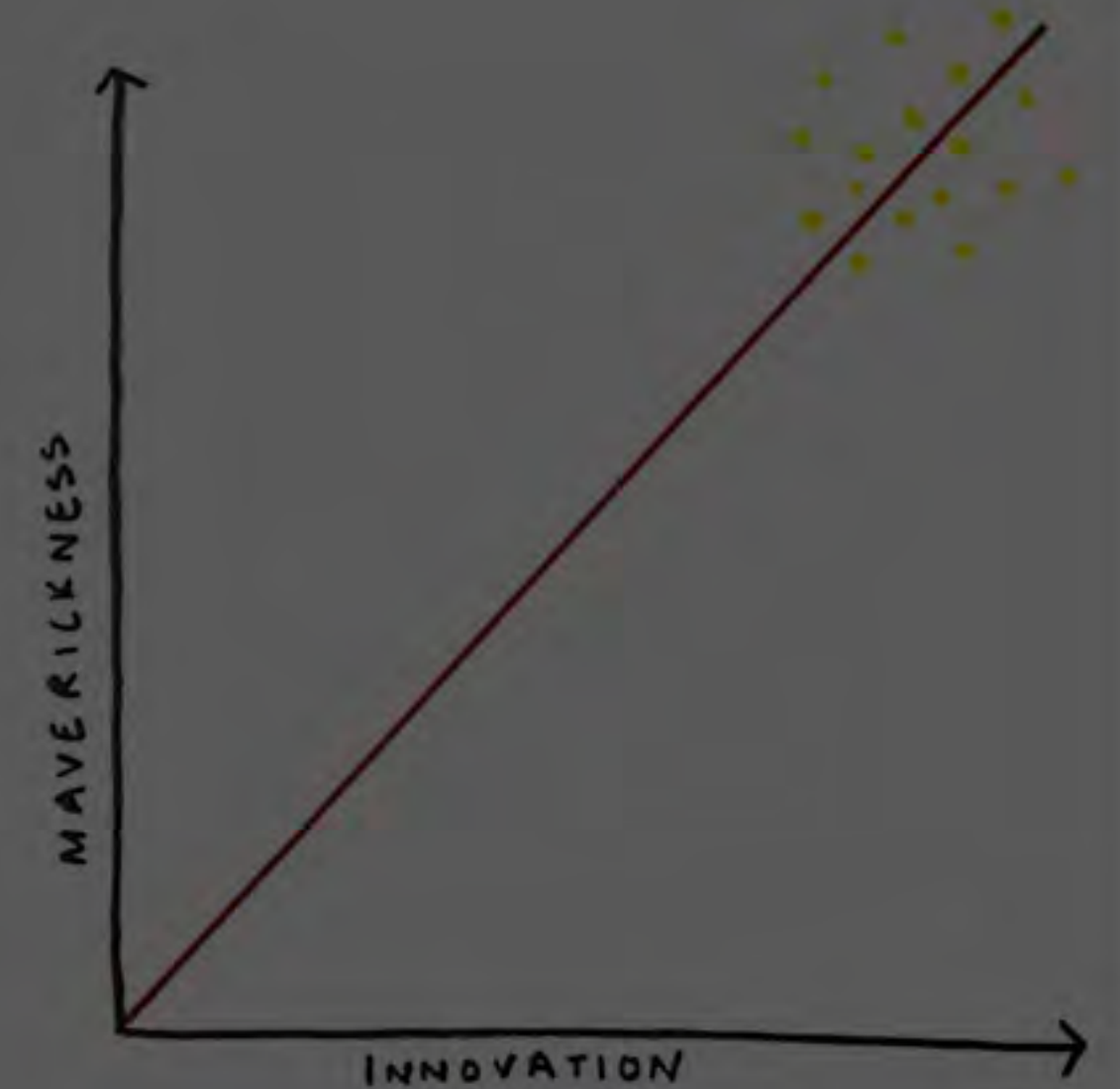
Boris ☺



Infovours



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may-er-ick

"The word maverick has a slight edge of cockiness and confidence to it. That would be the negative side of it. I am all about creation, for me, I've been an artist, a working artist. Any endeavour that involves creativity is for me spiritual, as well as a life purpose event. So I feel that anybody that's a maverick is creating something and I think at its very base that to be termed a maverick in my mind you'd have to do it with a certain swagger and a cocky sense of your abilities."

CRAZY IS...  
"a word used by conformists to describe free spirits."



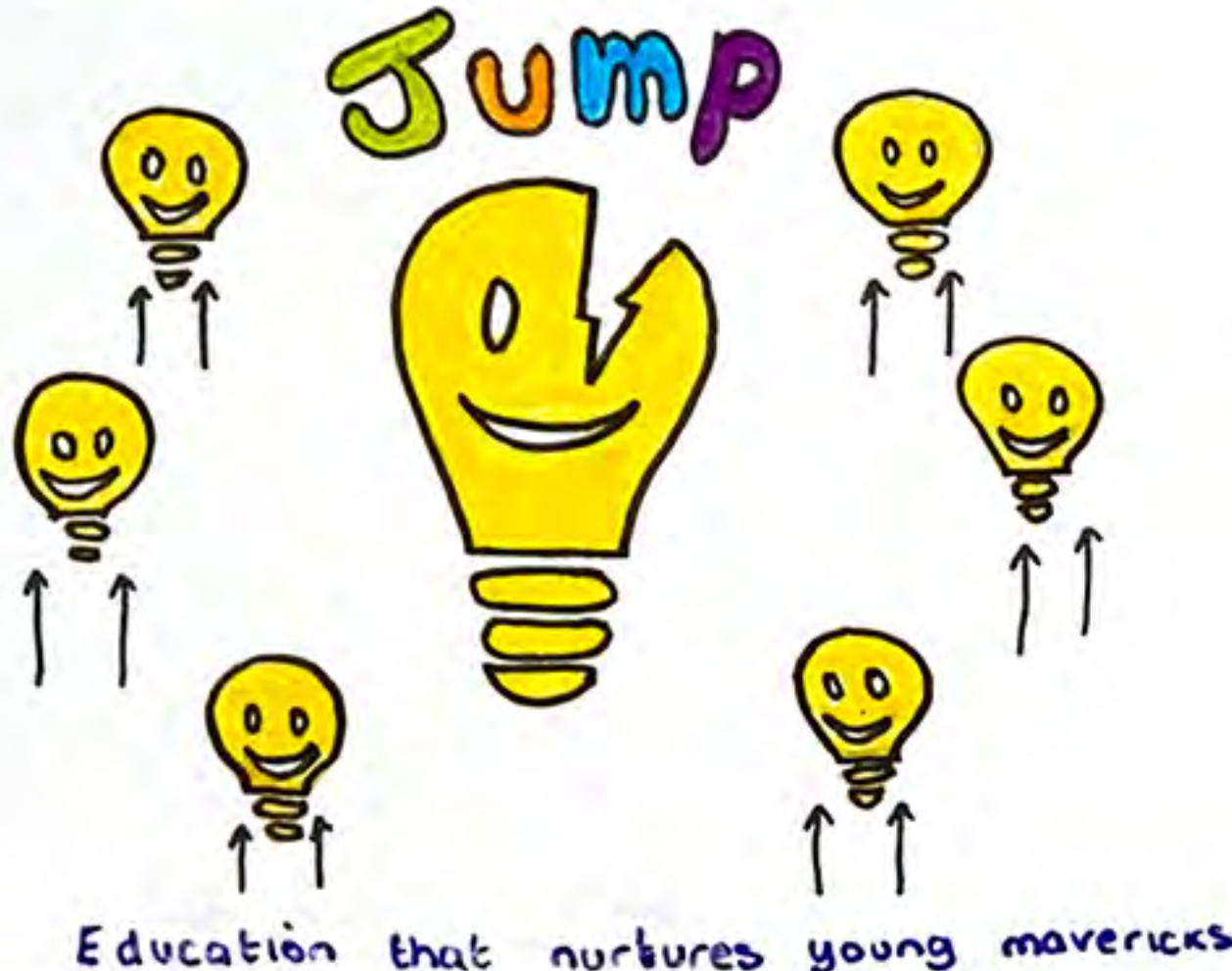
"Be absolutely 100% true to yourself in every decision you make, and be uncompromising in your choices."

Why do I do things differently? Wow, that's like asking why I was born with white skin and brown eyes, it's who I am. I think people throw the term 'sheeple' around I think unfortunately due to electronic devices, people have become mass thinkers and I think that individual, individuality is something that I champion and have raised my children to champion and stepping up and not being afraid to stand out is who I am, I can't be any different. Most people like status quo. I never liked status quo. Most people like easy like a chair that they can, most people like to stay in the same neighbourhood, the same group of friends.

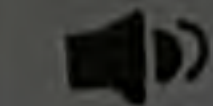


If you actually think differently, you think differently in every arena of your life, you think differently in how you approach everything. I've been told I was different since I was a young as I can remember. I was different in my family. I was different in school. I'm different in my marriage. I'm different in my companies. I'm a different type of mom. But that's just who I am, and I have to honour who I am. And I think at the essence some people don't really spend, most of their life waffling around trying to decide who they are and I've just always had an essence of understanding who I am and I know what's important to me and I've pursued it in everything I've done. I think that's the difference... I'm really not caught up in what other people believe or think, or whether people are with me or not with me to be honest. I guess that comes with age, we become more who we are and less fearless.

If you're a maverick you're driven to be really great at everything you're doing. So I had 4 days maternity leave with my daughter, when we started our first business, and was unprepared to deal with giving her up so I took her to work with me for 9 months in a bucket. I took her into board rooms. I took her everywhere. She threw up on the table, and people would hold toys for the next time I came. I just did what I thought was right all the way along, but I think it was really a struggle. Actually my son, my youngest son, I left work full time when I was pregnant with my 3rd child and he said to me once about 6 months into me working part-time and he said to me Mum you work? Somebody asked me how work was going and he was about 2, he looked over and said you work? I thought to myself how pleased I was able to keep that life, emails starting at 10 o'clock at night and going till 2.30 in the morning because I wanted to spend time with my kids and I wanted to go to the park. I worked really really hard balancing during those years... It's always a struggle and I think women beat themselves up a lot but you wouldn't be the mum you were if you didn't have things going on that make you passionate and get you excited. You don't regret it, but it's definitely you're tough years.



If somebody had said to me in grade 3 I took an IQ test with some kids and they put us in this program called Major Works in North Vancouver. It was basically putting the same group of kids together for all of elementary school with the same teachers and we were working at university level at grade 6. Unfortunately the funding was taken away and then we were basically dropped into high school in grade 8 and it wasn't good. If someone had said to me along the way at some point that being different, or whatever I was, said to me wow you can spend a couple of hours a week with somebody who's like you and can help and mentor you that would have been fantastic. My dad used to be involved in something called junior achievement and it's a little bit of a mystery, but he was in human relations and he used to go and donate his time with up and coming people in the working place or even school age people to learn about his job and occupation. I'm kind of thinking God if we went back, there must be a way of identifying young people a mavericks, what a great opportunity to reach out to them and hold their hand and say it's OK to jump.

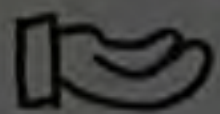


mar-er-ick

"The word maverick has a slight negative side. That would be the negative side I've been an artist, a working creativity is for me spiritual. So I feel that anybody that's I think at its very base that you'd have to do it with a certain set of your abilities."



JILL McRAE



"Be absolutely 100% true to yourself and be uncompromising in your choices."

Dear Jill,

When Chloe Popove came to drop off the Happy Water in the competition I had randomly won we got chatting. I told her about the Business (M) project I was working on and she immediately said, "You HAVE to meet Jill. And because you said it felt right you said yes!"

Jill, you taught me that:

- (M) love + live to learn, doing so enables them to spot trends.
- (M) experience difficult times when they try to conform and fail miserably at it.
- (M) are happiest when they can turn their (M) dial all the way on.
- (M) do things/wore that give their life meaning.

You shared your thoughts of how you combine your business pursuits with your spiritual pursuits. As you said, it's all one journey. No wonder successful is connected to doing the right thing, because of this (M) can experience conflict with a purely financial bottom line. Why wait till your 'successful' to start doing the right thing? Doing the right thing IS a form of success, isn't it? And it's that belief that allows businesses that do not harm the world to be built.

Thank you for sharing how you strive to create + innovate in branding, in business, and in life. (M) are the pioneers so it's essential they do not get stuck in mid level management roles in massive corporations. Instead as you, and other (M) shared, it's important to partner and work with people who have different + complimentary skills to you.



Thank you for your friendship. The beautiful zero calorie wedding cake your team came and created at our Happy themed wedding.

Since I've met you, you have listened to my ideas, supported my growth. Most of all, thank you for being brave enough to directly tell me, "Don't become the girl who just interviewed a bunch of (M)!!!" It's been a rollercoaster ride, rejections, failures and the usual challenges entrepreneurs face.

In the end I found my way, my own way of doing things. I hope you enjoy the stories from the other (M). It was always about helping others, (M) and non-(M) to better understand and work with one another. Thanks so much.

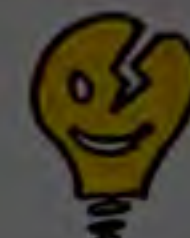
Billy (M)

STATUS QUO

STATUS QUO



Sheeple



Mavericks

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mavericks driven to be great at everything - even motherhood

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nav-er-ick

"Somebody that takes risks; that is never looking at how other people do things and just doing them in the same way. Somebody who is always looking for different ways to solve the challenges of business or life."



EMMA MORLEY

CRAZY IS...  
"sticking in a job you don't love, moaning about your life when you never do anything differently, not taking risks, not making the most of the precious time we have on this planet."

Founder + Project Director  
Trifle Creative



1. Listen to your gut instinct; its the best guide you have got.
2. Spend a lot of time saying YES and seeing where it takes you.
3. Seek experts where you lack the knowledge or expertise - You don't know everything.
4. You learn from failures as well as successes so don't be afraid to take a leap into the unknown, you never know where it will take you, and learn from the gaffes you make - they are inevitable.
5. Enjoy the ride."



It's really really important to not have set views and have tunnel vision on things and how things should be done because if you think about how children are, children are very open and free thinking with how they will tackle anything. You could say to them draw something or build something and they will always surprise you in what they do and how. As adults as we grow up, we're told to do things in set ways and certain ways in school. I was very fortunate I've got very free thinking parents and I worked in an organization that encouraged you to be creative and take risks and make mistakes and be creative; really proactive and do whatever you want really. I think that, combined with choosing a creative subject for my degree, meant when I now go into businesses, I don't have business management training, I haven't got an MA, I haven't got a lot of things, which I think in a way could make you be a little tunnel visioned on things.



When I'm first meeting clients I try to make sure that they understand it's not about coming up with crazy ideas and being whacky. It's kind of really important that there's a real practical functional element to the work that I do. And it can have very serious impacts and outcomes. So my approach is probably always different to the majority of people in my industry, but I wouldn't say that was purposely thought about or planned. You have to balance it out or people can take it the wrong way, especially when they don't know you very well



Business doing good

Free



Child-like free thinking



My approach has always been that the more kind of human that you can be about things, the better response that you get from people. So the antithesis of that would be I do get to work with a lot of people within my industry who use a lot of jargon for example, which is very intimidating to clients who don't really understand the process or the industry that you work in. So I think that as a person I'm quite an approachable, human, warm person. And I use that aspect all the time within business because people respond well to it...I've heard people say that they've worked with an architect or a designer and that they have done basically what they want to do, rather than listening to the clients' needs. I think there is a risk when you work within a creative industry that there can be a bit of arrogance attached to that and for me the most important thing is always listening to what is right for that client or that particular person at that time...My role is really as a driver. I have to make sure that the needs of the client are heard and realised. I've got to be constantly making sure the client's vision is being recognised, so at the end of the project they don't have any sense of disappointment. That they can see that everything they came to us with in the beginning has been answered...My values which I guess would be reflective of my business values: creativity, human, listening and having fun.



Be practical → then wacky



We give back as in giving back to society instead of the Trifle team as I thought initially. We did some free work/consultancy etc for Centrepont and it was a brilliant thing to be part of. We helped them redesign a space that was for homeless kids and had a relationship with them for a few months. My intention is to do much more stuff like this in the future. This kind of work suits us really well as we often get given items by big companies who are refurbishing - they don't want to sell things they'd rather give them away so this completely makes sense for us to have something set up that allows us to do this. I'd hope by this time next year we have a connection with a charity such as them and are doing free design consultancy a couple of times a year.

nav-er-ick

"Somebody that  
how other peo  
the same wa  
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1. Listen to your gut instinct
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3. Seek experts where you la  
You don't know everything
4. You learn from failures as  
to take a leap into the unkn  
You, and learn from the
5. Enjoy the ride."

Dear Emma,

When I started researching and looking for (m) I can remember reading the letter you contributed to the Dear Entrepreneur book. At the time I was struggling to get (m) willing to share their business stories. So THANK YOU SO MUCH for saying YES. It's such a powerful word.

Emma, you taught me that:

- (m) come up with alternative solutions to challenges.
- (m) know that different can be attractive.
- (m) rise to challenge of creating processes to grow their businesses.
- (m) believe there's always another way around what's blocking you.

I'm so glad you shared that your dad was a rulebreaker, who did the opposite of other parents, whilst your mum encouraged moderation. You told me how the lack of strict rules in your childhood helped you to maintain your free thinking nature. Perhaps that's why you don't edit your ideas.

How wonderful to learn that when you design creative workplaces with alternate solutions for companies that hire you they feel the whole atmosphere changes in the workplace, everything feels different, everybody feels happier and people are working together. Now the phrase "dress the space" kind of girl rather than a "dress up" girl makes sense.



Emma you sound very much as if you have created a business that has purpose and meaning to your life + team.

I love that you can see its inherent to your happiness to do things differently — No wonder you always seem so happy!

Thanks for believing in the (m) project, and I hope you enjoy reading the insights and stories from the other (m) too. Thanks again.

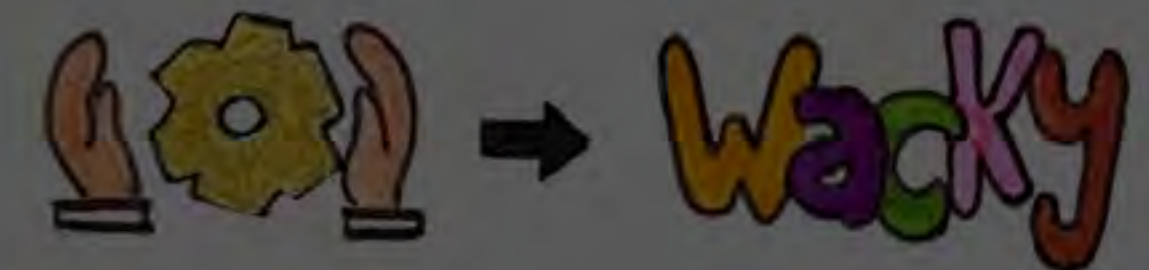
Billie (m)

# Free



### Child-like free thinking

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📢 mav-er-ick

" Comes out of box something. So I'm that person from my childhood I hate routine work. I hate routine day. I always think about something a solution that's simple, so that makes me a maverick maybe. Not doing something, not going to happen something. So in my mind I will say, 'Every thing can be possible.'



CRAZY IS...  
" I hate copycat world."

Founder of Jayaashree Industries  
Social Entrepreneur  
Inventor of low cost sanitary napkin making machine.

👉 " Don't try to persuade your wife, your families or society. You spend time on that you're not going to achieve."

My mother told from my childhood I used to do a unique thing. Many a time I won't go to school. I used to roam around with shepherds. Why? Because I want to know how the small boy managing 200 goats. Then I used to learn what he's doing, what is happening, why it's happening. Sometimes I would follow a butterfly for kilometers. I miss my road then whole family would search in this forest. Then I want to know how does the butterfly surviving. It's very vulnerable to even touch, even touch he will die. That is what I want to know, but I'm not able to explain why I'm doing, but now I did, so sometimes I used to watch stray dogs. So this makes little bit worry on my mother. So why doing this? This is something different. Everyone will complain, because the shepherds are all untouchables and I should not go to their place. Then sometimes my mother will cry, why you are doing like this? I'm not able to say. Sometime my family bought 2 goats because of that to keep at home.



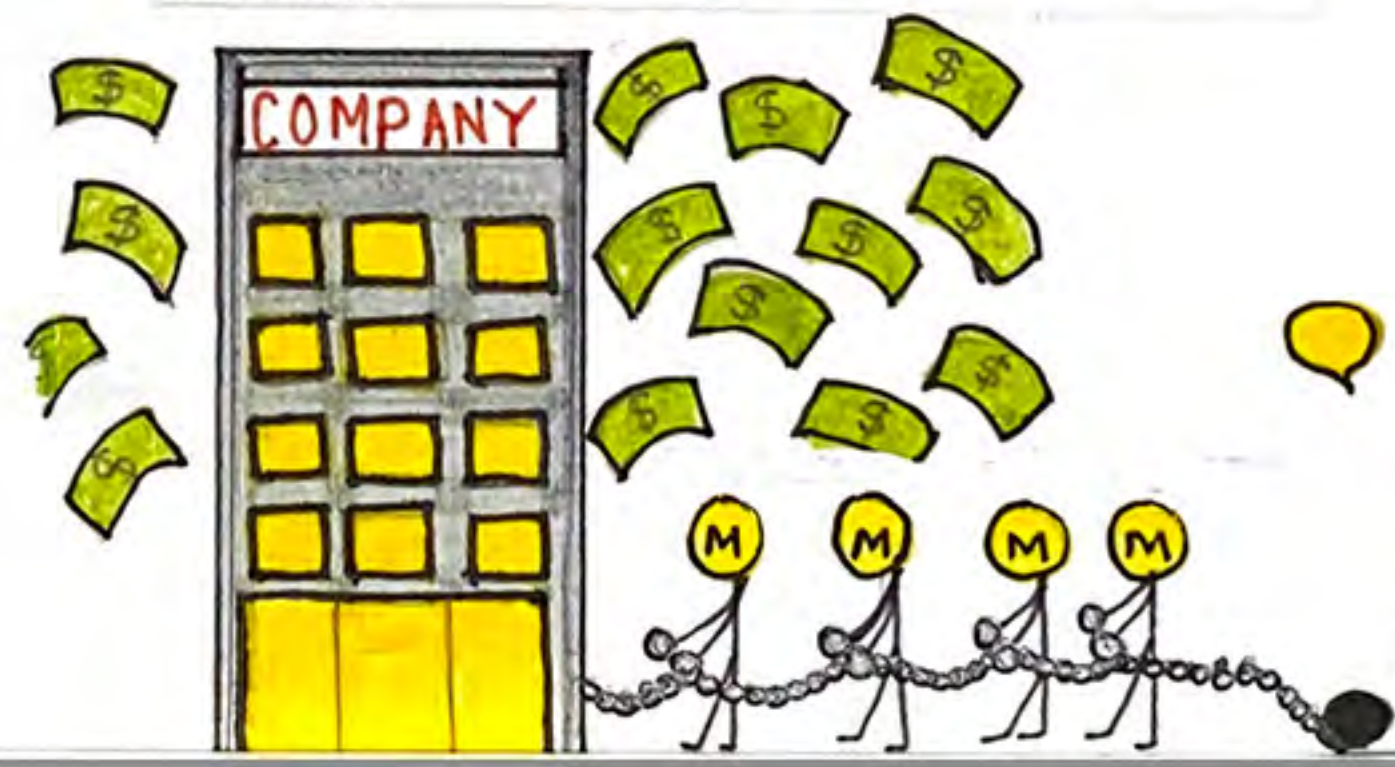
What will you die for?

So anyone can live up to the age of 20 like a child. So once you are touching 20 you must know what for you're going to live. The moment you touch 40 one must know what for you are going to die. So like that often I say Steve Jobs dies. The reason for the world is cancer, but I only know Steve Jobs die for iPhone. So like that maybe Murga, there is an air crash or something, but I die to make India into 100% sanitary napkin country.

The moment you say maverick you are actually unfit to the business. So converting into your successful business out of maverickness is really a tremendous geniusness you need. That means in the institution there will be somebody that takes care of the maverickism into potential. So here I'm alone so I'm using my maverickness to help on social cause. That's why I'm not benefited in monetary. If I'm a maverick I'm connected to some wolf guy, some business wolf that makes my maverickness into profitable. So maverick is a power generator actually. Maverickness, it's dangerous. They are not fit for business...Continuing innovation is the plus point. That's why I know the strength because I'm not a good management. I'm very weak in finance. I never get funded by anyone. Then how I surviving? I understand OMG. I'm continuing the innovation. Everyday what is our important job, we innovate, we innovate.



M are power generators who need Business Wolves



Many companies they will chain maverick with the hefty salary or things. Now they internationally very diplomatic salary is going up. I came to know many employees they're not coming out of the campus for years. Even the haircut, everything free. I get shocked. OMG it is fancy slavery. I don't know how many mavericks caught into that.

Corporates = Fancy slavery.

Dear Murga,

When I read about you and your work I was captured by the headline on Upworthy:

## A Man Has Revolutionized Sanitary Pads For Women In India 'By Thinking Like A Woman'

I find your details.

There's a 12 1/2 hour time difference as you're in India.

Every morning I wake up bleary-eyed and try calling you.

Every day I get an answer machine.

I don't understand the message.

It's in a dialect I can't speak or understand.

One morning around 4 am you answer the call.

I'm totally taken aback.

We make ourselves understood.

You tell me your coming to Seattle to present at a conference.

I get my self access by volunteering to write a piece.

OMG it's Bill + Melinda Gates' Grand Challenges Conference.

Media pass in hand, I book a coach.

I find a cheap hostel.

All just so I can get to you.

And then we meet.

The first thing I notice is your humbleness + directness.

It's so warming.

And you're funny.

BILL & MELINDA  
GATES foundation

Murga, you taught me that:

→ society treats (M) like the untouchable outcasts are treated in India

→ without passion and a mindset + ♥ that is about helping others a (M) cannot excel.

→ (M) need a Wolf of Wall Street like character to take care of the business side

→ (M) find a problem to solve. It's what drives them.

→ Innovation is about the unknown. (M) try to do something about the unknown.

→ (M) are originals. They are not trying to imitate or be someone else.

We complete our interview and you head off to the stage, and capture the hearts of the audience with your down to earth approach + humour.



Since then we've met again.

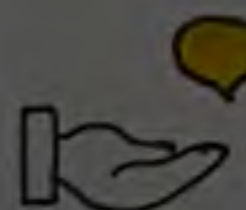
We've broken bread, or should I say 'roti' together.





mar-er-ick

"Comes out from my chi routine day. Solution that maybe. Not something. S Every thing



"Don't try to persuade your w You spend time on that you're n

You've received awards and accolades galore for your work, particularly as a social entrepreneur.

You've even had a Bollywood biopic made of your life.

Yet you remain grounded, and completely focussed on your mission to make India a 100% sanitary napkin using country.



Every so often you contact me and ask, "Have you interviewed Bill Gates yet?"

And I respond, "I will as soon as he says yes!"

Murga, I found you to be humble, down to earth + realistic. Yet one of the bravest men I know.

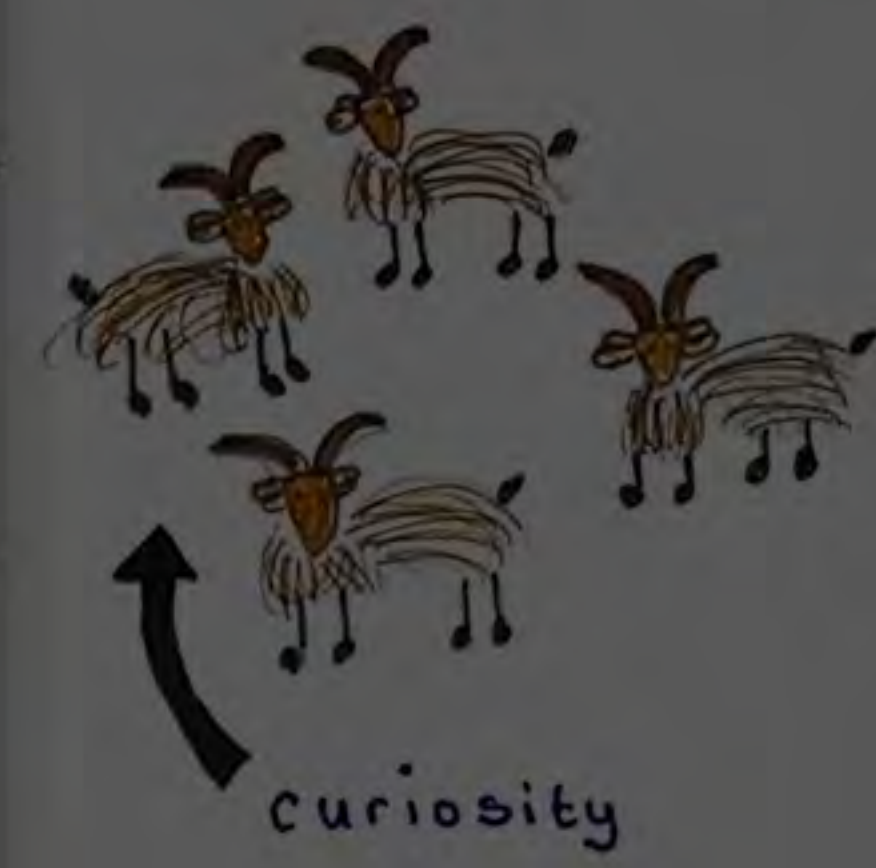
You confronted a whole society and culture.

Having grown up in that culture and not fitting in I appreciate how much courage it takes.

Thank you for standing up and representing the girls and women of India.

Bime ☺

SCHOOL →



So anyone can live up to the age of 20 like a child. So once you are touching 20 you must know what for you're going to live. The moment you touch 40 one must know what for you are going to die. So like that often I say Steve Jobs dies. The reason for the world is cancer, but I only know Steve Jobs die for iPhone. So like that maybe Murga, there is an air crash or something, but I die to make India into 100% sanitary napkin country.



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mav-er-ick

"Someone who has their own style, doesn't worry about having to conform to a set of protocol or procedure."



BRENDAN MURRAY

Catalyst Opportunity Developmental Strategist - Shell Oil



I have a greater breadth of knowledge in the industry than most people... I use that breadth to help me look outside the box and to come up with a wider range of answers. I wouldn't say that I am a world expert in all areas but a breadth in an industry that's as broad as mine is somewhat unusual, but I like to know a lot more about things outside of our business which helps me bring solutions in...I can look at how the problem has been looked at in different business sectors for example.



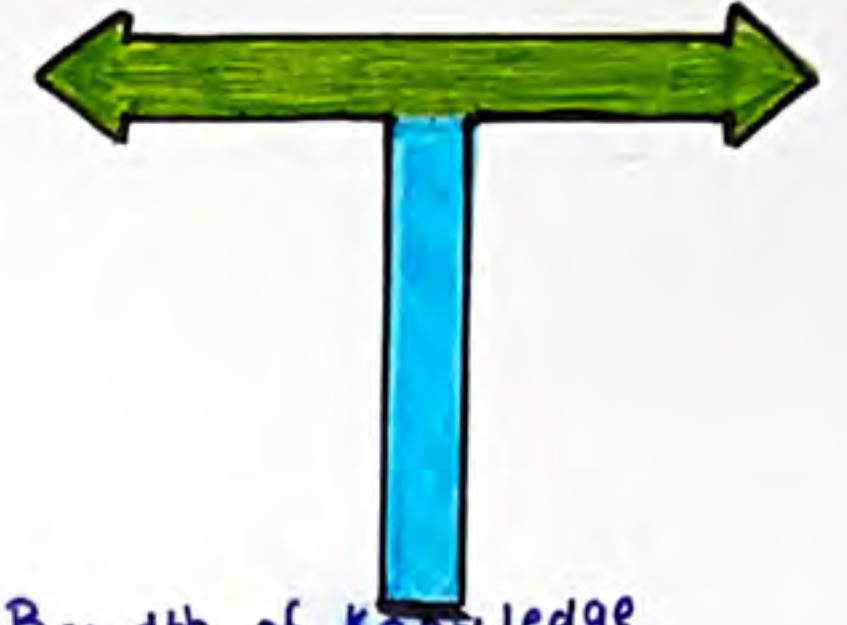
Different Lens



Success is where an idea challenged an existing paradigm. So it involved doing something that most of the people in the marketplace would have said was not going to work. But it worked because people didn't understand everything. I'll give you a hypothetical. If you were to look at your hand you obviously have fingers on it. Some people would say a hand is best if it has 5 fingers and if you have no fingers on your hand, the hand won't work. I'm not saying it's a true statement. But let's just say that what was there. And let's say you came up with a certain application that actually was best served by having 3 fingers, that might have been unexpected if somebody believes you gotta have 5. But they never tested to see whether something would work with 3 fingers so they were surprised at that. I often try to challenge paradigms in all sorts of ways. People will think 5 fingers is best but I'll say what about 1 finger? What about 2 fingers? What about 3 fingers? What about 4? You've told me 5 works, you told me none doesn't, what about the rest?



Applicable Best Solutions



Breadth of Knowledge



A willingness to be able to look through a different lens.... You may have a task that gets performed in North America as a region and people do things a certain way but that may not be the way things are done in Asia Pacific world or in the Middle East or something. In many cases I find out what's important is that the problem is solved in those areas. If you're aware of all 3 ways that people have gone out solving a problem that's a very powerful tool because if you are currently in a part of the world that is using one solution, it may be that how it's done elsewhere in the world maybe applicable to a new way of doing things. And by being willing to look in a wider scope or in a large geographic area for how the task gets done, you may be able to bring a best practice in one area into an area where it's not really considered.



Paradigm challenges + shifts



Mavericks might not look for a solution, he might look for more than one solution, to find out which solution is most applicable to different problems, because the conditions in the marketplace are going to change, that seems to be one of the things that are somewhat of a constant in our business. That things change, so it's not what is the best solution at one condition but what are the best solutions for a number of conditions...I sort of challenge why wasn't there a solution in the first place. Why were we limited if we had things, we wanted to do better? So what was limiting us? What was holding us back? What's the thing I had to do next that's going to have the biggest effect generally? Focussed on understanding that and then looking throughout the literature and in many many areas of applications how a problem of this type been solved.



mav-er-ick

"Someone who worry about or procedure"

Dear Brendan,

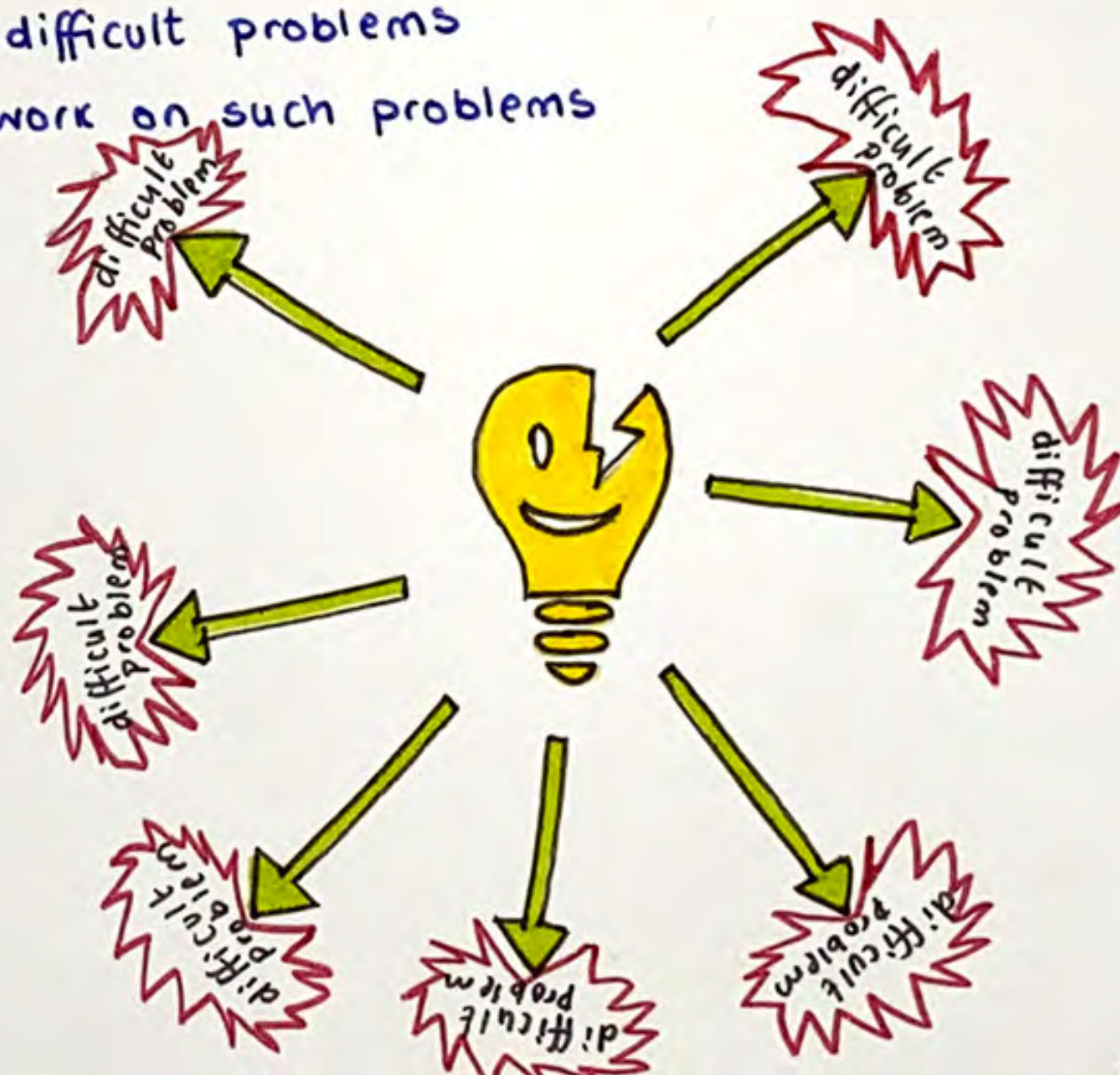
I'm so happy Safa George suggested you for the @ project and connected us.

Brendan you taught me that:

- @ appreciate outside knowledge = catalyst for innovation
- @ find unique solutions
- @ think different not better, yet different can sometimes = better
- @ are drawn to difficult problems and willing to work on such problems



BRENDAN MURRAY

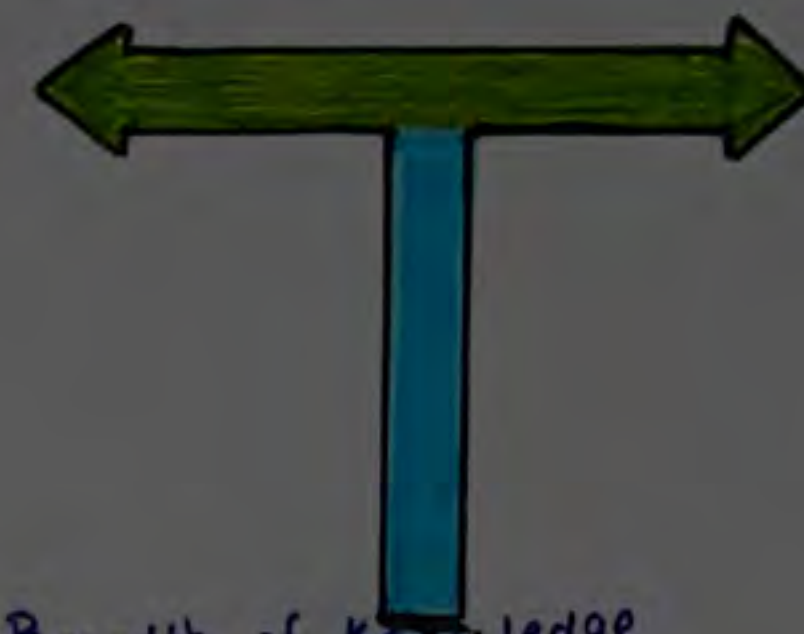


Brendan you shared stories about how you respected the perspectives of others and are always learning and applying the best ideas, no matter who or where they come from.

Its not the financial rewards that drive you. It's from the fruits of your ideas influencing people. THAT was/is the greatest professional pleasure

Thank you Brendan for sharing the depth + breadth of your experiences. I learnt so much from you and I hope (and already know) those who read/listen to your words will feel the same.

Billie 😊



### Breadth of knowledge

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"People that see things that others don't see. They see the invisible and do the impossible. Mavericks that influence me are the ones that have such thick skin and a clear vision."

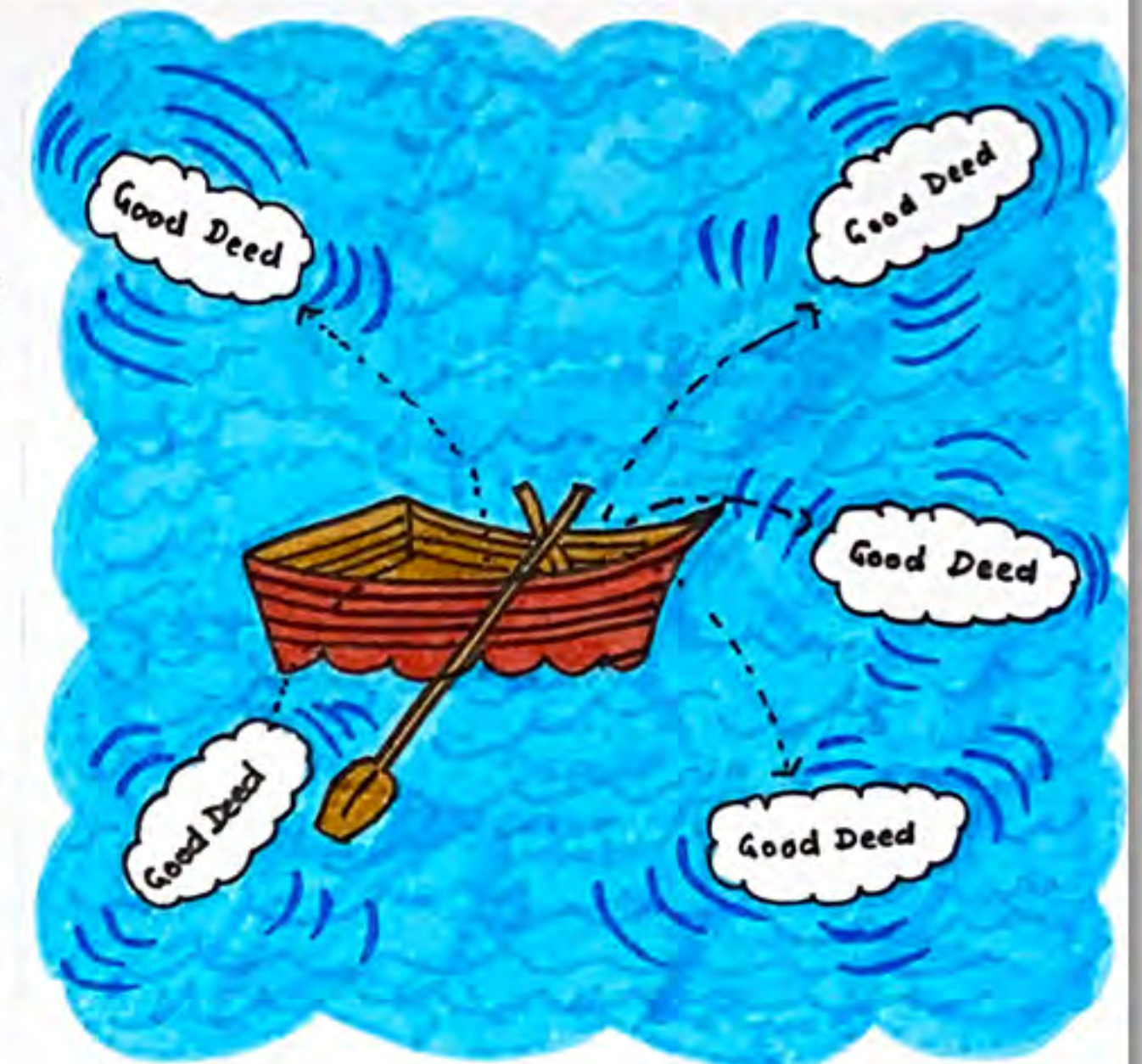
CRAZY IS...  
 "what we do today against all logic that others think is completely logical tomorrow."



Founder and CEO Bazinga!

"Be comfortable in your own skin, that's the most important thing-period. So far hire I'm not looking for the most talented people but people comfortable in their own skin. They just have to have some talents to fit someone in the job. Usually one of the biggest problems for mavericks is people don't see what you're seeing. It's having the conviction in your heart to find it's own channels to come out of your mouth, to come out in your behaviour, because that's usually a difficult this for people to do. They have it in there, but it's just difficult, we've all struggled with that. Some of us are more blessed with oratory ways of communicating that, or we're not all created equally that way. But you can't give up on that, you've got to battle to get these things out."

There's an expression in Egypt Alexandria, a coastal expression, that says, 'you do the deed,' which is you do the right thing, 'and you throw it in the sea.' And the idea is that you're in a tiny little boat, those paddle boats and you're deep, deep, deep and nobody is watching, nobody can see it and not only that, you've buried it in the sea, and you're not even going to talk about it. And the point about that whether you believe in Karma or whether you believe in God, whatever you believe in, good positive vibes, whatever you believe in. I am a believer these series of deeds or events that you throw away just for the sake of not others seeing it, translate into and you can call that a part of character, you can call that a trait, a belief in life or principle. I believe all these things become and end up your compass when it comes to your big decisions, including doing things that others don't see. So in the case of our initial current world I am genuinely incredibly passionate about connecting people within these condos, within these homes, within this city. People like yourself, who live in this building. You came here, you probably don't know that many people, probably people that would love to know you and probably vice a versa, but it's a concrete jungle, it's all key fobs. You need connectivity, so big idea again and what if we do that right thing then we will make money as a company, we will get adoption, we will get press, we will get all these other things that you think are needed for success, but you do the right thing first; you build the right thing first, that's it.

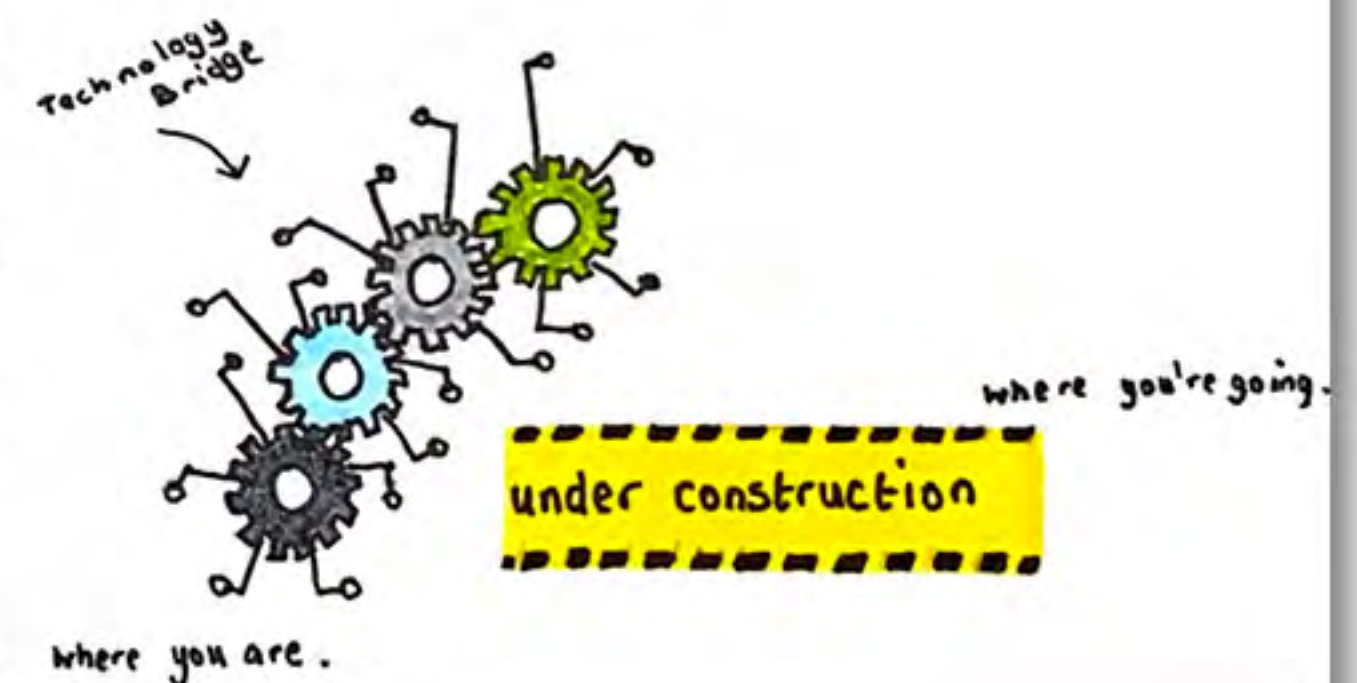


Good deeds → Good business



Push the envelope to impact peoples lives

I've had this conversation with many people. They think I'm very creative and I completely don't see it. I don't think I'm a creative person. I think of myself as a person that can deconstruct complex problems and come at them with simple solutions for them. And everybody jumps at me and says, well that's creativity. But I actually look at people who create things that are so phenomenally amazing and I go wow they're so creative I can't even belong. But I guess if I had to let my guard down and accept the definition I've been told I guess deconstructing problems is creativity, but I don't see it that way. I feel more comfortable with the innovate tag than the creative tag. Creative is such a big thing. When I embark on whether it's this company or you're seeing the invisible, your heart's telling you if you do this something is going to happen and it's a good thing with something like that. But now you're not 100% clear, but not you've got to start building that bridge between where you are and now you're looking at that bridge and going, is it a wood bridge? Is it a suspension bridge? What am I doing to make that bridge happen? And you lean on what you know, in my case technology's what I know so I go OK so I'm gonna innovate. I'm going to take bits and pieces of that technology and innovate through to what that bridge will look like.



Creativity, Innovation, and bridge building



"People that see things that others see the invisible and do the Mavericks that influence me are and a clear vision."



NAKHIA

JOSEPH

"Be comfortable in your own skin, that's the not looking for the most talented people just have to have some talents to fit problems for mavericks is people don't see what heart to find it's own channels to come behaviour, because that's usually a difficult but it's just difficult, we've all struggled oratory ways of communicating that, or you can't give up on that, you've got to be

Dear Joseph,

When your team did a presentation at Charlie Marc (my husband's) company he came home and said Bazinga's ideas are something different. He handed me a flyer all about your company. As usual the different thinking idea generator is usually a (m), and you said yes to an interview.

Joseph, you taught me that:

- (m) persevere even after doors are slammed in the face, or in the face of their vision.
- (m) leaders step up, commit and put their own money behind the idea.
- (m) deconstruct problems in order to solve them.
- (m) affect change in a significant way, by aligning their talents to a significant objective, an objective that's bigger than themselves.



You shared how a primary challenge for (m) is what you called the 'cold front loneliness'. So even with a supportive loving family and team, there are still difficult decisions to make and you feel you're on the cold front, you're on the outside and there's a storm and blizzard around you. And it's worse when the livelihood of your family + people are dependent on you.

So (m) make choices. They know with their skills they could actually have made more money elsewhere. It's their commitment to solving a problem that keeps them relentlessly committed to the task. A level of commitment that 99% of people would say has crossed the stupidity line.

Joseph, thank you for sharing the lovely stories of your wonderful family, your wife + children who love and support you. Your beautiful stories of your father's integrity and your mother's strength. No wonder your business is at its heart about kindness, connectivity and us humans taking care of each other, like your Alexandria neighbour example.

Finally I love your desire to outmanoeuvre the needle. The needle on the gauge of your cause. A cause so strong it galvanises you at the times the needle feels like it's going backwards. I ask that question Joseph. Today's action for me to move the needle was to complete your (m) page. And look, I'm done.

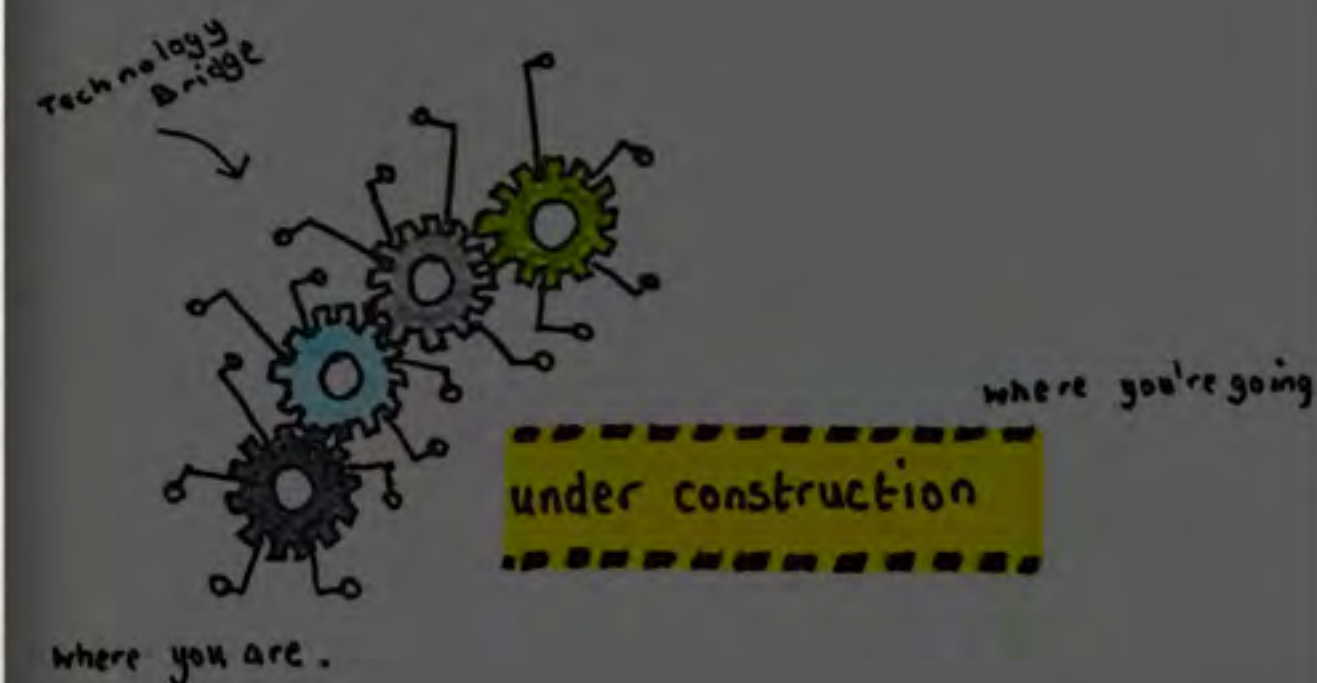
Hope you like the stories and insights of other (m).

Bilal 😊



Good deeds → Good business

I couldn't resist and stop my own desire to really push the envelope. There was this thing inside me that wanted me to go out and impact more of people's lives. I knew I could spread my wings and impact a much bigger group of people. I feared my moment on my deathbed when I'm with my three beautiful children around me and if they asked me, dad do you have a single regret? I feared that question not being answered in a way of not being able to light their own direction in life. I feared it so much I can't begin to tell you. I kept thinking I'm making money. I'm giving them a great life, everything is great. You can tick the box, you're in good shape, there is really nothing. But then I was like but it won't be honest. I can't give them that answer and in my heart I know the answer is, even if I failed miserably, that I went out and I tried to do in a big way to impact people and change life... I'm always interested more in the bigger outcome of a transaction that just one person's take out from a transaction... that may be why I will never be incredibly financially successful because I just don't do the right deals when it comes to my own self.



Creativity, Innovation, and bridge building



mav-er-ick

"Someone who doesn't buy into all the rules of the system. Who sees something bigger going on and goes after it; something that moves humanity forward."

CRAZY IS...

"Seeing something that no one else can see and the willingness to jump in with both feet to make it happen, because you just know it will make the world a better place. And when you turn out to be right, then they call you brilliant."



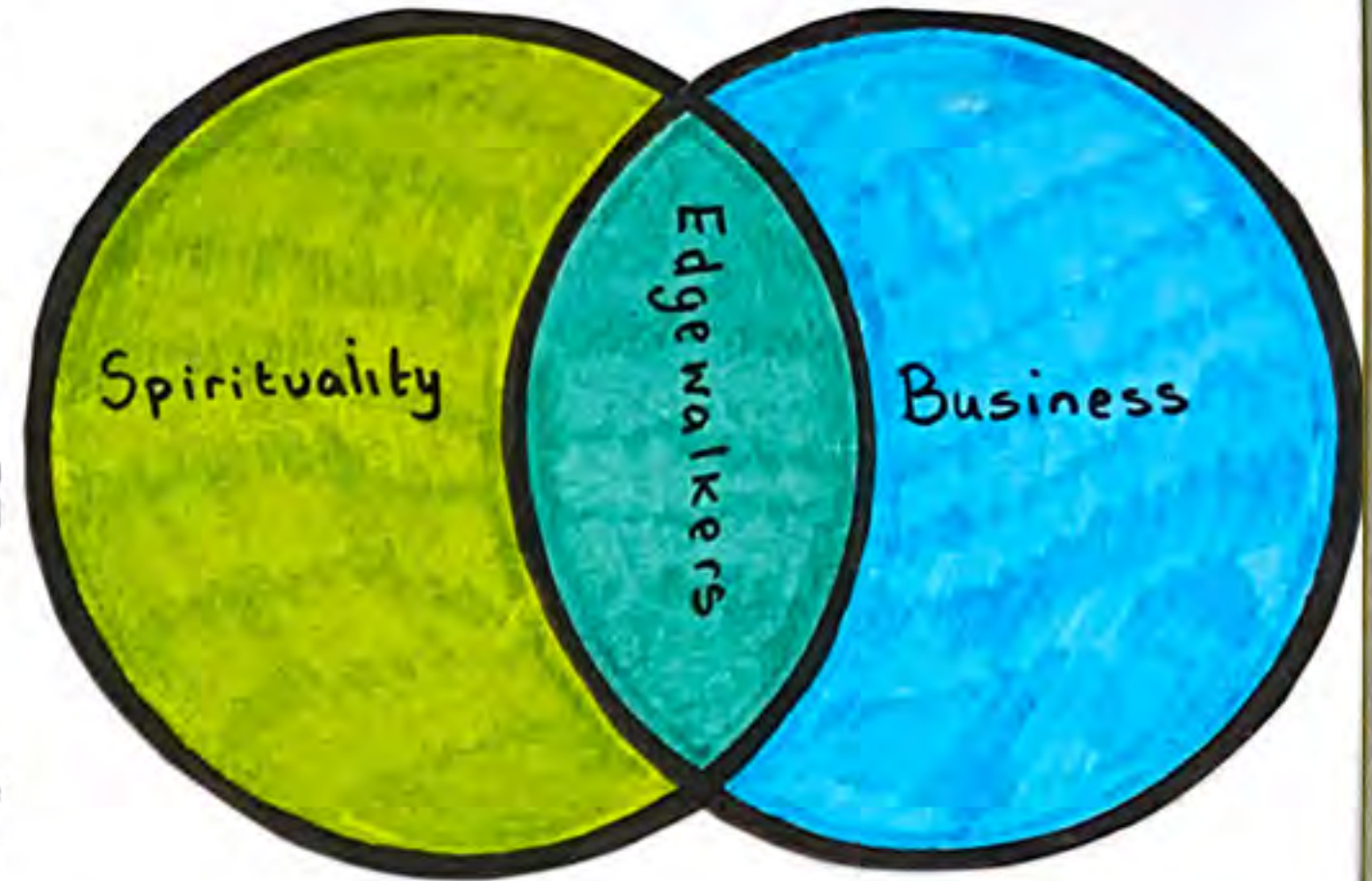
JUDI NEAL

Chairman + CEO Edgewalkers International

"Take time for self reflection, however that is for you, whether it's journaling, being in nature or having a coach or a spiritual advisor. It's like you've got to take time to know yourself, and so that time for self-reflection would be a key one. And the other is to really trust your heart or whatever bodily part it is that gives you the information about what it is you're to do."

Trust that even when it seems crazy."

Nobody was talking about spirituality [in business] and I started doing research and pushing the boundaries of that conversation... When I was writing Edgewalkers I did lots of research for the first half of the book. It took me 18 months. My contract was running out and the book was half done. I had 60 days to finish the 2nd half of the book. So I did 2 things. The 1st was I went off to Denmark to a meditation course for a week. While there I met Butch who was the only American in the group and became my translator and he was also a musician. I told him about my dilemma and asked him if there were spiritual means to help me finish the rest of the book. He was a composer and would write compositions on contract. He would get commissions like from the King of Denmark to write these classical compositions on the piano. He said, 'when I have a month to write something I wait until the last week and what I do during that last week is when I wake up I meditate for an hour, then I dance for an hour and then I go take a nap and then I write. And the writing just comes. I just get this incredible inspiration and at the end of the week I have composition that I'm really thrilled with that I couldn't have written if I slogged away at it all month long. So I went home and I did meditation in the morning. I'd play guitar for a little while then I'd take a nap. I did his process not for an hour but I did the same process and then I sat down and wrote and it just flowed out of me and I was given everything I needed... I got the book done. The deadline was April 30th. I got the book manuscript and decided to stop editing it and was like just let it flow. I sent it off to the publisher and 7 o'clock the next morning I get an email from my publisher, that he's stayed up all night reading the manuscript. It's perfect. There's not a thing I would change. I'm sending it off to publication.



Spirituality in business



Red Tape's a hindrance to mavericks

I had a 5th grade teacher say why can't you just fit in? And when she said that this welling of energy came up and I can't remember but I said to her, but I just knew - I don't want to. I'm not supposed to! You so madly want to be accepted but the need to be your unique self is even stronger, and then you find that you can have both!

I did some study of entrepreneurs because the people who are entrepreneurs has a little bit of maverick energy in it. In that they don't want anybody telling what to do because they have a bigger sense of what they want to do and this is so true for me. I just get so frustrated with systems and bureaucracy and reports as it takes away from what I need to do. I don't want to waste my time in bullshit!



Why can't you just fit in?

Can't help being a maverick

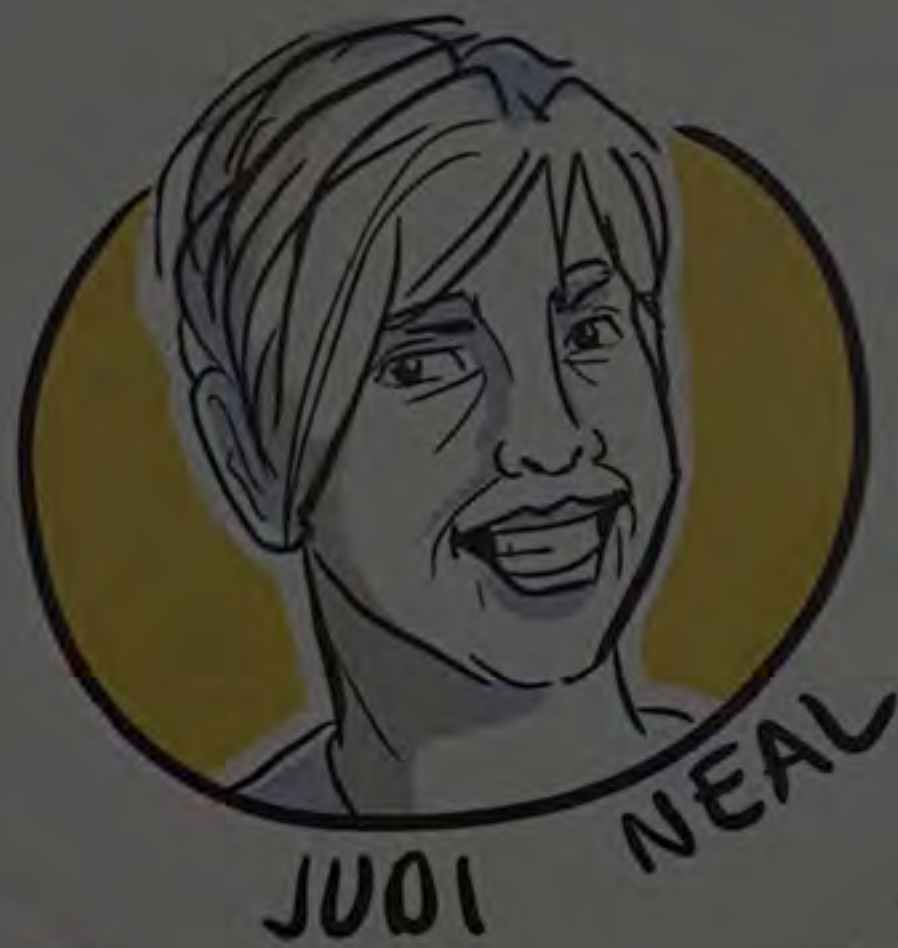
Rules are agreements between people so you can get things done efficiently and so they serve a real function in humanity. They're agreements and at some points they're like rabbits they start proliferating and proliferating so that you can't move. You get bound in so tight and somebody needs to say enough already. STOP this is getting in the way of creativity and innovation. That's why I'm so attracted to companies that say our rulebook is one page and the rulebook is basically their values not rules.



R=Rule Rules hinder creativity + innovation

mav-er-ick

"Someone who doesn't buy into who sees something bigger something that moves humanity"



"take time for self reflection, however being in nature or having a coach got to take time to know yourself would be a key one. And the other whatever bodily part it is that g it is you're to do. Trust that even when it seems cra

Dear Judi,

When I came across your work + book on Edgewalkers whilst doing the literature review for the (M) project I could immediately see the connects between our worlds. Having taught leadership and change management the relationship between spirituality and business was new to me + fascinating.

Judi, you taught me that:

- (M) work on their life's mission.
- (M) don't like to be fenced in.
- (M) push the edges of the system.
- (M) trust their intuition + inner voice, and listen + act on it.

You shared wonderful stories from both business + life.

Your example of Igor Sikorsky of Sikorsky Aircraft intrigued me to learn more. He had apparently grown up on stories about Leonardo Da Vinci + Jules Verne and at 12 had designed a small rubber band propelled helicopter. Thank you for sharing his words "The spark of the individual moves mankind forward," something that you and many of the (M) iterated. I ♥ how you use your work not only to help people understand their full human potential, and to help people and organisations get breakthroughs.



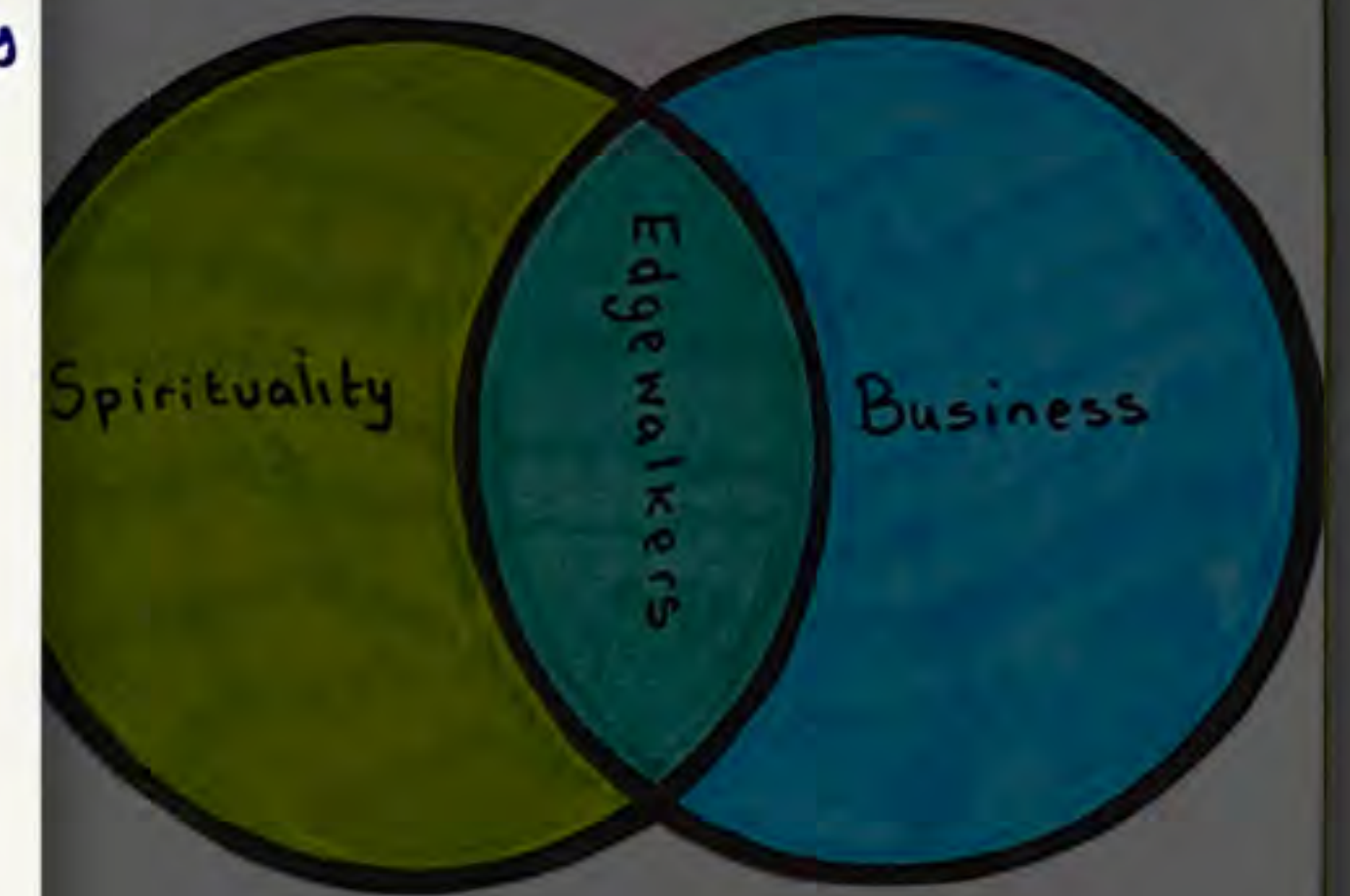
Judi, it was so amazing to have someone who got the spiritual side of business.

Your candidness + honesty, especially sharing the challenging times when you had no job, no relationship, no money, no nothing. You believed though, you believed that:

- you were here to do something important
- you were committed to doing it
- you would take the next step to doing it
- you'd be given what you needed to know to do the next step after that.

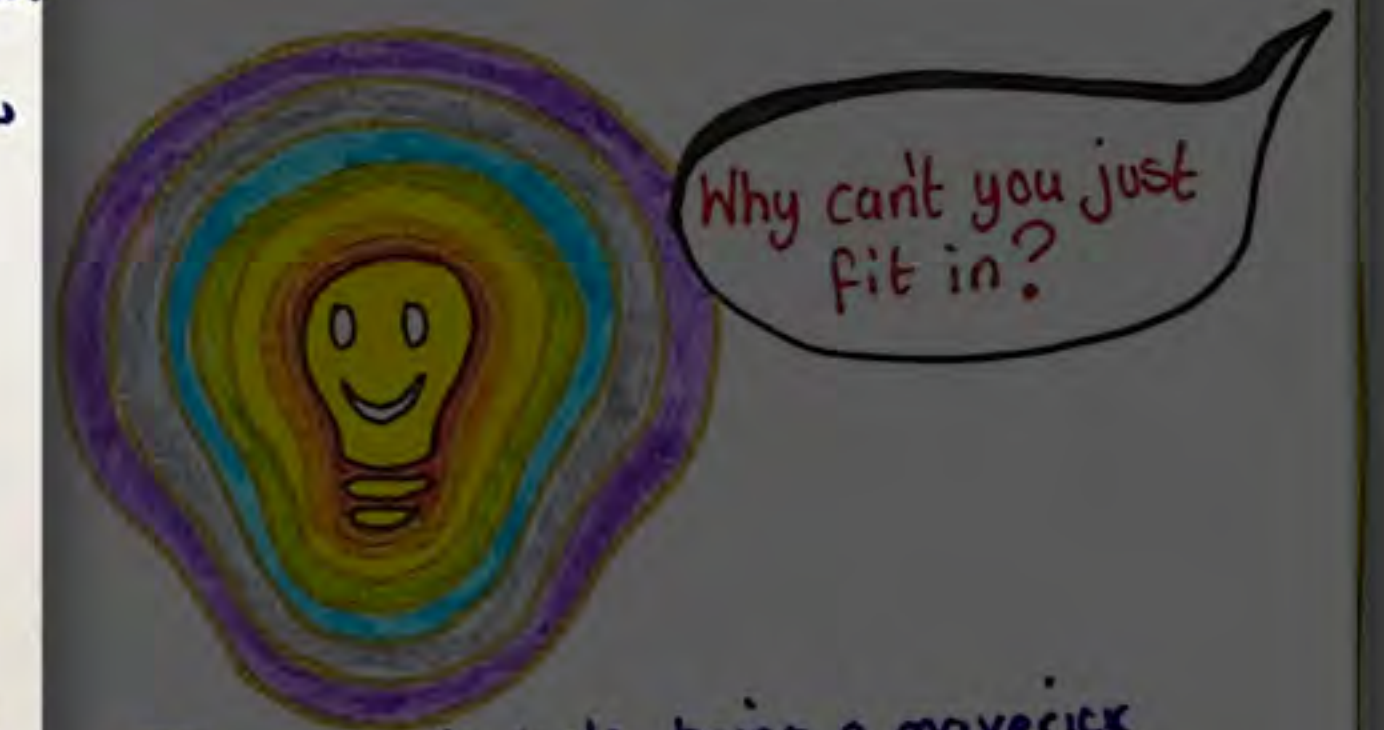
I'm so 😊 you shared how you met an amazing man, got asked to go for a job who's job description was a grant of \$4million to study faith + spirituality in the work place; literally a dream job, and you ended up marrying the amazing man. When you shared the story it was like a rainbow going off. Thank you for listening and sharing how your soul is in the drivers seat. I got a feeling your gonna ♥ reading the stories + insights from the other (M) too.

Emmie 😊



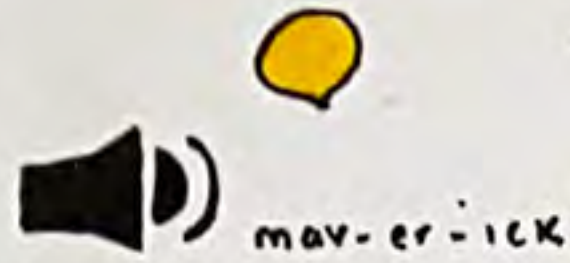
Spirituality in business

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Can't help being a maverick

Rules are agreements between people so you can get things done efficiently and so they serve a real function in humanity. They're agreements and at some points they're like rabbits they start proliferating and proliferating so that you can't move. You get bound in so tight and somebody needs to say enough already. STOP this is getting in the way of creativity and innovation. That's why I'm so attracted to companies that say our rulebook is one page and the rulebook is basically their values not rules.



"Someone who paves their own path and looks at big ideas, big opportunities, not in terms of barriers but actually as opportunities to tackle and every barrier as a way to see most of the competition or others fall by the wayside. I would see it as someone who really sees the path as opposed to the blockades."



Founder and President  
Qwalify Inc.

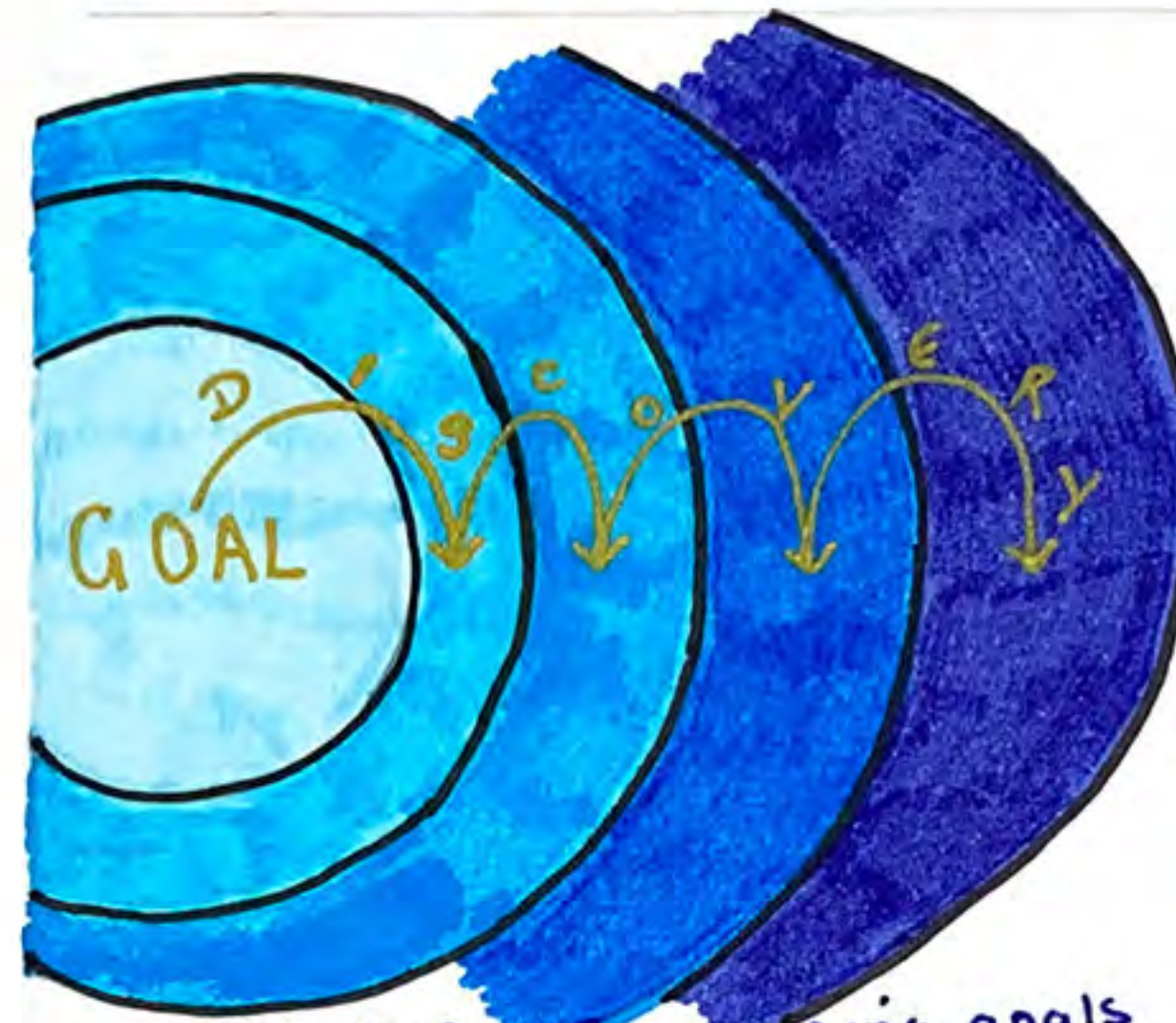
CRAZY IS...  
"that little bit in each of us that reminds us of what we are capable, making our irrational ideas a reality."



"It would be two-tiered. One tier is surround yourself with people that you constantly crave learning from and who you will never ever ever ever, you can't even think of a scenario where you would screen their calls. The second thing would be to never stop the thinking process because even though you have come to a very awesome conclusion, there's a more awesome conclusion somewhere."



I want the projects that I've worked on to be seen as industry or society pushing projects... The business I'm working on now is solving recruitment and actually finally being the company that helps recruitment become a real conversation as opposed to a courting process... trying to change a century old industry that is reluctant to change... I'm the closest on this venture [recruitment] to actually create lasting, resounding, worldwide change... My ability to think through new models and conjure up conversations with people who understand that space, and they create very fruitful conversations out of that... I think mavericks are the only ones who bring either the mundane or the undiscussable processes out into the light and shed light on them and, create a conversation where it almost cannot be ignored.



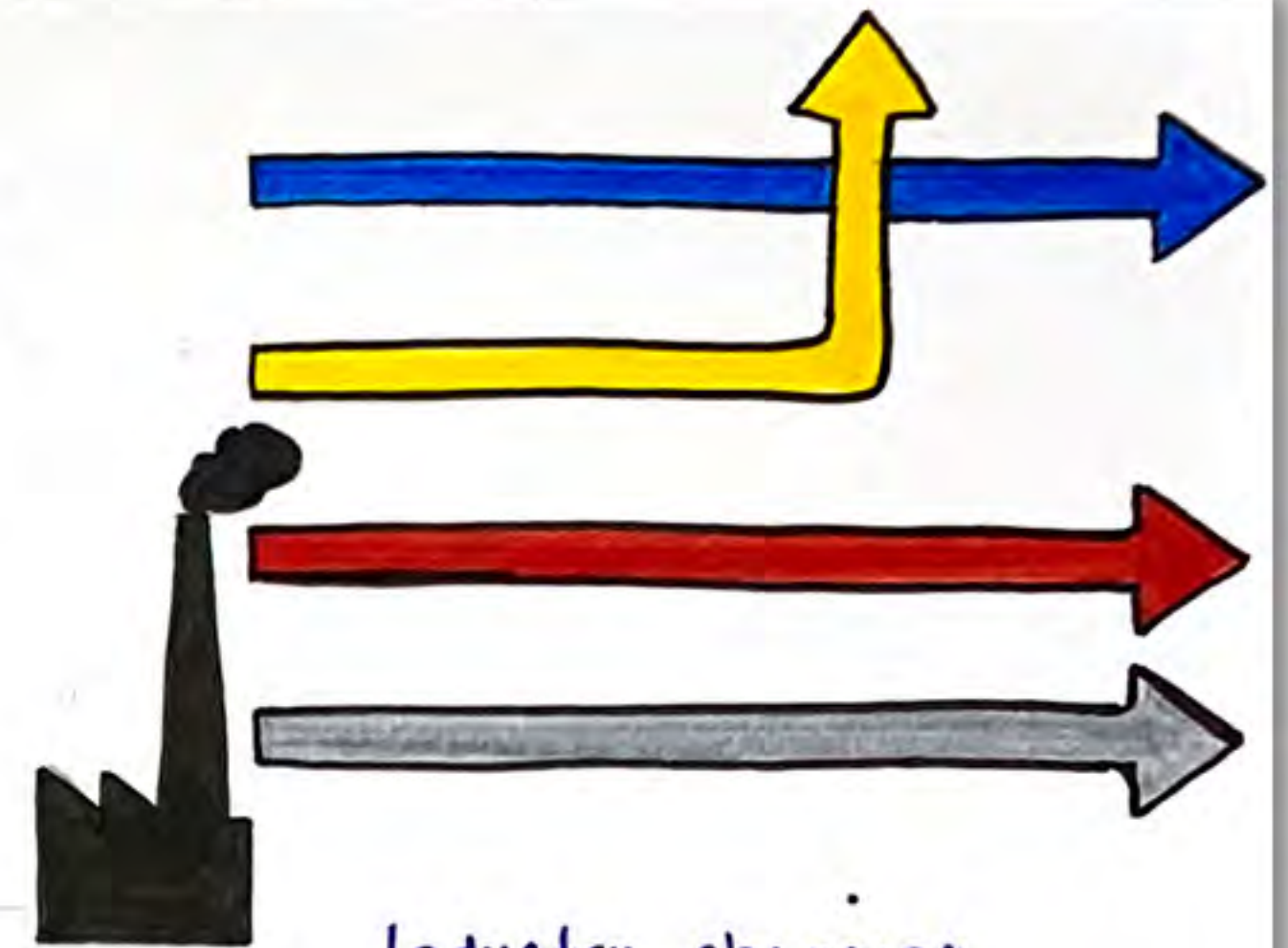
Success = Surpassing goals



If you look at left brain vs. right brain. If you have an entirely systematic way of thinking which is always based on boundaries and rules and a set of obliged things to live by then you inherently impede your creativity in that sense. So to me creativity is absolutely tied to being a maverick. There are so many facets of creativity, so it doesn't have to be the utmost creativity where there's zero structure and you move forward and you do all this random stuff that's never been done before, or it can be selective creativity.



mavericks strive on innovation



Industry changing



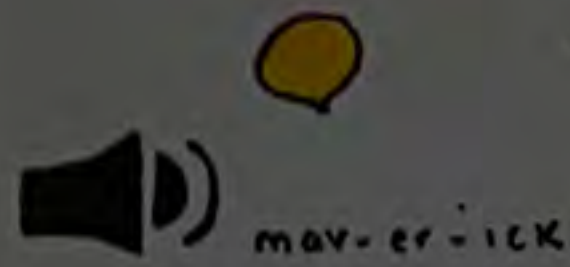
Surpassing the goals you once set out to discover. I say discover because you can't get the goals. The goals to me are discovery, as opposed to landing. I catalyse people coming together and creating things. None have been successful because at all times it's been a rolling goal. You set out to create a goal, then you set a new goal, then you set out to create it; it's a never-ending journey.



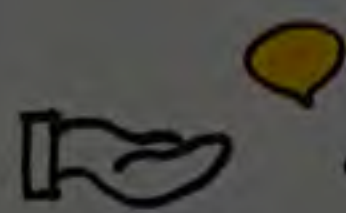
Impeding creativity



Mavericks strive on innovation, whether it's innovation on something that's not actually innovative. It could be an innovative way of billing a client, which doesn't actually create much, but it's a huge maverick thought to change an entire industry on the servicing side when it comes to money transfers. So I would say that every aspect of maverick thinking would have to be innovation in some regard. Not necessarily inventing something new but re-imagining a process to come to the same or better conclusion.



"Someone who paves big ideas, big opportunities but actually as opposed to the blockades as a way to see most fall by the wayside. I would see it as someone opposed to the blockades"



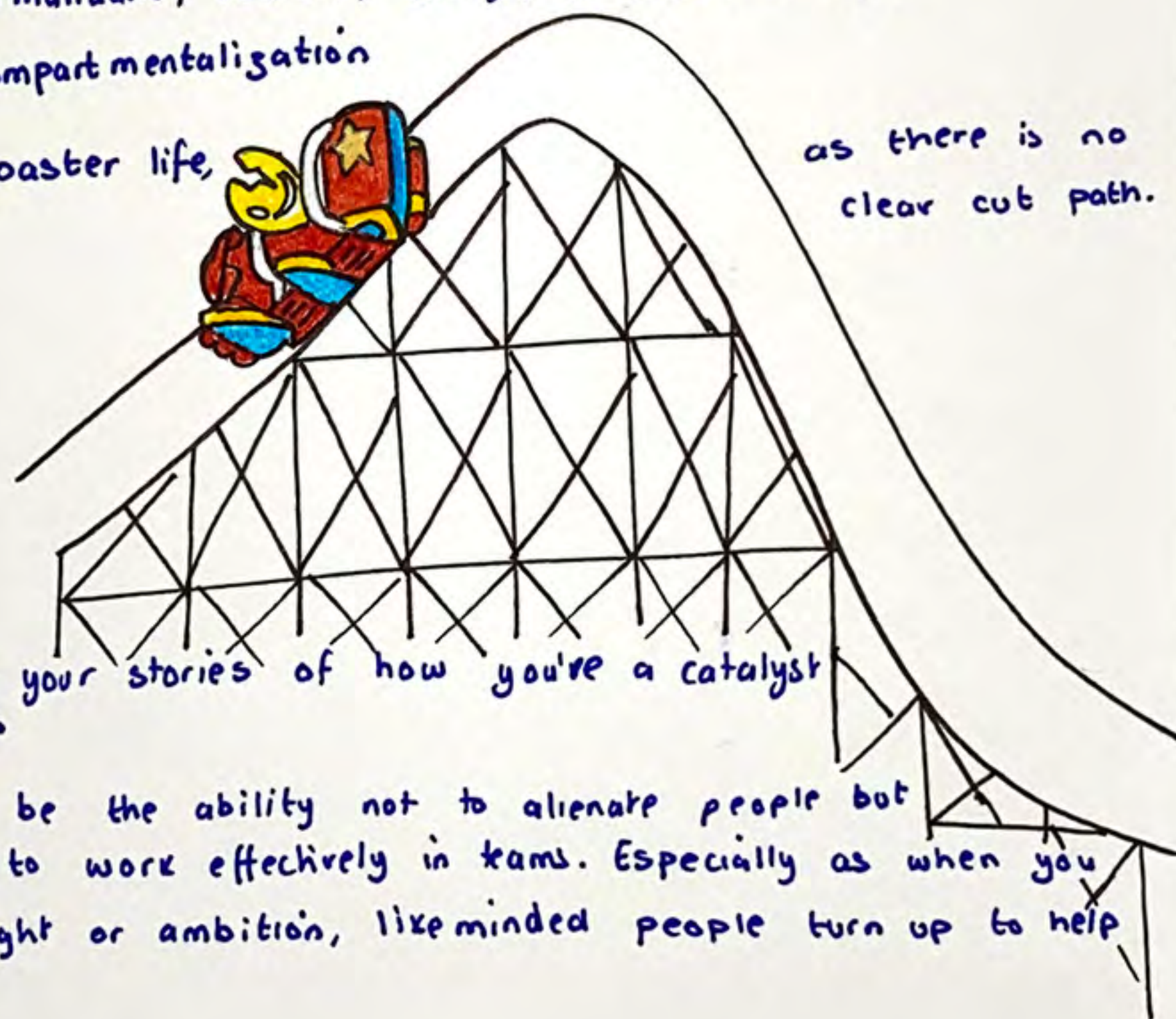
"It would be two-tiered. One tier is surround yourself crave learning from and when you can't even think of a call. The second thing would be because even though you conclusion, there's a more"

Dear Phil

I'm really glad we met and had a conversation at GROW - Future of Business Conference. When you told me about disrupting the recruitment industry I just knew I wanted to include you in the (m) project.

Phil, you taught me that:

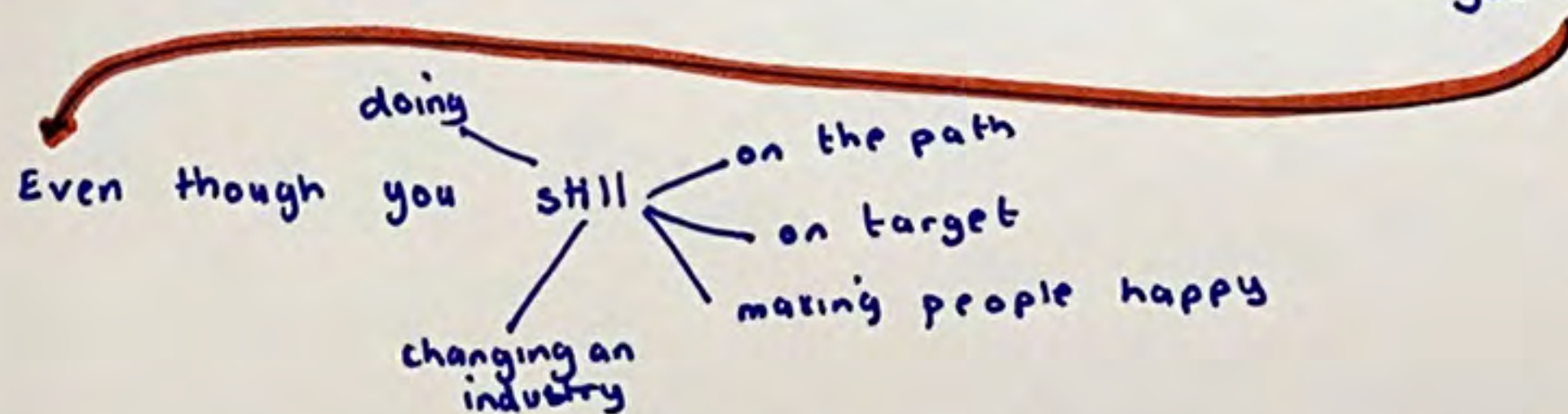
- (m) are motivated by discovery
- (m) are afraid of a mundane, routine, daily, <sup>zero</sup> ambition life
- (m) suffer from compartmentalization
- (m) live a rollercoaster life,



Thank you for sharing your stories of how you're a catalyst in life and work Phil.

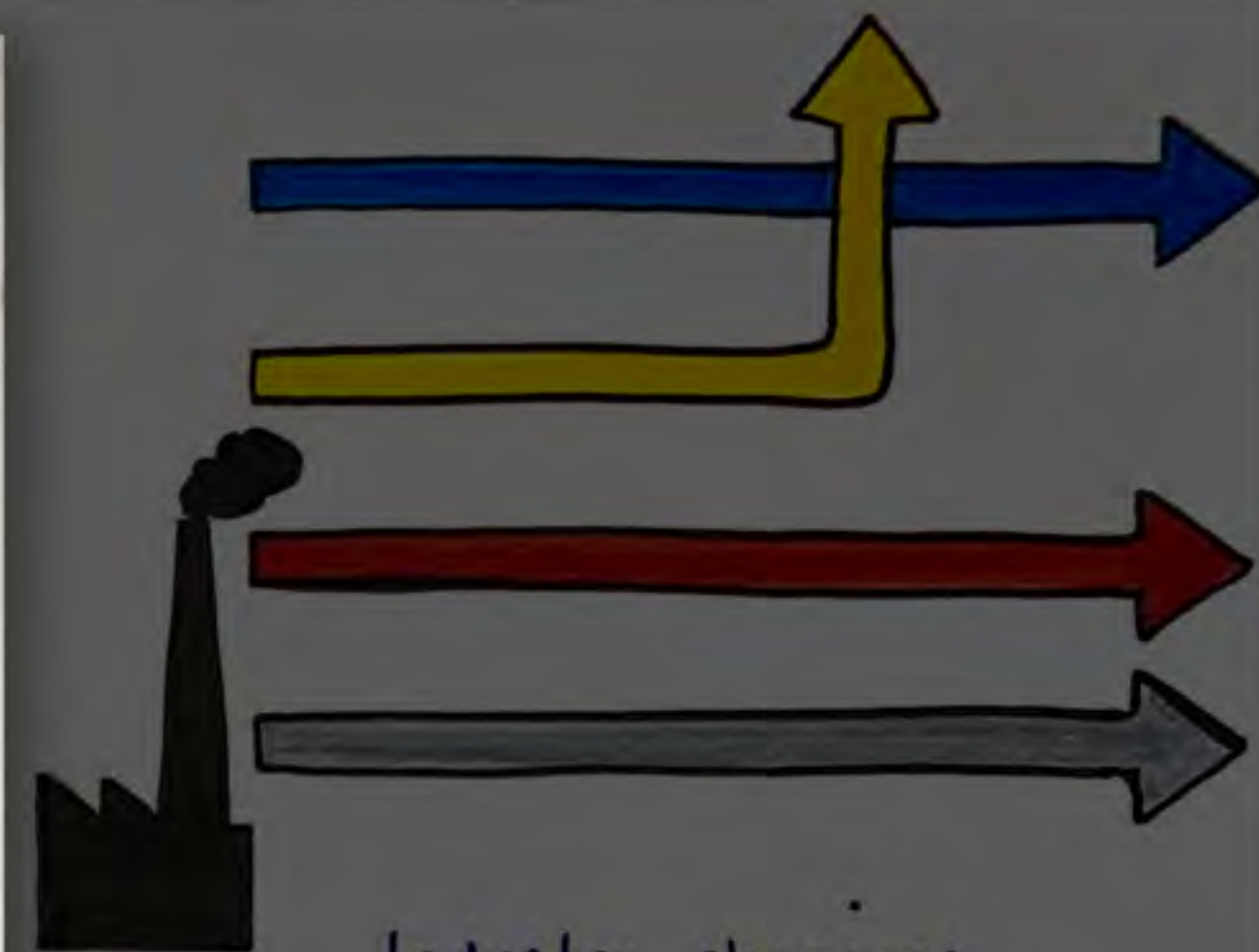
Your magic seems to be the ability not to alienate people but instead to get them to work effectively in teams. Especially as when you can articulate a thought or ambition, like-minded people turn up to help execute the vision.

I really loved how you spoke about failure Phil, because of the wins that are merged within the failure. So failure is.... not surpassing what you set out to do.

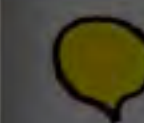


Thanks not just for taking/making time for me, but also for being a friend. Hope you enjoy the stories and insights from the other (m) too Phil.

Bimie ☺



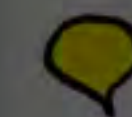
Industry changing



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mav-er-ick

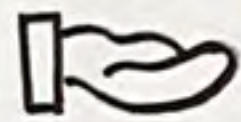
"Some one who does things differently, questions why all the time; why do things in a particular way and doesn't assume just because they've been done a certain way or, everyone's been doing things a certain way that that's even a good way or it's necessarily the right way to be doing something."



DARIUS NORELL

CRAZY IS...  
"having confidence when faced with uncertainty."

Leadership Coach - People + their Brilliance  
Co Founder - Spring Project



"Stay true to what's most important. Notice when this puts you at odds with everything and everyone around you. Congratulations, you are a maverick."



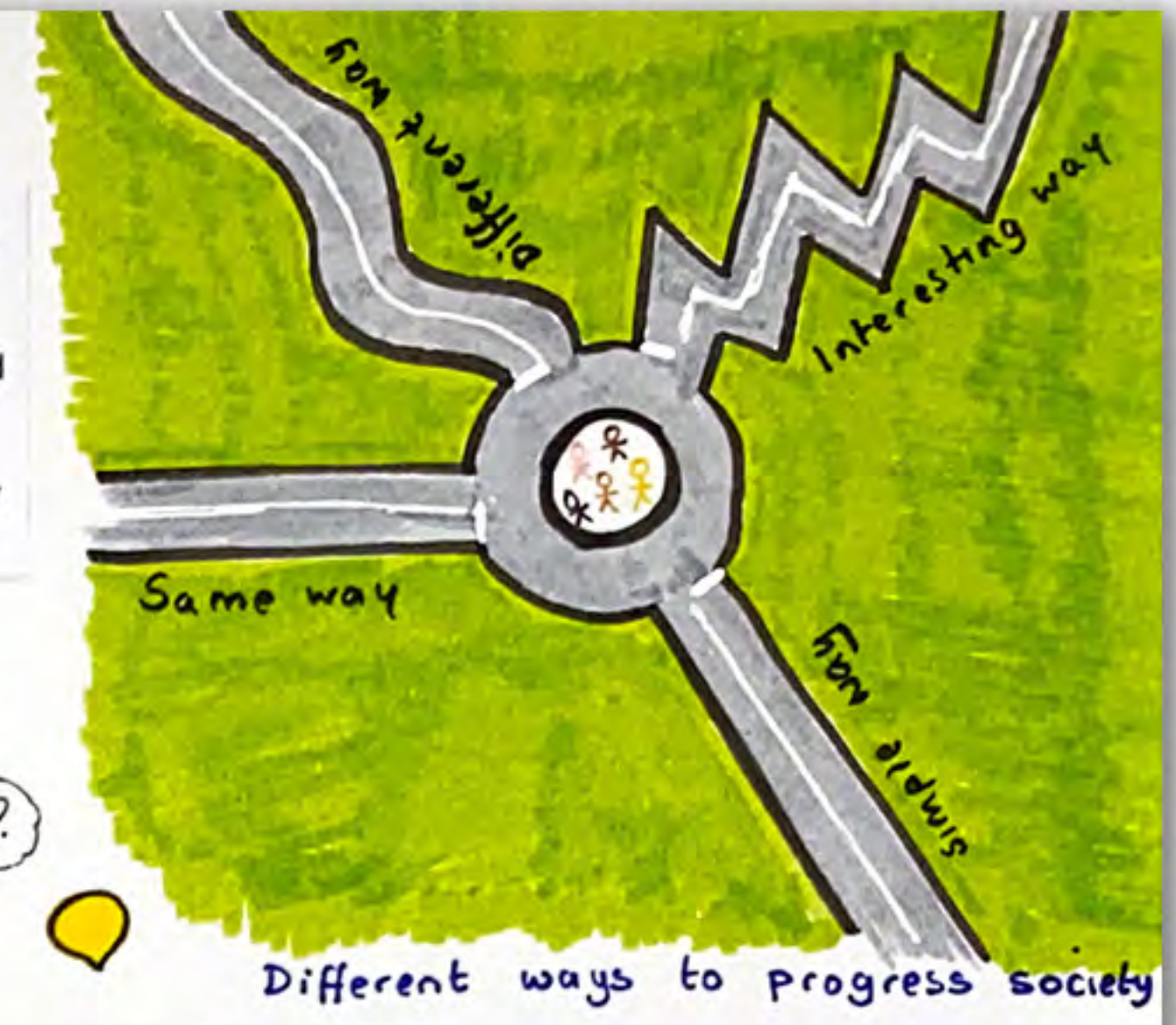
I can see what seems to me a better way, a simpler way, an easier way, a different way or a more interesting way to progress and learn as a society. So even if there's a good way and it's working, I'm like 'Oh great I'll do it differently and see if I can learn something new.' That possibility is there that a much bigger level globally, societally to organize ourselves in a way that really enables us to live more happily so we have more in our lives.



Question why?



Though I have some different ideas the biggest fear is kind of discovering something new that has huge potential benefit for people in the world and not being able to manage to communicate, or articulate, or have it adopted, as look this could be so much better if we all did this. It's that loss having really found something that's genuinely transformative and not getting the airtime or the opportunity to get it picked up.



Different ways to progress society

So much of social convention just seems so alien. I didn't wash my hair for about 20 years on the basis that we weren't born with a bottle of shampoo in our hand so how come we need shampoo? So just really at that basic level, why are we doing things the way we do them?



Fear - Worthwhile ideas not executed



There's so much inertia in the status quo, about how things are, the momentum that's there, that trying to change anything is like really really hard. So there's lots of people saying things like in education that are different to how things are done at the moment. No one's listening but they've been saying that for a long time, we could educate people differently. So even people like Montessori or Rudolf Steiner they're all great examples of people thinking differently about why things are the way they are.



Inertia in status quo



may-er-ick

"Some one who do all the time; why do assume just because everyone's been do even a good way or be doing something."



Dear Darius,

When our mutual hero friend Jeremy Mead introduced us I was excited to meet you. I recall it was at the London Stock Exchange, where you were helping a group of young people believe in themselves and their abilities as part of the Spring Project. Aikido + street questions where they had to approach strangers. No wonder I remembered you when I commenced the (M) project.

Darius, you that me that:

- (M) are motivated by the knowledge that there are so many better ways of doing things that haven't been discovered or just haven't been adopted.
- (M) approaches are useful in trailblazing ventures because they're aren't rules yet.
- (M) are less self conscious of trying new + different things and find it easy to think outside of what already exists.
- Being a (M) is just a natural state of enquiry.

Thank you for sharing your insights and stories Darius, especially how you were nurtured by your dad who impacted + influenced you by doing things his own way, which were often more effective than those of others around him, and kind of gave you permission to do the same.

Can you also say Thank You to Kasper, your son, for me. He came in when we were speaking on Skype as wanted to show you something. Obviously I focused on Kasper (you can take the Children's Nurse out of a hospital, but you can't take away her ♥). Kasper showed me his drawing + I showed him Super Ninja Unicorn.

"That's not awesome Billie, that's EPIC" he yelled.

Thanks to Kasper 'EPIC' became my new word. And as my friend Marx Bunger says, Awesome just sounds so mediocre now, but EPIC, now that's something to strive for. So I hope you find this book and the stories in it

Billie ☺ EPIC

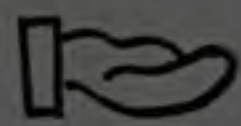


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"Stay true to what's most im Notice when this puts you at Congratulations, you are a mo



MAV-ER-ICK

"There's something about thinking differently, but I guess mostly for me it would be about what drives the desire to do things differently. A maverick is someone who has an intrinsic compulsion to challenge the status quo, and isn't afraid to go out on a limb because of that. It's two constituent parts: an intrinsic desire to challenge the status quo and as a result of that being pretty happy to be the only person to hold that particular point of view because you believe it to be correct."



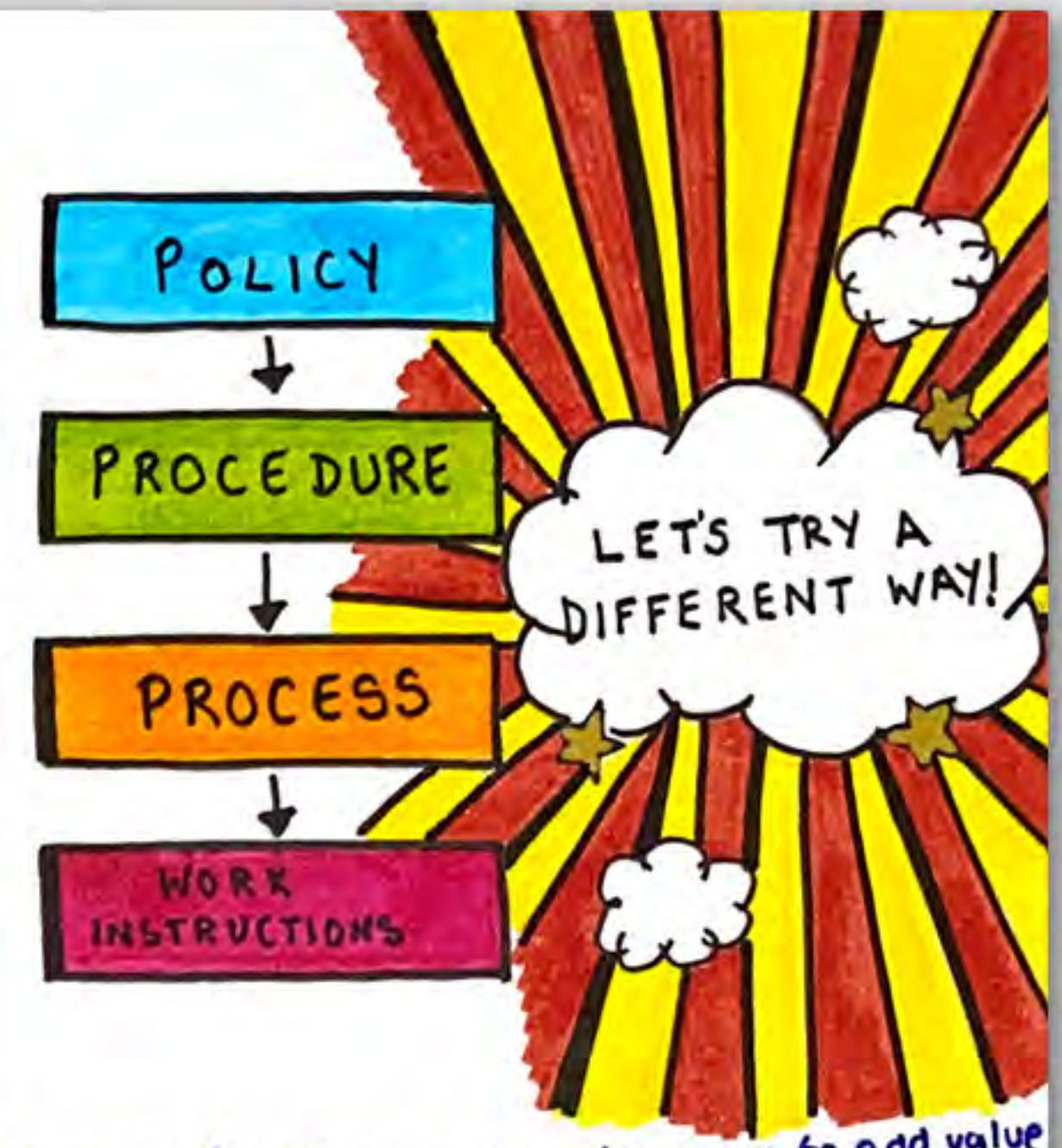
SHILEN PATEL

Co Founder Independents United

CRAZY IS...  
"the happiness that I derive from raging against the mediocrity of the status quo."

"Don't ever lose belief that your maverickness will add value and will help. Don't let anyone put you off or make you believe that isn't what you should try and do."

Big organizations struggle with mavericks. I think one of their problems is they shouldn't struggle with mavericks but they do. So if you're a natural maverick inside a big organization there's going to be a lot of downsides I suspect. I left Diageo for that reason and the other thing about big organizations is what they definitely did then and I still think do today, is expect people to be functional experts, so what they want you to do is to go into management, and you lose your maverickness and all of the value you're adding to the business. I spent an age with Diageo going, no stop showing me the standard what everyone wants. Start showing me place where I know and you know I can add value, because you've just told me that and that's where I want to add value. Start showing me that and so they're unable to find pockets of the organization where you find you can be who you want to be and add huge amounts of value as a result, largely because they're just not willing to change their structures. It could be that they say you're not adding value when you're adding huge amounts of value. True mavericks know there are appropriate times to push the agenda and inappropriate times to push the agenda. So people who go too far, let's say extreme maverick, but I wouldn't call them real mavericks cos I just don't think there's enough positivity in there, they can be harmful because they can create really negative atmosphere.



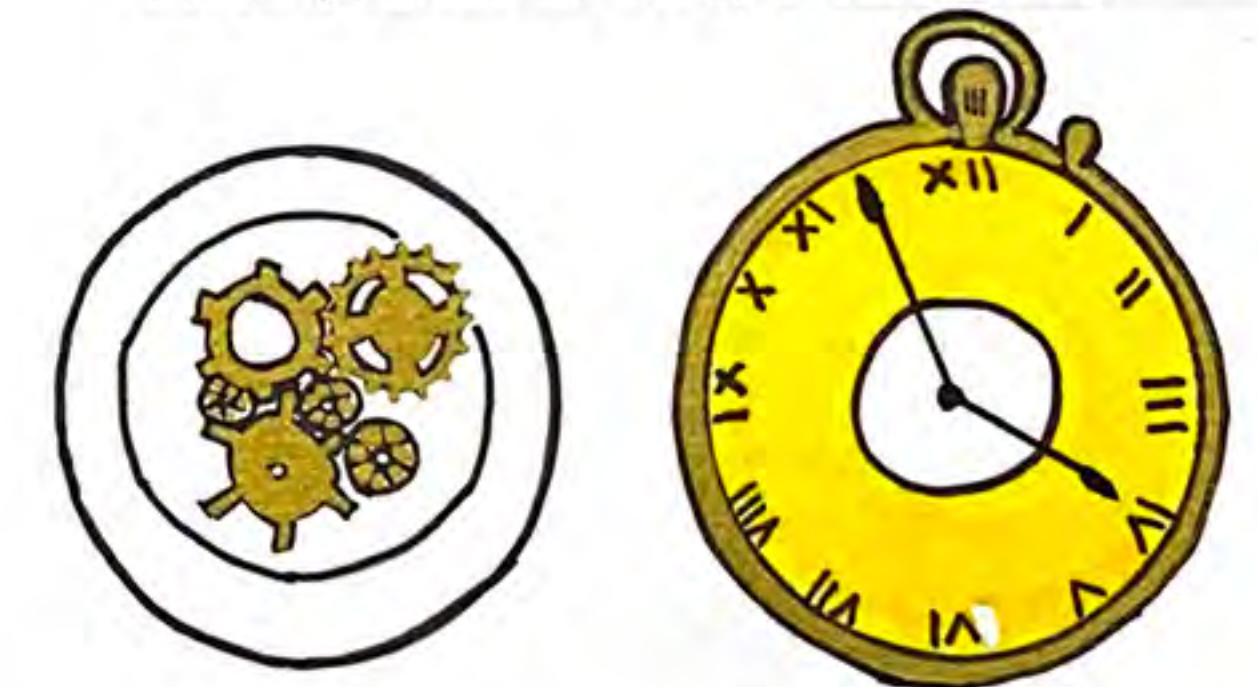
Corporations need to allow you to add value

- Only Founders own company
- Only Founders get profits
- No one holds a job title
- You're responsible for when + how much leave you take
- No hierarchy
- Able to contribute to  success  failure
- Failure valued

Maverick company culture

The analogy I tend to use around what I would call clock building rather than time telling. So lots of people that describe themselves as leaders and managers in businesses tend to be time tellers. What they do is they tell their staff or the people working for them, or they work with how to tell the time. This is the way we tell the time and this is what we do. I would like to be a clock builder and what I specifically mean by that is that there's a bunch of people who've gone off and been business owners in their own right when they might not have started off that way. And I use business owners in the broadest sense of that word.

Our business is weird because we don't follow the usual agency models... We take all of our profits and we invest them in start-ups and ventures of our own and we see that as our earn out model. Everyone owns our company, not just me and my business partner... We're maverick in intent, we're maverick in culture... To the agency world we're really odd and we're really weird and they don't really get us and sometimes don't like us as a result, so maverick in intent and maverick in culture... I think we're still constrained somewhat by either the rest of the world around us or by actually some of the cultural norms that society has, actually work very hard against us. So here's a tangible example, we don't have job titles, because I don't believe in job title that mean people start to pass bucks, even if they don't believe they are. It reinforces hierarchy and that you can't challenge, supposedly people who job titles above you, whether that's inside the company or even outside the company. If we had job titles, I fear what happens is we walk into a room and I'll be there with some of my staff who are less experienced and people will come to me for with all the questions, when in fact they may know more than I do. So we don't have job titles for all sorts of very good reasons I believe, however it's one of the things that some of my staff struggle with is benchmarking themselves against the world around them. So they get questions from their mum like, how come you've never had a promotion? Are you just not doing very well at work? To which rightly some of my staff, really some of my younger staff who are let's say less self-confident in their ability to not want to have a job title struggle that.



Clock builders vs. Time tellers



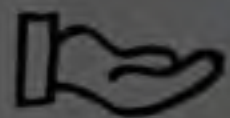


mav-er-ick

"There's something about mostly for me it would things differently. A maverick is someone challenge the status limb because of the desire to challenge the being pretty happy to particular point of



SHILEN PATEL



"Don't ever lose belief that help. Don't let anyone put you off should try and do."

Dear Shilen,

When Chris Barez-Brown (another M) introduced you to me, well he once again showed us the power of words. "She's chuffing great, doing some research into M and that he'd felt richer for having been interviewed." It worked as you kindly made time for me.

Shilen, you taught me that:

- M are T-shaped people who solve problems in ways others would not think of solving the problem.
- M are interested in taking an idea to execution because M get off on innovation
- M have an "irrational belief" that there's a better way.
- M fear conformity and becoming boring.

Thank you for sharing how being the only coloured (Indian) child in school forced you to challenge the preconceptions about you, and how you've been challenging preconceptions ever since. And I love the distinction you made about respectful M who challenge the status quo and do things differently without putting peoples backs out.

Shilen your lens on success was similar to what other M said:

♥ing what you were doing  
Learning a shitload  
Meeting - amazing people  
working with!

And money well that's a bonus.

If you did things for money you'd just have been a Banker!

On the topic of money and (ad)ventures you shared how money is easy to get hold of but what's better is smart money. Money that's attached to people who can help take the venture further + faster.

Shilen, it was an absolute pleasure to interview and learn so much from you and make you think about your maverickness.

BvMi ☺



Corporations need to allow you to add value

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Clock builders vs. time tellers



mav-er-ick

"mavericks are what move the world forward. So progression or evolution of society is moved forward by people that will brave ridicule by thinking different."

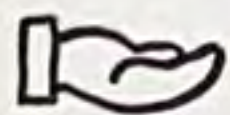
CRAZY IS...

"trying to separate work and life as if they are two separate sentient beings who should never meet."



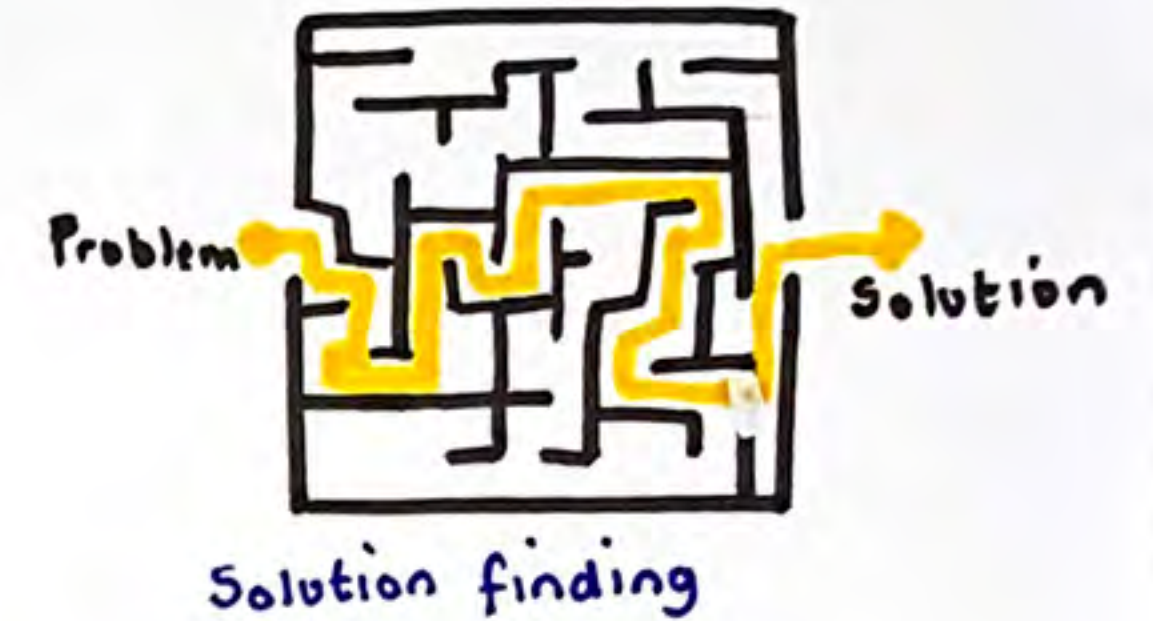
BRUCE POON TIP

Business Leader, Entrepreneur, Social Innovator, Author, Honey Badger and Captain G Adventures



"listen to your heart ♥."

The way I process things and the way I think things through is solution based. I don't let obstacles get in my way. I have a high-risk, high-reward, high level of risk tolerance and that combination of things as well as being able to focus on the bigger picture and be able to laterally think around solutions, my processing is different. I focus on what I need to get done. I focus on where I need to be as opposed to where I'm going...extremely goal focused being, very driven...You see things other people don't and you have the ability to drive ideas like other people can't...Individually I'm incapable, collectively I'm capable of changing the world so it's all about creating teams.



Gratitude

I was an immigrant coming to Canada and my parents moved here with 7 children. They moved here with the only motivation to give their kids opportunity and I always knew in the back of my mind that my parents sacrificed a lot, their whole lives basically to give me the auspicious gift of opportunity. And I never take that for granted. I have to work twice as hard as anyone else every day with that chip on my shoulder knowing that I have an opportunity to do whatever I want.... The catalyst... I realized the only time I was successful was when I was in business and it changed the way I thought...I feel that everything that I have achieved and everything I have doesn't belong to me and eventually I will have to give it back

Thinking differently is a very lonely world because you have to be prepared to be isolated and it's like living on an island...Getting people to match your energy level, or to think at the same pace that you do is a challenge...because you make decisions that are based around your heart and around what you think and data sometimes, regardless of what people will think of you. If you want to be a maverick you have to be very unpopular, being a maverick is very polarizing, as many people that will support and admire what you do, there's equal amounts of people that are motivated to see you fail.



Being lonely + unpopular

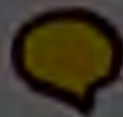


Taking risks = Being brave

I take risks every day, buying a car ferry converting it into an expedition Antarctic Ship...New innovations every year so R&D and new developments and new projects and new ways to do things every single day, it would be in the hundreds. I consider all those industry-changing kind of ventures that we've instilled...Success is something that changes people's lives, something that moves the needle on our business and moves the needle on our industry...changing people's lives through innovation. Mavericks are what move the world forward, progression within evolution; progression of society, within this is moved forward by people that will brave ridicule by thinking different. They're the bravest amongst us.



mav-er-ick



"mavericks are what progression or evolution by people that will

Dear Bruce,

When my partner Charlie/Marc and I won gift vouchers for a G Adventures trip (we won 1st + 2nd prize) that we used for our Adventure Moon it was so thrilled. The 3rd prize was a copy of your book Looptail - How one company changed the world by reinventing business. Soon as I saw the cover I told Cynthia Connell I'd have been happy with the book + shared how I was interviewing (M). She said you were a (M) and have an interesting story. That's how you came into my life.

Bruce, you taught me that:

- (M) have interest & skills that can't be trained.
- (M) are challenged to find people who match their energy levels.
- (M) are driven by the change they want to make in the world.
- (M) are needed in business

You shared how you make decisions around your heart, regardless of not being liked.

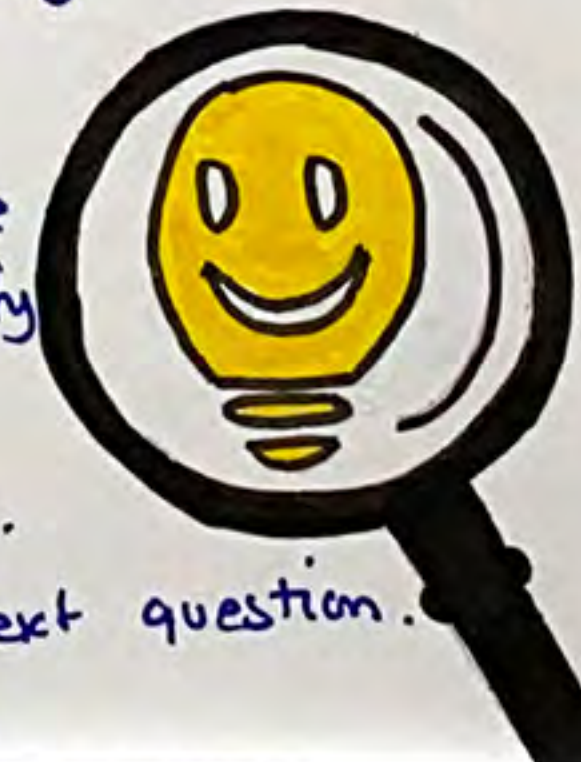
At 16 you'd been fired from Denny's + McDonalds. You had ran a couple of businesses before then and realized you were happy when doing your own businesses.

You clearly appreciate that individually you're not capable of much but collectively we can change the world. Success to you is something that changes people's lives & moves the needle on

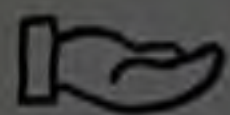
Leadership is how you do it, by creating freedom to let people get on with what they need to do. I loved your take on innovation as not what you're doing but what you've yet to do. That's why you build environments that promote different thinking because people's lives change through innovation. Hence why G Adventures does so much R&D.

The question you suggested was what do you do to promote other (M)? As many (M) are egocentric and don't help to identify and promote others. How do we identify young (M)?

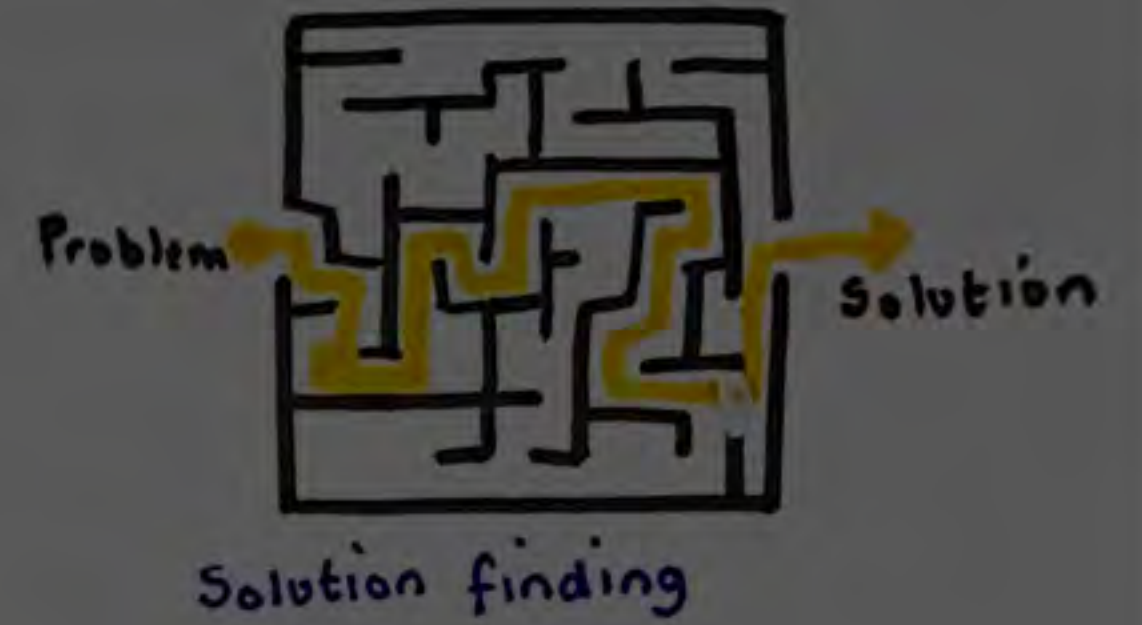
Bruce, it's one of the reasons I started this project. How we identify, support + educate young (M) is the next question. Thank you Bruce. Hope you like the (M) stories. *Billie* 😊



BRUCE POON TIP



"listen to your heart"



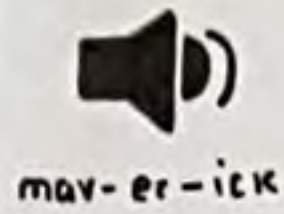
I was an immigrant coming to Canada and my parents moved here with 7 children. They moved here with the only motivation to give their kids opportunity and I always knew in the back of my mind that my parents sacrificed a lot, their whole lives basically to give me the auspicious gift of opportunity. And I never take that for granted. I have to work twice as hard as anyone else every day with that chip on my shoulder knowing that I have an opportunity to do whatever I want... The catalyst... I realized the only time I was successful was when I was in business and it changed the way I thought... I feel that everything that I have achieved and everything I have doesn't belong to me and eventually I will have to give it back



Being lonely + unpopular



I take risks every day, buying a car ferry converting it into an expedition Antarctic Ship... New innovations every year so R&D and new developments and new projects and new ways to do things every single day, it would be in the hundreds. I consider all those industry-changing kind of ventures that we've instilled... Success is something that changes people's lives, something that moves the needle on our business and moves the needle on our industry... changing people's lives through innovation. Mavericks are what move the world forward, progression within evolution; progression of society, within this is moved forward by people that will brave ridicule by thinking different. They're the bravest amongst us.



mav-er-ick

"A maverick to me in the business context is someone who is breaking boundaries, who is changing people's minds by doing something that wasn't thought of before, or breaks the given parameters of a set of ideas about behaviour or how something works, or says no it doesn't have to be that way."

CRAZY IS...  
"as crazy innovates and disrupts; not really crazy at all."



ROD QUIN

Founder/CEO Ombræ



"Never say No."



I won an entrepreneur competition and was hounded by investment capitalists and investors. They could see the \$\$\$ so I hired an MBA as a business manager and he started the process of helping to finance the company, best investment banks, angel investors, institutional investors, venture capital etc etc. The more and more I got into this I was trusting and this is a great idea surely this is going to be a slam dunk where we're not gonna have a problem with this...but some of the consultants that we had that were trying a typical strategy with venture capitalists - to kill the inventor. You have to kill the inventor and get his ownership out of the formula to move the company forward in a strategic way to make money, because ultimately it's a platform to make money...They didn't understand my business, they didn't understand what this technology was capable of. they just wanted to promote it to a level, run it up the IPO flagpole and then profit take and move on and it all had to be done in two years... They don't care about it, where it came from or what it is, it's a formulaic process. That was the realization in my mind and I went, Holy Shit, I've been bamboozled. So I fired them all. I fired the board.



Kill the inventor



maverick = the ultimate freedom



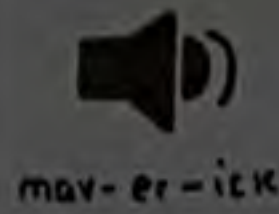
From my experience in different fields in this work that I can light the fire in a designer, in just about any field, automotive, fashion and design...I had the good luck to be in the film industry for almost 20 years solving these technical problems, flying around in helicopters and using helicopters as sculptural tools and scenery building, like a hammer and chisel. That gave me such perspective on what can be done with an idea. I'd like to continue to be able to apply that, geometrically multiply it.



To be a maverick you have to be driven by a creative idea or something and I'm sure mavericks are driven by, Richard Branson he's driven by you know and Steve Jobs or somebody they're driven by an internal creative fire, and I think creativity depending on who it's burning in, can take on whatever shape or form. Innovation is essentially the fuel that burns in a maverick. Innovation is really the mental space that a maverick lives. It's emotional as much as mental. That's the drive, it's fundamentally an emotional drive that manifests in the mind, that's the fuel, the innovation fuel that a maverick burns.



driven by internal creative fire

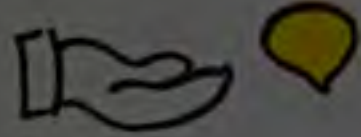


mav-er-ick

"A maverick to me in the breaking boundaries, who is something that wasn't thought of within parameters of a set of works, or says no it doesn't



ROD QUIN



"Never say No."

Dear Rod,

When you shared your optical Tile technology at the Innovation Labs meet up, I was immediately drawn to you and your concept.

Rod, you taught me that:

- (m) use their creative talent for workable solutions.
- (m) have an instinctive desire to challenge the rules and instinctively stretch the boundaries.
- (m) are (m) by their actions and by the non action of others.
- (m) work for the top line; the breadth of their conscious experience.

Rod you shared how you pay attention to your life and see it all as a conscious building experiment using art as a tool for internal examination. Your second attention to reality enables you to see common things differently.

Thank you for sharing stories of trust and self belief. Of saying YES, because solutions come from engaging in motion. Saying YES gives you direction + possibility. And then taking on the challenge of convincing others, and getting them to believe + fund the idea to execution.

Rod you said you wanted to control light, confine it and stretch it's boundary. When I place that in context of your stories of exploration from your childhood, a childhood that didn't force you into confinement, but was expansive. And add that to your work in Hollywood's gigantic sandbox designing film sets and props I realise the diversity and how you are a living example of the merger of art and science.



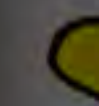
Thank you for your honesty of the choices you've made, like giving up your personal life to pursue your ideas, because the idea IS the (m) gift to the world. Even though sometimes (m) have the idea, but not always a business plan!  
Hope you enjoy the stones + insights. *Bilve* (smiley face)



Kill the inventor



I'm not bound by anything. I need that breadth of freedom. I need that room to move and therefore I kind of bump up against edges all the time, I'm used to that. I don't feel like I'm doing something unless I'm making some noise.... Freedom has a lot of responsibility and being a maverick is the ultimate freedom, cos I make my own choices, and I follow through with them and I succeed or fail on those choices.



To be a maverick you have to be driven by a creative idea or something and I'm sure mavericks are driven by, Richard Branson he's driven by you know and Steve Jobs or somebody they're driven by an internal creative fire, and I think creativity depending on who it's burning in, can take on whatever shape or form. Innovation is essentially the fuel that burns in a maverick. Innovation is really the mental space that a maverick lives. It's emotional as much as mental. That's the drive, it's fundamentally an emotional drive that manifests in the mind, that's the fuel, the innovation fuel that a maverick burns.



mav - er - ick

"Someone who doesn't think of themselves as a maverick first + foremost. Because what they try to do or be everyday is authentic to what they see and believe is needed. It's based on their experience and observation and both sensing and thinking. But they do what they think is truly needed and it comes from their own experience and their own questioning, they're not trying to apply someone else's solve."



DANAE RINGELMANN

Co Founder Indiegogo

CRAZY IS...  
"what others call you when you embark to change the world, and what others call themselves once you have."



Follow your heart and change the world

When I started following my heart and paying attention to the things in the world that bothered me the most and taking steps towards those. Those itches I call them, then I found a world of opportunity in front of me to actually do something the world actually needed, which in my case was changing finance to make it far more fair and efficient and therefore better. A way for the world to fund the ideas it wants.

I had an experience where I got invited to an event where Hollywood meets Wall Street. A few days later an elderly man FedEx'd me his script with a note saying I look forward to you financing my film and I say how much money he's spent on the FedEx package and that's where I started to cry and I called my mom because I was really upset, because a man with a lifetime of experience was begging someone like me with no experience for money, just because I worked in a bank. Mom said if you're so upset about this go do something about this, stop whining. She told me to pay attention to what I'm seeing and sensing and do something about it. And so I went and started helping the filmmakers and theatre producers and put on this play. I helped get investors, to book a venue, got actors there, audience there, got investors there and put on this one night production. The goal to turn it into a full blown production and get the investors to write the cheque. And everything went perfect, except at the end the investors said we're not investing, sorry and good luck. I was so disappointed by that. It was just so hard so I had this angst around why is life not fair with financing. And I worked in this world of Wall Street where people were loaded and it was like a bubble. And if you weren't in that bubble then good luck! It just didn't feel right and I was failing for the same reasons that my parents were failing so that when I started thinking how can I solve this, and it was a solve around putting the power back to the people who were in the play that night to decide and that's when I came up with my original idea. An online fund which was similar to original funds but had a democratic twist.

**THE IDEA**

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**FUNDING**

Fuzebungle, the world's first ever bunglefuzzer.

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**TRANSPORTATION**

\$241,264 USD raised 945%

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30 days left

Left finance to change finance

$C = \pi d$   
 $V = \frac{4}{3} \pi r^3$   
 $a^2 + b^2 = c^2$   
 $s = ut + \frac{1}{2} at^2$   
 $E = mc^2$

Linear thinkers don't appreciate you

When I was a young girl I was someone who thinks out loud a lot. It's my way of thinking and figuring things out and processing and I would irritate my co-founders, cos they don't work that way. And I got upset and mad about it thinking maybe I wasn't smart or whatever and I started having all that stupid internal dialogue and my father turned to me and said Danae you're just different. You think in a non-linear fashion. Linear thinkers don't appreciate that. Maybe you as a non-linear thinker don't appreciate the linear thinkers but you're different and there's value in that. You should have to justify you should embrace it and it's important that you bring that forward. Don't suppress it because it's not like other people.

Mavericks have to suffer the discomfort of not necessarily fitting in all the time. It's hard to do what's needed and my dad actually left me with this quote before he died. He said, "the world has a lot of inertia and it likes to say no and it doesn't like change and as you're someone who's starting a company and doing an entrepreneurial thing, it's your job to keep saying yes and don't expect anybody to pat you on the back for it cos they won't and maybe one day they will but that's not the point. You need to do this because the world needs you to do it and they don't even know it. [quote]"



Keep saying yes and...  
Don't expect a pat on the back



"Get out of your head and start experiencing things and paying attention to how you respond to those experiences organically. And what that tells you about yourself and what you love, are good at and what you notice about the world and what it needs."



mav - er - ick

"Someone

maverick

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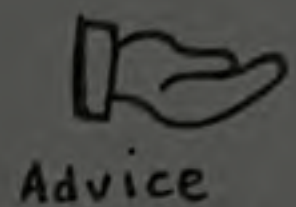
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DANAE RINGELMANN



Advice

"Get out of your head

paying attention to he

organically. And what

what you love, are g

the world and what

Dear Danae,

When I heard you speak at DealMaker Media's GROW - The Future of Business Conference I knew straight away that you were a maverick and one that I wanted to include.

Anyone wanting to disrupt the unfairness of finance was someone with a story to learn from.

Your warmth, genuineness and fearless authenticity with a serious dose of empathy touched my heart, especially the candid and beautiful stories you shared of your parents' love and encouragement of who you are. Everything about your interview came from your heart.



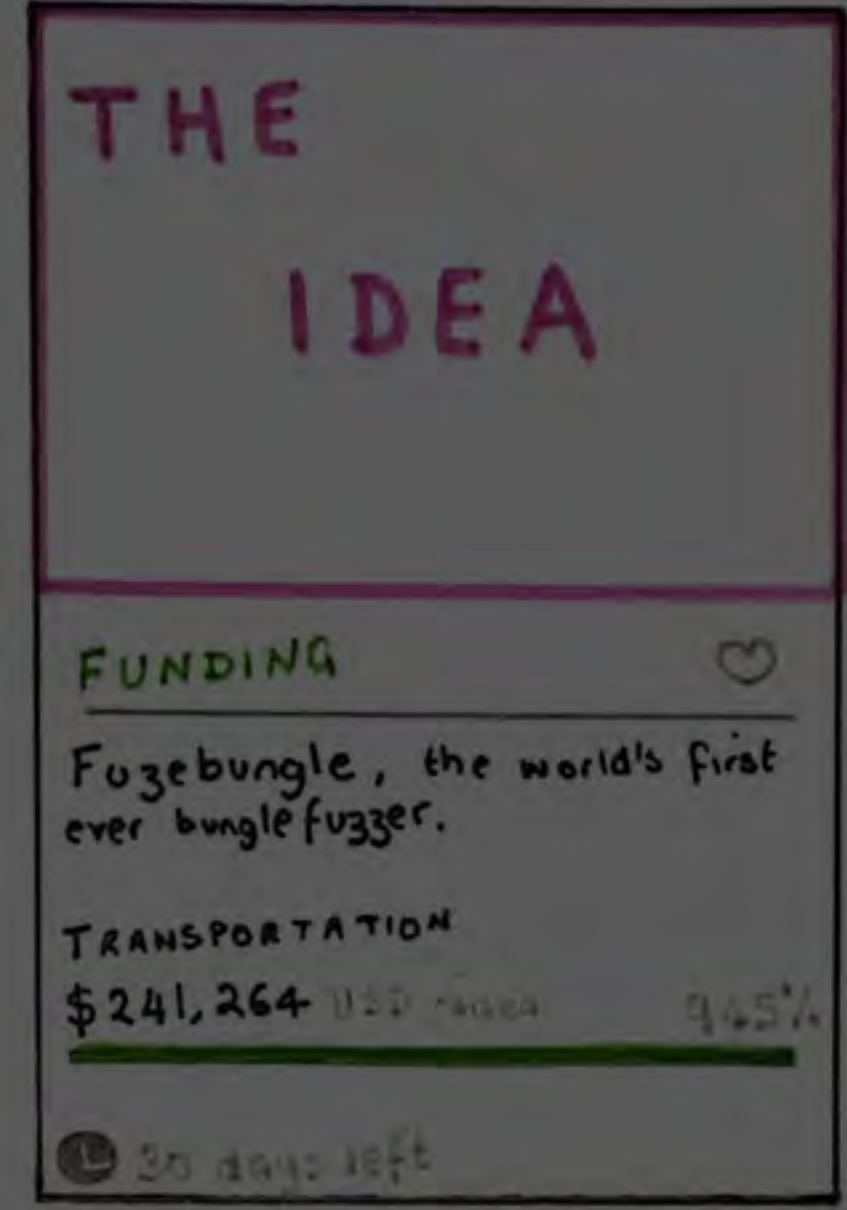
Danae you taught me that:

- As humans we have a role to use the best efforts of the few to help the many.
- (M) do what's needed.
- (M) take brave steps and leave secure financial jobs to change the world.
- Its possible to be a good human being and be successful in business.

In scratching your own itch by going on a mission to make finance more efficient you gave the world a way to finance the ideas it wants by creating a platform to crowdfund innovations. This along the way helps so many other entrepreneurs realise their dreams and aspirations.

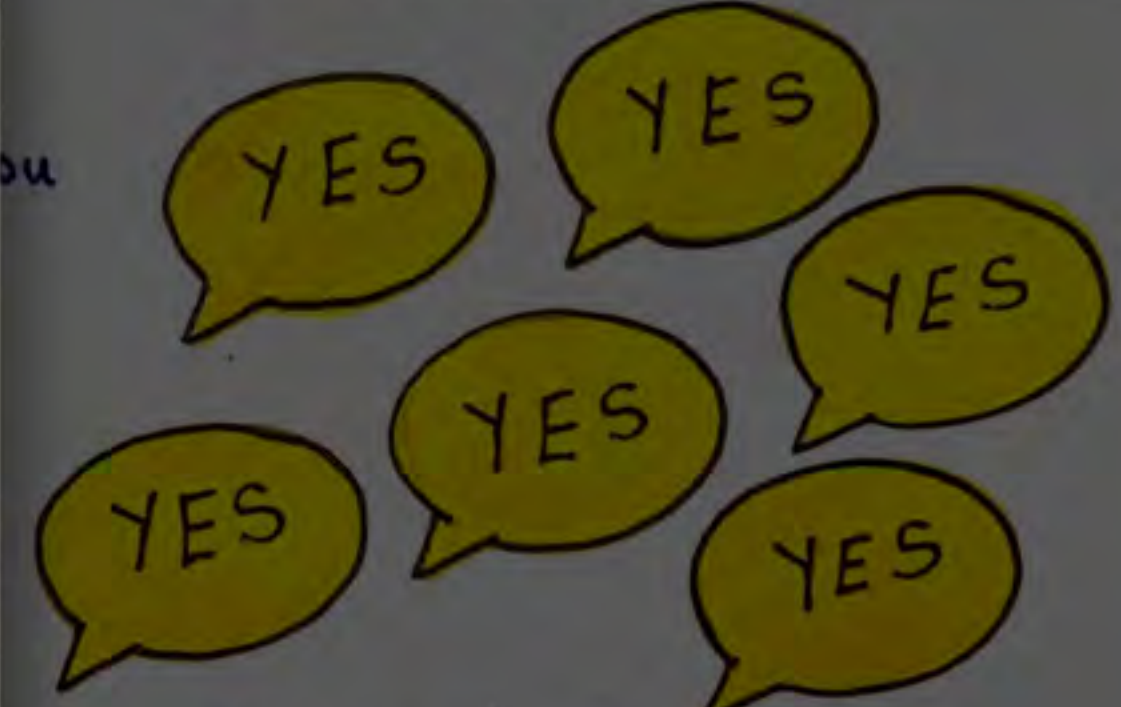
**INDIEGOGO.** is your way of doing meaningful work, differently. Thank you so much for letting me do my meaningful work by giving me your time, even though I know I haven't captured your essence fully Danae. *Bilki ☺*

When I started following my heart and paying attention to the things in the world that bothered me the most and taking steps towards those. Those itches I call them, then I found a world of opportunity in front of me to actually do something the world actually needed, which in my case was changing finance to make it far more fair and efficient and therefore better. A way for the world to fund the ideas it wants.



Left finance to change finance

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Keep saying yes and... Don't expect a pat on the back

🔊 mav-er-ick

"Somebody who not only thinks internally different but actually does things different. So for me a maverick is someone who doesn't necessarily follow the conventional wisdom, very clearly thinks outside the box, but much more than that. They don't do it for artificial reasons. They do it because it's absolutely core to their psychological DNA. They can't help themselves. They just HAVE to do things differently. It's hardwired in them and often very driven to live a full, a kind of unique lifestyle or to create unique value in the world. And I think increasingly the really interesting mavericks are the ones who are driven to really make a difference to the world. Create a real legacy in the world. They're the kind of mavericks that I think are really really exciting."

HUMBLE  
EXCELLENCE



I think that [being underestimated] would have been true to me 10 years ago. I think now because of the fortunate position I've got myself into people look to me as somebody that can make things happen. What I've always tried to do is humble excellence because my natural personality is very gregarious I try to kind of dampen that down because I really want to help other people achieve things cos I love it, I just love it, so I get very excited.

CRAZY IS...  
"not following your dream  
and living a life less ordinary."

As a kid was always a bit of an oddball, I never fitted in. I was an outsider and what I've realized is actually I'm really comfortable being outside of the norm now, whereas when I was a kid I wanted to fit in, but could never find comfort fitting in. So I don't fully understand the reasons. I do know it's driven by the deep need for independence. But I've got a very highly creative and analytical mind as well as it's a psychological framework. It's definitely because of my upbringing, but it's also hard-wired to my DNA. I've got to, I can't help it... So you've got to look at your maverick DNA yourself and say what's really driving this. For me the things I'm building at the moment are a core part of my life's work. I'm not gonna sell any of these, they're all for me to learn and grow and make a difference; a contribution.



Hardwired via DNA

Founder DRArete  
Chief Storyteller/Firestarter  
Ministry of Entrepreneurship



Mavericks don't work  
in risk averse environments

It's almost impossible to be a maverick in a junior role within a business, because actually if you're not surrounded by other leadership mavericks they won't understand you, so my experience in Deloitte I was trying to be too maverick and they wanted someone who was safe and secure, so actually it was very painful for more, because they were telling me every day of my life towards the end, you don't fit, you're not giving us what we need, you need to do more of this. And I was going I can't help this, this is who I am. I'm always gonna be this way. Eventually I left. So within an organizational construct, being a maverick you have to have people around you that believe in you, in very senior roles because they're mavericks themselves and appreciate value. It's very difficult being a maverick in a risk averse environment. As an entrepreneur it's very easy to be a maverick because you have the freedom, flexibility and autonomy and it's your own money you're risking.





mav-er-ick

"Somebody who actually does things outside their psychological HAVE to do things very driven to live unique value in the interesting ways a difference to them. They're the kind exciting."



Dear Darren,

I'm so happy to have met you!

On our first meeting you shared how you had created the MOE [Ministry of Entrepreneurship] Foundation, in memory of your mother who had passed away in order to keep her memory alive by creating a charity that would empower young people from less privileged backgrounds.



Someone once told me you die twice

- once when you die
- the 2nd time when someone last says your name on this planet.

To me your mum is MOE!

And she must be very proud of her son.

You invited me to join the MOE Executive Coaching program and I saw first hand the impact of your work on the lives of young people, some who were in difficult circumstances + living/supported by Centrepoin in London. Many homeless + without direction for their lives.

From your examples of creating a microgifting model and creating a chicken farm in Tanzania that changed the lives of women + their families, inspiring them to be entrepreneurs to always trusting your intuition you exemplify your mission of humble excellence. And I ❤️ that we can all design ourselves extraordinary lives as you inspire others + yourself to do so.

I'm grateful too for the open + candid sharing of the challenges + successes of being a (M).

Frustrated with the corporate world not appreciating your maverickness you boldly created your own kind of businesses and then used them to learn + grow.

Today I watch as you expand and build new ventures, minimising failure + striving to succeed fast. All whilst being a good man + great father to your girls.

Thank you for being part of the (M) adventure and for so early on sharing that being a (M) is simply hardwired into one's DNA. And for believing that with enough ❤️ + determination we can all make a positive contribution and difference in the world.

Thank you for helping me make the difference I want to make for the world friend.

Billie

I think that [being underestimated] would have been true to me 10 years ago. I think now because of the fortunate position I've got myself into people look to me as somebody that can make things happen. What I've always tried to do is humble excellence because my natural personality is very gregarious I try to kind of dampen that down because I really want to help other people achieve things cos I love it, I just love it, so I get very excited.



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"I think the word rebel comes to mind. I think of horses actually, independent, strong, has a vision, isn't bound by societies stories and is more led by their vision."



CRAZY IS...  
"what moves the world forward in leaps and bounds."



KEVIN ROYES

Founder/Soulcial-Preneur  
The Soucial-Preneurs Club

If you have too many mavericks in society, I don't think it's good for society. Within a company you can't have too many mavericks. You need one or two to kind of drive the vision and you need other people that are like OK, now it's time to get the work done because mavericks are bouncing all over the place with their minds.



I think yoga and my spiritual practice in the last 12 years has been huge. That's really helped me settle into an understanding that life is my game, that this is my artwork...When I close my eyes to focus on whether I'm inventing or writing...When I close my eyes and start focusing on an aspect of it, that I can create in my head and build things in my head. So I've invented this multi-tool that's in England and all over Europe and I would just close my eyes and just follow it through, if this happens what needs to go now and if that folds there how does that affect A B C.



Mavericks don't think the rules apply to them.



Most great breakthroughs come from people who look at things differently, or stumble into it. Nicholas Tesla came up with some idea with how to aim energy at a death ray or whatever. This guy comes up with this idea and he then shelves it in some way and gives parts of the secrets to different countries. He's like if you want to do this you all have to talk right? And what did America do? They assembled 60 of the best scientists they could find and they still couldn't figure it out, what one maverick stumbled upon because of his approach. So we need people who are mavericks who are outside, who are audacious, who are outside the regular way of looking at things. But it's funny because society in general doesn't like us. Maybe we're threatening or we're just too different. That's always been the weird thing to me. Society in general doesn't like outsiders, yet it's the outsiders that are pushing the envelope if you will.



I was watching the latest Star Trek. Near the beginning his friend the admiral pulls him in the office and he's like, 'You know you're gonna get your ship taken away. You think the rules don't apply to you.' And that's exactly what mavericks need to think. We need to think the rules don't apply to us; otherwise we'll do things the same as everyone else does. It's the people who look at rules differently, not to break them for the sake of breaking them, but in that case, Captain Kirk, there was something his heart was pulling for. Forget rules it was to save Spock and he does and then you look back and you go what rules were broken? Yeah rules were broken but Spock was saved and everyone was back safe. Rules hold us in place, it's like tradition can hold us in place and rules are great for most people. Most people don't feel confident enough to just follow or just maybe aren't creative enough to feel like they can go out in the world, but more and more that I break the rules and see the success on the other side I'm like OK, I get it but it's not for me... Being a maverick is about looking at the rules differently. all the difference. Do I keep going? Do I give up? You only have to give up once and you're done. I have said on several occasions what if A, B, C fails? I get it might fail.

"I think the word rebel comes independent, strong, has stories and is more led by

Dear Kevin,

When our mutual friend Amy Elderkin heard about the (M) project she immediately introduced me to you. And I'm so glad she did.

Kevin you taught me that:

- (M) find it difficult to say what they do because they are usually holding a number of roles simultaneously.
- (M) follow their own sensibilities and care less about peoples opinions.
- (M) ask how audacious can this thought/idea be?
- (M) are masters of self-delusion, they believe in the impossible.

Kevin, it was pure serendipity that I had watched Star Trek the night before our interview. It was a beautiful example of how (M) question the rules.

Your story of dyslexic, and children labelled as dysfunctional, who are often found sitting outside the Headmasters office as probably being (M) in the main: They're there because they are already questioning the rules, yet we know that education nurtures + values conformity + rule-following. No wonder you could see that the (M) project was on the front edge of (M) knowledge + research.

Kevin, thank you for making time for the (M) project and keep painting on your beautiful canvas of life.

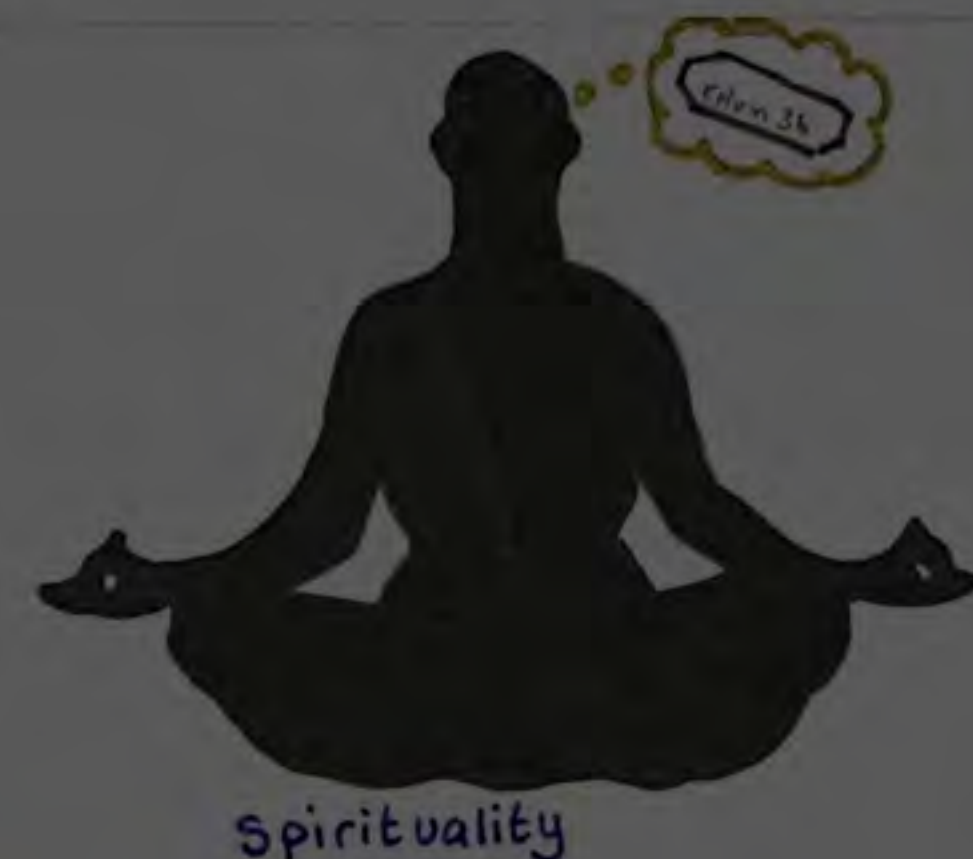
Bilina ☺



apply to them.



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mar-er-ick

"Somebody who listens to their own guidance and goes the way that actually feels correct to them because without realizing it we have a tendency to look at the people around us and see what they're doing and kind of copy off their paper. I don't mean it as a type of cheating. I mean somehow we're trained as we grow up to stay inside the norm cos it's safer in there and I think if we just really do what we think is our calling to do. When I was a struggling author, when I wasn't really published and I wasn't making money as an author but I was doing what I loved to do all day long, it really struck me how unusual that made me. How few people I knew were getting up and doing what they loved all day long. It's almost a defiant act all in itself, to follow your bliss instead of doing that compromised responsible thing."



CATHERINE RYAN HYDE  
Author and President  
Pay It Forward Foundation

CRAZY IS...  
"doing what you love, what you think you've been put on earth to do, every day, paid or not, and believing the money will follow - except it's not crazy, because it works."

"It's hard advice to follow. Look more closely at the part of you that's afraid of being criticized. Nobody likes it. To this very day I don't like being publically criticized. You have to look at that and say, in what way is this damaging me really? We have some very ancient knee jere reactions to things, like I think there was a time when we lived very tribally and to be ostracized from the community would really kind of equal death. So we have this deadly fear that people are going to disapprove of us. I don't really think it has much common application to our lives today, so just look more closely at this situation. Why do you avoid criticism so staunchly? And is there anyway you can just not like it, but also not go to any lengths to avoid it? Because it's very limiting and @ get beaten down by what other people think... there was a time in my life definately when I felt that call of wanting everybody to like me and I felt a very definite shift when I realized that there is limited value being liked by people you don't like, or being approved of by people whose lives you don't admire. So I went from wanting to be liked and respected by everybody, to wanting to be liked and respected by people I like and respect. I would very much suggest that shift to anyone, because there's a level at which if I'm pleasing an unscrupulous person I'm doing something wrong."

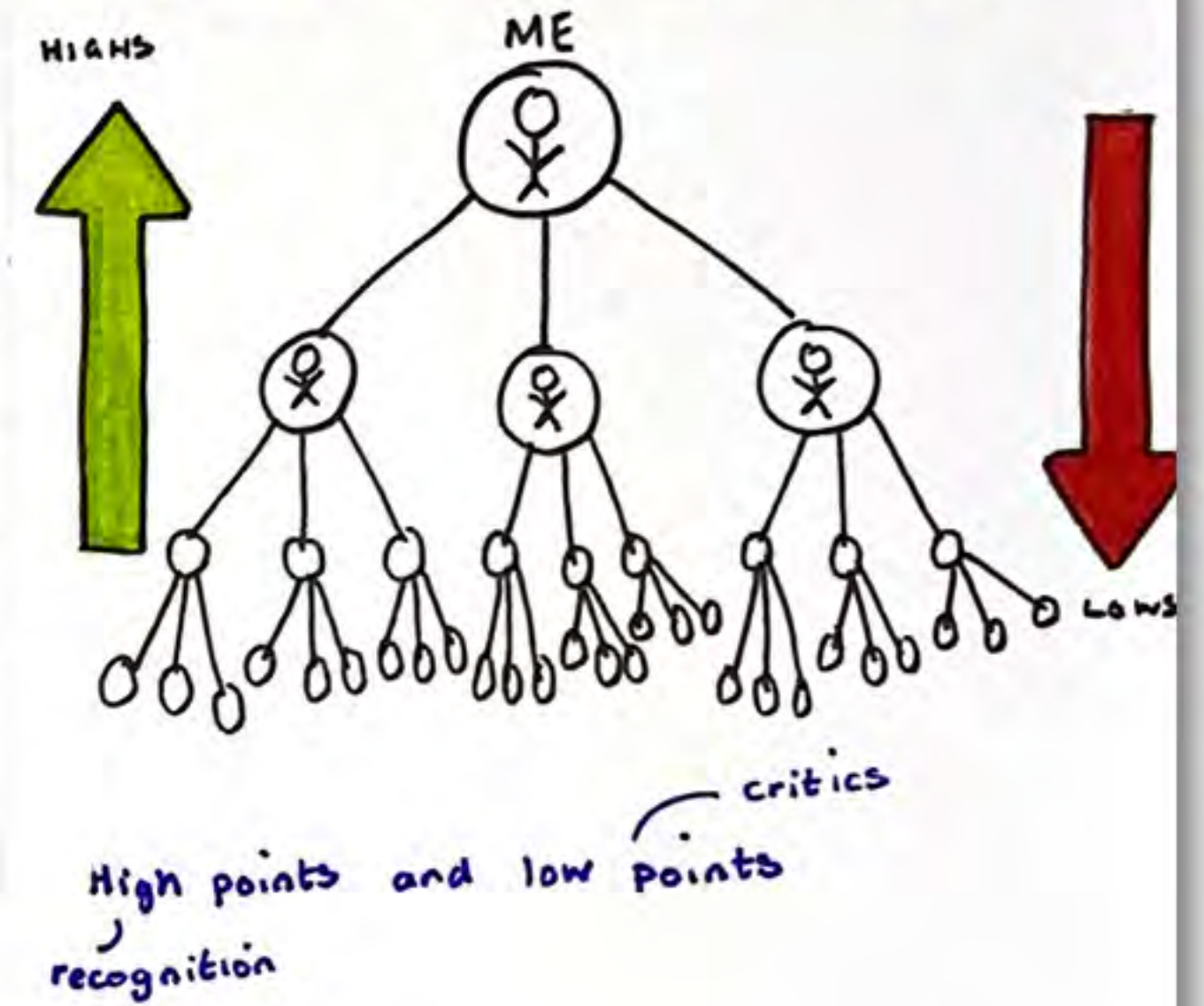
Right after the Pay It Forward movie came out was interesting because it was both the highest and lowest point. So there was one week where I was invited to the White House to watch the Pay It Forward movie with Bill Clinton. I got my picture on Time magazine. I got on the bestseller list. Meanwhile the critics were just ripping the movie to shreds. There was one critic, Entertainment Weekly, who not only insulted the movie but insulted anyone who would like the movie and then when those people get angry she had to address all that anger. She pretty much came back and doubled down on how stupid they were and a lot of these bad movie reviews were trashing the book even though it was kind of pretty clear that they hadn't read the book. I got an email from the screenwriter that said, welcome to my horrifying world of media scrutiny and it was my first experience with kind of being in the spotlight, where total strangers are taking pot shots at you, and yet at the same time I was experiencing these very high moments of good recognition. It was all extremely confusing... There's just something to be said about standing outside, both criticism and adulation and kind of looking at it, taking it for what it is and not really buying any of it. Not really buying the people who say you're terrible and not really buying the people who say that you're wonderful.



Do different to accomplish

Being a maverick must be related to creativity, but I will be the first to admit to you that I do not particularly understand creativity and probably anybody who says they do has a line on it either. I think the thing you can learn about creativity is to be there when it calls. Not so much want it is or how to make it work but just, I can't really explain electricity to you either and I can't see it but I know to flip the switch when I want it to come on. And I'm not saying creativity can be worked like a switch I'm just saying there are things you know about it and then things you don't. But I do think that not being a maverick that sort of toeing the line is kind of anti-creativity. When people write and it kind of misses I get the very distinct impression that it was written between their left and right ear and they really kind of constructed this in their brain and I think that's what we're encouraged to do, to just take control of the situation and bring our human resources to it. So to really dip into creativity you have to get outside of what they tell us to do. Mavericks are synonymous with innovation because innovation has to be something that isn't what everybody's been doing all along. So it's pretty hard to toe the party line while doing something that nobody's ever thought to try.

# PAY IT FORWARD



I do things differently to accomplish what I'm trying to get accomplished. I mean it takes me where I need to be. I write an average novel from the time I sit down to conceive it to the time I'm ready to give it to the editors in about 5 months. I'm not trying to go fast; it's just how it works. I have a strong tendency to write 10-15 pages of a novel for 10 days running. And like 100-150 pages all in that little space of time, and then you stop and take a breath and kind of develop it some more. Whereas I hear other writers say I have to pound out 2 or 3 pages every day and I don't do anything like that but I'm getting a lot done... It's all amount emotional resonance not the bottom line. There is a bottom line later when the book goes out there and hopefully it sells, and hopefully you develop a platform of books that takes care of your bills so you can keep writing.



Toeing the line is anti-creativity

mar-er-ick  
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Dear Catherine,  
 I was interviewing @ Luke Hemmant asking him about Paying It Forward. He had not heard the term before. I found a link to the trailer of the movie to send to him and stumbled across the Pay It Forward Foundation. It led me to you.

- Catherine, you taught me that:
- @ can be introverted different thinkers
  - @ live autonomous lives.
  - @ don't value approval of people they don't respect
  - @ recognise that some rules have agendas behind them.



You kindly shared your stories, listened to mine and we laughed together as we kind of put the world to right in our own ways.

I loved your fun story of the experiment you undertook in 7<sup>th</sup> grade. An experiment to walk the line, be that good girl, that good student and learning that it didn't work, it didn't get you what you wanted. You saw through the lie, + came to your own conclusion. You accepted you were stubborn and a bit of a rebel and decided you weren't gonna do it their way any more.

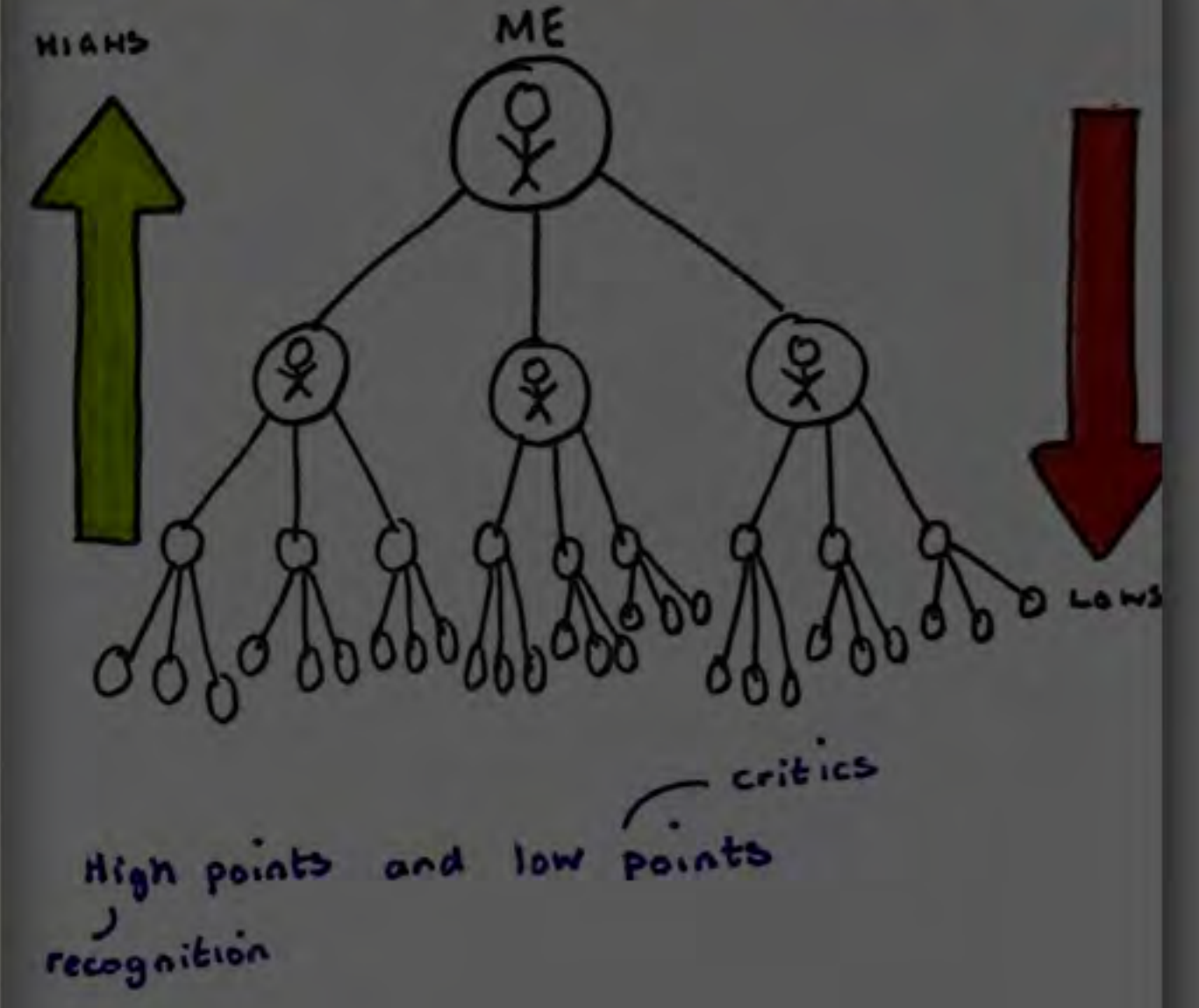
The biggest learn was humbling. It was how human, real, + authentic you are to yourself. As you said, you didnt want to preach a Pay It Forward philosophy but not live a Pay It Forward philosophy. Your fascination with authenticity and in authenticity shone throughout the interview. From the way you instantly connected with me to the openness + directness of sharing your life + opinions in social media

Thank you so much Catherine for your time, your advice, your grateful way of living life and your friendship. Love the advice you shared about writers using their life experiences as content for their work. Writers are the messengers who have to get out of the way of what they are trying to share with the world.

I have thought of your kind words often, and shared them often friend.

Rimmie ☺

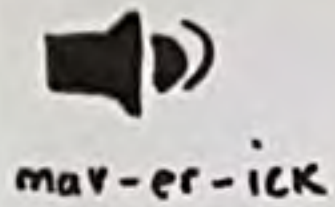
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Toeing the line is anti-creativity



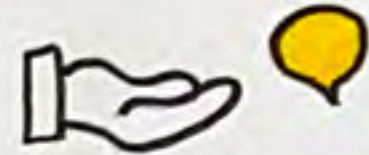
"A little cowboyish.  
Somebody who doesn't fall into traditional rules + structures.  
Someone who doesn't follow the normal path and takes  
the road less travelled."

CRAZY IS...  
"Thinking you can change  
the world."



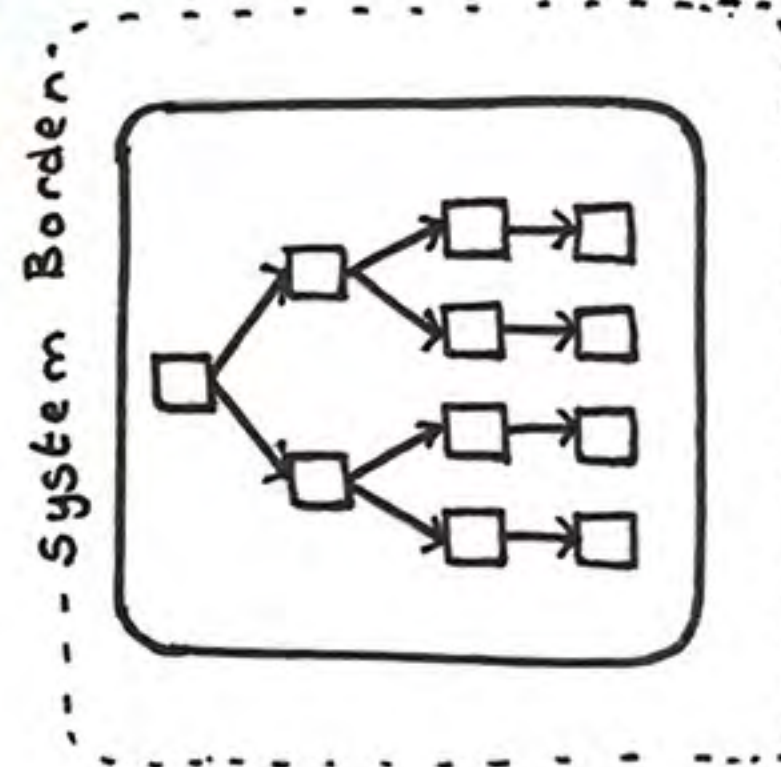
BRIAN SCUDAMORE

Founder and CEO  
O&E (Ordinary & Exceptional) brands



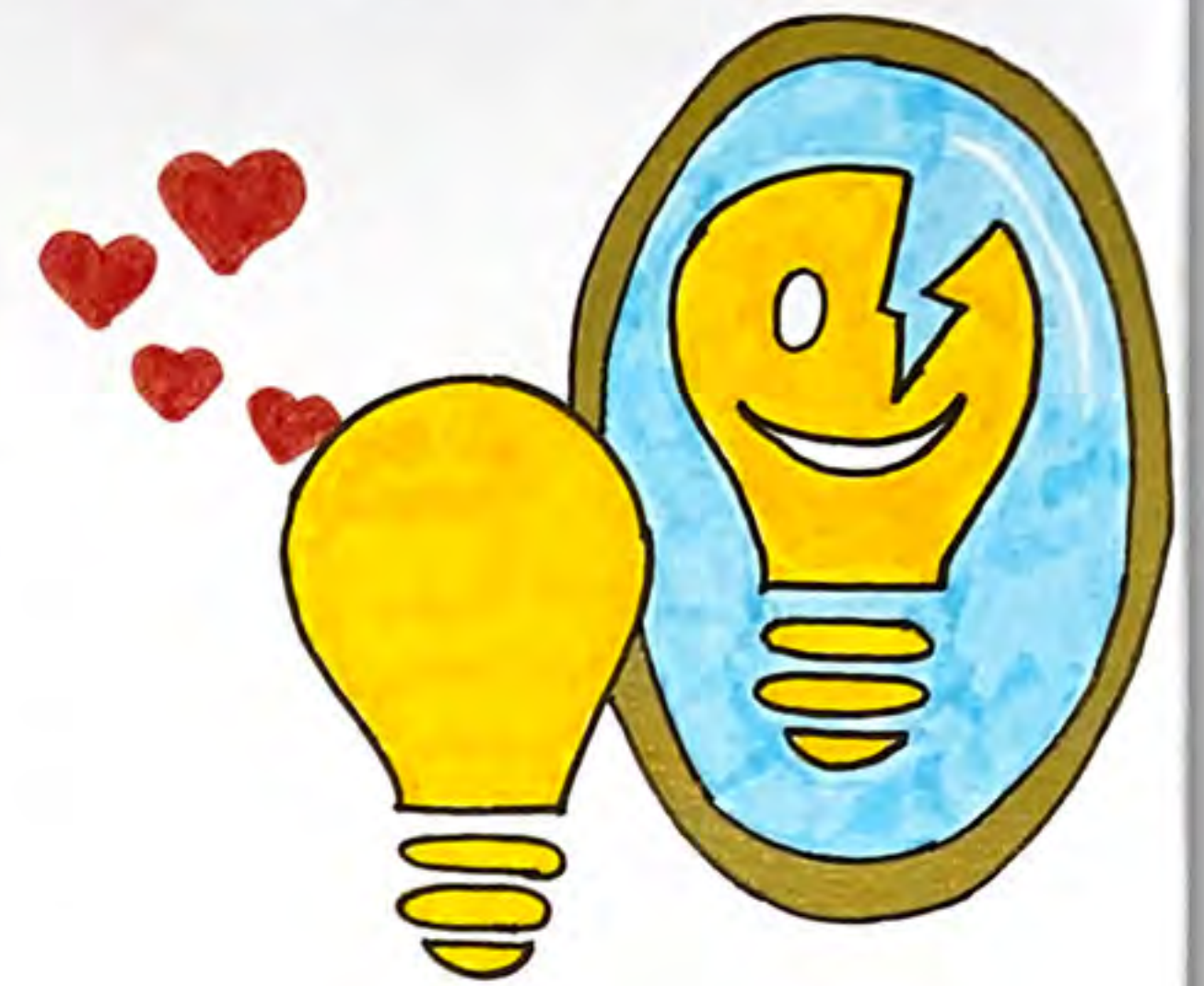
"It's accepting your weaknesses and playing to your strengths,  
not trying to fix the things that are wrong, and be happy  
with who you are."

I've learned over time that one of the talents is just accepting who I am. I didn't finish high school. It's not because I wasn't smart it just didn't work for me. I'm very ADD. I go through ebbs and flows with my energy and it's just accepting who I am and being OK with that...People often look at you differently and describe me as quirky and interesting but again being OK with that. Just knowing that just because someone sees me differently and doesn't understand how I do things, the right people who get to know me say, you know Brian can see things that other people don't see...We learn to accept our weaknesses, learn to just socialize, how we deal with other people...I am who I am. I don't think it's a choice. I choose to be happy with who I am, that may not have been in my younger years. I'm in my early 40's. When I was in my early 30's it was me probably having a little more of an arrogant approach and feeling like I was an entrepreneur and I dropped out of school and it's awesome, but now it's just accepting and being who I am...I think what you see is what you get. I think I've grown in acceptance. Just accepting who I am and loving my weaknesses as much as my strengths. Not trying to fix things any more...I can do things others can't do. I have my own unique gifts and I'm not saying I do things better, they're just differently and no one sees what I see.. Being a maverick is self-discovery, understanding what you're good at and not trying to fix the things that you're bad at, just being who you are embracing it.



Mavericks can't be systemized

Everything I do is purpose driven. I love building a brands. Now we've got 1800GotJunk, WOW 1 day and You Move Me; 3 different companies. They're all based on taking ordinary businesses and making them exceptional. If I can't do something and make it exceptional I don't want to do it, but to me it isn't about money. I drive a Fiat. I live in a modest home. I'm not a guy with all these boats and fancy cars. To me it's not about the bottom line. To me it's all about the people. To me it's about challenging the status quo and doing things differently.



Accept who you are (and your abilities)

Rules need to be broken and challenged. We're challenging the moving space, right now there's so many rules on how the moving business is run. We just came in and said it shouldn't be this way. So I think rules are meant to be broken and with the exception of things like safety or health and you know taking care of each other. Rules are put in place to police the people who can't do things a certain way, to try and systematize the people. Mavericks can't be systematized. They can't be organized and you have to let them run wild and you've got to let them break rules, bend rules, challenge the status quo...We're most maverick in how we brand and market our business, so loud, proud, get out there and break some rules and challenge industries.



Purpose driven

mar-er-ick

"A little cowboyish.  
Somebody who doesn't fit  
Someone who doesn't fit  
the road less travelled



"It's accepting your weaknesses  
not trying to fix the things  
with who you are."

Dear Brian,

Whenever I see one of your green, blue + white logo'd vans I think  
of you and say, That's one of my (M). Thank you for putting up with my  
persistence and for listening to my why for doing the (M) project.

Brian, you taught me that:

- (M) listen to + trust their gut instincts
- (M) like to be in control of their life.
- (M) can see things other people can't see
- (M) have a contagious energy they impart into their businesses.

"It's all about people"



No wonder you created  
the Living One Life Goals  
program so people can  
achieve their personal goals  
too with O2E's support.

I'd hearing your stories of working in your grandparents shop that  
influenced you wanting to be an entrepreneur. Of dropping out of school,  
of never sitting still. Your ADD. I wish I'd asked all the (M) of that.

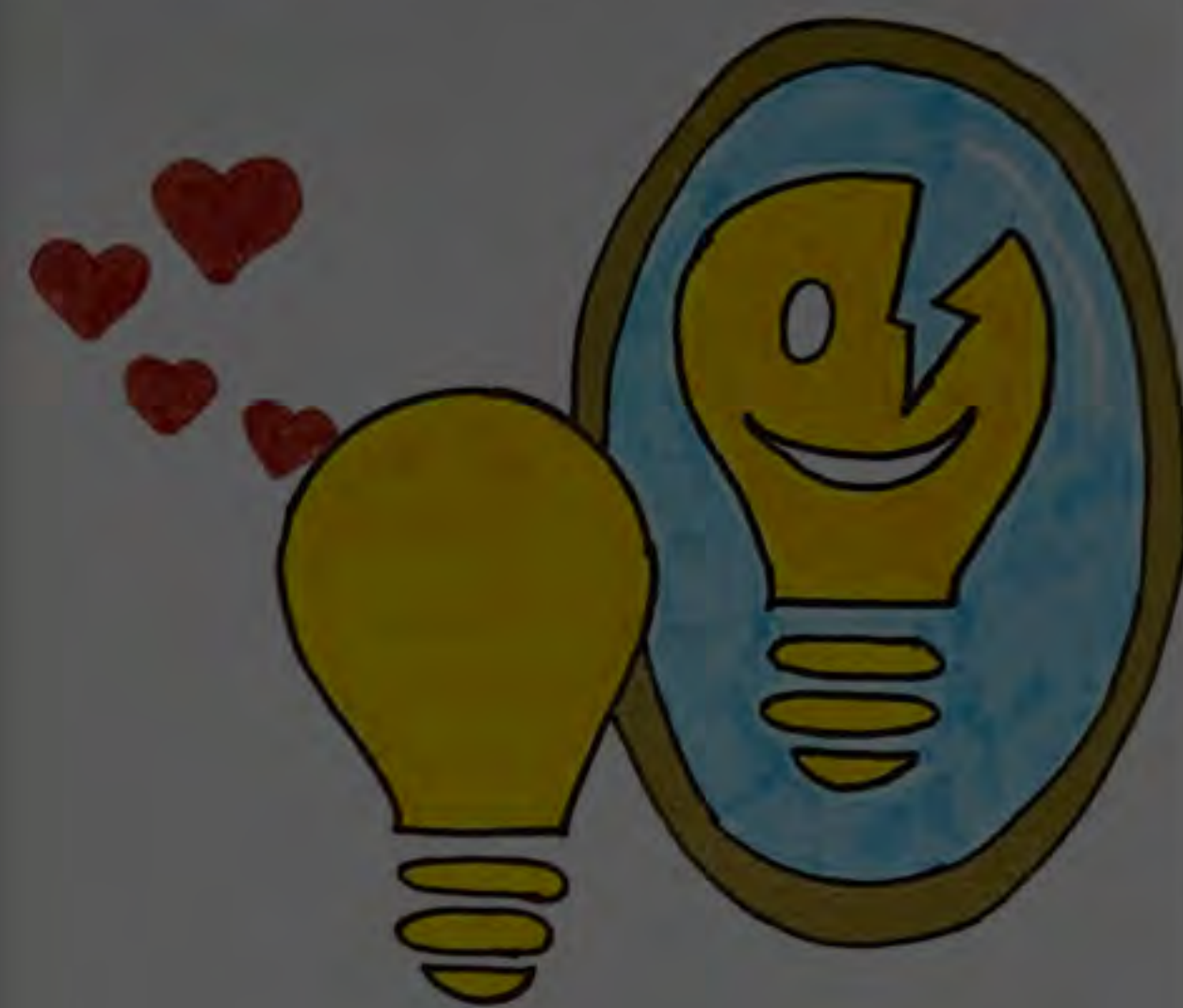
Brian, you shared how some times the big risks are the ones you don't  
realise are big risks at the time.

I particularly loved your candidness and honesty. The way you spoke about  
people who inspired you be they Richard Branson or Steve Jobs or the young  
children you met in Kenya, with the same amount of respect + honour.  
Just as you spoke about about Eric who fills the gaps to your weaknesses.

Thank you for being kind enough, for making time for me, for being interested  
in my work and suggesting its relevance for the Entrepreneur Organization.

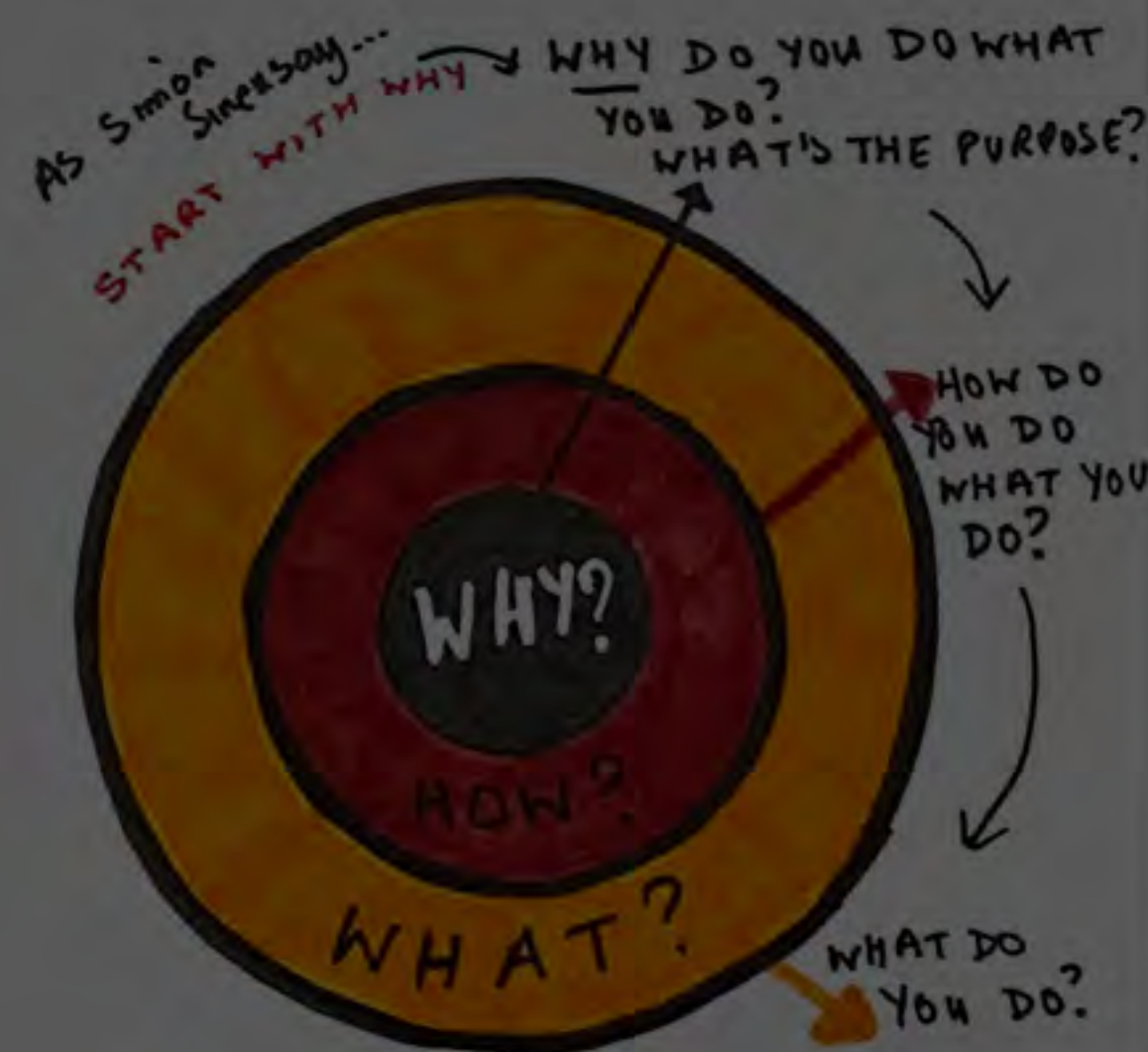
Really hope you like the stories + insights from the other (M) too Brian.

Brian (M)



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Purpose driven



nav-er-ick

"A (m) has to be really very courageous. Doesn't matter what happens, no matter if you like go 100% broke and no matter if nothing is moving and you just have to wait; wait and watch and that kind of courage. You have a stupid idea; stupid in the eyes of the whole world and probably even sounds stupid to you at sometimes...."

CRAZY IS...  
"just a dreamer."



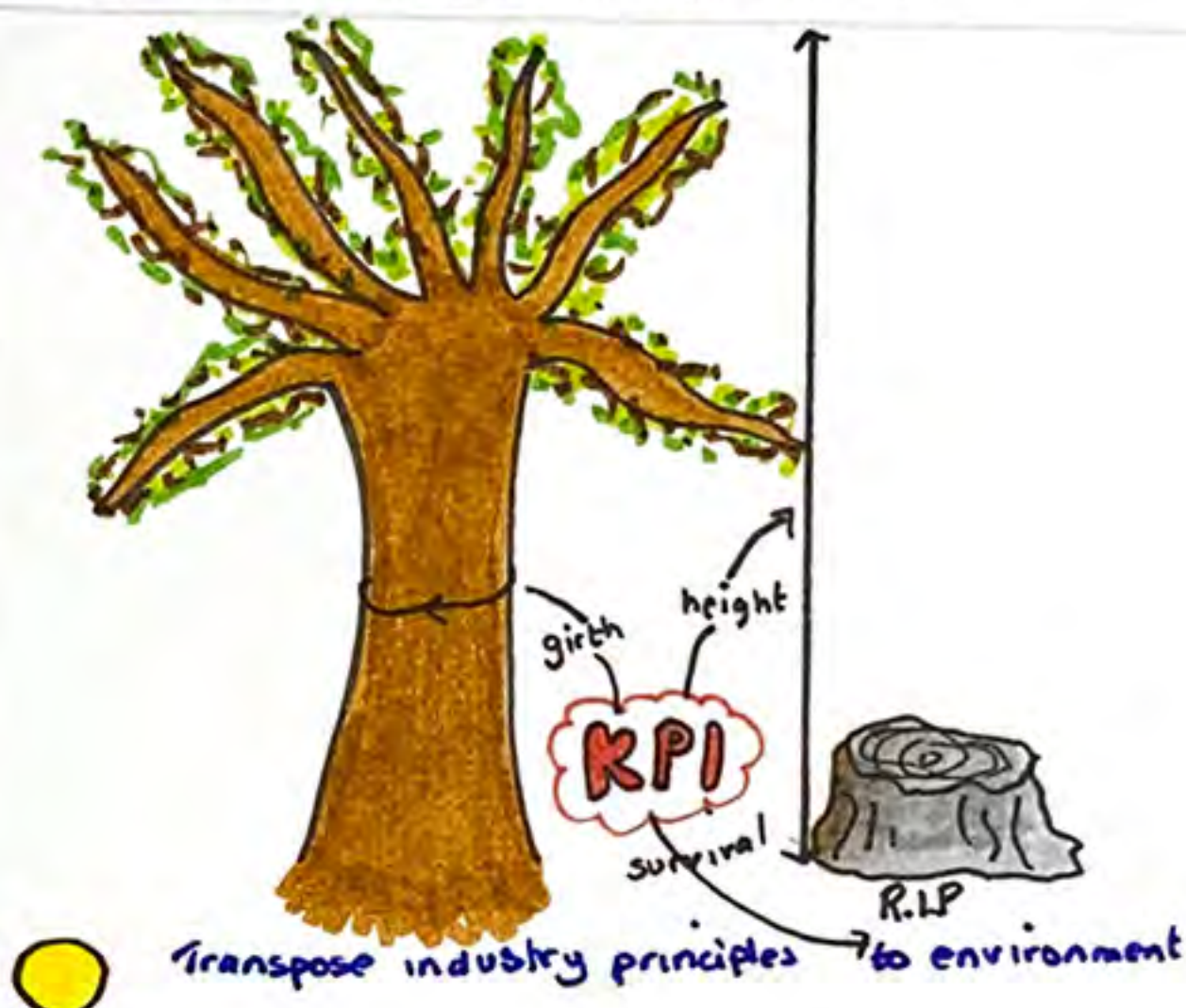
SHUBENDU SHARMA

Founder and Director Afforestt



"Show and tell. Everybody wants to be an entrepreneur and there's so much promotion on entrepreneurship. But how many good entrepreneurs do you get out of all these forums, out of all these centres. No, the good entrepreneur is working very hard in his job, or in his lab. You're gonna meet them 2 years later, but through their products, and that is why I said show and tell."

Business is something that works in this world. You call it capitalist or socialist world, human world or world of love, or world of money, but business is something that goes everywhere. And the show has been running probably since the time when human civilization would have even thought of expanding itself. The kings and rulers were building these kingdoms but it was the businessmen that was the train that was moving things from one point to point B, it was always about business. So even if doing something good, or something social or something that may sound entirely corporate but it has to be done in a way which works. Coca-Cola is being sold in 130, 150 countries and in a period of 100 years there has been no philosophy, which has grown so wild, there is no religion that has grown so wild.



I have tried many different ways for branding. For branding we didn't have money to spend so absolutely zero money has been spent on marketing of this brand. It's all word of mouth and just going out there and wearing these t-shirts all the time. It maybe a CEO going on a bus, a normal public bus, but I always wear this t shirt so that even if one person looks he may ask what is this Afforestt? And we have the mission statement written on the back of it. So we are on a mission to it [bring our forests back] by preparing them... In Hindi we say, Hamara Naam, Hamara Kaam, Our Name is Our Work. So Afforestt is making forests.



The Power of Business

Environmental enhancement is never looked upon in the same way, with the same urge using which we look at industry. So why not use the same principles of industry. The industry which can produce one car every 30 seconds, which can sell their product in 130 countries, just a sugar water drink; 1 billion glasses. Why not use the same principles of the industry and apply it to ecology and just enhance nature at the same pace at which you have lost. You already have the tools, you have the Internet, you have the engineers, you have everything to get it done. All you need is the right mindset. And I come with the mindset which takes the principles from industry apply it to ecology and make these super-fast growing forests in just 3 years. I've just taken Miyawaki methodology and industry from Toyota, clubbed them together and it works, and I make money in the process... We have 3 different KPI's: the growth rate of trees, the survival rate of trees and how much girth. And every 300 trees we plant 10 trees are measured every month for these KPI's. And this KPI I am monitoring, where we used to achieve 1 metre per year, the average growth rate. Today in the 4th year of running this company it's 2.4 metres per year. So in 3 years we have increased it by 250%.



हमारा नाम  
Hamara Naam  
हमारा काम  
Hamara Kaam

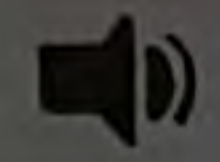
Our name, our work!



Show what's possible

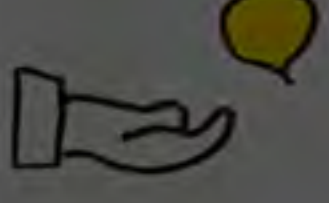
I bring optimism, that's key, that's the sugar. The whole team doesn't know, they know their job. My accountant knows she's all about money. She knows she's all about organized and raising invoices. My execution guy, my site supervisor he knows that he's about mixing biomass in the soil and planting trees and just following the procedure. My executive director knows that his job is to talk to the clients, get business and everything. But who shows them the vision of at least the next 2 years? And scale the dreams. They have their dreams and that's the reason why they are working in a company like Afforestt. But how can you project that dream on all 5 different dreams of their team on one big screen, which is painted by you. Ultimately it has to be a very big picture, the whole earth is your canvas, just blank. Just start making these forests and then you look from Google Earth, this barren piece of land converted into a forest IF all of us do our job right. I think they probably not dreaming that big right now and that's my job, to bring that kind of optimism, to show that this is possible... But if you are someone who dreams big you need team as much as you need yourself.





may-er-1ck

"A (m) has to be really very... no matter if you like go 100... moving and you just have to... courage. You have a stupid id... world and probably even sounds s



"Show and tell. Everybody wants to be an entrepreneur. But how many go... these forums, out of all these... working very hard in his job, 2 years later, but through their show and tell."

Dear Shubendu

I can't remember how I stumbled across your Ted Talk: How to grow a tiny forest anywhere, I think it may have been from the Ashoka Changemaker page. All I knew is that I wanted to include you as part of the (M) project.

Shubendu, you taught me that:

- (m) by pass the rules.
- (m) know education can't give you real experience
- (m) just do it!
- (m) use business as a vehicle to change the world



One of the most powerful points you raised was the power of business and how as humans we focus on industrialisation yet don't give the same level of consideration to our environment. No matter how much we increase our GDP we humans are dependent on clean water, fresh air and healthy food. So you merged business with the environment in a novel way. You shared a wonderful story of how you chose to be a tree hugging capitalist rather than a tree hugging activist. The business approach enables you to have an impact. As you said your ultimate goal is to bring back forests on earth, that's why you created Afforestt! Taxes like this require as George Bernard Shaw said, unreasonable men; the (m), because the kind of challenges the world is facing can't be addressed via the status quo. Converting barren pieces of land into forests gives you a satisfaction that no Wall Street bonus could give, then open sourcing the method so others could use it.

Thank you for sharing how you also challenged the convention of negotiating for discounts in India, where everything is discounted + negotiated; how that stance changed positively how you were viewed as a company.

Shubendu thank you for being so enthusiastic about the (m) project, for your time + for believing in me + my crazy idea. You said your advice to (m) was for them to show + tell. Disappear + do the work + then share what you have produced. I hit a lot of deadends shubendu and didn't give up, stayed off of social media + created in my own way. I've thought of your words many times my (m) friend. I hope you enjoy the stories the other (m) shared, as I'm sure they will enjoy learning from yours. I hope you like what I disappeared + produced.

Billio 😊



Environmental enhancement is never looked upon in the same way, with the same urge using which we look at industry. So why not use the same principles of industry. The industry which can produce one car every 30 seconds, which can sell their product in 130 countries, just a sugar water drink; 1 billion glasses. Why not use the same principles of the industry and apply it to ecology and just enhance nature at the same pace at which you have lost. You already have the tools, you have the Internet, you have the engineers, you have everything to get it done. All you need is the right mindset. And I come with the mindset which takes the principles from industry apply it to ecology and make these super-fast growing forests in just 3 years. I've just taken Miyawaki methodology and industry from Toyota, clubbed them together and it works, and I make money in the process... We have 3 different KPI's: the growth rate of trees, the survival rate of trees and how much girth. And every 300 trees we plant 10 trees are measured every month for these KPI's. And this KPI I am monitoring, where we used to achieve 1 metre per year, the average growth rate. Today in the 4th year of running this company it's 2.4 metres per year. So in 3 years we have increased it by 250%.



हमारा नाम
Hamara Naam
हमारा काम
Hamara Kaam

Our name, our work!

I bring optimism, that's key, that's the sugar. The whole team doesn't know, they know their job. My accountant knows she's all about money. She knows she's all about organized and raising invoices. My execution guy, my site supervisor he knows that he's about mixing biomass in the soil and planting trees and just following the procedure. My executive director knows that his job is to talk to the clients, get business and everything. But who shows them the vision of at least the next 2 years? And scale the dreams. They have their dreams and that's the reason why they are working in a company like Afforestt. But how can you project that dream on all 5 different dreams of their team on one big screen, which is painted by you. Ultimately it has to be a very big picture, the whole earth is your canvas, just blank. Just start making these forests and then you look from Google Earth, this barren piece of land converted into a forest IF all of us do our job right. I think they probably not dreaming that big right now and that's my job, to bring that kind of optimism, to show that this is possible... But if you are someone who dreams big you need team as much as you need yourself.

🔊 mav-er-ick

"Mavericks tend to be fearless, challenged and often don't follow social norms but in entrepreneurship I think it's more psychology than anything else."



Founder Tempo AI

CRAZY IS...  
"having a kid while  
CEDing a start up."



I trust my gut more in connection with data vs. maybe others because I feel like I've seen a lot more. I consider myself really good at hashing.



Don't be afraid



An obvious challenge is you have to prove yourself. If they go out and do something that's atypical it's OK but if you haven't accomplished that then there's a lot of scepticism...It's sort of proving to oneself or to others that you can accomplish something. It's almost like you have low self-esteem and you want to prove it.



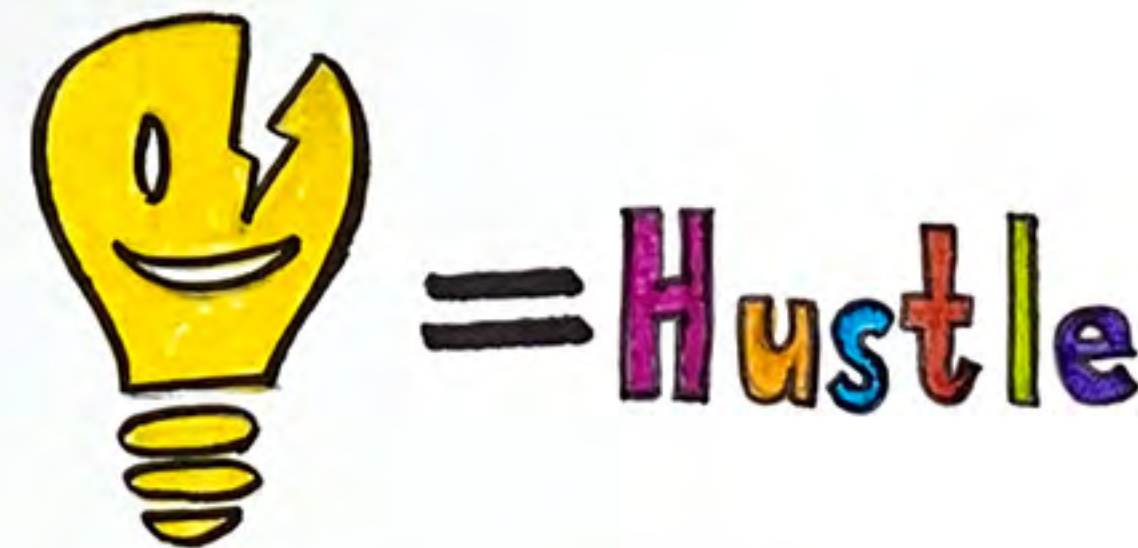
The most common skill is to not be afraid to do something you're not comfortable with. I don't know how to describe it but basically you enjoy taking risk.



Prove self



"Just go for it.  
Too many folks are tentative in making the leap and/or not ready to jump into the pit, but the reality is once you start doing you will hustle and learn fast and the pieces will fall into place."



Mavericks Hustle



Maverick is no different to what we often call hustling. So you're doing a lot of independent thinking so to speak. And if you're the nice guys you usually lose if you follow and play by all the rules.

🔊 mav-er-ick

"Mavericks tend to not follow so think it's more"



RAJ SINGH

🗨️ "Just go for it. Too many folks are tentat ready to jump into the pit doing you will hustle an into place."

Dear Raj,

I'm so glad I heard you speak at GROW - The Future of Business as it was apparent you were a potential (M) for my project.

Raj you taught me that:

- (M) are good at pattern matching and identifying trends before other people see the trends.
- (M) find experience helps them understand the rules, so they know when they're breaking them.
- (M) pivot, often on high risk decisions when necessary, because that decision can often make or break a company.
- (M) CEO's share war stories that help you see how you think about things.

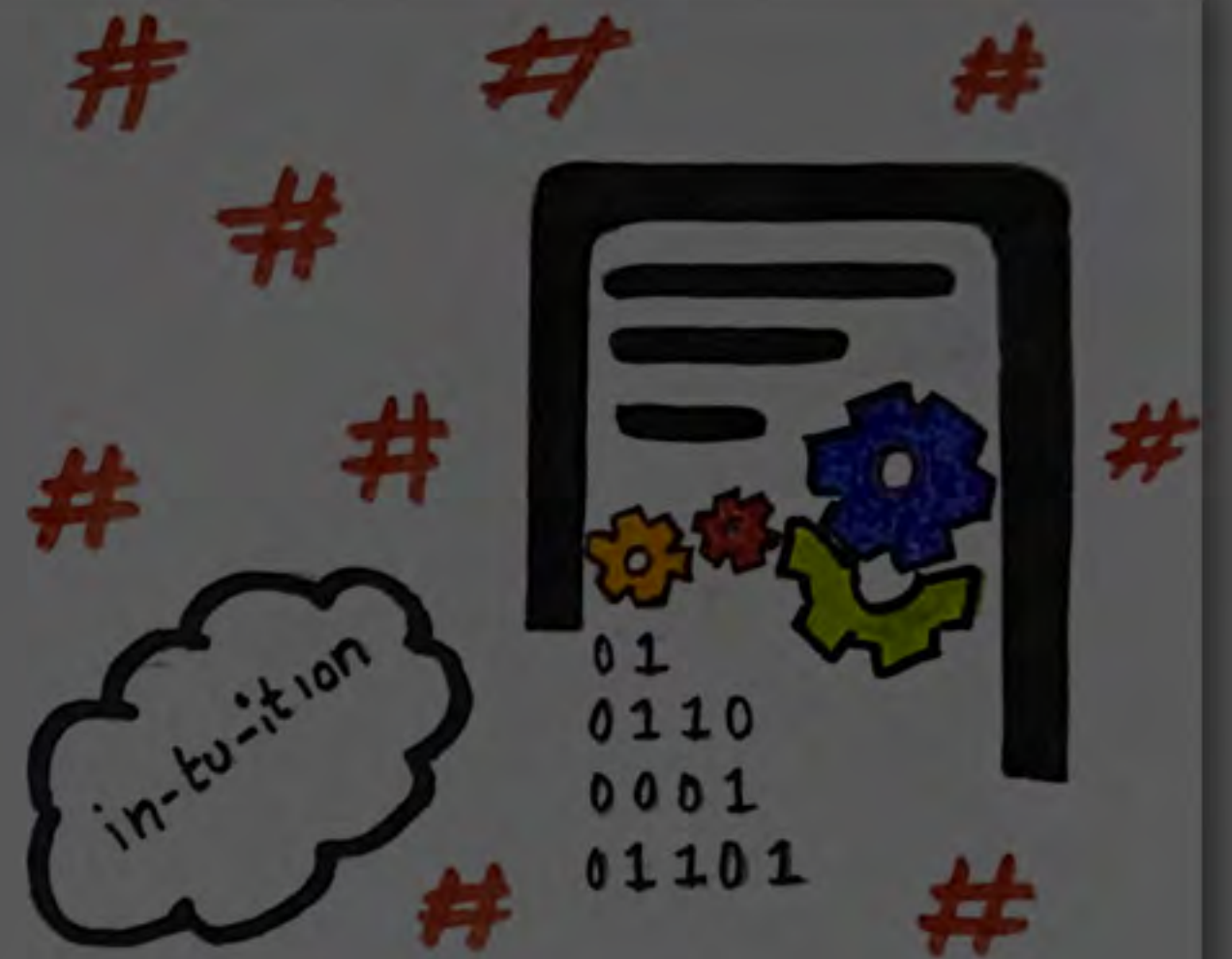


Raj, I hope the stories + insights of the other (M) help you see things in greater clarity + understanding.

Thank for not only giving me time to interview you but also for helping us as we settled into San Francisco. Thanks to you we know where to go get our Indian spices and food.

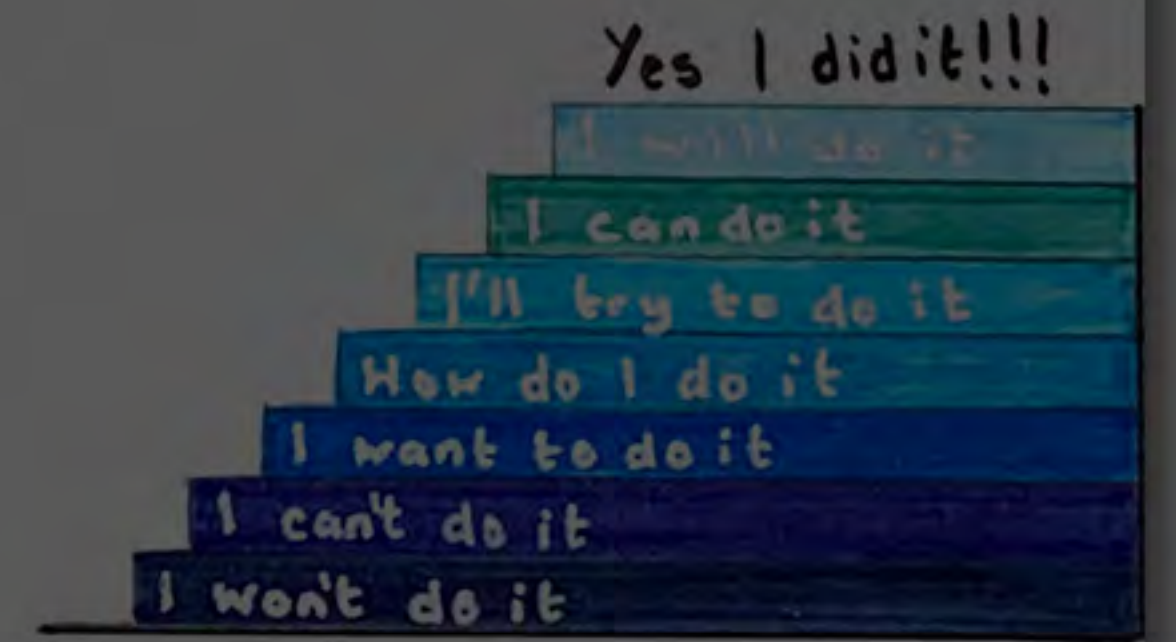
Appreciate you + your family's kindness to us. Enjoy friend.

Brine (M)



Trust your gut

The most common skill is to not be afraid to do something you're not comfortable with. I don't know how to describe it but basically you enjoy taking risk.



Prove self

Maverick is no different to what we often call hustling. So you're doing a lot of independent thinking so to speak. And if you're the nice guys you usually lose if you follow and play by all the rules.



mav-er-ick

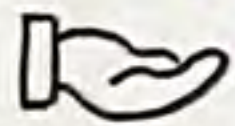
"Someone who definitely sets their own rules, who really just creates essentially their own reality of what they want and who kind of redefines business as usual. We've always talked of the maverick philosophy of not only increasing your business revenue but taking your life to the next level and taking your impact and contribution to the next level."



YANIK SILVER

Founder and CEO Maverick1000

CRAZY IS...  
"ignoring the small little voice that reminds you there's something more and something bigger you are destined to do."



"Mavericks need to look at why they're doing it. What's their motivation behind it and tap into that big reason. The why of whatever they're doing and anything that they're doing that's worthwhile is gonna require some sort of different thinking or different take on things. But not to get so wrapped up in just being different for the sake of being different."



Having mentors that I looked up to that were different than maybe sports athletes or anyone like that. One of my earliest mentors was a guy named Earl Nightingale, who is one of the top motivational or transformational speakers around. And just mentorship through his audio tapes, but in there he kind of gave me permission to be different at an early age. He talks about in his programme that strange secret of the field that the top 5% of the population does things differently than what the other 95% do. It gave me permission to go beyond, and it also gave me assurance I was on the right path by having all these audio tapes and programmes that I was listening to in my car that weren't the typical music or whatever.

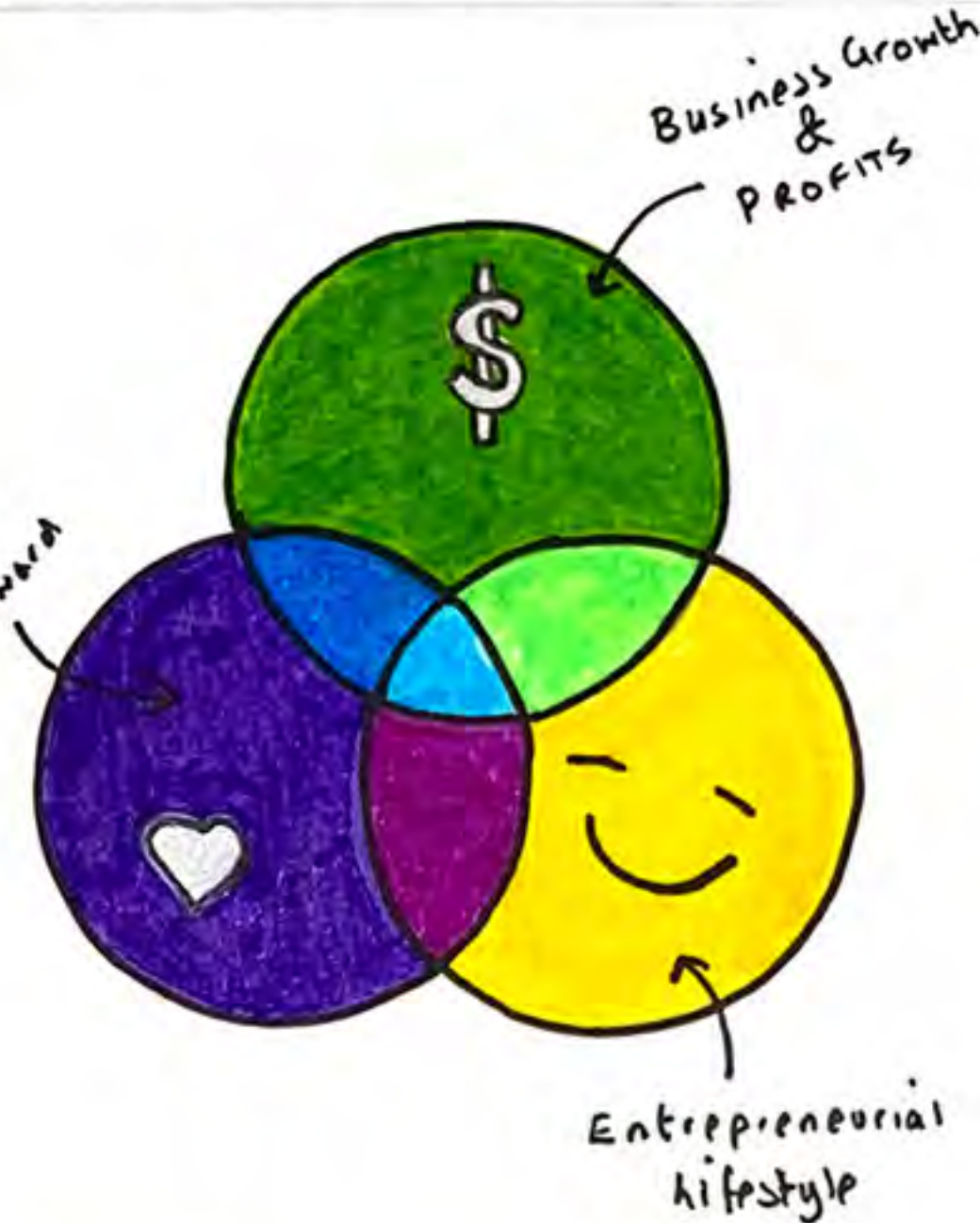


Permission to be



Who gets remembered? The people who did things the exact same or someone that actually had an impact on the world in a big way....I'm more concerned about how do we now have a massive impact on the world and that is a by-product to create that legacy and the only way to create that impact is by maverick thinking and viewpoint essentially...So I look at giving forward or I like the word impact, and I think it's really embedded, like I have 3 interconnected circles, the Venn diagram of the dollar sign, the heart and the happy face and the heart is the impact piece. They're very interconnected and one moves the other, so the more you're creating an impact actually the more your bottom line can increase as well. So it's very much connected to being a maverick but looking at things differently that it seems almost counterintuitive and one could grow the bottom line that way...I have this framework that I'm working on right now that's called the Evolved Enterprise. An Evolved Enterprise is this notion of a business as a multiplier for good, really co-creating something great. So having an impact really baked into what the business does. A successful venture right now comes from your true heart and your true essence of who you are and something that customers want to share and talk about and they're excited because they're part of something bigger, your team is part of something bigger, their mission driven and actually impacts your bottom line and grows your bottom line...Team is an essential piece as my big vision for where I want to go and what we want to do and who we want to impact and how we want to change the world, put a dent in the universe or whatever your kind of goal is.

IMPACT & Giving Forward



Impact on the world



Some of my most interesting ideas, like doing all sorts of wild ideas and jumping out of aeroplanes at 30,000 feet with an oxygen mask on or flying MIG jets, all sorts of cool stuff and some of the biggest risks have been in maybe just saying that we're gonna figure it out and not having all the pieces together. I mean I don't have like one big story of mortgaging the house or anything like that, maybe one of the biggest risks has been maybe about 6, 7 years ago when I started the Maverick group. I was doing really well with the internet stuff. I could have just continued chugging along but I wasn't totally happy with where I was and decided to really focus all my attention on how to work with entrepreneurs and what to do to get them to the next level in their business, in their life and their impact and so our income went down in trying to figure out what the business models were and a lot of people might look at that and say like it's simple because you had it figured out and you were doing quite well. And you probably want to make sure you're interested and continually innovating and following your heart and follow where your true passion is.



Wild ideas involve risk

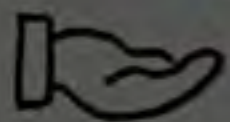


mav-er-ick

"Someone who definitely just creates essentially and who kind of red... talked of the maverick your business revenue level and taking your level."



YANIK SILVER



"Mavericks need to look at why what's their motivation behind it. The why of whatever they're doing worthwhile is gonna require some care on things. But not to get so wrapped up being different."

Dear Yanik,

Darren Robson did me an extreme kindness by introducing us. When I came across your work and Mavenc1000, you seemed so (M) and I knew I would learn so much from you. So thank you for making time for the (M) project. It was also significant as from your interview onwards it was about collating insights + stories for a book (as the Research Project for my masters had been submitted).

Yanik, you taught me that:

- (M) are not interested in being different for the sake of being different. They're different to ensure their chosen mission has impact.
- (M) recognise that they need to give themselves permission. Be that permission to be creative or permission to free their inner child.
- (M) fear not putting out their best work, and having great work left inside them undone when their time here is due.
- (M) catalyse other catalysts.

Yanik, your candidness and ❤️ came through in the stories you shared, like how entrepreneurs are value creators, in your case by trying to create experiences people love that help them grow their life, their business and their impact. I guess you're right that if you want to be extraordinary, you have to do extraordinary things. And well if people love the extraordinary things you offer they kind of become zealots, which makes me think of Kevin Kelly's 1000 true fans.

Your biggest true fans, or as you called them, 'cheerleaders', are your wife who provides stability to your maverickness and your mum who you shared was one of your biggest cheerleaders, even if she didn't fully get what you were working on!

For me 1 of the biggest reasons this book looks like this is when I read Your Evolving Enterprise I was like, where are all Yanik's colourful doodles?? So thanks for such a powerful lesson, giving me the courage and catalysing me to write in my own style a Business book that looks just like my everyday journal; like your <sup>Comic</sup> Journal. *B. M. M.* 😊



Permission to be

Who gets remembered? The people who did things the exact same or someone that actually had an impact on the world in a big way.... I'm more concerned about how do we now have a massive impact on the world and that is a by-product to create that legacy and the only way to create that impact is by maverick thinking and viewpoint essentially... So I look at giving forward or I like the word impact, and I think it's really embedded, like I have 3 interconnected circles, the Venn diagram of the dollar sign, the heart and the happy face and the heart is the impact piece. They're very interconnected and one moves the other, so the more you're creating an impact actually the more your bottom line can increase as well. So it's very much connected to being a maverick but looking at things differently that it seems almost counterintuitive and one could grow the bottom line that way... I have this framework that I'm working on right now that's called the Evolved Enterprise. An Evolved Enterprise is this notion of a business as a multiplier for good, really co-creating something great. So having an impact really baked into what the business does. A successful venture right now comes from your true heart and your true essence of who you are and something that customers want to share and talk about and they're excited because they're part of something bigger, your team is part of something bigger, their mission driven and actually impacts your bottom line and grows your bottom line... Team is an essential piece as my big vision for where I want to go and what we want to do and who we want to impact and how we want to change the world, put a dent in the universe or whatever your kind of goal is.



Wild ideas involve risk

"It's not for me to define, it's for society to define it. The important question is should we be encouraging maverick behaviour? And of course my answer is yes. And I define maverick behaviour as always looking at what the status quo is and improving upon it. So a maverick is somebody that is a contrarian, who questions things, who isn't satisfied with the way things are and if we are to survive as a human race we have to think maverick, we have to constantly improve because otherwise we're gonna destroy our planet and we're gonna destroy ourselves in the process. The only thing that can save us is our brilliant brain and our latent ability to solve problems which is creativity. So we have to keep improving and looking for solutions otherwise we're gonna blow ourselves up with nuclear bombs or ruin the rain forest."

CRAZY IS...  
 "way more fun than being sane."



SHED SIMOVE

Performer, Author, Entrepreneur + motivational speaker - Ideas Man

"Look deep into your heart and see what excites you and turns you on. We should teach our kids this. You have to constantly monitor your thoughts and be mindful of what you think is wonderful and what excites you. And the times in your life when you felt alive. So that might be a sporting event that you've succeeded in or it might be a creative event that you've loved, or it might be that you've gone to see a movie or you've been to an antique shop and something's moved you. You have to monitor when you get excited, and then you should gravitate towards the thing that made you excited and try to make that your job, try and make that your career."

In order to get my first job in TV there were 2000 people going for it. Please now send a CV and an application form. I sent a CV, an application form and a pizza to the man who ran the company at lunchtime. When he opened the box it had a ransom note that I'd laminated and the note said, I wanted to give you a pizz of my mind. I got the gig and I worked there for 6 years. So I'm always thinking what does everyone else do and then I just up it slightly and it's remarkable how easy it is to up it slightly. Of course stunts like that are only good if you back it up with real content and real worth, but the stunts can get you noticed and getting noticed is half the battle these days because we're all bombarded with so much information all the time.



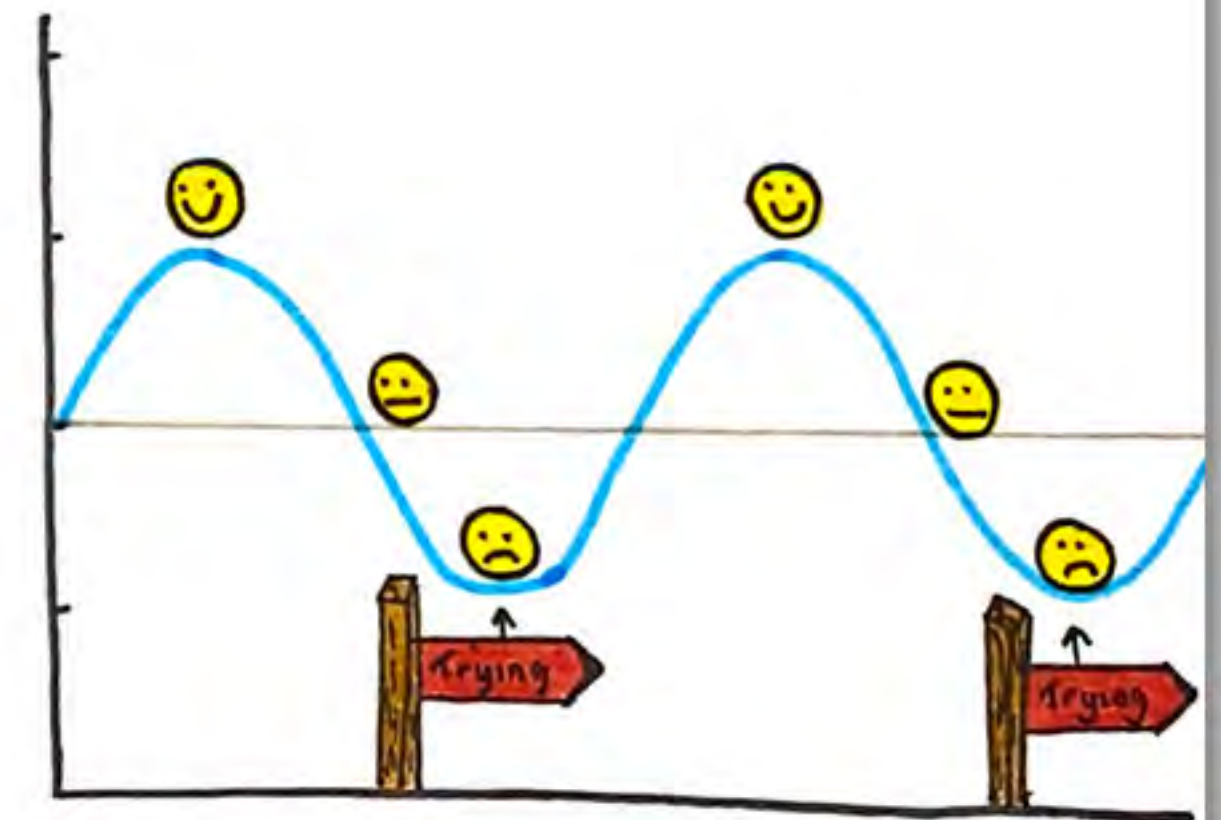
MAVERICKS in companies

It's a constant battle because people tell you no and no matter how resilient you are and no matter how much you get over it, it's like a punch in your stomach. Because we're social animals and because we're intelligent social animals, what other people think of us affects us and you've got to control that by using mind tricks, like being aware that both praise and negativity are just somebody else's opinion. You've got to hold it in front of you, but still you can't help but be affected by this and when someone tells you your idea is appalling and it'll never work, that's hard but you have to battle through but the low points are massive signifiers that you are trying something, and unless you're trying something you will never succeed. So the low points are signposts that you can latch onto and when you have failure you can go OK the reason why I'm having a failure and I can acknowledge that failure right now is because I'm trying something and I'm going towards the goal so this is a good thing.

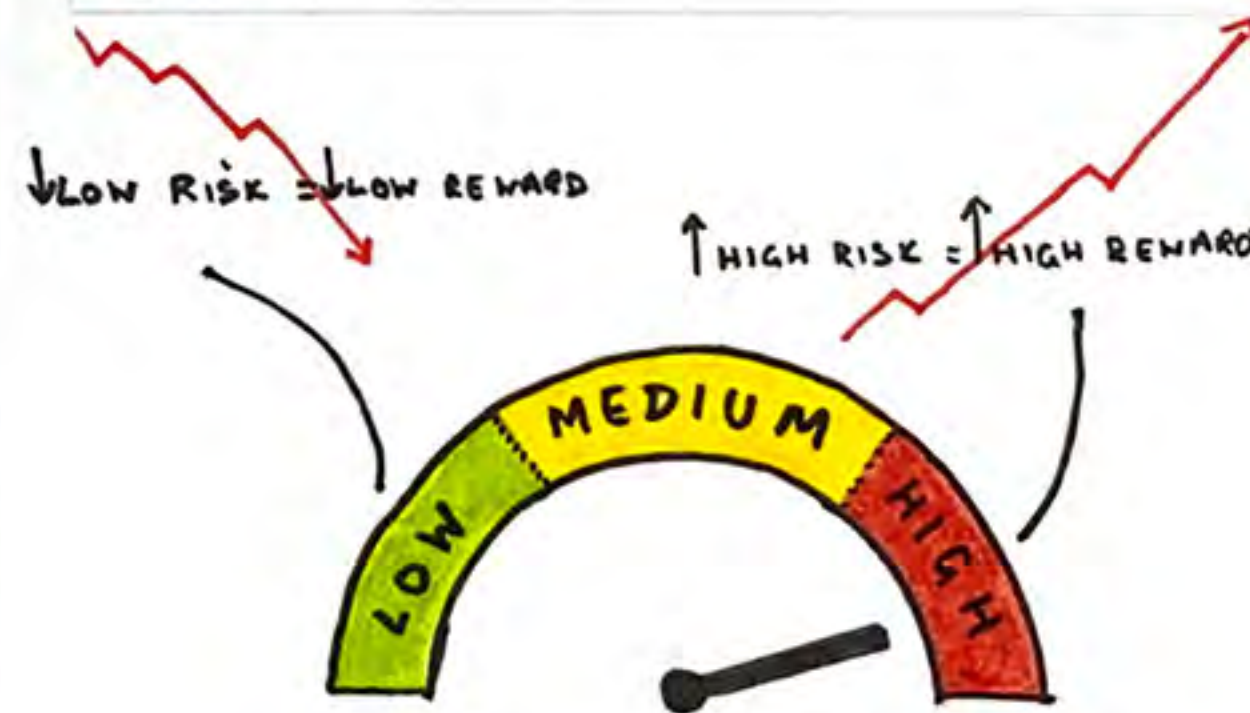


Alternative approaches

You can be a maverick in a company; look at Jonathan Ives. I talk about the difference between entrepreneur and intrapreneur. I think you can be entrepreneurial within a company. And if your seniors like you, believe in you and get you they give you the freedom to fail, and freedom to fail is massively important.



Signifiers/signposts of trying



Risk and reward relationship

I take risks every week, every day because I'm constantly bank rolling my own products and ideas and some of them fail abysmally and some of them succeed enormously. The whole being a maverick is a risky proposition but risk is exciting, risk keeps you feeling alive and risk is the only way to get big rewards. If you have low risk you have low rewards. If you have high risks you get high rewards. I've done lots of risks. I left a very well paid job in television where I was one of the bosses of Big Brother to go and sell novelty gifts. That was a big risk. And I've sold 1.5million novelty gifts around the world. Everything I do is a risk every day and that's what keeps me alive.





MAV-ER-ICK

"Someone who defies normalcy. Somebody that actually says I want to try something different, and maybe if I pull an example of yourself, where you're comfortable you're doing something that's normal and you decide to do something out of normal; something new, something challenging. I think that's like maverick thinking and people in my opinion are either born that way and constantly doing it, so they never stick to the normal path. Or there's kind of discovered mavericks, where they actually learn that that's not the path for them and they just decide to embrace something new and challenging, which I would call a maverick."



JASON SMITH

CEO + Co Founder Klive

CRAZY IS...  
"launching off a cliff in a prototype wingsuit."

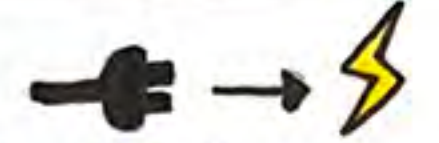
"At your core if you know you're a (M) and you know you're a bit wild and you're willing to take risks I think what you need to do is learn how to mitigate those risks. You learn to understand what are all the factors that you can increase your chances of success. You got the guts to jump into anything, now you have to see if you can just read that water and know how shallow it is."



Maverick entrepreneurialism tendency is to stand on top of a cliff and you can't see how deep the water is but you're gonna jump anyway, so sometimes you will get paralysed by doing that, because as you will jump in the rocks and it'll be shallow. There's a fine line between being a sensible maverick and a fool bravado and I think you need to find that fine line, and that is a never-ending oversteer of the truck through to the end of your life...so it's not that I'm afraid to jump it just that I'm smarter, the waves look a little higher on that part therefore I bet yer there's something underneath there, so you tend get smarter with successes and failures in maverickism.



The challenge is in a business, particularly when you're trying something new and swimming upstream it will take everything you can give it. **Everything**, every ounce, every moment and the challenge is turning that off enough to maintain the balance at home. So when you leave work to get home, should you be home for dinner and work afterwards when the kids are in bed, or should you work straight through and be the weekend dad, or should you work non-stop for 2 years and then quit and go travelling around the world. Balances like that are extremely difficult.



Being a (M) is energy draining



How did I get my permission? I guess it's an unlocking of possibility for you personally. Society and life, teaches you to be a certain way. And when you realize you don't have to do that and you can be successful, it's just like juice, it's energy and so you look for more of it. Right after I graduated before I went travelling, I had this dude that was running this company and I applied for this \$9 an hour job. Rubbish boy, throwing rubbish into the back of a truck... I remember very quickly I moved to working in the office, a big promotion after a week. And the guy said, we should look at getting into bins, bins that you leave outside of their house to throw junk in. I was like yeah whatever eating our Subways over lunch. As he's taking a bite of his sandwich, he grabs the yellow pages. He flips it open and he is going to the biggest bin company's ad. He's picking up the phone to dial and it's dawning on me. What are you doing? We just talked about maybe getting into bins. He's calling and I'm like 'No, you gotta think about this. You gotta strategise, you've gotta put together blah, blah, blah and meanwhile he's looking at me like I'm from Mars, asks for the president of the company, gets an informational meeting with him and he's like why? I just want a shortcut to see if, that was entrepreneurialism, maverickism to its T. Where he went A is here that's where I am, B is there, what's the shortest route? I was taught through business school and everything else to follow these paradigms. And he's like this is the shortest route. That was another major learning and totally right. When you need to get somewhere you just get there.



Permission to unlock possibilities



Because you're a risk taker you're gonna fail. You suffer picking yourself up from the ground and dusting yourself off and getting to do it again. If you're affected by it is that you get the I told you so's from people. Oh that was stupid. I saw that as they sit in their comfortable accounting office, with their comfortable accounting job and judging from the side-lines of a non-risk taker and so you have to kind of put up with that stuff. The bigger thing is for yourself. If you didn't make it, you kinda go it's why I didn't make it? Why did I misread that signal? Why did I not catch that? Why did I jump on this earlier? So you're constantly trying to self-adjust and course correct, take the learning from the failure and move it on.



Self adjust + course correct to fail forward



may-er-ick

"Someone who defies no...  
Somebody that actually...  
and maybe if I pull on...  
you're doing something...  
out of normal; some...  
I think that's like m...  
are either born that w...  
stice to the normal p...  
where they actually le...  
they just decide to en...  
which I would call a m...



JASON SMITH

"At your core if you know you...  
and you're willing to take risks...  
how to mitigate those risks...  
You learn to understand what...  
your chances of success...  
You got the guts to jump into...  
can just read that water and...

Dear Jason,  
I'm so 😊 we got to meet at GROW - The Future of Business Conference,  
and that you agreed to let me interview you for the (M) project.

- Jason, you taught me that:
- (M) have a natural tendency to investigate
  - (M) defy convention
  - (M) ♥ building things of value to others
  - (M) Challenge themselves constantly, e.g. by heading towards their fear.

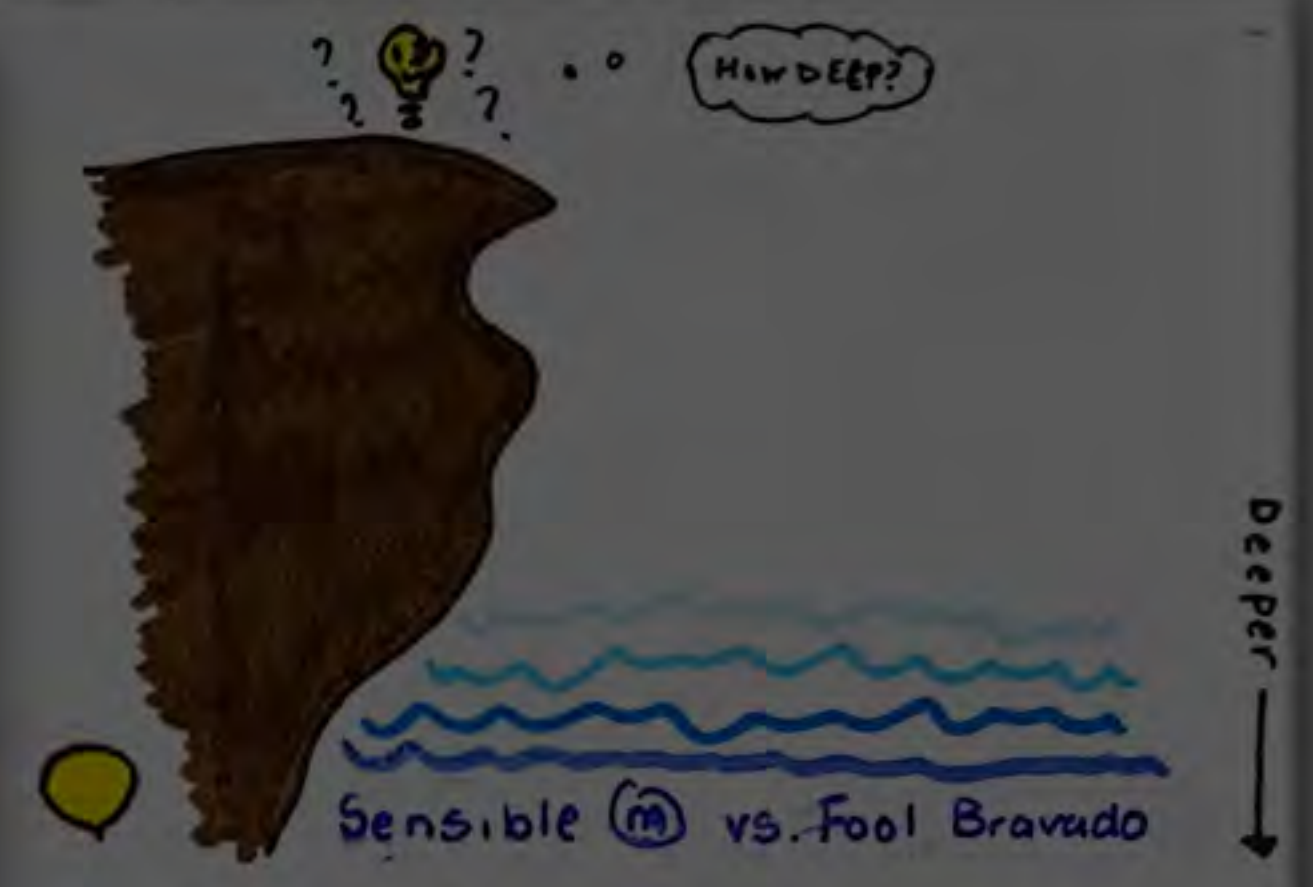


You shared also how doing things differently requires us to be empathetic to the mindset of others, as it gives us a different perspective <sup>angle view</sup>

It was interesting that hiring the right people is a challenge, and one that other (M) raised too. Yet being a positive person who wants to hire positive people over 'negative nelly's' because if you hire 1 right person they will do the work of 3 wrong people. You kindly shared that you better appreciate now that people are the most important thing in life and business. And it was great to hear you share that doing 'good' doesn't have to only mean giving to worthwhile causes, it can also mean giving to your employees/colleagues by inspiring, leading, encouraging and motivating them. Or by giving your time to have a coffee with a young entrepreneur with questions.

It was good to hear that even though people may think the (M) or his/her idea is crazy, yet those risks can pay enormous, financial rewards + other rewards if successful.

Like you Jason, I believe there's always a way. I've been looking for that loose brick in the wall to find a way through. I hope you like the format and enjoy the insights and stories from the other (M).  
Thanks so much **Billie** 😊

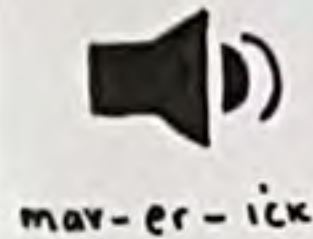


The challenge is in a business, particularly when you're trying something new and swimming upstream it will take everything you can give it. Everything, every ounce, every moment and the challenge is turning that off enough to maintain the balance at home. So when you leave work to get home, should you be home for dinner and work afterwards when the kids are in bed, or should you work straight through and be the weekend dad, or should you work non-stop for 2 years and then quit and go travelling around the world. Balances like that are extremely difficult.



Because you're a risk taker you're gonna fail. You suffer picking yourself up from the ground and dusting yourself off and getting to do it again. If you're affected by it is that you get the I told you so's from people. Oh that was stupid. I saw that as they sit in their comfortable accounting office, with their comfortable accounting job and judging from the side-lines of a non-risk taker and so you have to kind of put up with that stuff. The bigger thing is for yourself. If you didn't make it, you kinda go it's why I didn't make it? Why did I misread that signal? Why did I not catch that? Why did I jump on this earlier? So you're constantly trying to self-adjust and course correct, take the learning from the failure and move it on.

Self adjust + course correct to pull forward

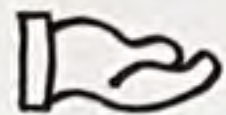


"Someone who doesn't give a fuck about the way things are done and would be more focused on following a course that is likely to bring about some kind of change, whether that be conventional change, business change, or other change, social change, that they deem to be important."



ROBIN SMITH

Founder Host Universal  
Sohost and Soho Dairy



"Listen to what's said, but do what you believe."



I do things differently because if you want to change something you have to do something different. If you do the same thing you won't change anything. I bring clusters of people together who wouldn't normally spend time in the same room to solve a problem. The problem will be a potential client or a social problem or an environmental problem. And I will bring 15-18 people that I believe are relevant into the room. They won't charge me for their time. I will structure a 3 hour conversation to solve a problem. They won't necessarily know the problem they're coming in to solve, but they will give me their time to do it. So in 3 hours we can break the back of a very complex situation or issue and point to a solution that is likely to work... And we operate on a set of values which are largely about social, economic and environmental transformations.



The pain becomes physical and emotional. It requires everything you've got and things you didn't know you had to break through the kind of normal challenge. The challenges of apathy, cynicism, don't care, because to break those you have to go through some pain barriers. And you have to accept that you may not make any money whatsoever, then it becomes a different kind of pain which is inflicted on your family and friends. So to justify that level of pain that is involved in change you have to be pretty sure you're doing the right thing.



Deconstruct + destroy to build



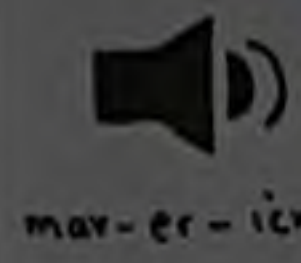
Find workable solutions

Generally speaking you need a lot of money to change things, but that's not actually what you need. What you actually need is belief. You need people to believe it's possible. If you can create a situation where people believe it's possible things will change, so I don't find anybody I work with who is willing to believe as much as I do that things can be different... So you need 3 things, belief, story and impact. If you get the belief right and you create the story and that will get the impact that will drive the story, that will drive impact. You create a virtual mechanism which is social, which is cultural and if it has immense relevance will create a phenomenon.

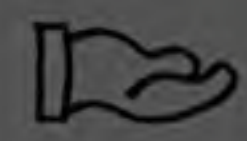


Pain of (m) experience

We live in a dog eat dog world are the kind of myths that people use to protect their ivory towers. Demolishing some of those ivory towers is necessary in order to clear the landscape so you can progress and sometimes it's necessary to utilize your energy in what feels like a negative way... A big one for us is I created a brand strategy and concept for a UK business called Ecotricity, the first green energy provider in the UK. We developed their brand identity centred on a green union jack. The green union jack has become quite well known and it was ripped off by another power company called EDF. EDF is very big and they're a nuclear power company, a French owned, government owned nuclear power company. They're a major importer-exporter of coal. They've got nothing to do with green. So we had to take them down. We had to stop them from using our creation.... In a way to build something you've probably got to destroy something. Like burning a forest, another forest will grow and so sometimes it's better so there is a destructive element to what I do and that does worry me. Not for the sake of things, some things do need to be destroyed but there are people in the process.



"Someone who doesn't give a fu would be more focused on foll about some kind of change, wh business's change, or other ch to be important."



"Listen to what's said, but d"

Dear Robin,

When (m) Louis Barnett suggested you for the (m) project I had no idea who you were, NOW I can say WOW, what an amazing man you are!

Robin, you taught me that:

- (m) don't work for conventional businesses.
- (m) give up safe + secure to go focus of what they care about = meaningful work is essential to them.
- (m) live by their own rules, and challenge those of others.
- (m) often see themselves as unemployable so want to do their own thing.

You shared so many wonderful stories over our 2 hour interview it's really hard to decide what to include. I guess people will just have to listen to the interview. One thing you were defriately right about is that (m) get to meet interesting people.

Robin you shared how you got permission to be a (m) and chase your dreams and ambitions from your:

- mum - who always encouraged you + never called you an idiot.
- a judge - who said, "Mr Smith has got horses, and we should let them run!"
- Dee Hock - the founder of Visa credit card. listening to a radio interview helped you realise your idea could work.



Along the way we discussed how ironic human nature is as the strangers we meet can give us permission, that in many cases our loved ones cannot!

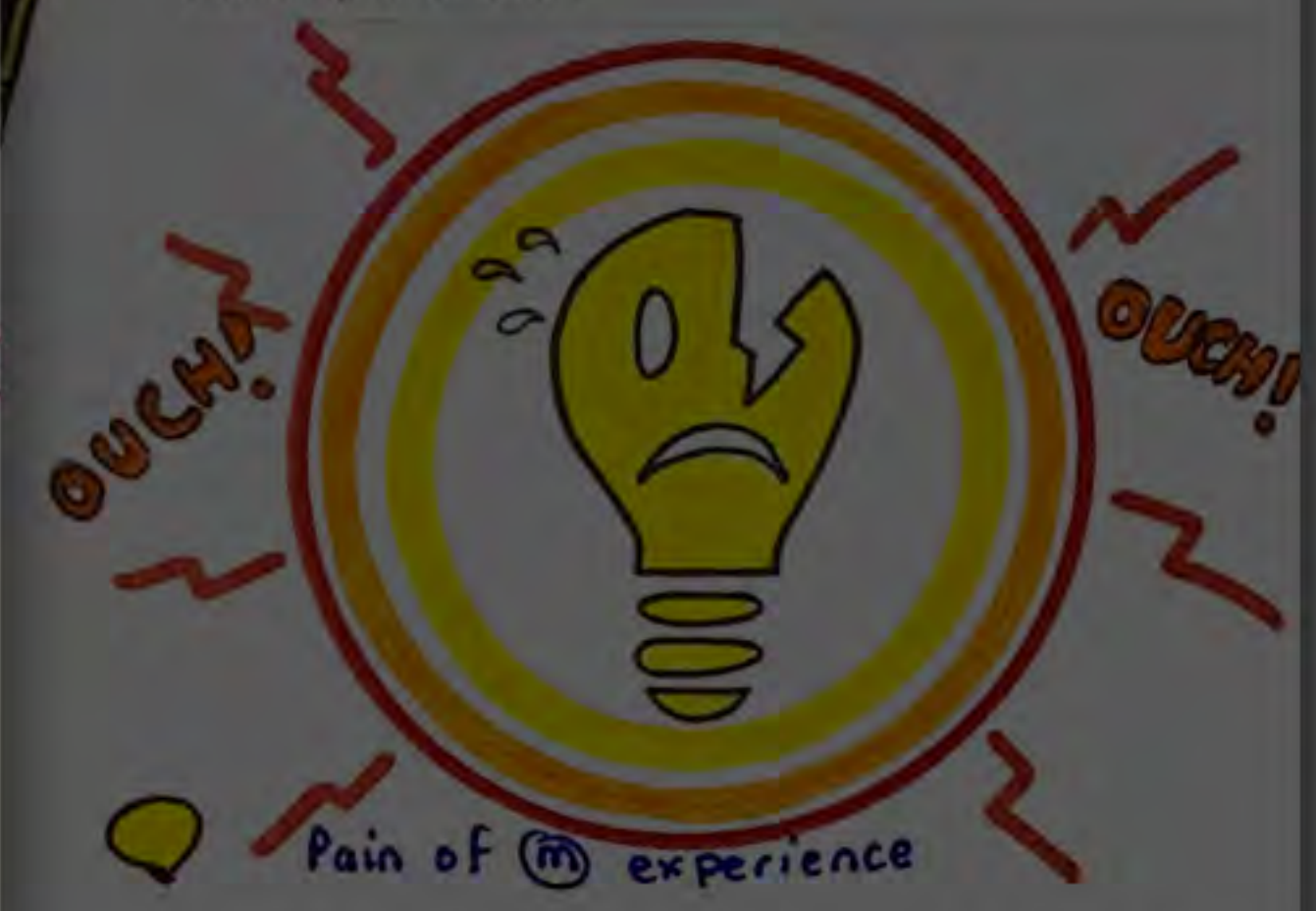
I loved how you said if you could change something it would be to change the topic of history in schools to be called the future instead, because there's no point learning history unless it helps you do something better.

Robin for me the most powerful learn was how you shared the power of one's own story. It's why we exist, It's what we've been, It's our heritage. It's our history. It's part of our DNA. That really touched my heart because here I am, an Indian girl who grew up in a confined + conventional culture + family, who fought a system + the status quo + rebelled against all the rules + expectations now interviewing and learning from (m) around the world. It's who I am + why I exist. Yes it touched my heart but it resonated with my soul Robin. Thank you so much. *Bina* 😊



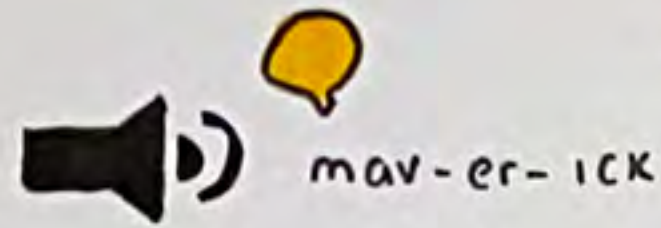
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"A force of nature, just like the Titans of Mavericks, the most coveted event in big wave surfing. Mavericks buck trends and see things others don't see."

CRAZY IS...  
"as crazy does."



CEO Wearable World and ReadWrite



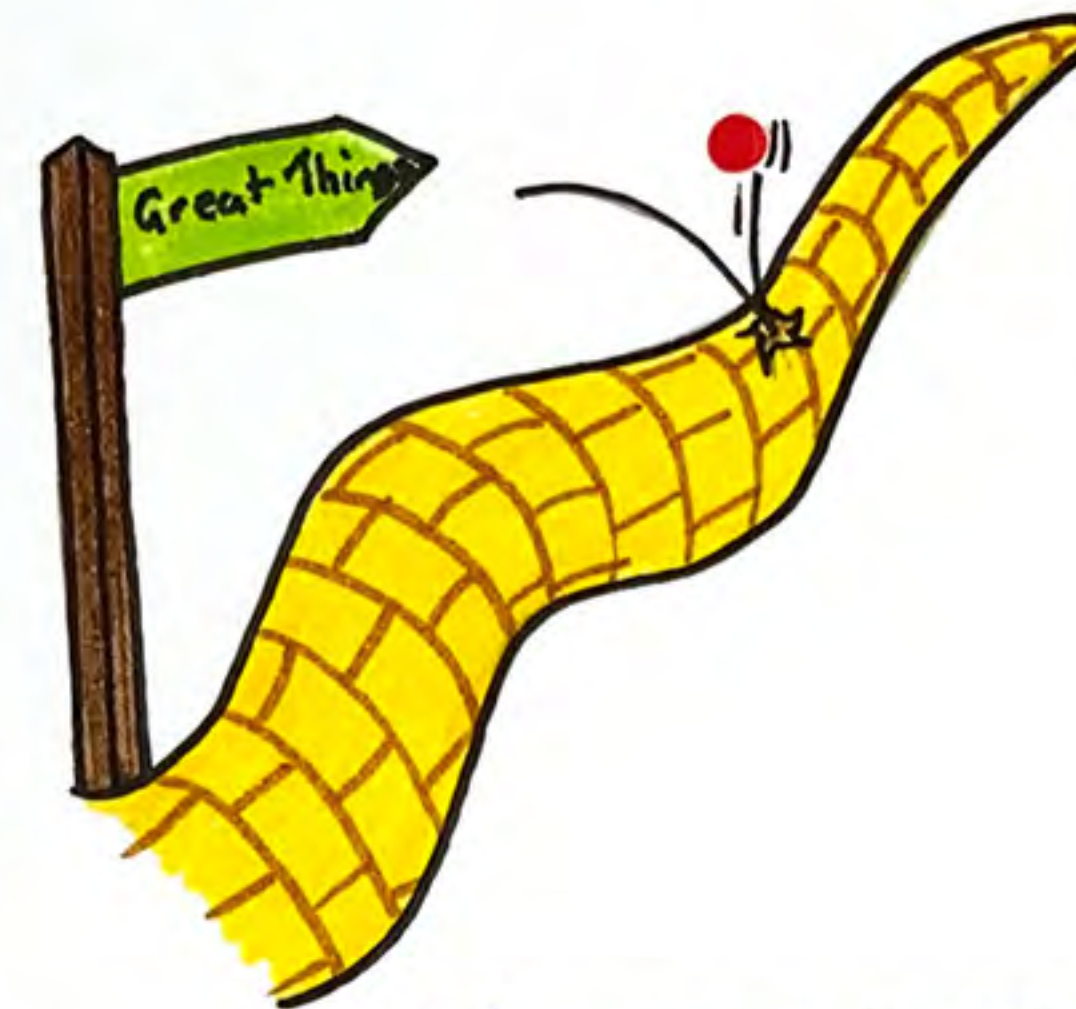
Charisma is one of the most important skills. It's also getting people to trust you, so I call it manipulation for good. We can be manipulative, but you don't always have to take it negatively. People may want to call it influence or something, but really you know it's manipulation. If you don't have those skills it's very hard to move people out of their comfort zone into a place that may be actually better for them or the company...I feel like I win when I see other people win. That's just so innate in who I am as a human being. It's seeing other people victorious. I share in that success, especially if I help them.



Comfort zone

Skills to move people out of their comfort zone

I had a rough upbringing where my dad was actually a drug dealer and was gone from home early but some of the things that he did and other people did always told me that I was meant to do something with my life. Not necessarily that I am special or that there's any great skills that I have, but that we have a path and I firmly believe that I'm meant to do great things. I was inspired to do that an early age. I was always able to think faster, see wherever the ball was gonna go, and be there waiting.



Do something great with your life

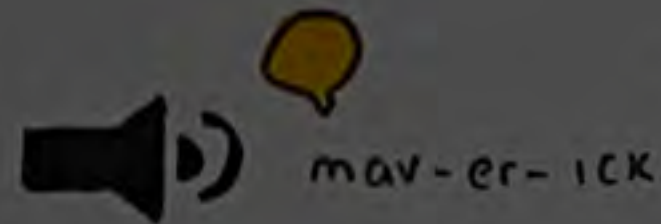
There's a time to be confrontational and then there's also a time to make peace. I think that once you're labelled a maverick in your organisation that label never falls off of you, but it's your ability to work with others that makes you successful.



Be able to work with others



I want things to last 10,000 years past my death. You've got really two stages to human existence. There's one stage where you just enjoy everything, because what you do is going to be gone in 20-30 years. There's this saying that you die twice. The first time is when you take your last breath. The second time is when the last person that remembers who you are dies. I just want to create a legacy that lasts for thousands of years or impacts the society for at least that much.



A force of nature  
the most coveted  
Mavericks buck

Dear Redg,

I remember meeting you when you were Co Producing Dealmaker Media's GROW - Future of Business Conference. Over the conference events it became apparent you did things differently.

Redg, you taught me that:

- (M) have a high risk tolerance to push past the status quo, (though they suffer for that).
- For (M) it's natural for them to do things differently.
- (M) have to prove they can deliver more results with their off colour crazy ways, that can mitigate the risks.
- (M) push the limits

# Limits

Thank you for sharing your stories of being both a left and right brain thinker. I'm not sure I know anyone else who can write different things with both hands!

It was interesting to learn that 'manipulation' of the rules can lead to success, success that comes from collaborating with the team.

I'm so glad we got the chance to throw some ideas together about the Internet of Things and how it impacts Humanity, and the kind words you shared about working with me.

I hope you enjoy reading the insights and stories from the other (M) too + keep pushing the limits Redg.

Brine ☺



REDG SNODGRASS



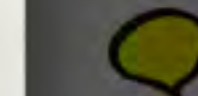
Comfort Zone

Skills to move people out of their comfort zone

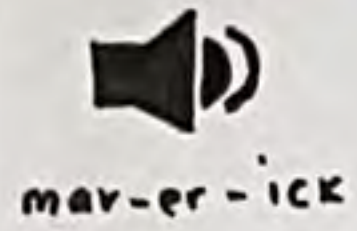
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"Someone who usurps something that is kind of standardized, or something that's quite the same or kind of diverts it. A (m) is someone that's not considered to be relatively mainstream. Someone that's innovative. Someone that's pioneering."

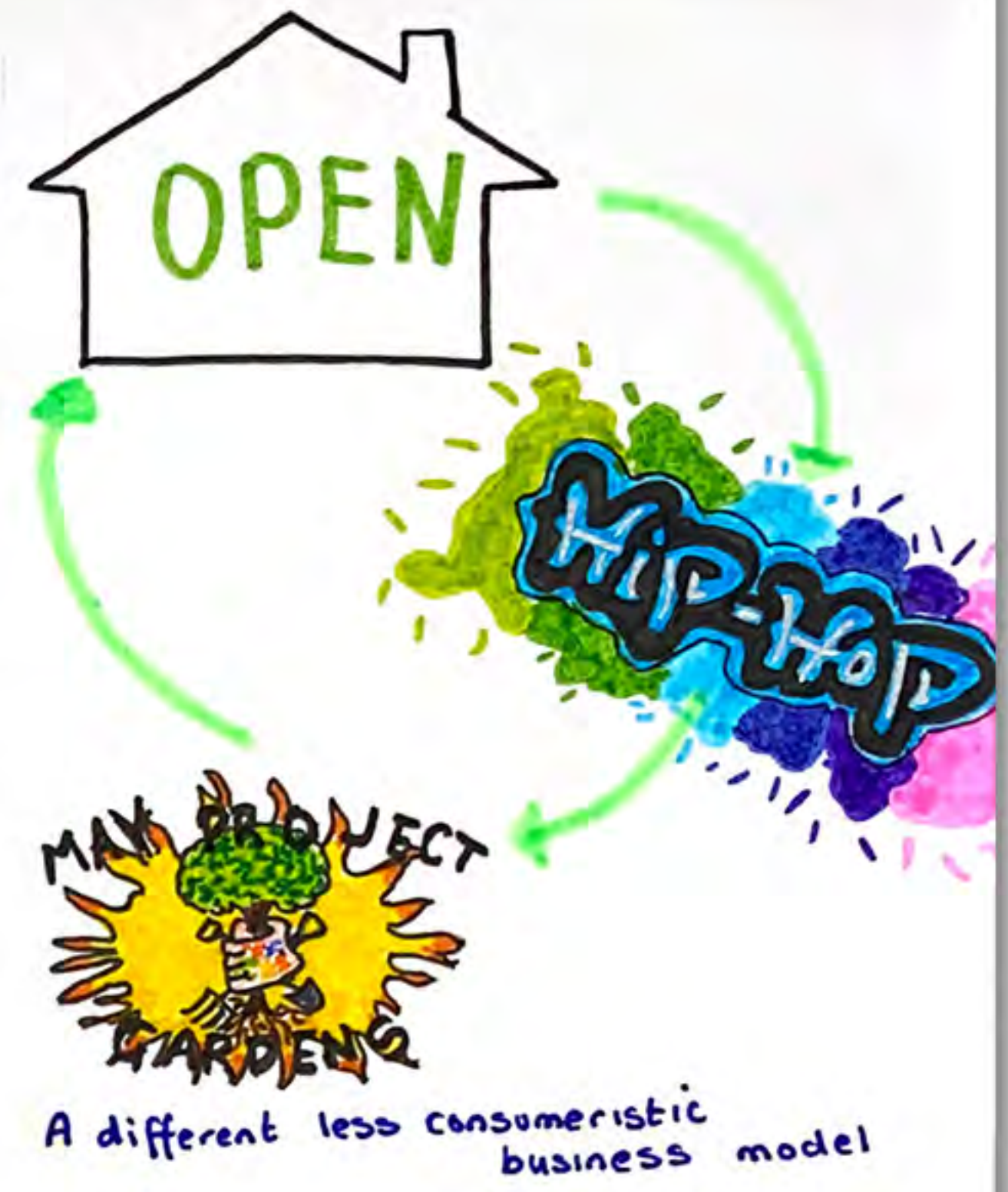
CRAZY IS...  
"what success looks like in the future."



Founder May Project Gardens  
Freedom Teacher

"Try, try, try.  
Do, do, do."

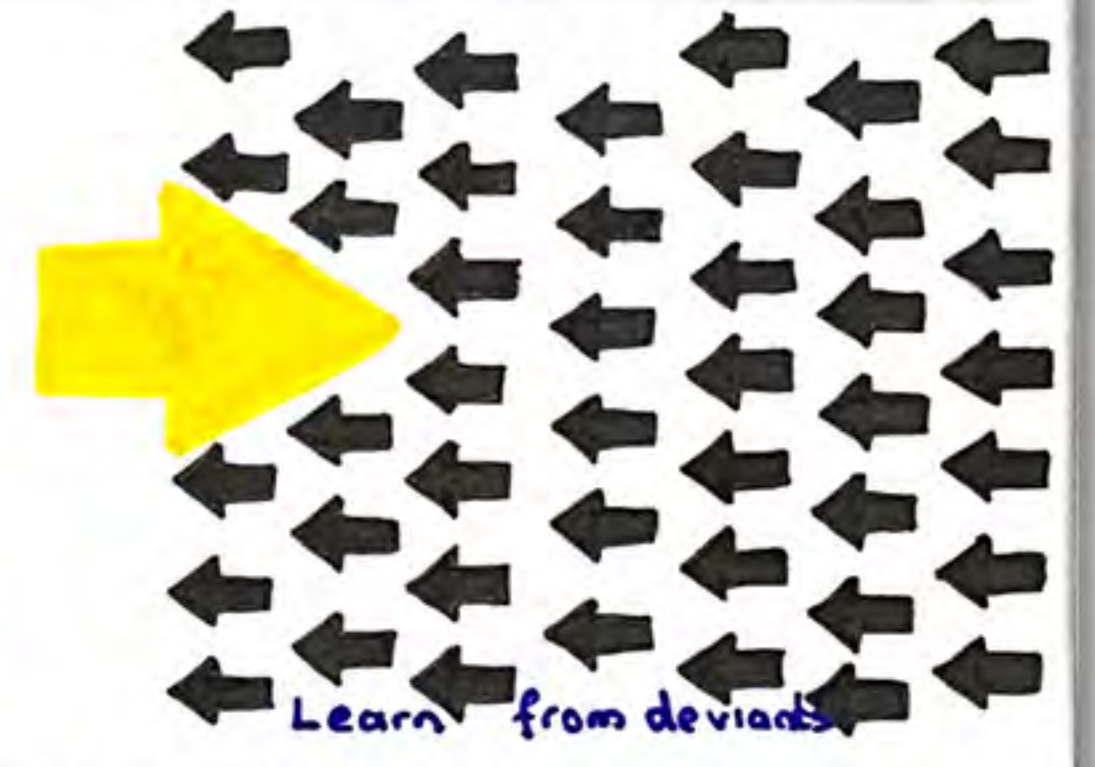
I work on the principle of cooperation, a qualitative way of working so I think from my experience of business and society as a whole it tends to be a focus on hierarchical. Like everything's gotta be quantitative, everything's gotta be the best, quite competitive. I'm just saying is this the only way we can work in society to produce creative individuals or even business? I think there's a range of models that exist and this is just one way of living is that my example that demonstrates that.... I maximise my resources. This is my home and I could just be at home and living here but what I've done is I've opened it up for a project as well. Now the project in itself doesn't seem like a huge thing, and probably people do it in many ways. But this is different because this is a lifestyle, so people come here. They actually have access to all the rooms and spaces and they also come and if they've got a skill or a talent or gift, this space becomes an open space where they can actually implement and learn about their skill here. So the person who set this place up is into permaculture so he used the garden to create a self-contained food growing system within the garden. We have a lady who's doing decoupage at the moment so she's decorating the home using completely recycled papers and leaves and creating a natural glue out of flour and water. So it's a whole lifestyle and what we're doing is we're providing solutions to a lot of the things people are talking about in regards to environmental issues, sustainability and less consumeristic. We're providing cheap practical solutions that anybody and everybody can introduce and use as opposed to charging a huge amount of money for things that you have to buy into, like you have to become a consumer again to become more sustainable.



Nature is a maverick

In society if you're not of a certain colour, a certain race, religion, disability. All these people we can learn so much about our society from these people, we see them as mavericks or outside of the mainstream. My mum suffered from a mental illness so going into that environment and seeing people have mental illness and be surrounded by them, there are occasions when I'd listen to them and I'd think they make a lot of sense. That moment just made me question why people are in those places and why does society treat people in that way? Why are they considered to be deviant in society?

One of the greatest rules we can do is follow nature... I'm a student of nature really and people. I try to observe what are the best attributes from that person that I can try and replicate and the same with nature, what are the best examples in nature so that I can replicate that in my life. Nature is probably my favourite maverick, when you think you understand it, it does something even more amazing and wonderful...In permaculture they say value the edge or the marginal. Anything inspirational and changing comes from that process. If you look at a butterfly, when a caterpillar goes into a cocoon it becomes liquid. It transmogrifies and then it becomes a physical thing. If a human being can do that imagine what potential exists.



I learnt to become slightly more relaxed and slow down through my experience of working with nature. There was a gentleman who was also a gardener and also an MC and it was about when you rush how many mistakes you make. I'm guilty of that in a lot of my stuff and what I'm doing. I'm slowly slowing down that experience and what that's doing is allowing for gaps of opportunity to come through because if I'm so busy I don't have time for that opportunity to emerge.

may-er-ick

"Someone who usurps som  
something that's quite the  
someone that's not consider  
that's innovative. Someone



"Try, try, try.  
Do, do, do."

Dear Ian,

It's always interesting to meet new (m) when they've been recommended by a (m) who understands the (m) project, so I'm glad Luke Hemment introduced us.

Ian, you taught me that:

- (m) are not afraid to go against the grain.
- (m) embrace their responsibility in failure and embed learning from the failure into their culture of working.
- (m) are marginalised by society until reach a level of success, then they are acknowledged and accepted.
- (m) use a different definition of capital.

You shared that capital can be financial but also health, environment, spirituality and well being; health's wealth.

Your model Ian is to live with less, not more! As you told me Ian, that —

business should be something that works for us, not against us. It's fine + brilliant to want loads of money, but we need to appreciate that some people may just want peace and happiness, a different lifestyle, or to travel the world, for the rest of their lives.

As you shared (m) need to ensure they are using their gifts and not just being a (m) for mavericks sake! Especially as being a (m) is a tough tough long road, although it is a road that enables you to be true to yourself and you don't have to do things in the ways that people say you have to.

You were right when you said to fully get what you were creating I'd have to visit. Well the May Project Garden and community you've created in honour of your mum who you had been a carer for is definitely different. Your home is the canvas for artists and ideas, be that the home, the garden or the music studio where you encourage young people to fulfil their potential using hip hop as a vehicle.

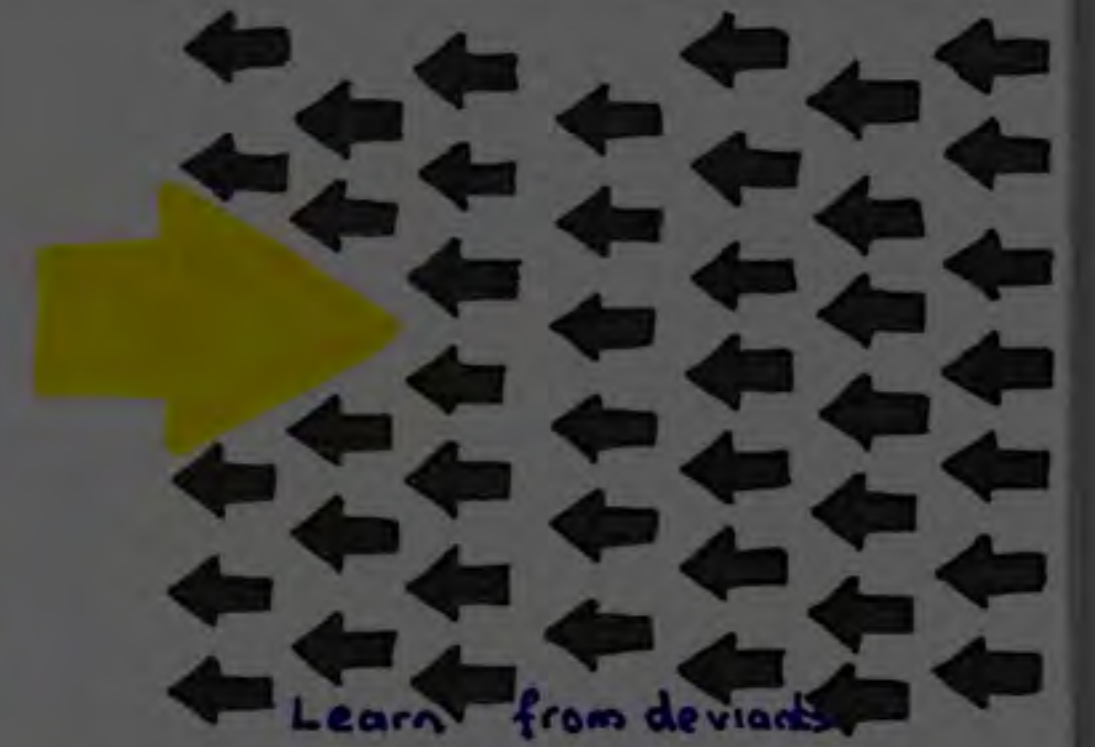
Thanks for showing me around and making time for me Ian. I just know your mum Sophia May must be so proud of you.



Billie ☺



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"Someone that is very innovative and different than standard."

mar-er-ick

CRAZY IS...  
"being the Co-Founder of a fast growing international business and the mother of 8 children - always juggling."



VICTORIA SOPIK

CEO + Co Founder Kids + Company

I don't regret or look back so I don't feel guilty, so I can make a decision and not second-guess myself or not think about it more than once, certainly being a very very speedy decision maker. Entrepreneurs are people that are moving very quickly, can make decisions with very little information. They don't need to have a lot of information and can make a decision based on a little bit and then their gut feeling...I can be loose with decision making so I don't necessarily have to do what other people consider to be the right thing. I can do what I think is the right thing. It may not be what conventional people think is the right thing. And I don't get hung up with things like integrity or not, do what I think is the right thing for myself at the time.



Intuitive decision making

FOLLOW

Gain followers

I can convince people to follow me. I can be a Pied Piper and take people along with my vision. I can corral groups to follow my leadership and I can get people to be incredibly loyal to me...We have a very strong team but now what I say to them is it's my way or the highway. I'm setting the tone, so if you want to stay on the highway then you can or you have to find a different team to be on. I'm a non-collaborative leader, but even in the same breath I let people do whatever they wanna do. There's tons of autonomy and tons of decision-making. I don't over manage. They just have to be working with the same goal and working with the same effort and passion that I have to be on the team.

"Keep going.  
Don't look back.  
Don't question your instincts, or let anyone else."

When I was in high school, I realized very early that people that had allergies got to go because they were always going for allergy shots. So I decided when I was 13 that I had allergies, even though I didn't ever, so I could miss school whenever I wanted to by saying I was going for my allergy shot. So I would say at an early age I tried to beat the system per se.



Beat the system



"Someone that is very

mar-er-ick



"Keep going.  
Don't look back.  
Don't question your instincts"

Dear Victoria

I'm so glad Denise Kelly, our mutual friend connected us. As Denise worked with you she believed you would be an interesting (M) to include; she was right.

Victoria, you taught me that:

- (M)'s brains move more quickly
- (M) can face the challenge of credibility
- (M) build + create businesses
- (M) are passionate leaders



You co-founded Kids + company to offer working parents supportive child care solutions. Not surprising being an entrepreneur + mother of 8 children. As you said when asked why did you have 8 children in 10 years you said 'because I wanted to!'

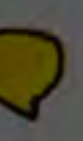
Efficient is the word that springs to mind when I think of you. Your interview was 11.18 minutes. Concise and sure of yourself is how you came over.

Thankyou Victoria for sharing your stories of how you beat the system, and for innovating the lives of working families.

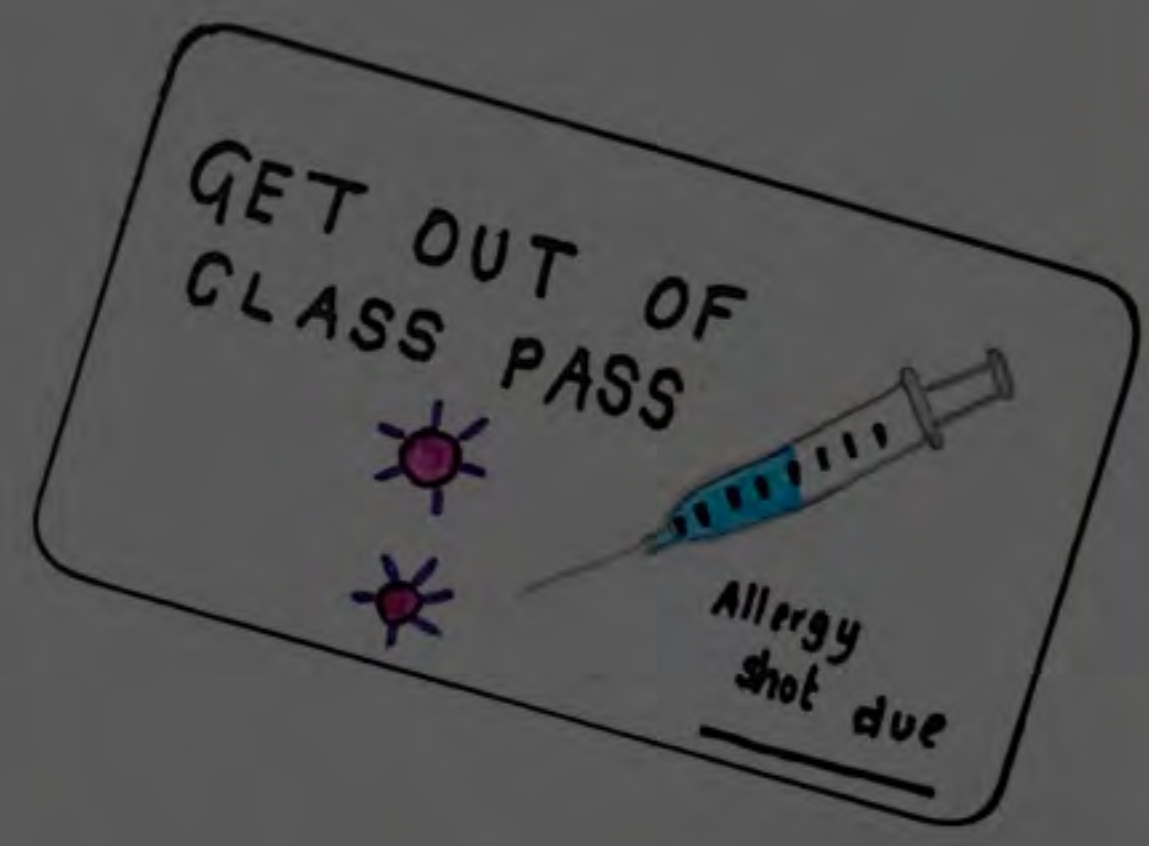
Brian (M)



Intuitive decision making



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Beat the system



mav-er-ick

Mavericks are people that take sort of regular habits, or ways of interacting, ways of wearing clothes, ways of making art, whatever it is, and flip it upside down. So it can be as simple as taking a jacket and putting it upside down and putting it backwards and then creating a new fashion, so it's very simple, or a stretch out of something, like a normal interaction and actually elongating it and making it bigger or just a little bit off to the side."

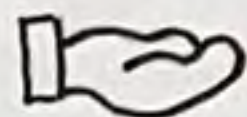
CRAZY IS...  
"a vivacious, vital willingness to travel the edges between what is known and unknown."



SPARKS

HEATHER

Immersive Installation Artist, Sculptor and Set Designer



"Find others. Find others that are on the journey and share."



My focus isn't doing things differently; it's doing things that feel good and right. And that often is different because societally we set up these strange formulas that just don't work well or even on a sort of feeling intuitive level they aren't, they just don't feel good. I try to listen to my own gut reaction and try to take away some of those formulas and try to look at it anew and create my own.

Standard House



Heather's patchwork house



Don't do things different  
Do things that feel right

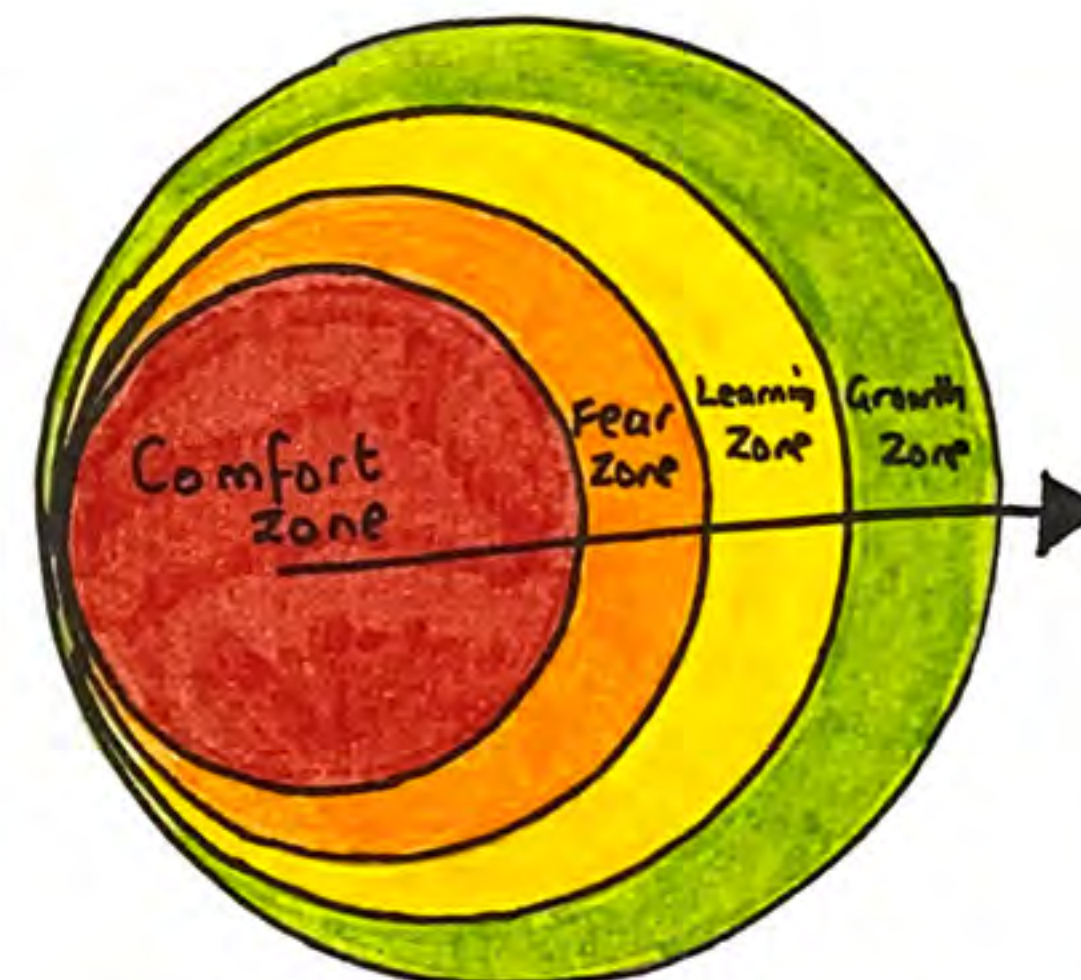


Design your own kind of anything.

When I was a younger woman I was struggling with my sense of sexuality, and I had very low self-esteem and self-worth at the time of a sexual nature and I struggled against all the magazine ads and all the ways women were being represented as what a woman is. And the way I reacted to that was to design my own type of sexy. I started to make my own lingerie. I started to sew underwear and all these undergarments and use fabrics I really liked and used patterns and little bits of embroidery and I created these underwear and they were gawky and I felt so incredibly beautiful and they were an expression of me...and my personality.



I often put myself in situations that are more advanced than I am there. Like I'll join a choir, and I've sang and it's an advanced choir. I will do all the practices and studies and take home the books necessary to achieve my first day of success in something I've never done. Or I'll immerse myself in things that I've not necessarily had training in. I'm very driven to succeed; quite ambitious. So that boldness of saying yes to things I'm excited about and not having any clue how to do it necessarily...Sometimes I need to leave and go adventure in the world so I'm a better strong self to bring back.



Push yourself to grow



Learn to effectively use your powers

I'm very vital, extremely vital; challengingly so. A lot of energy and excitement, exuberance, expressive emotion. I often say I was born with fire and it's a wonderful superhero power that it takes years to know how to wield. When I was younger that fire went everywhere and I didn't know how to shoot those fireballs in a way that was effective; sometimes it was effective, sometimes it was not. So now I've learned to harness it and use it for the good of people around me and myself and the world.



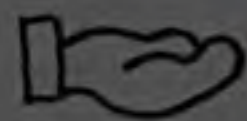
may-er-ick

Mavericks are people that of interacting, ways of whatever it is, and flip it as taking a jacket and put backwards and then create a stretch out of some actually elongating it and off to the side.



HEATHER

SPARKS



"Find others. Find others that are on the..."

Dear Heather,

It was wonderful to connect with you once I'd heard you speak at Creative Mornings. You shared your work as an artist, and it was apparent you think differently so I asked to interview you.

Heather, you taught me that:

- (M) flip things upside down + back to front.
- (M) design things that represent their personalities.
- (M) are bold and spunky and go for it.
- (M) problem solve because they are solution oriented

You shared how the Lookout Arts Quarry artists colony you live on works on a triple bottomline approach

- money - to buy building supplies to convert quarry into home.
- people - no one leader and everyone's idea has value.
- environment - use of salvage + creative ideas to innovate and improve the land eg. soil onto a rock quarry.

Thank you for sharing you childhood stories. Stories of your family who encouraged your freedom of expression. Your mum who's response was always:

"That's wonderful. Are you happy?"

And the Crafty Box of salvaged materials + doh-doh's (toilet roll inner tubes) etc which became the foundation on your art practice. Your creative, inventive parents + grandparents, your experiences at Clown School that further encouraged your imaginative practices that exist in all the sculptures, art installations and the way you live + create today is something your stories illustrated.



Heather, I had so much fun interviewing you. To date you're the only (M) who's jumped off my sofa, crawled around on my floor and offered to show me their underwear. You said you liked challenges + adventures. Thank you for becoming one of my adventures. The (M) project is enriched by artists like yourself, because art is life ain't it, with us all trying to create our masterpieces.

B. M. M. ☺

Standard House

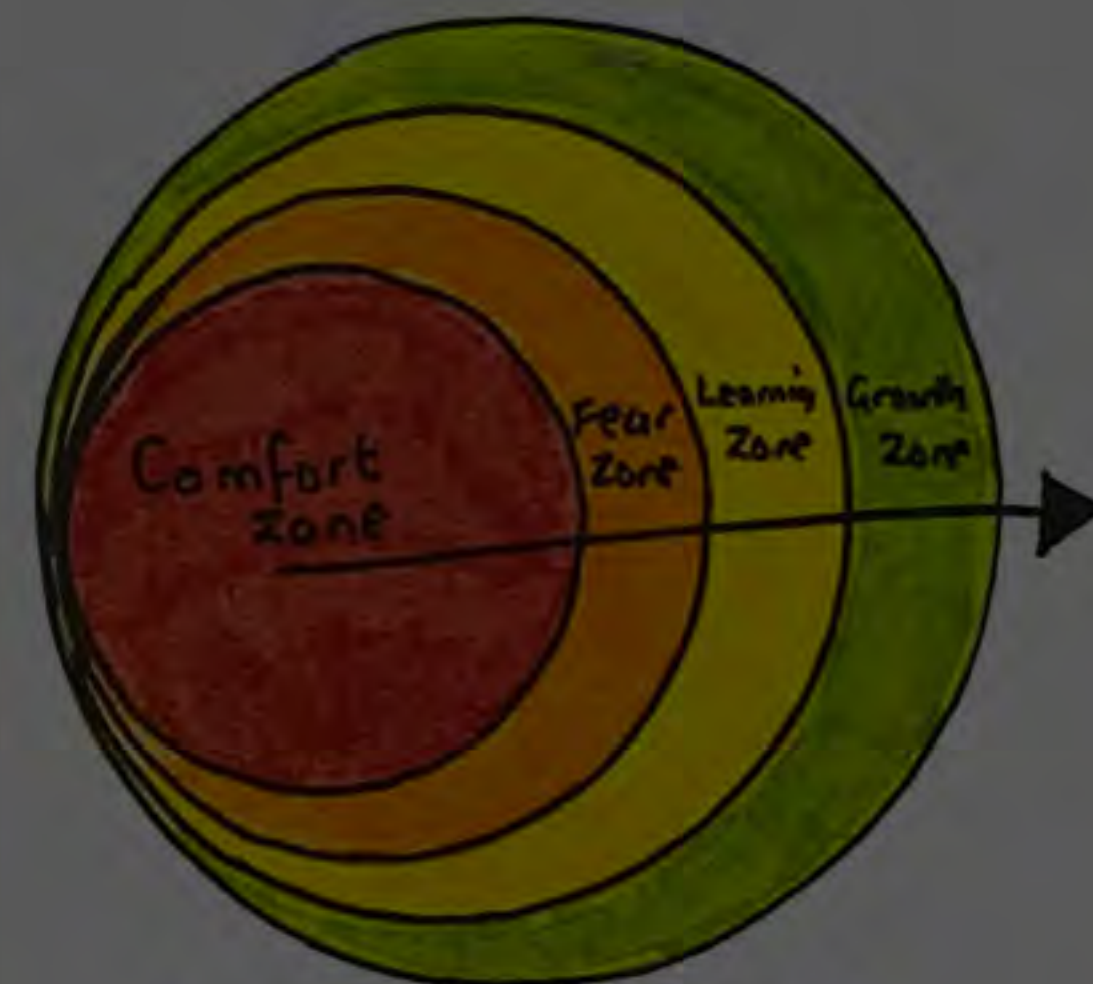


Heather's patchwork house



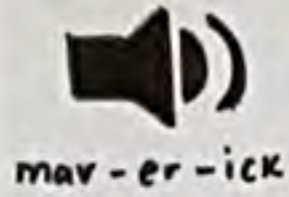
Don't do things different  
Do things that feel right

When I was a younger woman I was struggling with my sense of sexuality, and I had very low self-esteem and self-worth at the time of a sexual nature and I struggled against all the magazine ads and all the ways women were being represented as what a woman is. And the way I reacted to that was to design my own type of sexy. I started to make my own lingerie. I started to sew underwear and all these undergarments and use fabrics I really liked and used patterns and little bits of embroidery and I created these beautiful and they were an expression of me...and my personality.



Push yourself to grow

I'm very vital, extremely vital; challengingly so. A lot of energy and excitement, exuberance, expressive emotion. I often say I was born with fire and it's a wonderful superhero power that it takes years to know how to wield. When I was younger that fire went everywhere and I didn't know how to shoot those fireballs in a way that was effective; sometimes it was effective, sometimes it was not. So now I've learned to harness it and use it for the good of people around me and myself and the world.



"I suppose the principle thing is not accepting the received wisdom. Asking a question about anything + everything." And that does not mean you have to do things differently for the sake of it, you have to do things differently for a reason."

CRAZY IS...  
"being stubborn enough to ignore advice - but smart enough to know when to listen."

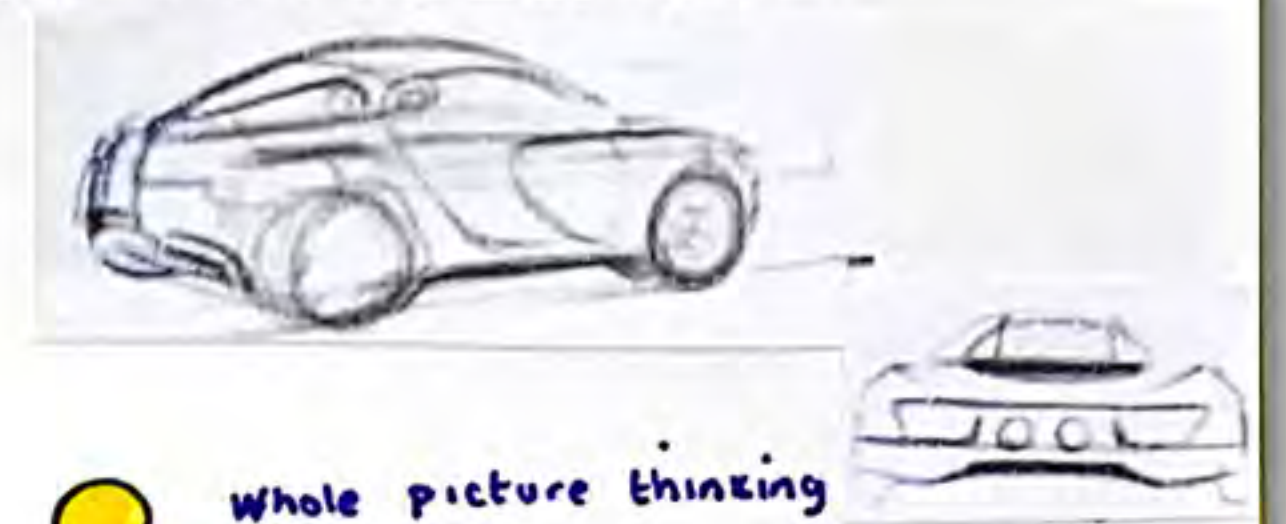


HUGO SPOWERS

Chief Architect Riversimple Engineering

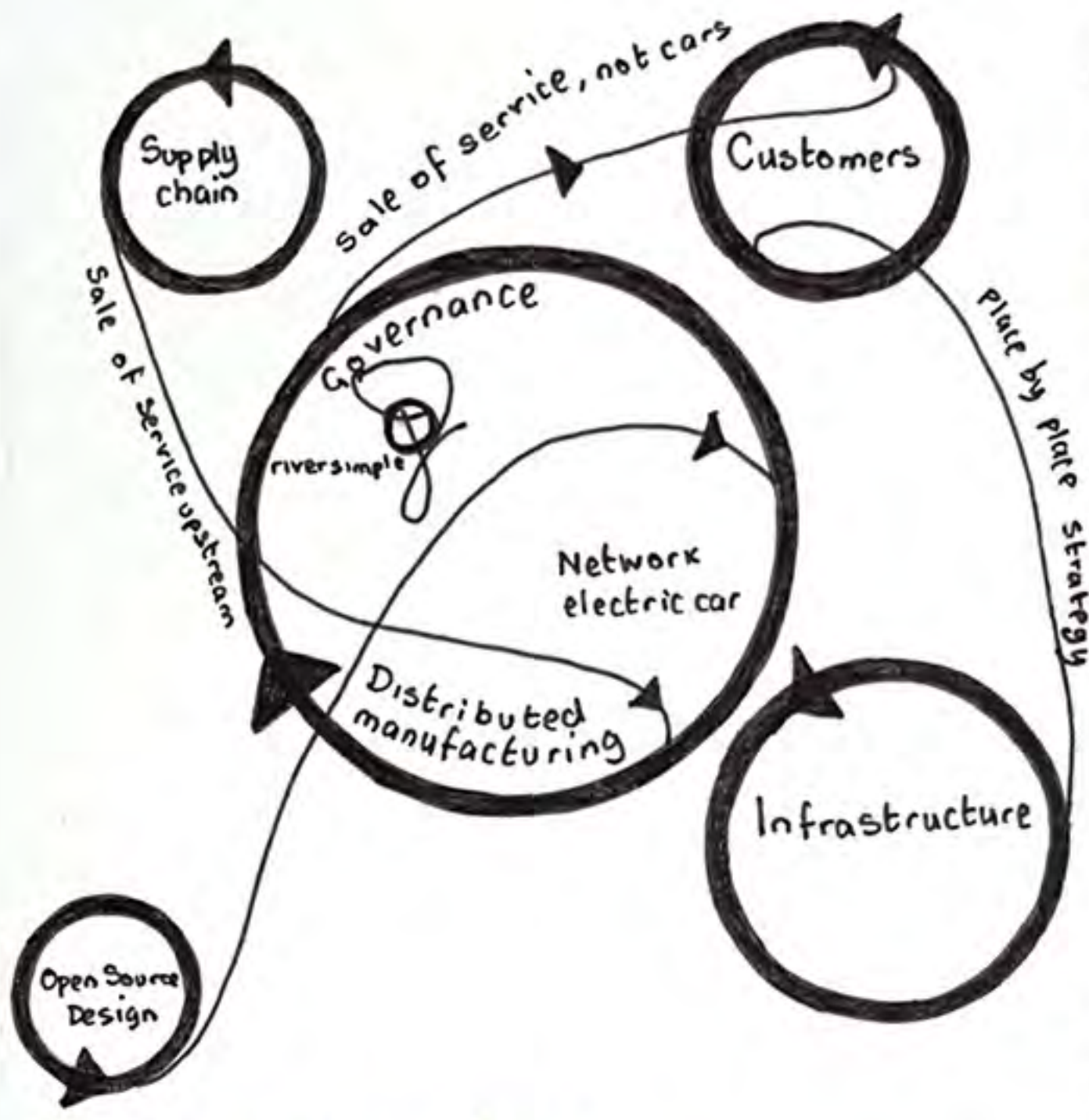
"Take people with you. It's learning to listen as well as being stubborn. Accepting other people's talents. Those are the sorts of things that I suspect don't come naturally to mavericks."

I'm very good at whole picture thinking and people really have to be force fed to them to see all the elements and I can see the whole picture, and the same when I used to design racing cars. I could design the whole car in the old days on the drawing board. Every view just 2D. I designed every component that wanted to be in the same place at the same time and I'd fit it together. I knew in my head every dimension in the entire car on every drawing, so that's whole picture... 'The secret of being a good General is holding the whole plan of the battle in your head without getting tired.'



Whole picture thinking

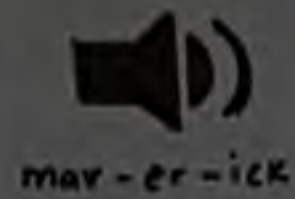
We'd never sell a car; we'd only ever sell a service. Our car company will never sell a car. If you sell cars you make more money by selling more cars. Your interests are obsolescence and high running costs because those are the 2 ways you make money. If you sell a service, we will contract with somebody for 1, 2 or maybe 3 years. They drive the car and it's on a monthly basis and it's a mileage related fee, the more miles they do the more they pay. We cover all the costs including not just maintenance and tyres, but insurance and fuel as well. So when the car contracts finished we will want the car in as good a condition as possible with as much life as possible so we can provide it to 2, 3, 4, 5 customer and we want the car to be as low maintenance and efficient as possible because we're paying for the maintenance and the fuel. So it's not just incremental softening the damage of cars. It completely reverses your drivers from maximising resource consumption of your product. To minimizing the resource consumption. We want to find as much economic utility with as little resource as possible. It's completely changed the financial drivers. It's about making money from doing the right thing, rather than making money from doing the wrong thing. At the moment the bulk of industry is set up in a way that profits from doing the opposite of what even policy makers realise we've got to do. And how can we hope to have a sustainable industrial society whilst we continue to reward industry for the opposite of what we're trying to achieve. I do think that it is a more robust and more profitable and more resilient business that comes out of this. But you do have to take a long view to understand that because we have declining resources and increasing regulatory pressure. And in the business of making and selling cars, your profit lies outside that converging funnel of depleting resources and regulatory pressure. Your profit making is way out here whereas we're making more money by staying in the centre of that funnel - so designing a business for trends that we know are inevitable. We're not betting on when oil runs out or when copper runs out or anything like that, but the fact is they're declining. And it's a resource and we're using them. So a business founded on maximising the consumption of a declining resource is not a very smart business. So there's a profit motive in that it's almost reverse engineered. I've set out to build a sustainable solution to personal transport.



Disrupting an industry

I'm talking about back casting instead of forecasting. That's something that is terribly important and needs you to come up with a wholly different plan. If you sort of forecast from where you are I like to talk about of a tree with branches. If you start at the bottom trying to head up the tree you can easily go out onto a limb and then you reach a dead end. And it seems like the obvious way to go if you're forecasting and it's a low hanging fruit and all those standards lines, but you get to a dead end when you get to a branch, because you haven't got to where you want to go which is the crown of the tree. So A you haven't gone where you want and B you've gone right off all the investment you made in getting to the wrong place and start again. And if you back cast from where you want to be and you imagine a point far enough into the future that's not constrained by existing status quo and you plan back from there how you got to that place in 50 years' time. You can't avoid getting to the roots of the tree. And so it allows you to develop a plan where every investment you make, all the emphasis you place and all your practices is taking you to a step towards the crown of the tree, instead of a wild goose chase.





"I suppose the principle thing  
Asking a question about anything  
And that does not mean you have  
you have to do things differently"



Take people with you.  
It's learning to listen as well as  
Accepting other people's talents.  
Those are the sorts of things that

Dear Hugo,

Let's start with how you randomly came into my radar. Charlie/Marc and I had just got married and were in Bhutan on our adventure moon. He came across the BBC article "Riversimple, the Welsh dragon that spits water vapour," and said you might be a (M). Lucky for me you said yes because you liked the idea of the (M) project.

Hugo, you taught me that:

- (M) are interested in quantum leaps, not incremental ones.
- (M) do things differently because they want to do things better, so come up with different solves.
- (M) learn about themselves in the process of pushing the boundaries.
- (M) know innovation can't happen if you're constrained by convention.

If you want to innovate + create you need to be courageous in what you do. For you Hugo it's about the environmental crisis we're facing as humans on our planet. Riversimple's hydrocell car is a solve for that!

As you shared, your passion for design doesn't end at racing cars, it overflows to the design of business models, you're working at an ideological level. You explained this using Joanna Macy's 3 levels for change for a sustainable future:



Hugo, your fascinating stories of your childhood were fun to hear. You shared how your father instilled the dream big idea. And gave you a quote that inspires the way you live + work even today,

"There's never enough time to do the job PROPERLY.  
There's always enough time to do it TWICE"

Properly requires a longer time, not something investors are keen on, however (M) need space to develop the idea by the dots they connect.

Thank you so much Hugo. I ❤️ loved how you shared how Amherst Villiers was your mentor. Amherst was the English, automotive, aeronautical + astronautic engineer + portrait painter, and one of his achievements was designing the "Blower Bentley" driven by James Bond. Q from Bond is based on Amherst. WOW!! That part of the interview alone was worth it. Thank you for being part of the (M) adventure, proud to include a member of the Dangerous Sports Club! B.Mia ☺



whole picture thinking

We'd never sell a car, we'd only ever sell a service. Our car company will never sell a car. If you sell cars you make more money by selling more cars. Your interests are obsolescence and high running costs because those are the 2 ways you make money. If you sell a service, we will contract with somebody for 1, 2 or maybe 3 years. They drive the car and it's on a monthly basis and it's a mileage related fee, the more miles they do the more they pay. We cover all the costs including not just maintenance and tyres, but insurance and fuel as well. So when the car contracts finished we will want the car in as good a condition as possible with as much life as possible so we can provide it to 2, 3, 4, 5 customer and we want the car to be as low maintenance and efficient as possible because we're paying for the maintenance and the fuel. So it's not just incremental softening the damage of cars. It completely reverses your drivers from maximising resource consumption of your product. To minimizing the resource consumption. We want to find as much economic utility with as little resource as possible. It's completely changed the financial drivers. It's about making money from doing the right thing, rather than making money from doing the wrong thing. At the moment the bulk of industry is set up in a way that profits from doing the opposite of what even policy makers realise we've got to do. And how can we hope to have a sustainable industrial society whilst we continue to reward industry for the opposite of what we're trying to achieve. I do think that it is a more robust and more profitable and more resilient business that comes out of this. But you do have to take a long view to understand that because we have declining resources and increasing regulatory pressure. And in the business of making and selling cars, your profit lies outside that converging funnel of depleting resources and regulatory pressure. Your profit making is way out here whereas we're making more money by staying in the centre of that funnel - so designing a business for trends that we know are inevitable. We're not betting on when oil runs out or when copper runs out or anything like that, but the fact is they're declining. And it's a resource and we're using them. So a business founded on maximising the consumption of a declining resource is not a very smart business. So there's a profit motive in that it's almost reverse engineered. I've set out to build a sustainable solution to personal transport.





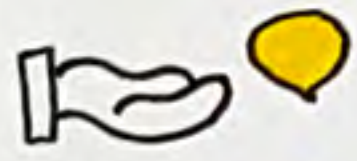
"Someone who is crazy yet purposeful. It's the skill, bold, let's do something new but this is somebody that you trust. This is somebody who's brave enough to go against the grain and maybe do what other people were thinking, but do it in such a way that people will have faith in whatever the outcome will be."

CRAZY IS...  
"the beginning of greatness,  
before others call it greatness."



ROBBIE STOKES JR

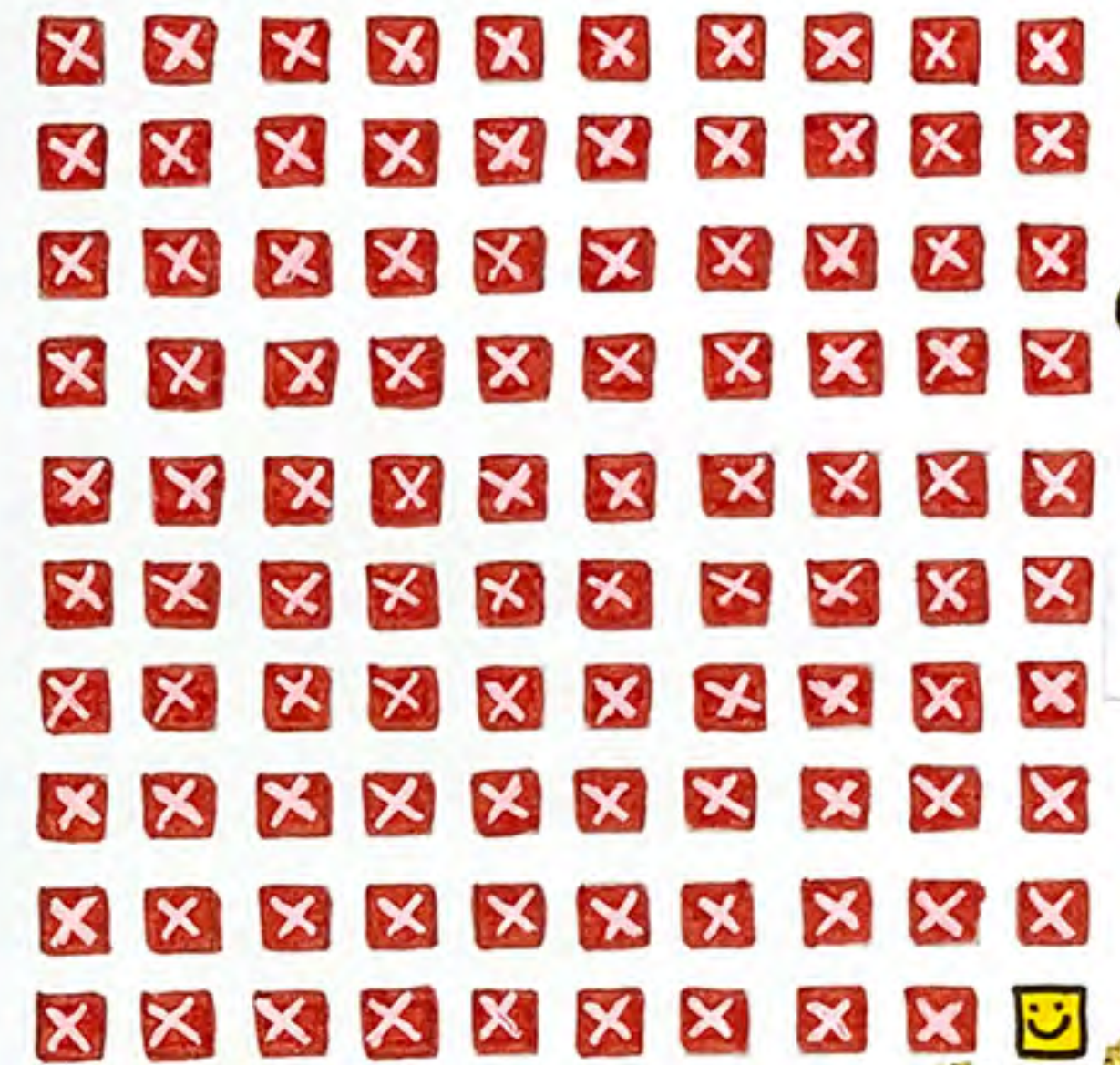
Founder | Board Chair  
I Talk To Strangers Foundation



"Find your weaknesses."



You're by yourself. You often don't have the answer, and you're doing something other people don't believe until they see it. I'm sensitive, my goals are my goals only so that makes this journey a lonely journey. Being a maverick you have to make your own decisions and a lot of times those decisions are against the social norms. So it may get to a point where society says stop, it may have a feeling or a misunderstanding but you have to press on.



YAY!!!  
Here I am!!!



Business has to evolve with the economy and as with the teaching economy, the changing world. So there's always somebody that has to evolve and find a new way to solve a simple problem... Creativity is how the maverick stays the maverick. Innovation is the connect. Innovation is evolution, you have to find new processes, new techniques or new ideas to move it forward.



Purpose to learn from strangers



press on against social norms

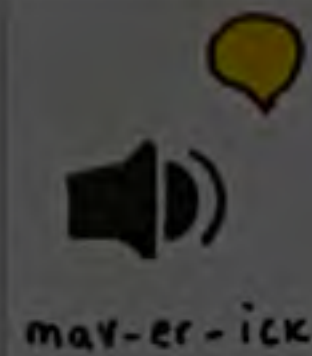
Whether you might have a 99% failure and 1% success rate. You might look 99% doom and gloom and 1% you know good or the glass may only be filled 1" to the top and so focusing on the smallest aspect of positivity, no matter how small it is, will always keep you happy, you just got to find it.



Creativity → Innovation → Evolution

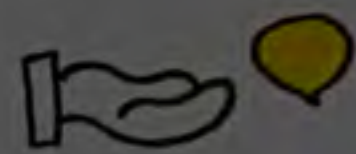


I felt that my idea and my motivation to the purpose in life is I get out of bed every morning. I don't even have an agenda. I say I'm going to do what I learn. So I talk to people because I get to learn and do something new every single day... I'm not afraid to meet, eat, get into a car, dance, skydive or get into a deep philosophical or emotional conversation with a stranger.



"Someone who is crazy yet put something new but this is someone who's brave enough to go against other people were thinking, but do faith in whatever the outcome will

may-er-ick



"Find your weaknesses."

Dear Robbie,

You said 'YES' to being interviewed for the (m) project because you are open to taking up random opportunities which enable you to explore new things, which is all part of the I Talk To Strangers philosophy. So I'm really glad (m) Daniel de Gruyter introduced us.

Robbie, you taught me that:

- The (m) personal journey is part of their path to being a (m)
- (m) know and understand the variables in their lives, this knowing + understanding is what lets them do things their way.
- (m) NEVER stop asking questions.
- (m) have to find a balance between arrogance and humility.

You shared how a good business is not based on money but on its mission and goals. To this end (m) leaders make decisions / take action with the mission + goals in mind. And, for the business to succeed great teams are essential. Teams that see each others greatness.

Robbie, it was interesting that you said (m) make their lifestyle conducive to their business life, so the two meet in harmony, so its more about alignment than balance I guess.

Thank you for your approachability, your time, your kind words, and for spontaneously creating this quote during our interview:

**"I became the wealthiest man in the world when I realised what wealth really was."**

Thank you. *Billie* 😊



(m) press on against social norms

Whether you might have a 99% failure and 1% success rate. You might look 99% doom and gloom and 1% you know good or the glass may only be filled 1" to the top and so focusing on the smallest aspect of positivity, no matter how small it is, will always keep you happy, you just got to find it.



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"Someone who sees the world in a different way and who is not afraid to pursue that vision that he or she sees."

CRAZY IS...  
"the courage and ability to redefine yourself and challenge the status quo."



POCKET SUN

Founding Partner SoGal Ventures



Being a maverick is a gift. It helps you navigate through your life and knowing that you're a maverick gives you confidence because when you realise, hey I was born this way you've gotta be OK with that and use that as a good force to tackle whatever problems you want to solve for the world or for yourself. So the knowing yourself part is very critical."

Why do I do things differently? Because it's the only way to get things done, especially in the world of entrepreneurship. You have to be different right? Your market offering has to be different. Your brand proposition has to be different and how you approach things should be different. If you do things the same way that other people do you can't expect to get better results out of it. I am in the business of venture capital and normally venture capitalism is mostly done by middle aged or older white males. So being in this industry is quite different for a Chinese woman who is in her early 20s, especially when I was not going to join a venture capital firm as an entry-level analyst but to start my own venture capitalist firm, that's very different. And how we approached our venture capitalist firm is first of all we're on a cross-border business, we want to bring US companies to Asia and we want to bring Asian companies to the US. And we have a very great niche in women lead businesses and that's because of the global community that we already built. So on these two aspects were very differentiated from most venture capitalist firms on the market.



Know differences → use differences for impact



Women (entrepreneurs) underestimate themselves.

Most of the time women tend to underestimate ourselves, we think we're not good enough, or when we're doing just as good as men we have a lower self-evaluation. That could really hurt us in the entrepreneurial world. I know investors love big vision and big picture and how huge the business is going to be, how much returns will it put in the bank 10 years down the road. But if women are not going to explain their business in ways where it's so intriguing and appealing to investors then they're going to miss out on a lot of funding opportunities. That's causing a lot of the bad numbers that we're seeing and that we're trying to improve. The second thing is know your self-worth. And it's a long process. It doesn't happen overnight but I think every girl or woman they need to collect all these validation points along the way, knowing that I am very capable, I'm just as capable as anyone else in the world. Instead of thinking oh I've only got this far so I'm not as good as other people. We need to start to realize our potential and our capability in a way, that you can utilise all of this and with that confidence you can go into bigger businesses and achieve greater visions. But if your self-estimation is so low then it's gonna be really tough because they will show in conversations and people won't trust you... What I am is actually worth hmmm \$90,000 billion dollars because that's how much value we can activate if we are able to tap in the undiscovered talent and potential of women and that's actually what I'm doing. Not simply helping women entrepreneurs but also giving women in the world a ray of hope showing that the world and your life has many many different dimensions and don't have to be trapped in one place. And with the growth of SoGal I really hope to touch the lives of more and more women. I know there are 62 million women in the world who are not able to get education, who are living in a very unprivileged conditions and so I hope that with our work we can influence more and more women in the world and really contribute to the global economy.

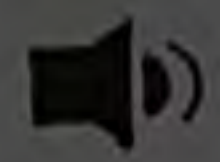
I'm a student of life, society and myself. Entrepreneurship is the ultimate self-discovery journey. I learnt so much about myself along the way. I discovered new things about what I can do, what my limits are and what I'm good at, what I'm not good at. It's also a lens through which I observe what's going on in the world. You are dealing with some of the smartest people in the world who are changing the world for the better. I constantly get inspirations from entrepreneurs and it like kicks my butt, tells me that you have to keep going.... Entrepreneurs like my uncle are not afraid of new challenges and he always has new visions for his business and that's really bad ass.



The ultimate self-discovery journey



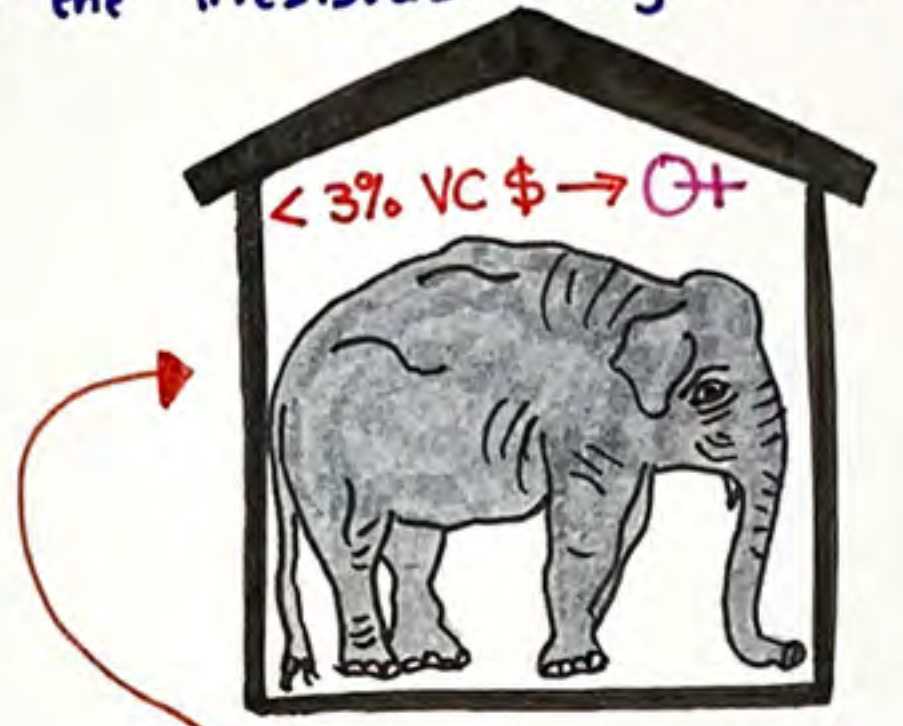
Someone who sees the not afraid to pursue that



Dear Pocket,

When I came across your being voted as one of LinkedIn's influencers for Venture Capitalism + Entrepreneurship I learnt you had interviewed VC's and shared their lessons which was exactly what I was doing with the ... You thought the idea was 'cool' and loved the 'irresistable' way I had approached you.

- Pocket, you taught me that:
- (m) have a crazy vision
  - (m) deviate from the norm
  - (m) refuse to be ordinary
  - (m) take massive actions



You gave the example of the latter by creating the first SoGal Conference 4 months after founding the company! As you said, massive actions have a way of covering your imperfections. Massive actions can challenge the elephant in the room too!!! You questioned it and did something about it -> inspiring women to believe in themselves to create the businesses + lives they want. As you said you learn + grow through the people you come into contact with, and many of them are entrepreneurs who teach you amongst other things the logic + stories behind their businesses; this is happening for the women entrepreneurs too - through SoGal.

Thank you for sharing your wonderful father - daughter story of your dad who'd actually planted a seed when you were a junior college student and unable to get a job.

Your father said you have 2 ways to go if you want to be satisfied with life:

1. Become an entrepreneur + create your own life.
2. Dramatically decrease your desire for stuff!

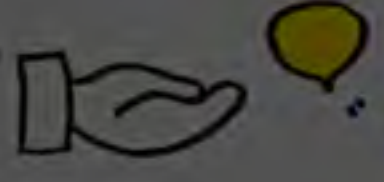
And at the time you were feeling very discouraged he told you that in the future you would create jobs for others, so don't worry about getting a job now. Little did he know what that seed would grow into.

Thank you Pocket for your time, your believing in me + the Business Maverick idea + most of all for changing the lives of so many girls + women around the world. I've got a feeling your gonna enjoying learning from the stories and insights from the other (m) too.

Billie 😊



POCKET SUN



Being a maverick is a gift. and knowing that you're a maverick you realise, hey I was born to and use that as a good force to solve for the world or for your very critical."



Know differences -> use differences for impact



Most of the time women tend to underestimate ourselves, we think we're not good enough, or when we're doing just as good as men we have a lower self-evaluation. That could really hurt us in the entrepreneurial world. I know investors love big vision and big picture and how huge the business is going to be, how much returns will it put in the bank 10 years down the road. But if women are not going to explain their business in ways where it's so intriguing and appealing to investors then they're going to miss out on a lot of funding opportunities. That's causing a lot of the bad numbers that we're seeing and that we're trying to improve. The second thing is know your self-worth. And it's a long process. It doesn't happen overnight but I think every girl or woman they need to collect all these validation points along the way. knowing that I am very capable, I'm just as capable as anyone else in the world. Instead of thinking oh I've only got this far so I'm not as good as other people. We need to start to realize our potential and our capability in a way, that you can utilise all of this and with that confidence you can go into bigger businesses and achieve greater visions. But if your self-estimation is so low then it's gonna be really tough because they will show in conversations and people won't trust you... What I am is actually worth hmmm \$90,000 billion dollars because that's how much value we can activate if we are able to tap in the undiscovered talent and potential of women and that's actually what I'm doing. Not simply helping women entrepreneurs but also giving women in the world a ray of hope showing that the world and your life has many many different dimensions and don't have to be trapped in one place. And with the growth of SoGal I really hope to touch the lives of more and more women. I know there are 62 million women in the world who are not able to get education, who are living in a very unprivileged conditions and so I hope that with our work we can influence more and more women in the world and really contribute to the global economy.



The ultimate self-discovery journey



mav-er-ick

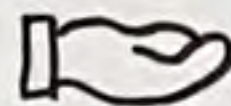
"Someone who does things differently than others. Someone who excites people and, Someone who surprises everyone around with their ideas that are outside the box, or as I like to call it, outside the bubble."

CRAZY IS...  
"ME."



NATALIA TALKOWSKA

Founder, Director and Chief Visual Storyteller  
Natalka Design



"Don't over think it. Just do it."



There's too much of doing the same thing around us, at work, in life, in whatever we do, there is too much of the same. Something needs to be changed so I found a niche to try and do something else. So basically I record information differently. We have endless power points, we have endless meetings, forums, conversations between people, business is very daunting and heavy. My way of recording information is easier to remember, it's creative, everyone understand visuals, enjoys them and it's more fun at the end of the day because business is sometimes too serious.



Autonomy = increased creativity



For me it's like I've always been doing things different and always been pushing some kind of boundaries. My first business start-up was when I was 12 and it was quite successful for my age, it was super exciting; handmade artistic pillow factory. By factory, my mum was creating the material for the pillows. I was painting anything the clients wanted on the pillows. My first clients wanted on the pillow, love messages to drawings, writings. Sometimes in the house there were 30 odd boxes. Mum sewing all the time, me painting all the time....I would take up my little businesses things and talk to people about them and get them excited. When I was 10 or even less I would take all my mums stuff from the kitchen from sugar to rice, set it up in my room, so it was probably the first business and I would beg everyone to come to my room and buy some stuff from the kitchen.

Deloitte



Record information differently

I find myself super, much more creative when I have autonomy. Within my day, week, month I can plan my day so that I can be the best that I am, instead of sitting 9-5 which broke my creativity, broke my spirit, which made me unhappy and have zero energy to the place where I'm excited about every day, because I create it, I like that...I heard one person saying what we do as a hobby would be the perfect job for us, we will put a lot into it, we do it naturally....You need to have a head full of ideas and it helps you to be creative, to be a maverick because sometimes it feels like I need to respond immediately to something, being creative really helps. I can come up with A B C D and make stuff happen. Being a maverick is connected in my head with innovation, because it's making things new and basically things that haven't been there before.



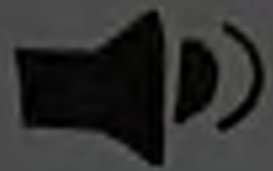
Entrepreneur spirit in mavericks



I always had a need to learn, a lot more than some other kids who were running around in the outside which is a great thing to do when you're young. I would take up violin classes. I would take up English classes.... Trying different new things all the time; I love it. Even if I'm bad at them I would for example start a guitar course, I'm like I'm gonna be playing Brian Adams. and I've been dancing for 2 months, songs to Beyoncé and Justin Timberlake, and I will never be a dancer behind them, but I so love it. And it's such a different thing to me, because when you do something every day you kind of need to do something different, otherwise you go crazy. So I'm just trying, even if I'm bad, who cares it's fun.... I'm a student of people who did it better and better before me, so people that I meet, my mentors, my family, my mum especially. I'm a learner of the approach to life and when I meet someone who's full of energy I just want to feed off that and learn that....I would like to be invisible because then I could sneak in and observe Branson's life, Steve Jobs life and all these amazing people I would love to meet and learn, learn, learn.



Push your comfort zone by learning

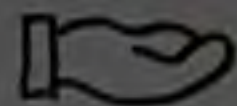


may-er-ick

"Someone who does things  
Someone who excites people  
Someone who surprises people  
that are outside the bubble."



NATALIA TALKOWSKA



"Don't over think it.  
Just do it."

Dear Nat,

WOW - when we met on our (M) friend Darren Robsons' MOE Foundation Executive Coaching Course little did we girls know how much our life direction was going to change. You were working an office job that was stifling your creativity and I was happily teaching young girls to become sick children's nurses. Natalia Design studio unleashed the (M) in you and I just had to interview you.

Nat, you taught me that:

- (M) do work that fulfills a physical and psychological need.
- (M) are motivated by possibilities
- (M) encourage other (M) to execute their ideas.
- (M) play with the rules.

You shared personal stories of your dad the artistic (M) who made people happy and your supportive mum who you persuaded to buy her own groceries back from your bedroom home grocery store. Your entrepreneur spirit started young.

# RULE

## THE GAME RULES



(M) have ideas that excite them but they have to be aware they have to find others it excites too if they want to make it a success financially. It takes guts to put your idea out into the world (something your mum encouraged in you). As you said successful execution requires more than the idea. It demands time passion + hard work and the belief it has some value, and will be of value to others. All whilst taking care of their ideas + their relationships.

Nat, thank you for drawing the (M) headshots for the project. You understood the passion + motivation behind my (M) mission so were the perfect choice!

I've watched you build your creative company + go from strength to strength, so apart from saying thank you I'd like to also say how proud I am of your achievements both professional + personal.

Drawing your page was fun, and a little intimidating. Hope you love the informal style and enjoy learning from the other (M) Nat.

Billie (ü)

Deloitte



Record information differently

I find myself super, much more creative when I have autonomy. Within my day, week, month I can plan my day so that I can be the best that I am, instead of sitting 9-5 which broke my creativity, broke my spirit, which made me unhappy and have zero energy to the place where I'm excited about every day, because I create it, I like that... I heard one person saying what we do as a hobby would be the perfect job for us, we will put a lot into it, we do it naturally... You need to have a head full of ideas and it helps you to be creative, to be a maverick because sometimes it feels like I need to respond immediately to something, being creative really helps. I can come up with A B C D and make stuff happen. Being a maverick is connected in my head with innovation, because it's making things new and basically things that haven't been there before.



Entrepreneur spirit in mavericks

I always had a need to learn, a lot more than some other kids who were running around in the outside which is a great thing to do when you're young. I would take up violin classes. I would take up English classes... Trying different new things all the time; I love it. Even if I'm bad at them I would for example start a guitar course, I'm like I'm gonna be playing Brian Adams. and I've been dancing for 2 months, songs to Beyoncé and Justin Timberlake, and I will never be a dancer behind them, but I so love it. And it's such a different thing to me, because when you do something every day you kind of need to do something different, otherwise you go crazy. So I'm just trying, even if I'm bad, who cares it's fun... I'm a student of people who did it better and better before me, so people that I meet, my mentors, my family, my mum especially. I'm a learner of the approach to life and when I meet someone who's full of energy I just want to feed off that and learn that... I would like to be invisible because then I could sneak in and observe Branson's life, Steve Jobs life and all these amazing people I would love to meet and learn, learn, learn.



mav-er-ick

"A maverick is somebody who breaks the rules and is untraditional."

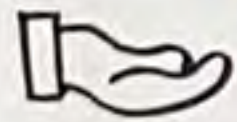
CRAZY IS...

"Thinking you know all the answers. The more I listen, the more I understand that we need to be guided to solutions by the people experiencing the problem we're trying to solve."



JANE TEWSON

Founder Igniting Change  
[Co Founder Comic Relief]



"To follow their gut.  
To follow their intuition.  
To follow what their inner self is telling them and  
Just go for it."



If you are talking about an issue such as homelessness or people living in Africa. It's much more complicated than here's a starving child, give us some money and we'll sort it all out. What's really important for me is if you allow that person, whether it's a homeless person in Australia, or an old isolated person here, or it's somebody in Africa, it let them tell their own story and listen to that. So we're a lot about creating awareness. Giving people a voice who wouldn't normally have one is very key to everything that I do... If you're looking to create change something to help it's very important to include the people with the problems and not do it without them.



Create awareness → give people a voice

COMIC RELIEF



A very important part of me is having grown up in a very stable, very loving family. They weren't judgmental, saying if you want to do something you can do it. So when I failed all my exams I still had that inner strength even though I was thrown, my confidence was completely lacking... I remember my mum saying, 'You can do anything.' So I said, 'Well, can I go to Oxford University?' And she said, 'Yes you can if you want. You don't have to take the conventional route.' So I got a job as a cleaner and I went and sat in on lectures because nobody knew I wasn't meant to be there... When I was really young, 23 and had the idea for my first charity [Comic Relief] it wasn't really a risk. But to think a young person from the country with no contacts and fresh to London had the arrogance to think they had a new idea and a new way of doing things; it was pretty audacious. I never saw it as a risk but if you were thinking from the outside you would think it was a huge risk, but it was just driven by passion.

Take unconventional paths.

My dyslexia was the trigger. I was doing it my way because I had to do it my way, because being dyslexic you come at things in a very different way from others. In a funny sort of way it helps when people give you a label and suddenly you think, ahhh that's why. And everyday as I get older I realise what being dyslexic is, you know I celebrate it.

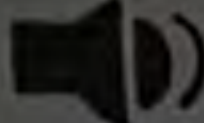
because ...  
**Think Unconventional**  
**Think Different**  
and...



Know what to ask + who to ask

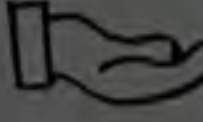
Celebrate your differences

I'm not really an expert in anything. What I'm good at is that I'm good at going to the best people in the land and asking them to help me. So I always go. I always reach out to people who've got the skills that I don't have. I have very few skills apart from getting people to help, and because what I do is always about social change those people tend to love coming to us and we're very lucky with our success rate and we're very small. So being really clear about what our ask is and what we want to achieve, and not accepting the unacceptable.


 "A maverick is someone untraditional."

may-er-ick




 "To follow their gut.  
 To follow their intuition.  
 To follow what their inner self  
 Just go for it."

Dear Jane,

When I came across Richard Branson's article, How to inspire change, it shared the story of you striding into the Virgin offices at age 23 and asking them to fund your setting up of Charity Projects. Richard saw you had special qualities and agreed. Out of this came the Comic Relief Red Nose Day ideas. I immediately picked up the phone to Igniting Change.

Jane, you taught me that:

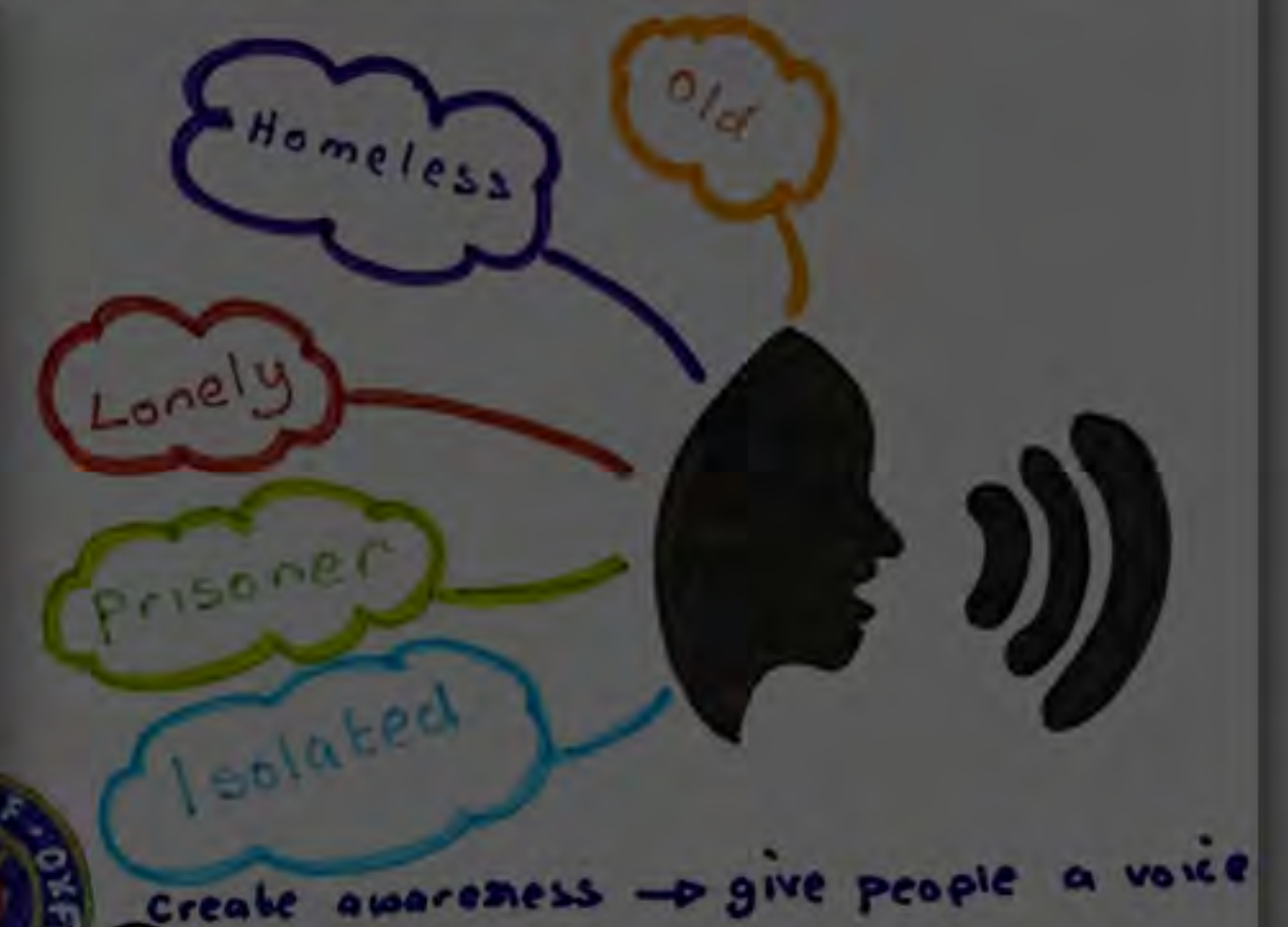
- (M) have good instincts + intuition and use them to guide their life + work.
- (M) face loneliness, because they think in their particular + different way.
- (M) are often misunderstood.
- (M) have a great desire to create change, in your case by ↷

## IGNITING CHANGE

Thank you for sharing how you may have been born a (M), and you were bred one too. Your wonderful stories of your doctor mum who'd go into the garden to do the vegetables in her bra + knickers before she went to surgery was her practical nature to not get her clothes dirty. And how she constantly ensured you had a creative, curious + spirited childhood whether that meant early morning forages or being taken on horseback when she went to visit patients where you ended up sitting on a patient's iron lung were all parts of the jigsaw of who you are now. That practical approach can be seen in how you help people who are 'doing it tough' by using your instinct, smelling + feeling the situation → and only after that making a response!

Jane, it was wonderful to have you share how fired up + driven you were by the desire to create change, and intoxicated by the journey. In doing so you are able to live life, a life that is authentic, exciting, passionate + full of purpose, as you said 'Play is life'.

When I listen to our interview I can see overly zealous Billie with my excitement bubbling over. And yet you kindly + patiently listened to me, empowered me, and built my confidence; all things you give in abundance, without question. The only one we haven't done yet is meet in person. I'd like to say you like your mum before you are a legend of a woman, whilst being one of the humblest humans I have the privilege to know. Thank you for believing in me and the (M) project. Like you I used my ♥ and instincts, and this is what that produced, and I REALLY hope you like it Jane. Billie (U)



A very important part of me is having grown up in a very stable, very loving family. They weren't judgmental, saying if you want to do something you can do it. So when I failed all my exams I still had that inner strength even though I was thrown, my confidence was completely lacking... I remember my mum saying, 'You can do anything.' So I said, 'Well, can I go to Oxford University?' And she said, 'Yes you can if you want. You don't have to take the conventional route.' So I got a job as a cleaner and I went and sat in on lectures because nobody knew I wasn't meant to be there... When I was really young, 23 and had the idea for my first charity [Comic Relief] it wasn't really a risk. But to think a young person from the country with no contacts and fresh to London had the arrogance to think they had a new idea and a new way of doing things; it was pretty audacious. I never saw it as a risk but if you were thinking from the outside you would think it was a huge risk, but it was just driven by passion.

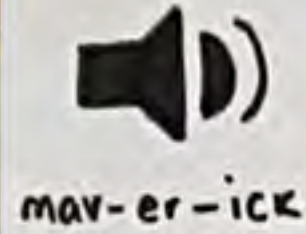
because ...

Think Unusual  
Think Different

and...

Celebrate your differences

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"Someone who refuses to follow the mainstream just because it's the mainstream but sets out in their own direction when it suits them or it suits the long term goals."

"maxing out all of your credit cards and all your lines of credit and all your parents resources and the savings of your closest friends, all because you have a vision that no one else has about what is possible."



PAUL TINARI

Chief Technology Officer Joom 3D



"First of all know yourself, so you know what you love to do, and then start doing it. If you don't know what you love to do then it's hopeless. So choose what you love to do and then become the best you possibly can at it by learning all you can about it. Then cultivate a vision about where that field is going and aim to be the contributor that brings that field to the next stage."

People say we have to have boundaries in life right? Well the whole essence of creative entrepreneurship is breaking boundaries and I'll give you an example of that. When I was defending my PhD thesis I phoned up the head referee who was going to be listening to my defence and said did you find any errors in my thesis? And he started to list the pages he found errors on and I proceeded to correct them. Now when I told my supervisor about this he said, do you know that the university was founded in 1197 and no one had ever phoned the referee or before phones gone to see him and asked the question. And there was no rule against it but no one had done it. Because of that one initiative my defence was the shortest defence in a thousand year history at the university. It wasn't because I was brilliant. It was because I asked where are the mistakes and no one else had done that.



Why mavericks can't do a full time job

My philosophy is that in the whole 13 billion year history of the universe and probably 6 or 7 billion more years it will continue to exist there's only one of each of us, so we are absolutely unique and never before in the history of the universe and never again will be someone just like us; even if we have a twin. That means each of us has a unique contribution to make that no one else in the whole 13 billion year history can make. And if you don't make that it means that's wasted; it's a wasted lifetime. Each of us has a unique contribution to make just like you do and if I'm working to make that contribution which is my unique skill set and it comes from my genetics and my experience and that contribution is a contribution that only I can make to make the world better... If the people who are mavericks did not make their contributions, then the world would be a far different place; far poorer place. If Copernicus and Galileo had not made their contributions then the Middle Ages would have lasted a lot longer. If Martin Luther King had not made his contributions religious oppression would have survived. Newton had not made his contributions a large part of the world that we now enjoy, all the benefits, the medical benefits, the benefits of living in a high technology society which has given us unparalleled comfort in life, reduction of pain and suffering, long life expectancy, all that has come from people who've chosen to make their contribution, because it's often very difficult to make contributions. Pasteur who we talk about today as the father of modern microbiology was vilified in his era, called a charlatan; invisible things that could actually make us sick.



Avoid the concentration camp of the mind.



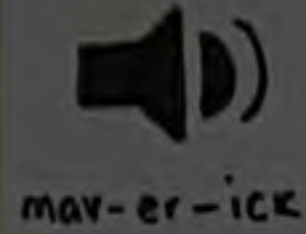
Break Boundaries

I've always taken a maverick position on life and then subsequent careers and business and as a result I've never had a full time job, because very few businesspeople will hire a maverick for a full time job. I've had lots of part time work, but never any full time work because no managers gonna first of all hire somebody who they perceive is smarter than they are, who could put them out of a job, and secondly who is going to disrupt their system.



make your unique contribution to world

There's a story about a prisoner in Auschwitz who's parched with thirst and who starts to lick an icicle and the guard said, "No, Nein." And the prisoner said, "Wa room?" He wasn't hurting anything, just licking an icicle. And the guard said a priceless response, "There is no wa room here." There is no why here. So the inability to ask why is the concentration camp of your mind. You always have to ask why... On your bookshelf you have the book Maverick by Ricardo Semler... he started to question everything he's started to do in his MBA and he asked do we really need a Board of Directors? No, he got rid of it. Then he started to systematically question everything about business. Should supervisors be evaluating their subordinates? No, it should be the other way round, subordinates should evaluate their supervisors. He questioned one by one all of the truisms of business and ended up with a company that was systematically profitable, even during the worst economic times of Brazil.



"Someone who refuses to  
it's the mainstream but set  
suits them or it suits the

Dear Paul,

Am I glad I saw you speak at creative mornings. Me and David Acuna who was working with me just looked at each other + grinned because we knew you were a maverick.

Paul, you taught me that:

- (m) perceive different → so think different.
- (m) set their creativity free.
- (m) control their level of deviance for the situation.
- (m) share their ideas.

As you shared Paul, ideas trapped in your head are useless, it's only by communicating them to other minds do they become valuable.

I think you have a beautiful penchant for using stories to illustrate your thoughts + ideas. I noticed this as you explained a train of thought with a simple but effect story, like the one about persistence, and the level of it that (m) need.



A man went to the gold rush and found a vein of gold, the richest vein of gold that had been found until then. He dug + dug, then the vein ended. After digging in different directions and not finding it he figured the vein was exhausted and he left, selling his equipment to another man.

The 2nd man hired a mining engineer who found it was due to a fault line and the vein of gold continued only 3ft away. That vein made billions and was the largest deposit of gold ever found in the west. That's the level of persistence (m) have.

Thankyou for candidly sharing that your autism + dyslexia allows you to perceive the world differently, enabling you to visually deconstruct objects into component parts that when you analyse leads you to redesigning them creatively to make things better.

Paul, I can't include all the stories here. Readers will have to listen to the interview for that. I'd just like to say a massive thank you for the perspective + laughs we had. I've got a feeling your stories are those that (m) and non (m) will be sharing.

Bjmi ☺

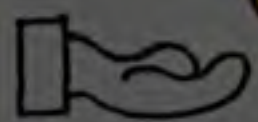


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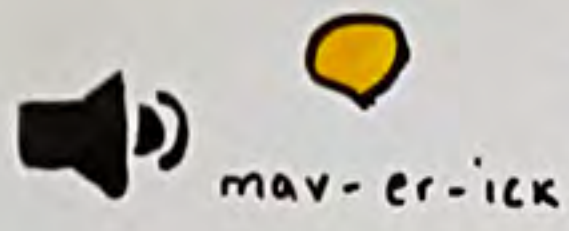


make your unique contribution to world

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"First of all know yourself, so then start doing it. If you do it's hopeless. So choose who best you possibly can at it to cultivate a vision about where contributor that brings that field



"Someone who has an original way of approaching a problem and thinking through what that solution might be. So instead of taking the conventional path they do something different."



Director of New Products  
Hootsuite

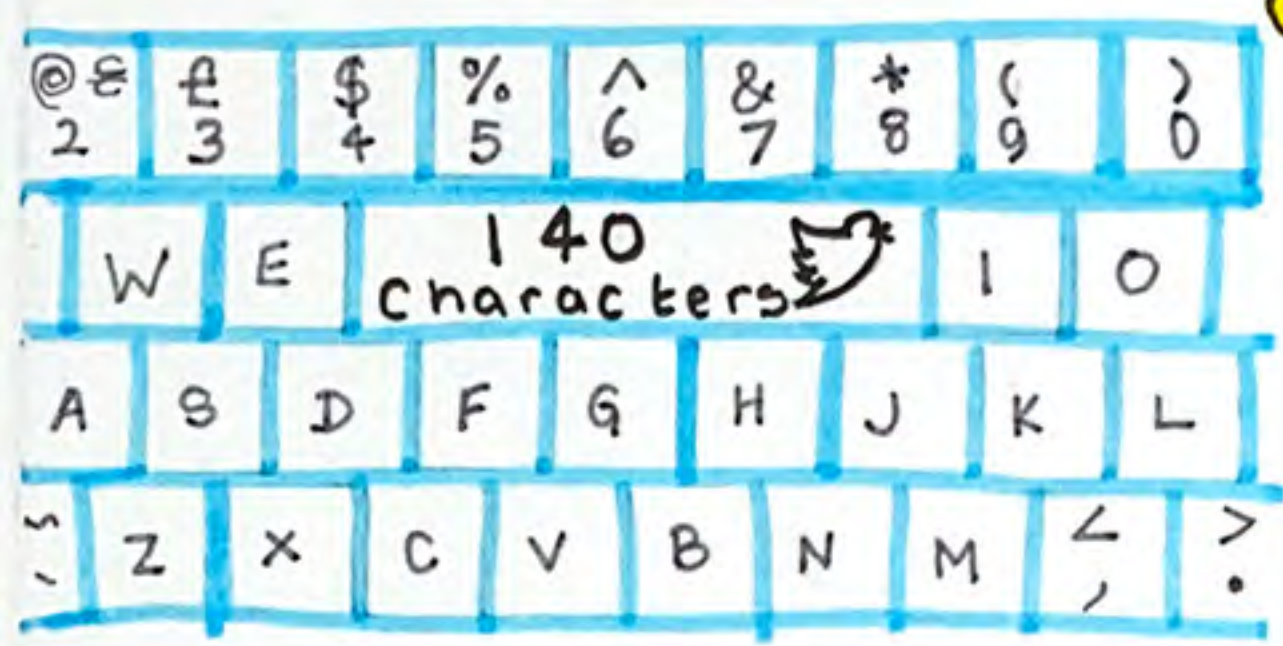
**CRAZY IS...**  
"what they call it when your bold plan fails. Bold is what they call it when your crazy plan succeeds."



I grew up in South Africa and that's a very strange place. When I was there it was at the height of apartheid and so as a child, I was confronted with things that appeared to be unfair or wrong or strange or fearful. So I've always felt that change can be a desirable thing.



Change is a desirable thing

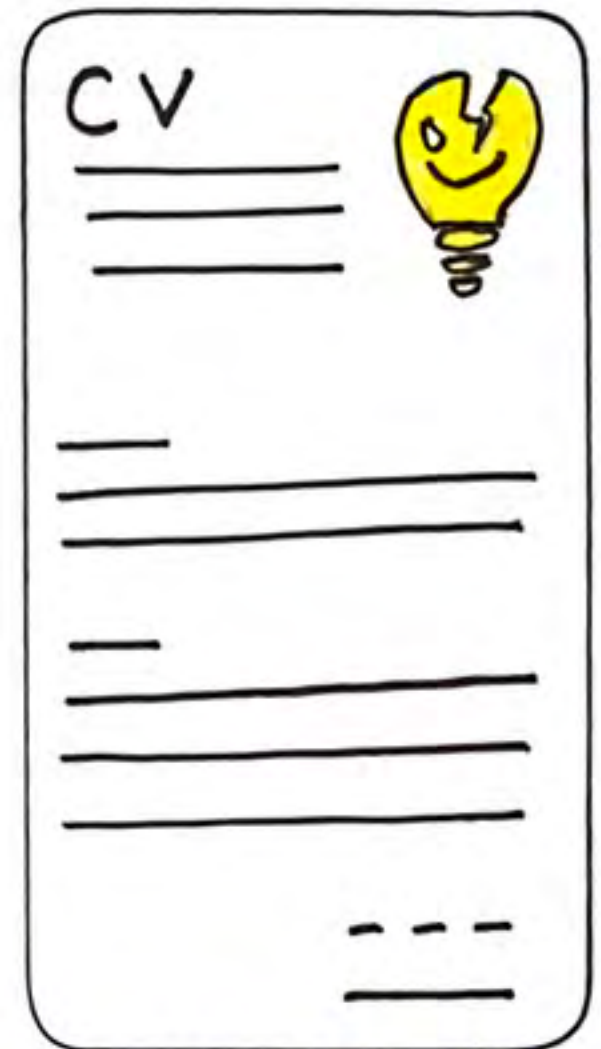


Often when rules are strict that's when you get really creative. Think about Twitter, Twitter is the most constrained medium in the world. 140 Characters and then you think about all the innovations that have happened within that small space. So rules can be good.

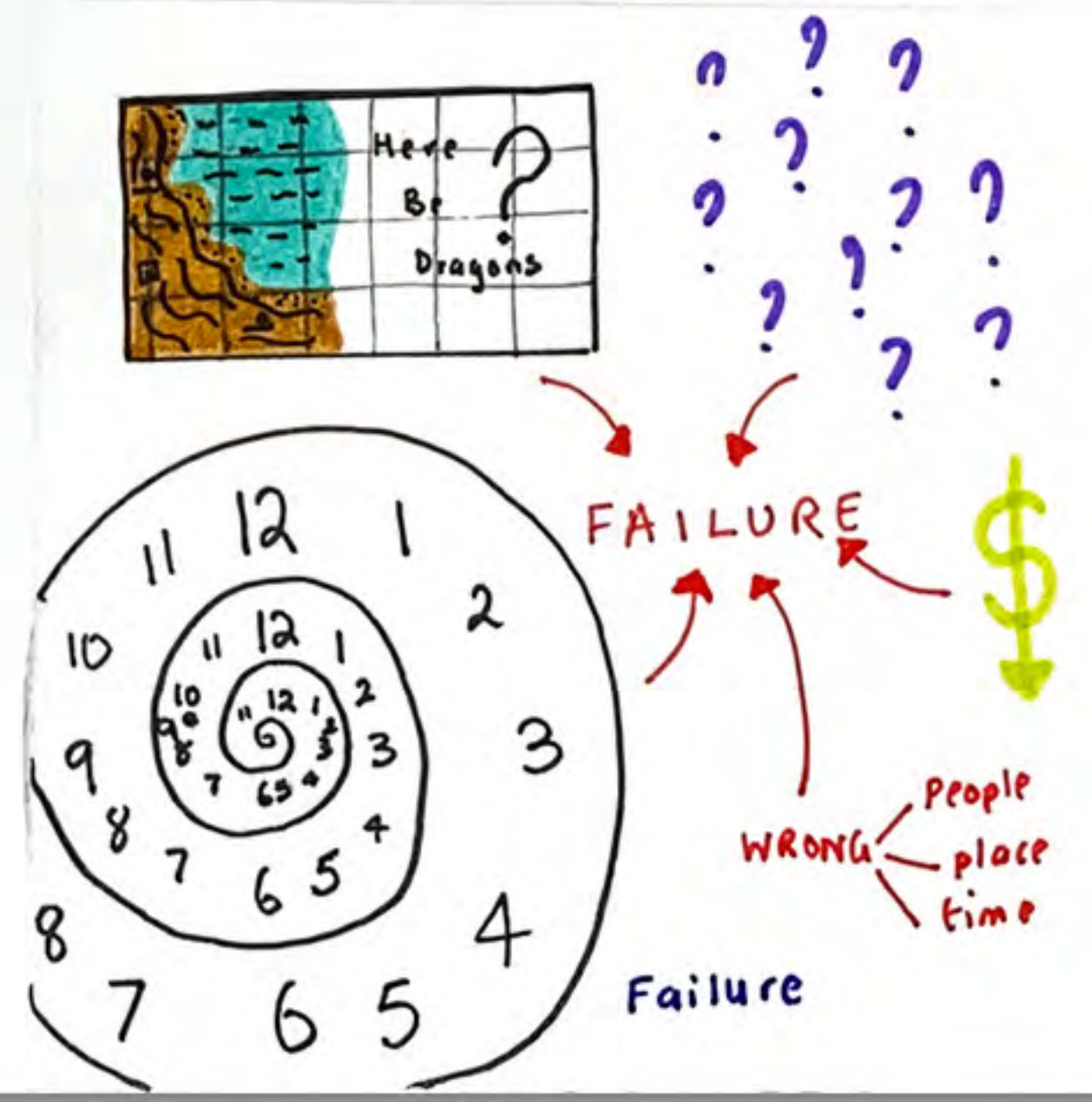
Rules can lead to creativity



You don't kind of fit into any recognized categories. So it's hard if you've got the kind of CV that I have, that's just all over the place if you ever decide you wanna get an actual job. People don't really know where to put you. You don't fit into any category.



Unemployable CV



Failure is always a combination of things. One is just the fact that you're going into uncharted territories, you don't know what the outcomes gonna be, so you're kind of guessing. Some of its errors of judgement and you're just trying to take on too much, not being judicious enough and paring the project back. Some of its external factions such as economic circumstances. And sometimes it's just not having the right people in the right place at the right time. And sometimes it's laziness.



Someone who has  
problem and thinki  
be. So instead of  
do something differ



Dear Mike,

I'm sooooo... glad Mark Busse our friend + fellow (m) introduced us, and we got to meet for an in-person interview.

Mike you taught me that:

- (m) are critical as they explore change + challenge the rules, without them we'd never advance.
- (M) are useless without a team.
- (m) create and innovate new and untested things.
- (m) fear running out of good ideas



It was interesting how you explained that it's easier to be more (m) in your 20's because when you have a family and responsibilities in life that need your support you have to be more cautious.

I loved the way you laughed and shared how you like being a (m), not surprising as you like operating on the extreme side of things, hence being in the startup world. Here too you believe conventional wisdom needs questioning.

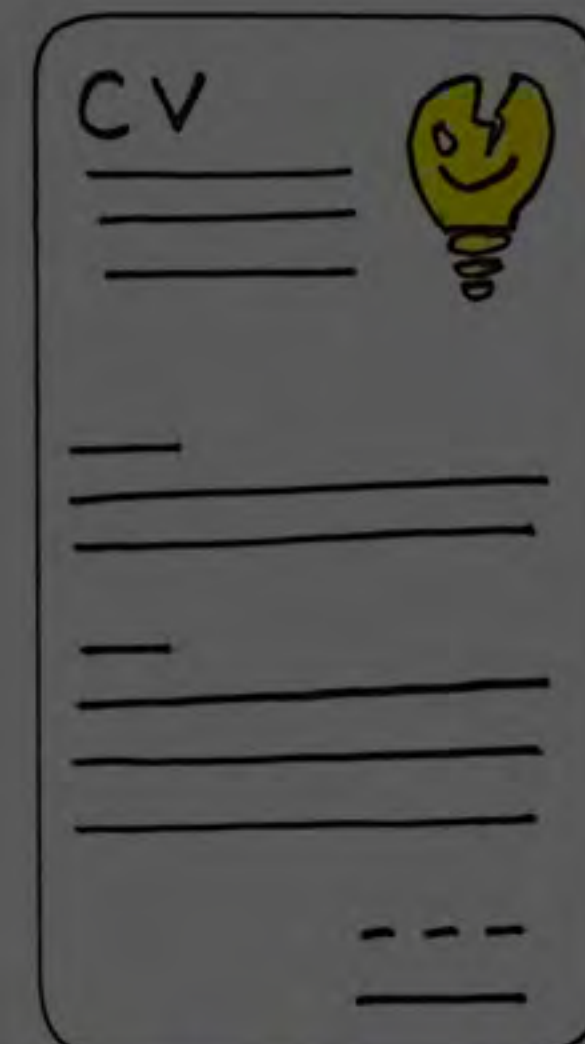
Mike, I hope you enjoy reading the insights and stories from the other (m) too. Thanks again friend.

ZyMe (u)



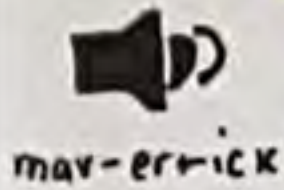
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"It's not a term you take on for self-image. The job of trying to do things differently is actually a difficult one that's neverending, and requires complete faith and commitment to it. And so that job of sort of standing against the wind of everything else is sort of tougher than any image that it might bring you of being the challenger if that makes sense. And I don't even know at which point you realize you've made a difference. It's sort of a duty you take on more than a characteristic of a person or an image of a person, and I think often the safest-seeming people can be actually the toughest at standing up for different ways of doing things. So I would describe a (m) as somebody with a clarity of purpose; an idea about how things should be different and probably above all a commitment to stick to those things to really see where it takes them, even if it takes them nowhere."



CEO + Founder  
18 Feet and Rising

CRAZY IS...  
"usually something fairly obvious and innate that for whatever reasons simply hasn't been unearthed or made possible yet."

Write down the highest possible version of what you think your purpose is. Think of the finest steps towards it and keep doing those tiny steps and don't come off them. That would be the sort of practical thing because people can get a bit lost with where to start. It starts with a conversation with somebody about it and it doesn't have to start with you've raised finance. So set the purpose out and then start with the tiniest actions and be practical, and then spiritually I would say just don't be afraid, don't be afraid to be yourself."

Clarity of purpose has two aspects. One is human one, which can be extremely personal. This is just a profound belief that you have gifts, you have a talent, you have abilities, you have some level of resources that you should try and make as much human progress as you possibly can and that means trying to do things differently. To me the definition of progress is trying something that hasn't been done before. It's the human way for me to make the most of the time that we have is to do that. The second is really the business you might be taking to the marketplace; how might people engage or benefit from it in some way that's good for business... Calcification of purpose - So during the 4 years there's been some sort of calcification of the purpose. So we've taken all the calcification off and it's like a nice shining prong again and my big ambition at the moment is to sort of stay in that space and really now we have a little bit of experience behind us to use that experience and really go ever purer and harder at it vs. getting a bit lost in some of the things that we've had to sort of learn along the way.



Failure hurts like a kick in the goolies!

You feel tremendously fulfilled to pursue a maverick approach in business. I meet lots of people and often time with people who they've got really great jobs or even very successful, but they're sort of missing that because I think it's human to want to pursue some kind of progress. So they're sort of denying a bit of their own humanity in a way. And you can sort of see that. You get varying degrees of it, some are totally defined by how much money they've made or how many people like what they've done or whatever, it's sort of fine for them to an extent, but most people I meet are kind of don't have that, this thing that we're doing which is a sort of human fulfillment. Sometimes you get frustrated with the world not taking notice, not taking the progress, instead it rejects it and says no. And actually most of the time it says no, and you live for the few times that it actually says yes. And that can be very, you kind of want to give up on people and say maybe the world just doesn't want progress, maybe it just wants it the way it wants it. And we're kind of wasting our time and that would be a very sad sort of reality if it were true. I feel like that sometimes.

# PURPOSE

Clarity not calcification of your purpose

People talk about freedom to fail, happy to fail and all this kind of stuff but actually when you peer at the face of failure it doesn't feel honourable at all. It doesn't feel like wow we're just going to fail. It just feels like a gigantic waste of human effort and time and you just feel pretty low and stupid actually for wasting that time. And when I say failure I mean actually a business running out of money and you having to close or certainly peeking at the possibility that might happen if certain events don't come to your aid and that kind of thing. You definitely face thinking that. You never actually cross it, you always find a way through but I've definitely faced that probably once, so I think it's like being kicked really hard in the goolies. And it's a setback like any other material sort of setback in your life where in theory it doesn't matter and of course it'll move on and there'll be other things, but at the time you're thinking we've really got this wrong here and that's difficult. It's difficult when things are going well, success is easy actually, the bits that ride you are where you get it wrong. The other one that's tricky is it's not fatally wrong but it seems to be taking a hell of a long time to get it right. Some things take six months, a year, eighteen months before they really flower, and that period can be exhausting because it can feel like sometimes you're just absolutely going nowhere.



World doesn't want progress

max-erick

"It's not a term you take on for a differently is actually a difficult of faith and commitment to it. And so mind of everything else is sort of you of being the challenger if that point you realize you've made a more than a characteristic of a person often the safest-seeming people up for different ways of doing things. Somebody with a clarity of purpose be different and probably above a to really see where it takes them, e



Dear Jonathan

Well, am I glad Stephen Greene introduced us. I loved that you took the opportunity, as you said, there are not many open spaces to talk about maverickness.

Jonathan, you taught me that:

- (M) can be isolated simply by being (M)
- (M) feed their ideals + live by them.
- (M) create companies that are willing to take risks.
- (M)ness is innovation; pure (M)ness



You shared how although money is essential to growing and developing ideas, poverty can help one remain truer to their cause! This connected with the wonderful story you shared of your inspiring mum, a 100% born (M) who came from a working class family and wanted a better future. She went out into the world and staked her claim and through sheer hard work, perseverance and persistence got there. The success was not from an MBA or an influx of money. It came from her attitude, an attitude that let her create a business from nothing. Jonathan, I too grew up in a working class family from the East End of London, so her journey resonates with me! (Thank you Jonathan's mum)

Guess challenging the status quo is in the genes. Your lens on how sometimes rejecting the status quo can make you the status quo was interesting. It's about being vigilant to only change the parts that need changing and to be constantly aware and wary that with success comes conformity.

One of the reasons you created your company was to ensure your bottom line of developing people was met whilst ensuring you were making things happen. Even though you are well aware that business doesn't always reward (M) or their (M) ideas.

Thank you for all your support. For letting me work in your offices when I'm in London. For being so open + honest and helping me more than you probably realise. Jonathan, you shared behind the (M) and their idea + bigger than it in some ways is the discipline required to execute + do the work. As Jocko Willink says "Discipline = Freedom". So I've kept my childlike state on the (M) mission and as you said experienced the unpredictability and the messiness. I've lost my way at times when I haven't been true to myself. The book in your hands got created when I became the truest version of myself. So thank you for that. (M) don't win in the end, you said. I have to disagree. We win because being true to ourselves and giving the best of ourselves to push humanity forward is the ultimate win, isn't it?

Thanks again. *Billie* (M)

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World doesn't want progress

"Write down the highest possible version. Think of the finest steps towards it come off them. That would be the sort of bit lost with where to start. It starts it and it doesn't have to start with you and then start with the finest actions. Say just don't be afraid, don't be afraid"



mav-er-ick

"A connector that enjoys connecting individuals together and gets pleasure out of that."



VANESSA VALLELY

Managing Director We Are The City  
And Founder/CoChair The Network of Networks

CRAZY IS...  
"Thinking you will achieve things without an element of risk."

"To find other mavericks and to basically listen to them, seek their advice and see if those traits or characteristics are in line with your own thinking."

I grew up in the East End of London, just single parent. And we had to solve problems with no money. So you learnt to be pretty imaginative and innovative when you've got little things to solve problems with. And I kind of took that into the corporate world. So for example when 2008 came and the financial crisis happened, everyone from university was taught to think in a similar ways, models that they used and stuff like that, whilst I kind of got a little bit wacky and creative, because at that point we were desperate and anything might work and I actually got listened to at that point.



Inner belief lets you take risk

I get frustrated when I'm not working with other mavericks cos when I do, we tend to make things happen and I get quite disappointed in people. It's been in a lot of my school reports and my work end of years that I get frustrated with people that don't apply the same passion as I do... I can be conventional when I've had to be but that's what I found in the corporate world that was so frustrating. It was a little bit too conventional for me and everything was bureaucratic, systematic and process orientated. I believe process is important but not when push comes to shove and you need to think a bit differently...I've got an amazing ability to get things done and I don't even understand it myself because people say to me do you wake up in the middle of the night and put 3 hours work in? I don't but I'm exceptionally good at managing my own time. And luckily the things that tend to fall through the gaps are not that urgent. I seem to be able to automatically prioritize. I always find a solution to a problem and I'm often quite excited if the solution is a bit evasive to start off; I'm very stoic...Having the power to make stuff happen and having my own permission to try it out. No limits.

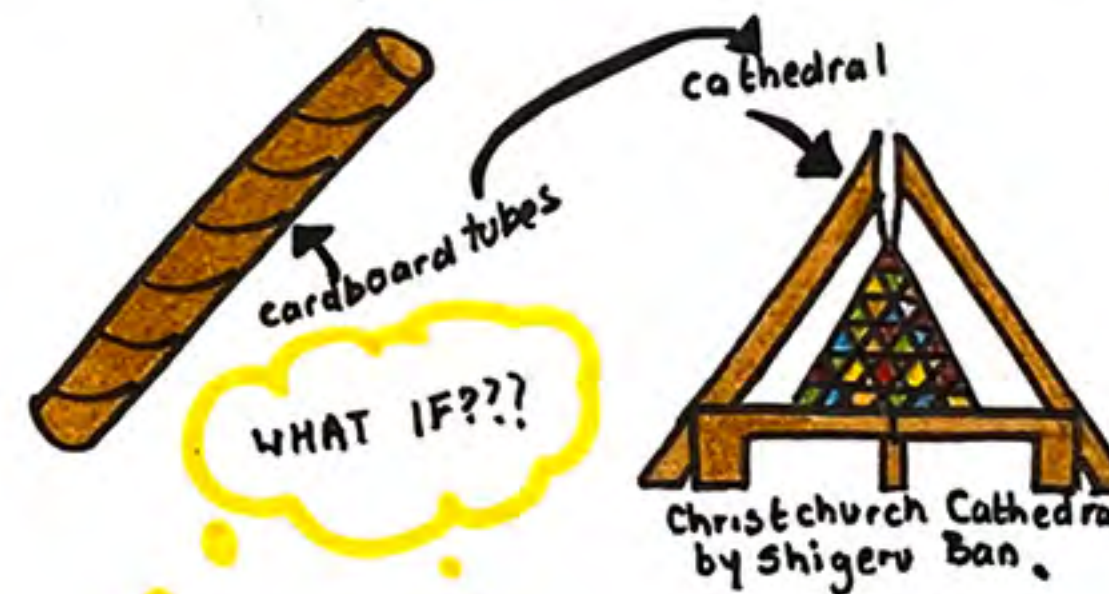


Poverty requires different thinking solutions

You need a certain attitude towards risk which I've got. I'm not risk averse at all... I think even the belief in my business. I was building it alongside my corporate job. I've invested a lot of money in both my businesses personally, never gone for investment. I have this real deep inner belief that one day, I mean it's already successful, that one day it will bring the proper financial rewards that I expect it to.

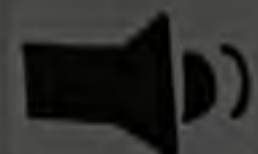


mavericks make things happen!



Creativity is idea generation, use and application

Creativity is ideas isn't it? Generating ideas. It's the ability to take those risks...The ability to bring an idea to life and you have to drive that bus...Innovation is just the freedom to think and the freedom to see ideas through and see how they could potentially be used and applied; unrestricted thinking...I never switch off. I'm full of ideas and I sometimes can't suppress them. So I get an idea and I can kind of mobilize it very quickly.

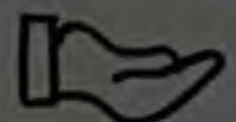


mav-er-ick

"A connector that and gets pleasure"



VANESSA VALLELY



"To find other mavericks and seek their advice and see if are in line with your own thin"

Dear Vanessa,  
Joella Brucehaw did us a great service when she introduced us. I knew Joella as had been advising and coaching her with her book How To Do It - By The Women Who've Done It. No wonder she thought you'd be a good fit for the (M) project.

Vanessa, you taught me that:

- (M) are stoic, especially when the solution is evasive.
- (M) find the corporate world is too systematic and process driven, even when push needs to come to shove.
- (M) drive the bus that bring an idea to life (and success).
- (M) find it hard to switch off.

Your openmindedness to unconventional thinking was so apparent, as was your ability and desire to apply your passion to both your business and charity projects.

As I writedraw this we are in lockdown/shelter in place due to the Covid 19 virus outbreak. Your comments and thoughts about how the skills of (M) are particularly essential at times of financial/other crises happen. It just seems so relevant to our present and future at this time.



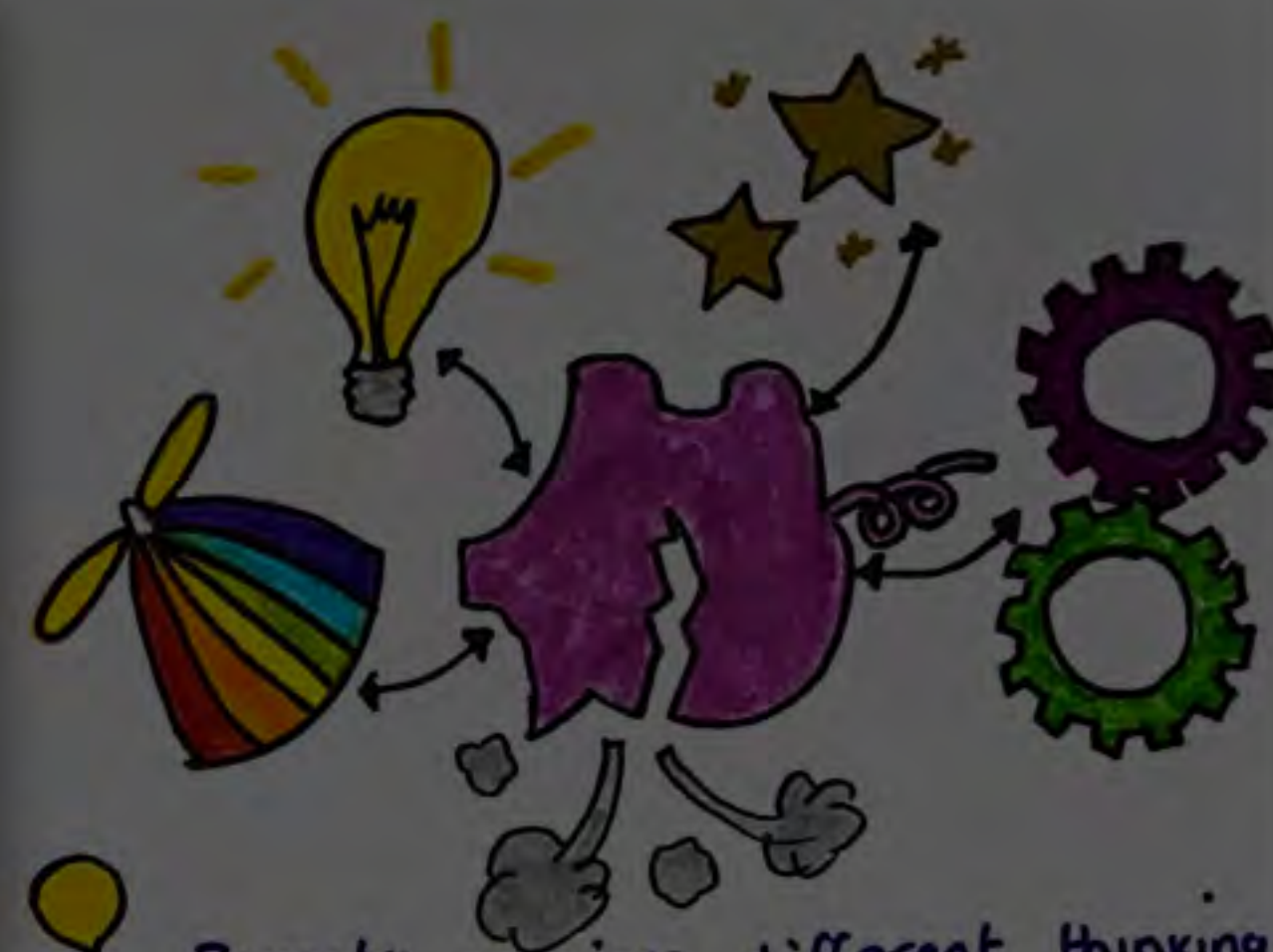
Badge for you Vanessa.

It was wonderful to see the joy with which you expressed pride in being a (M), especially as it was an acknowledgement of knowing and accepting who you are. The rolladex in your brain that you willingly use to connect people who should be connected illustrated your down to earth approach. It makes me wonder who you'd connect me to, and more importantly why?

Thank you so much Vanessa for your energy, passion time and candidness.

From one East End of London girl to another, Here's Wishing you all the best.

Bina ☺



Poverty requires different thinking Solutions

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Mavericks make things happen!

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🔊 maverick

Someone that's willing to take some risks. Someone willing to take the road less travelled, areas that others may not tread. Generally, somebody who is willing to accept failure. Someone who is able to dust themselves off and get up and keep going. If you can't accept failure or rejection you don't want to be a maverick or be pushing the envelope because they don't all work out."



CHAD WASILENKOFF

Founder + CEO Fortress Paper

CRAZY IS...

"Walking into a boardroom with a crazy idea knowing initially they will roll their eyes and silently wonder when they are going to replace this guy with someone 'normal'."



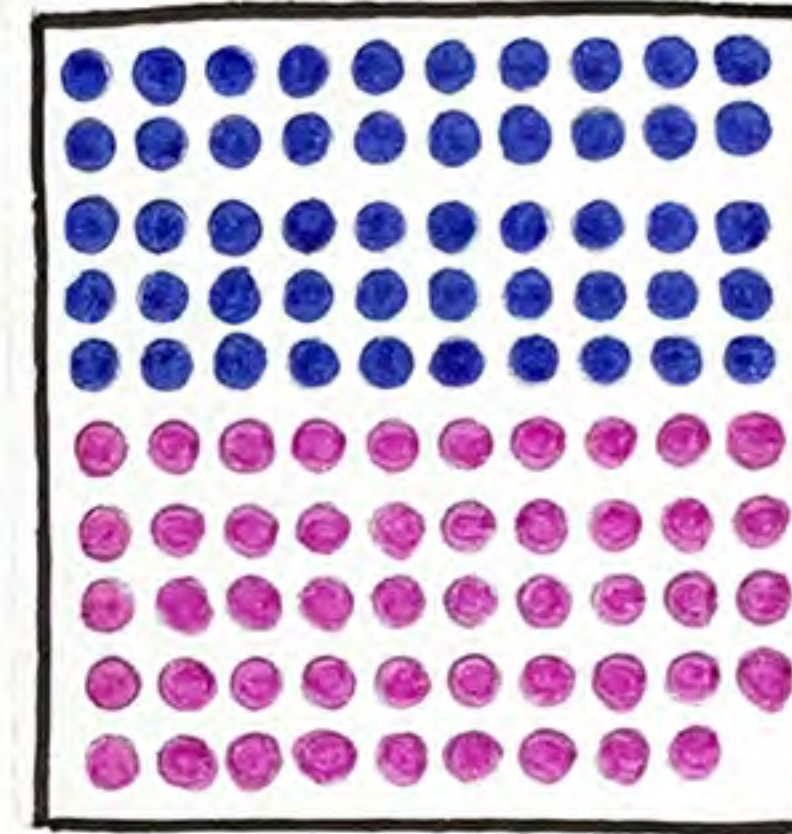
You've got to be very tenacious, willing to work through a lot of challenges and issues, work more and longer hours... you can't just go in a completely different direction. It requires a lot of background details, information and understanding research to be able to commit to these things.



Be tenacious



The bulk of the world are not mavericks so there's always that challenge of integrating and getting on with people. Getting things done because first you have to have some buy in. Generally I'm not well-accepted and received into new industries. They don't, a lot of the people in a lot of the other companies like it the way it was and they're not used to this kind of radical change and so I get shunned. Basically every industry I've ever operated in I'm not welcomed with open arms.



Difficulty to integrate



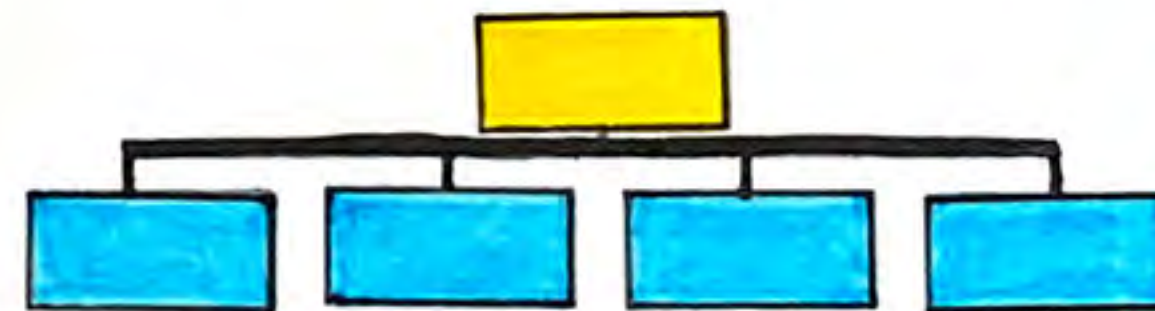
By doing something unique and cavalier and out there and being a maverick it does require a lot more work, time and effort, which I love, am passionate about business and I don't like to stop it at 4 o'clock or to have a bell, somebody else's time clock telling me when I have to stop. If I want to work through the night, I get that luxury so it fits my lifestyle very very well... I enjoy the thrill of doing things that others haven't. Coming into new industries where people that have been in it for 30, 40 years are obviously experts in these industries and I've been in it for a month, yet that's what gets me excited to try and find something that they've missed. The way to do something and that's what keeps me going.



Passionate about Business



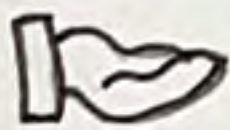
When I'm putting ideas together because I cross the line. I do ask all my team members to get involved to speak their mind, provide any ideas whether it's the receptionist or the cleaner. Any person or anybody in our organization if they have an idea, suggestion or input please share it. We try to run a pretty flat organization with very little structure.



Flat organization



"To be a maverick requires unwavering conviction + passion. To operate or make decisions that are not immediately obvious to the masses will always promote naysayers to disagree and challenge your ideas. Without this unwavering conviction these ideas can slowly get eroded down and brought back to mainstream thinking. This muting the chance of your ideas having a game-changing effect."



☞ maver-er-ick

☞ "Someone that's willing to take the may not tread. Get accept failure. Someone who is a and keep going. If you can't accept to be a maverick they don't all work"

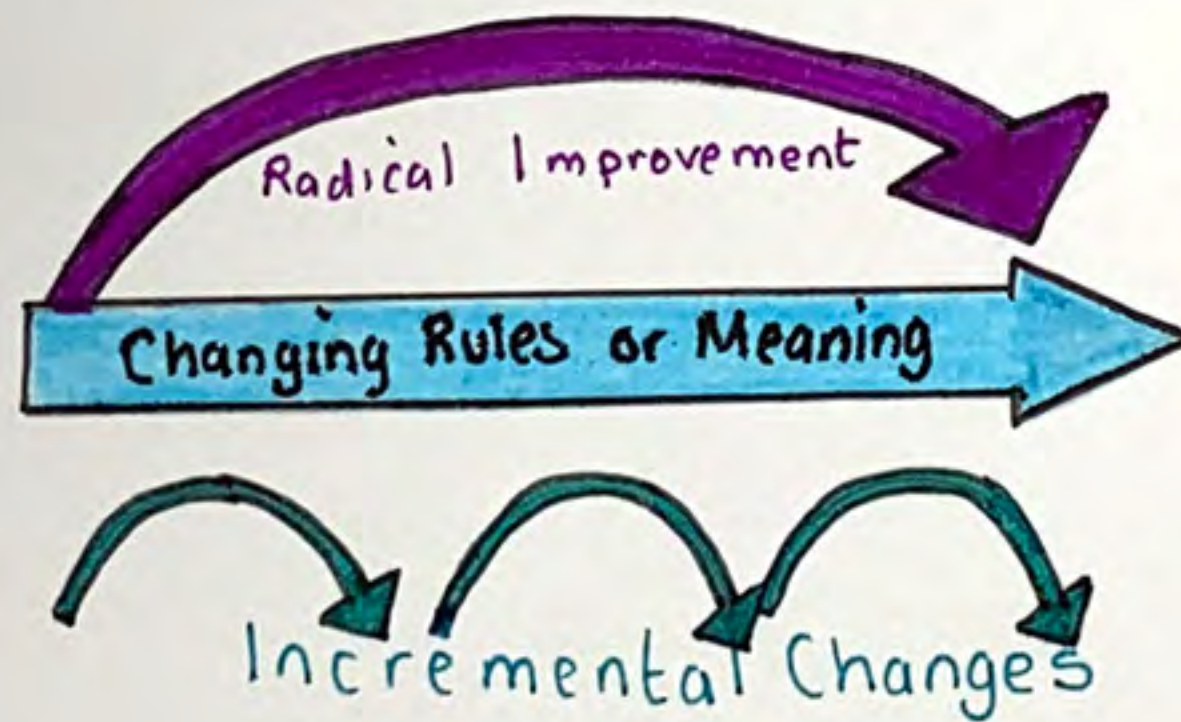


Dear Chad,

I'm so glad I heard you speak at CKNN 980's "The Chief Executives." And even gladder you said YES to being part of the (M) project.

Chad you taught me that:

- (M) have crazy unorthodox ideas that are usually going in a different direction to those of the 9-5ers (and it scares them).
- (M) turn things around and get non-(M) to embrace + ♥ the idea, + in many cases they end up loving their own jobs more than ever.
- (M) are able to divert plans + pivot as reality and the world changes.
- (M) are willing to do things different to the norm and get shunned because they propose radical changes.



Chad you said (M) are motivated by doing something that people say can't be done. As Walt Disney said "IT'S KIND OF FUN TO DO THE IMPOSSIBLE"

Thank you so much for making time for me and my crazy (M) project. You're sentence, "Rules stifle creativity for potential growth in business. I think the market should be able to decide."

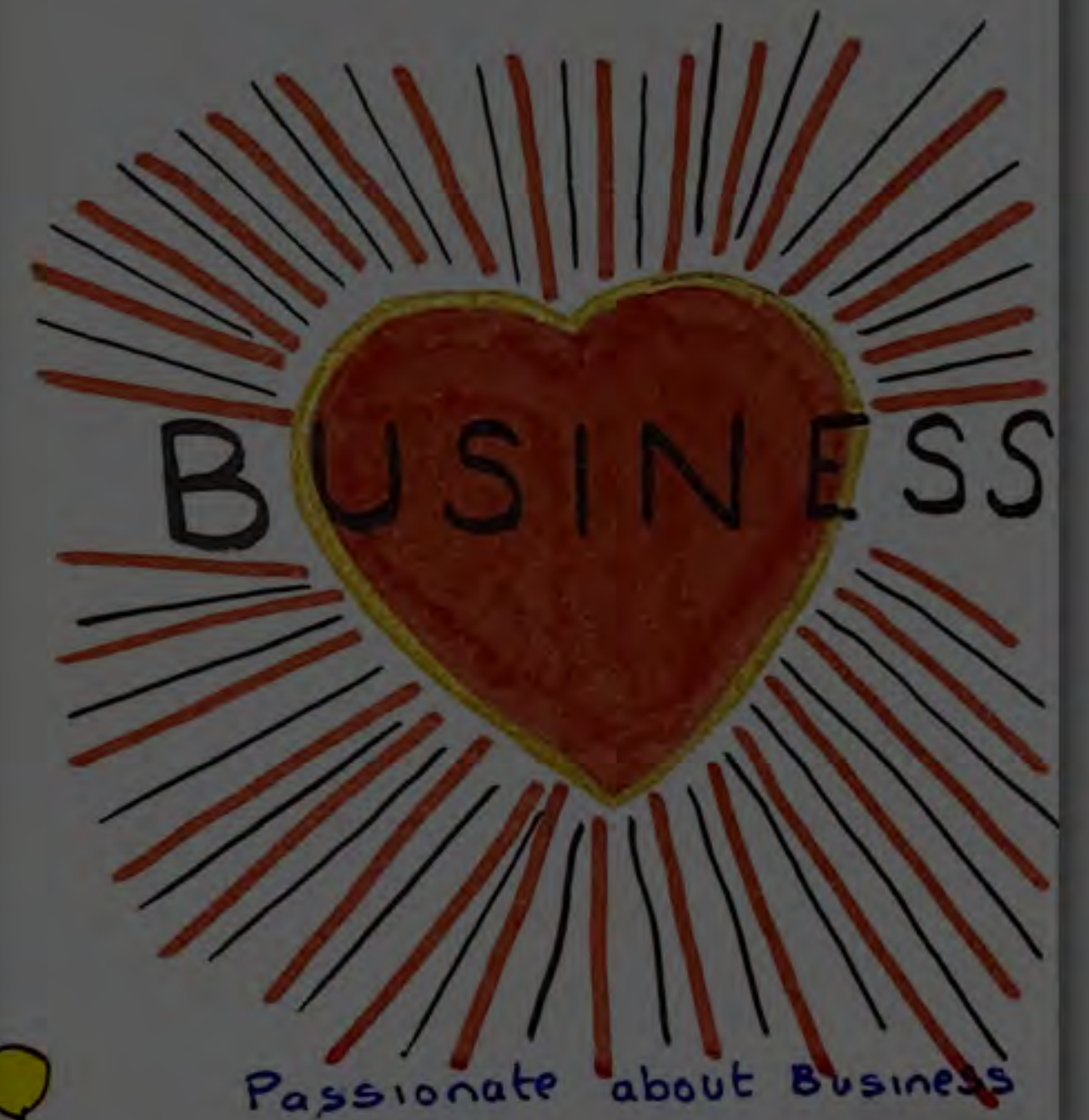
had a real impact on me + the (M) project. No way was the Rule - book deals are dependent on massive follower platform, going to stop me. I drew the book my way, and will let the market decide! Thanks again, Chad.

Billie ☺

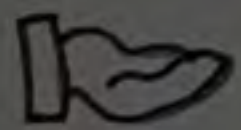


Be tenacious

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☞ When I'm putting ideas together because I cross the line. I do ask all my team members to get involved to speak their mind, provide any ideas whether it's the receptionist or the cleaner. Any person or anybody in our organization if they have an idea, suggestion or input please share it. We try to run a pretty flat organization with very little structure.



☞ "To be a maverick requires To operate or make decis to the masses will always challenge your ideas. Wit ideas can slowly get erod thinking. This muting th game-changing effect."



mav-er-ick

"Someone who thinks differently. You're a maverick in your own way because you are a niche and you do things in a way that hasn't been done before. So it's somebody that thinks outside the box, things in a different way and has the balls to go out and do it. Because a lot of people talk and a lot of people don't actually get anything done. You've got to be able to talk and get shit done."

CRAZY IS...  
"being a free thinker and acting on it."



HERMIONE WAY



"Just don't be afraid."



I'm very good at hacking systems. I'm a very good people hacker. I know what turns people on, what makes people switch, how to flick people's on switch. A lot of people waste time on unnecessary stuff and I don't do that...The ability to hack systems, to execute on what you say.



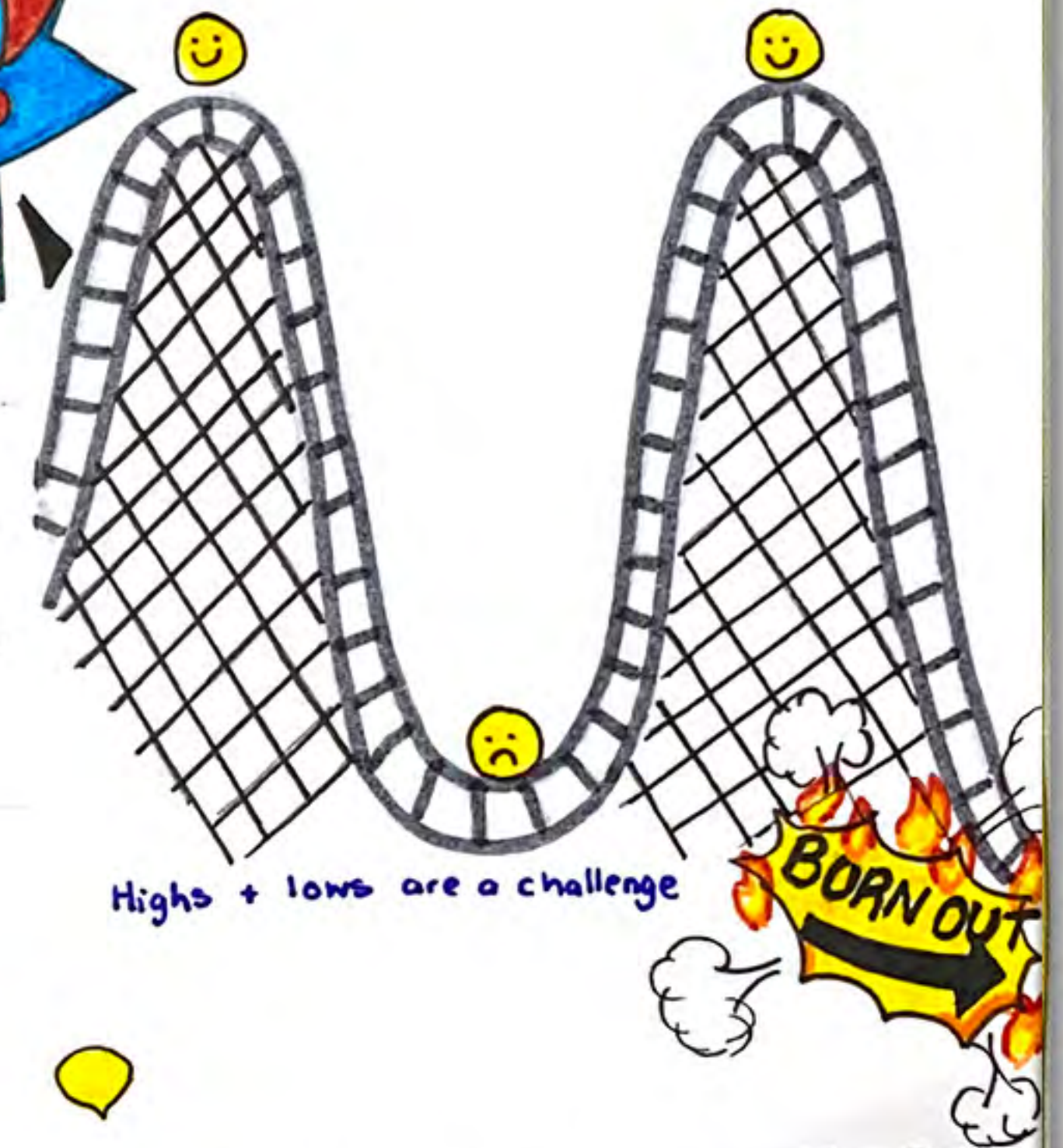
mavericks hack systems

Being able to get shit done and roll your sleeves up. I am THE leader, I'm brilliant at getting people inspired and getting a project off the table. Getting a lot of viewers, creating a lot of buzz around a project. That's what I'm good at...I'm really bad at actually running companies, I'm good at setting them up and getting them launched, but I'm terrible at keeping them going.



mavericks start, and get it done!

Well it's like a rollercoaster so you go really really up, really really high and you go really really down and you can get quite depressed, so it's up and down every day. It's always up and down you know...I think I've burnt out a number of times, you know you're working for a number of years without really a proper break and then you just, it gets to the point where you just can't even function, you're so exhausted. So you have to sort of say enough and take a break you know.



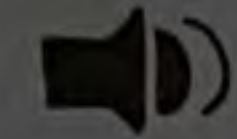
Highs + lows are a challenge

I've got huge amounts of energy and we're definitely vibrating at a higher frequency than everyone else...People are attracted to you because you have energy...I have a lot of energy and I have this burning desire in my tummy to make things better.



mavericks vibrate at a higher frequency





max-er-ick

"Someone who thinks different way because you are and hasn't been done before. the box, things in a different and do it. Because a lot don't actually get anything talk and get shit done."



"Just don't be afraid."

Dear Hermione,

I'm so glad I came across you + your work when you were Co founder of Vibease, an app controlled vibrator for women, amongst a number of ventures you were involved in.

Hermione, you taught me that:

- (M) are naughty and fun.
- (M) work on their own time.
- (M) ♥ what they do.
- (M) execute on what they say.



You shared how (M) come into their own when they find their purpose. Thank you for sharing stories of your childhood, on being naughty at school and how your single-parent mum taught you to be creative with little money. That creativity can be seen in your ventures be that being the CEO + Founder of Way Media or travelling around the world to learn from entrepreneurs. As you said you never studied how to do business, you just did it your own way.

As a women in tech you've carved a niche for yourself through your work + energy; energy that you use to see where innovation is needed + solve for that.

Your fun nature, energy + exuberance came across throughout your interview. Thank you so much Hermione for your time, advice, laughs and quirky British sense of humour. I think you will enjoy reading the stones from the other (M), just as they will enjoy yours for sure!

BoMe (M)



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mav - er - ick

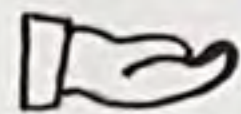
"Somebody who believes in his cause or her cause and pursues that idea and don't, at least to a very small extent care about what other people think of that."

CRAZY IS...  
"not trying. There are people who imagine things and work to make them real - often surrounded by people who say it can't be done."



MEIK WIKING

CEO The Happiness Research Institute



"Ask yourself the question, what's the worst thing that can happen?"

When I started to work with this I had a quite well paying job which I quit and I knew I was not going to make any money in the beginning. It's still a 50% pay cut I've experienced and I don't think I've ever worked so hard, earned so little and had so much fun. And that's what counts for me, having lots of fun and being completely absorbed with the project. I get so much energy out of it...It gives a purpose and a direction in every conversation I have, in every movie I see, in every book I read. There's this constant focus on OK what can this tell me about the field I work with...It's really liberating to say to yourself actually money doesn't matter. We are constantly concerned with higher income, making more money. But once you have that decision that money is not the first priority, it's actually amazing what you can do...I could never find this amount of passion or energy if this was about selling cell phones or a new software system or something like that.



Purpose is fun over money



mavericks discover new continents

I like the freedom but there is also a certain level of slavery; a slave to the idea and the work.

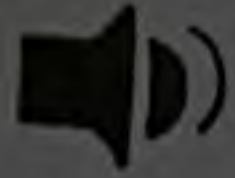


Freedom + slavery to the idea



RISKS are a KICK to mavericks

It might be difficult finding clients. People are risk averse. If you're doing something different you are the red berry in the forest that nobody wants to try for the 1st time. Most businesses are even more risk averse than people are. They're trying to secure the business, they're trying to secure a profit and most employees are scared of making wrong decisions, partnering with the wrong companies, doing the wrong thing and they often go for the safe and boring choice...I'm probably a lot less risk averse in terms of business, in terms of life, in terms of a lot of things. I play poker. I get a kick out of risks...When I was young I enjoyed taking risks in business. I bought my first stocks and shares when I was 10. I still have some of them from when I bought them and I loved it and that's what getting back to the nerdy and not doing the popular things. The popular thing was to follow sports teams. I followed stocks and shares.



may - er - ick

"Somebody who believes in pursues that idea and do extent care about what others think"



"Ask yourself the question, what's the worst thing that could happen?"

Dear Meik,

It was such a random meet at the Change Makers Symposium - From Evidence to Action: Inspiring Ideas for Happier Communities. As soon as I read your speaker profile and heard you speak on how you + the Happiness Research Institute you had founded focussed on measuring progress in society in a completely different way, well I just had to include you in the project. You loved the idea + lucky for me said 'yes'.

Meik, you taught me that:

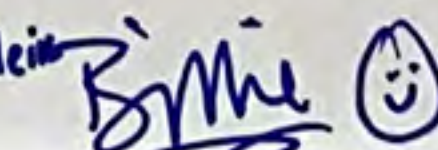
- (M) use a different metric to measure things, in your case happiness
- (M) like pioneering different things that others believe are impossible
- (M) are afraid of not acting on a great idea.
- (M) struggle with the mundane.



I loved how you shared the Danish phrase, "It gives blood on the teeth." "Å få på tannen," meaning to get a taste for something. You were using it to explain how when a crazy idea nopes, it gives you a taste for it, and confidence, even though you may have to patch your jackets + eat less sushi.

Meik, it was humbling to hear you share the story of your turning point when your friend + mentor was diagnosed with cancer and passed away 6 months later. His friend's question, "Are you going to continue to work here for the next 7 years or are you going to try + create something you would find a lot more meaningful and have a lot more satisfaction doing?" He felt you were wasting your talents. Evaluating your life led you to create The Happiness Research Institute!

It's been wonderful to see both you + your crazy idea grow. You have no idea how my heart glows whenever I walk into a store and see "The Little Book of Hygge" and how you taught me to say it properly. We laughed so much during the interview and how you loved the questions.

Thank you for believing in me and my crazy idea to learn about (M), for worrying about me and being a wonderful ambassador + friend. I really hope you enjoy reading the insights from the other (M) too. Meik 

RISKS are a KICK to mavericks



Purpose is fun over money

There are 2 kinds of people in the world. Those that look and see black spots on the map and say hmmm I wonder what's out there and then there are those that say we can't go out there it's dangerous. I'm sure those people have very pleasant lives but they never discover new continents... Burn the ships Hernán Cortés either a Spanish or Portuguese explorer landing in South America in 1500, burned the ships because then the alternative of going back was erased.



Freedom + slavery to the idea

It might be difficult finding clients. People are risk averse. If you're doing something different you are the red berry in the forest that nobody wants to try for the 1st time. Most businesses are even more risk averse than people are. They're trying to secure the business, they're trying to secure a profit and most employees are scared of making wrong decisions, partnering with the wrong companies, doing the wrong thing and they often go for the safe and boring choice... I'm probably a lot less risk averse in terms of business, in terms of life, in terms of a lot of things. I play poker. I get a kick out of risks... When I was young I enjoyed taking risks in business. I bought my first stocks and shares when I was 10. I still have some of them from when I bought them and I loved it and that's what getting back to the nerdy and not doing the popular things. The popular thing was to follow sports teams. I followed stocks and shares.



mav-er-ick

"Someone who is an inspiring person, who has great ideas but thinks in a very original way, but is also taking people with them on that journey. So someone who is inclusive, not exclusive as well. Someone who is able to motivate and inspire others with his ideas too."

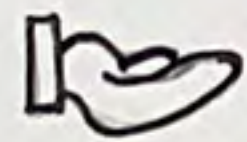
CRAZY IS...

"packing as much fun and joy into everything you do every day!"



TIM WILSON

Creative Action Man



"Always find a time to take stock and reflect so you can bring together the thing you need to become an even better maverick."



Childlikeness

I have a child like sensibility when it comes to a lot of things. The ability to put myself in a very young person's position. The way I react to things, have very quirky attitudes, thinking in a very childish way, my playful attitude open and receptive to new ideas, and that mindset to share knowledge, ability to work alongside people rather than for or with them; consensual approach to things.



I think being a maverick it sometimes takes longer (for others to identify what you're good at). Actually sometimes you have to work through left field ideas and work them out with people and then sometimes it takes a longer amount of time to convince people that don't know, but also being able to put across who I am and what I offer.

mavericks have an alternate skill set that takes longer to identify



Freedom of the Freelancer

I'm constantly curious about different ways of working and different approaches and being freelance I can think for myself a lot more and have the freedom to be judgemental in that way as the lines of hierarchy play no meaning.



mar-er-ick

"Someone who is taking people with his ideas  
Someone who is taking people who is inclusive  
Someone who is taking people with his ideas"



Dear Tim

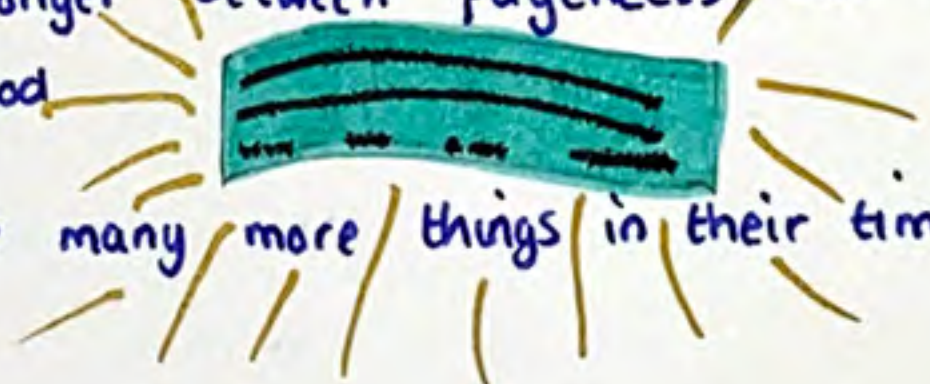
When I met you at Cass Business School London it was apparent you were a bit different, and thought differently too.

You kindly accepted my invitation to be a speaker at the Innovation, Creativity and Leadership talks I was hosting. When our mutual friend William Wong suggested I ask you to bring your drumkit - you were game on.

I watched the look on the audiences' faces as you lost yourself in the 'flow'. 'What a wonderful way to start' was everyone's comments.

When I started the (M) project you came on board and Tim in doing so you taught me that:

- (M) who are great, like the example of Richard Branson you gave, are able to get themselves + their message across.
- (M) aren't cogs in the machine, they work in a much more fluid way.
- (M) may have to wait longer between paychecks but when they get them they are often very good
- (M) are able to wrestle many more things in their time.



You've become a friend,

We've drank a bit of coffee together and listened to each others dreams.

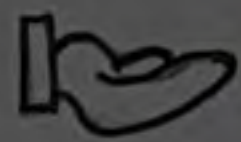
So...

Thank you Tim,

And keep on drumming!



B/M/ie (j)



"Always find a time to take together the thing you need"

I have a child like sensibility when it comes to a lot of things. The ability to put myself in a very young person's position. The way I react to things, have very quirky attitudes, thinking in a very childish way, my playful attitude open and receptive to new ideas, and that mindset to share knowledge, ability to work alongside people rather than for or with them; consensual approach to things.



mavericks have an alternate skill set that takes longer to identify

I'm constantly curious about different ways of working and different approaches and being freelance I can think for myself a lot more and have the freedom to be judgemental in that way as the lines of hierarchy play no meaning.

mav-er-ick

"Somebody who assumingly breaks all the rules but still achieves positive outcomes."

CRAZY IS...  
"living someone else's life."



MARC WINN

Former Lone Nut Dandelion Project

"Be Yourself."

Life's a painting, so why paint by numbers. Life is your art and your approach to life so why would you paint someone else's picture. I ask myself 2 questions every day and they form the basis of all my innovation:  
1. How do I have a great day every day? I kind of use joy as the primary mechanism.  
2. How do I positively impact a billion people by just having coffee? So I've built a reasonably large business before but I didn't enjoy it and now I just help people one person at a time and then make sure that I'm always helping the highest impact people in the world or the future highest impact people in the world because you don't actually need to work to make a massive difference.



where do I fit?



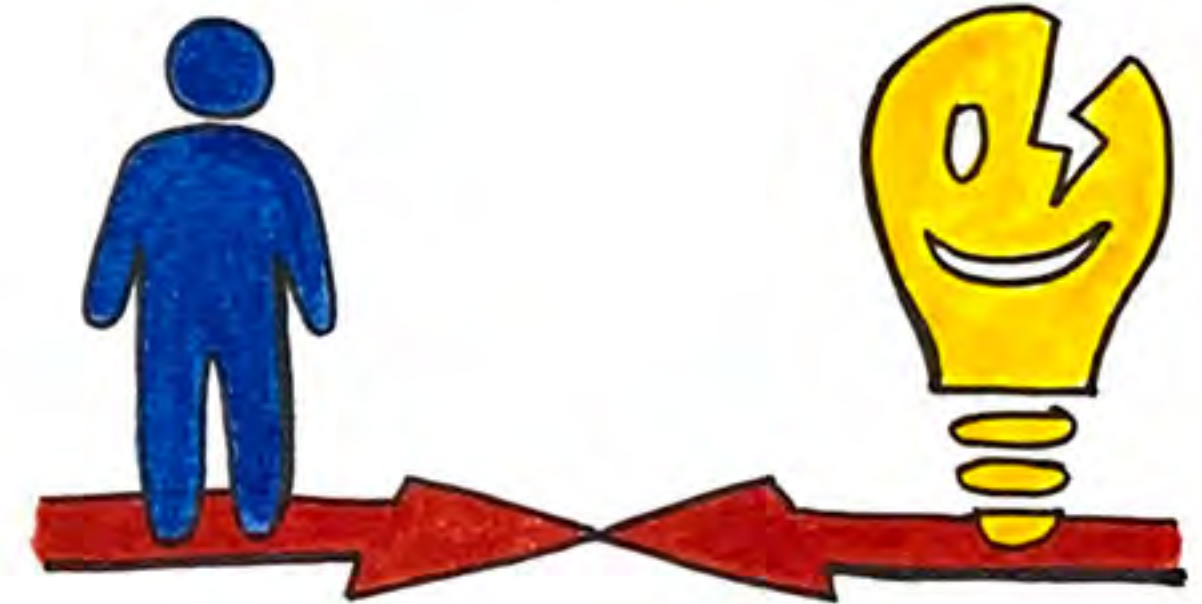
Be yourself — live your life

I spend a lot of time thinking about every detail of my life in that way and loving and enjoying the kind of challenge of always doing the opposite. I used to be contrarian just to get attention really and so for all the right reasons you take the opposing view and it's only as I get older to realize that I just used to be obnoxious and take the opposing view. In time you start to realize a) I'm good at this b) there's an extraordinary amount of wisdom in contrarianism. I developed this super skill and then discovered by always taking the opposing view that there was amazing insight and knowledge and wisdom out there. It was a childish thing that turned into one of my greatest strengths.

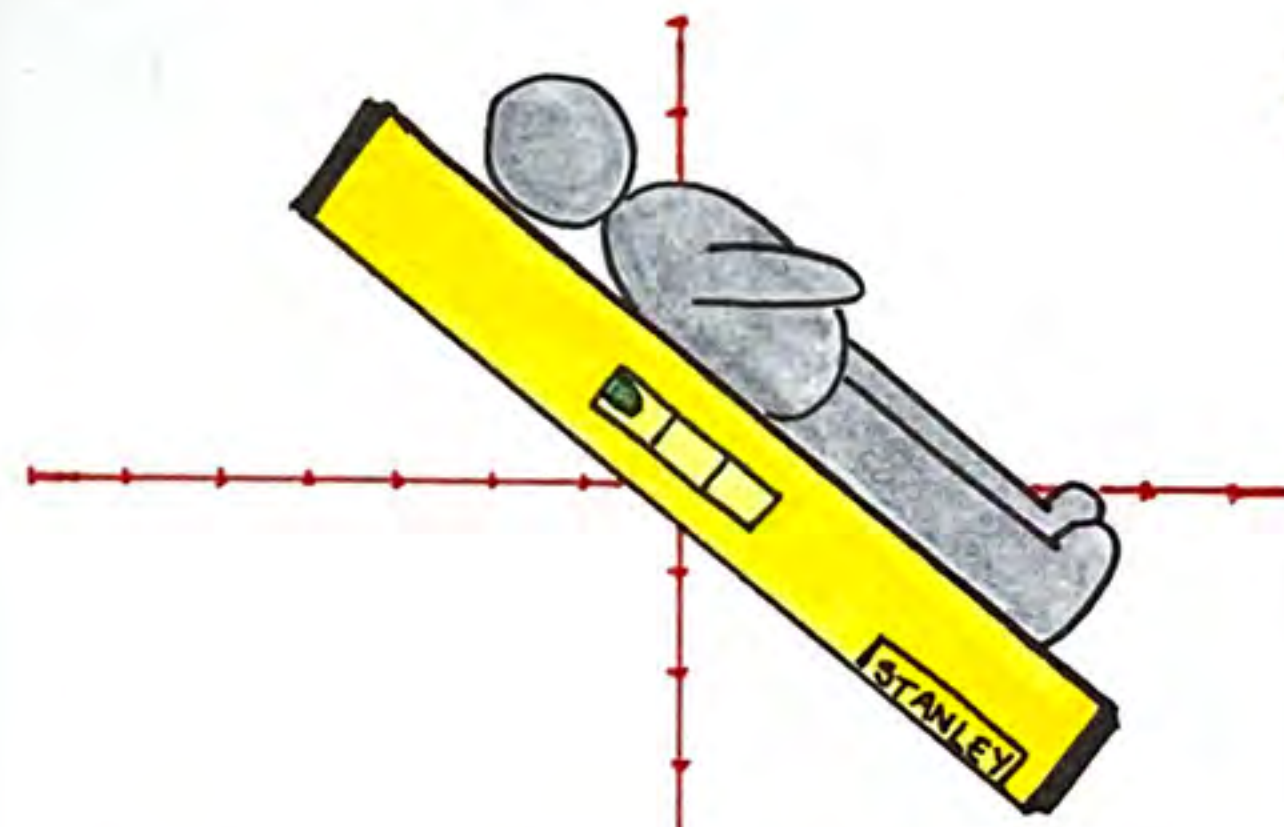
- coffee
  - rule challenging
  - limitless
  - random
  - contrarianism
  - change
  - mischief
  - experimentation
  - family
  - business
- Paint your life painting



The hardest is being comfortable in your own skin. In the world we have this neurological problem - we're fitting in. It's a survival instinct and a lot of people follow the rules at the cost of themselves. In some cases because they want to fit in, they want to do things, and mavericks tend to have developed this skill and not necessarily for good reasons while they were growing up. They've learnt how to walk through that fear of conformity. That's the greatest skill - the ability to be yourself at all times while the world is trying to get you to be like someone else. That is the toughest skill to acquire... In my early entrepreneurial career the sustained living of someone else's life and the breakdown that that can cause was certainly for me the lowest ebb... I spent 35 years trying to get out of bed because a lot of the world didn't make sense to me, so I battled with lack of motivation and depressive tendencies. It was the day that I realised that I was only gonna achieve things in this world by just being who I was that my life completely transformed... I truly realized how far I could take it.. be an extreme outlier and take extreme approaches to doing things and really re-invent everything.



Art. the wisdom of contrarianism



Failure = nonalignment with who you are

I've studied success a lot and worked with, coached and mentored a lot of entrepreneurs and fundamentally people don't succeed when they do things not in alignment with who they are. Perceived outside success that isn't in alignment with who you are isn't success. Alignment is the real definition of success. Did you achieve success in alignment with who you are? Then you're successful. If you didn't then you'll never feel it. So the times when I see people think successful but don't feel it are when they are living in the other direction to who they are and you can see that's a western condition right? There's no surprise that mental health rates are so high. Entrepreneurs are depressed and all these kind of things because there's an alignment issue with the ways the world is pointing and how people feel deep inside.

MAV-ER-ICK

"Somebody who assumingly but still achieves positive"



"Be Yourself."

Dear Marc,

When Darren Robson (M) n° 2 recommended you I was thrilled. Darren had a solid understanding of the (M) project, and you. So thank you for making time for me.

Marc, you taught me that:

- (M) choose their own variables to calculate risk.
- (M) like to see how far they can take things.
- (M) understand that less can be more
- (M) find huge meaning in purpose.

As you said (like Daniel Pink) Mastery, Freedom/Autonomy, and Purpose.

Marc, I loved your stories that shared your personality and your humanity. You shared how as you realized you weren't motivated for long it meant you found the shortest route to doing things, and manipulating other people to do things for you, things that you didn't like to do, and they loved to do! An example you gave was asking yourself what's the greatest impact with the least work from me? Get 30 key impactors around a table + let them get on with it!

You shared how different attracts different so the differences you project out into the world are what become your social currency. Yet acknowledged that being different can be an exhausting addiction; "it's hard to maintain a balance when your kind of drinking the elixir of life!"

Marc, you don't do business. It's your connects with people, the emotional capital with humans that when invested creates growth. No wonder your Coffee from the Edge works so well. Life design is what you're best at, how else could such randomness lead you to ask people to sponsor your life; including a private jet and unlimited credit card?

So... thank you for your time for being so fun + funny, we laughed alot, especially at your one liners.

Every Olympic Apologist, who hence never seeks permission, should have a medal. Wear it with pride Marc,

Zilli ☺



Failure = nonalignment with who you are

coffee rule challenging

limitless random

contrarianism change

mischief experimentation

family business

Paint your life painting

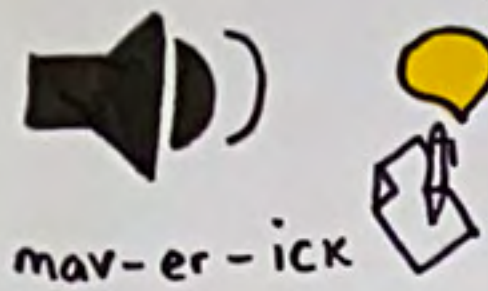
The hardest is being comfortable in your own skin. In the world we have this neurological problem - we're fitting in. It's a survival instinct and a lot of people follow the rules at the cost of themselves. In some cases because they want to fit in, they want to do things, and mavericks tend to have developed this skill and not necessarily for good reasons while they were growing up. They've learnt how to walk through that fear of conformity. That's the greatest skill - the ability to be yourself at all times while the world is trying to get you to be like someone else. That is the toughest skill to acquire... In my early entrepreneurial career the sustained living of someone else's life and the breakdown that that can cause was certainly for me the lowest ebb... I spent 35 years trying to get out of bed because a lot of the world didn't make sense to me, so I battled with lack of motivation and depressive tendencies. It was the day that I realised that I was only gonna achieve things in this world by just being who I was that my life completely transformed... I truly realized how far I could take it.. be an extreme outlier and take extreme approaches to doing things and really re-invent everything.



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How would you define a Maverick?

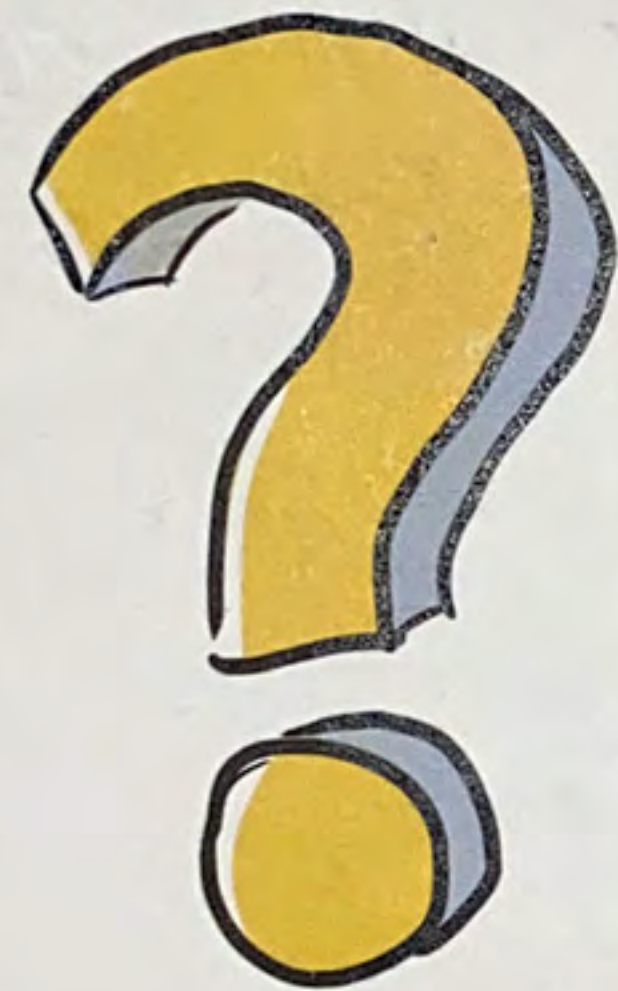


mav-er-ick



Could,  
Would,  
Should it be  
**YOU?**

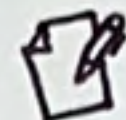
100<sup>th</sup> maverick



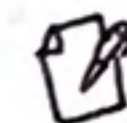
What advice would you give to someone who feels they are a maverick, so they can be the best maverick they can possibly be?



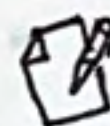
Insight #1



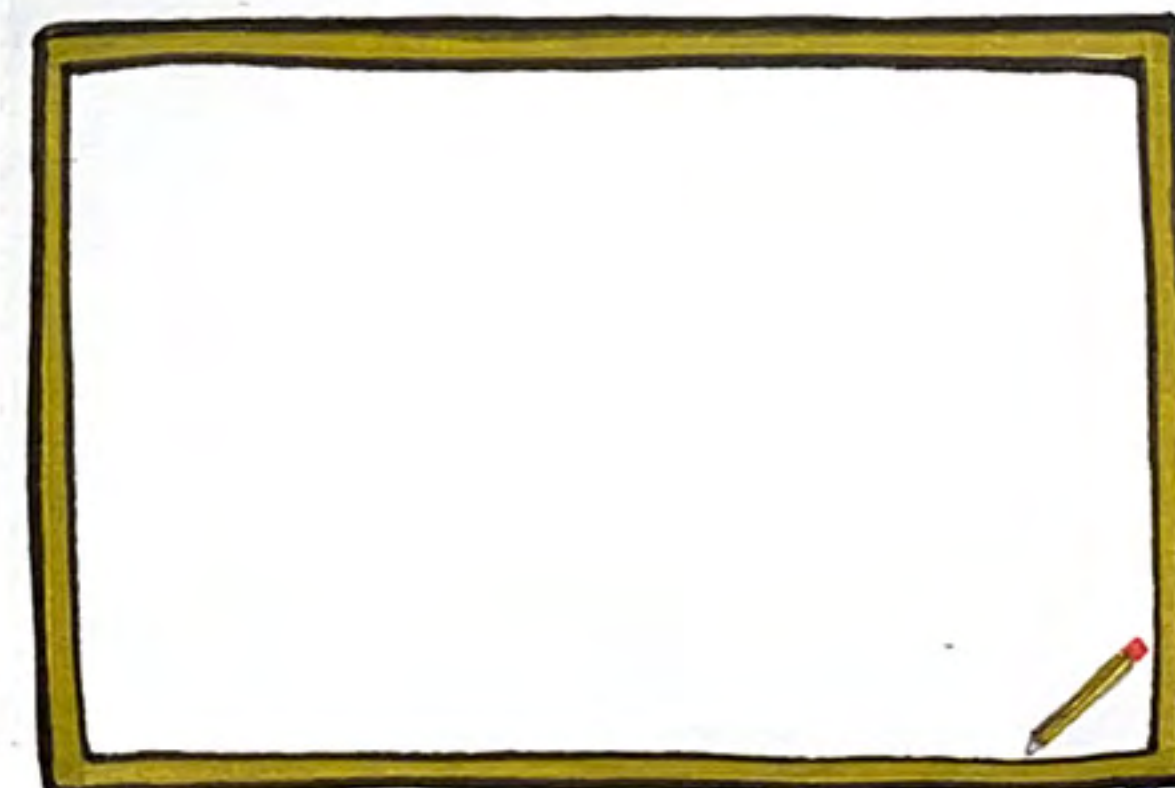
Insight #2



Insight #3



Insight #4

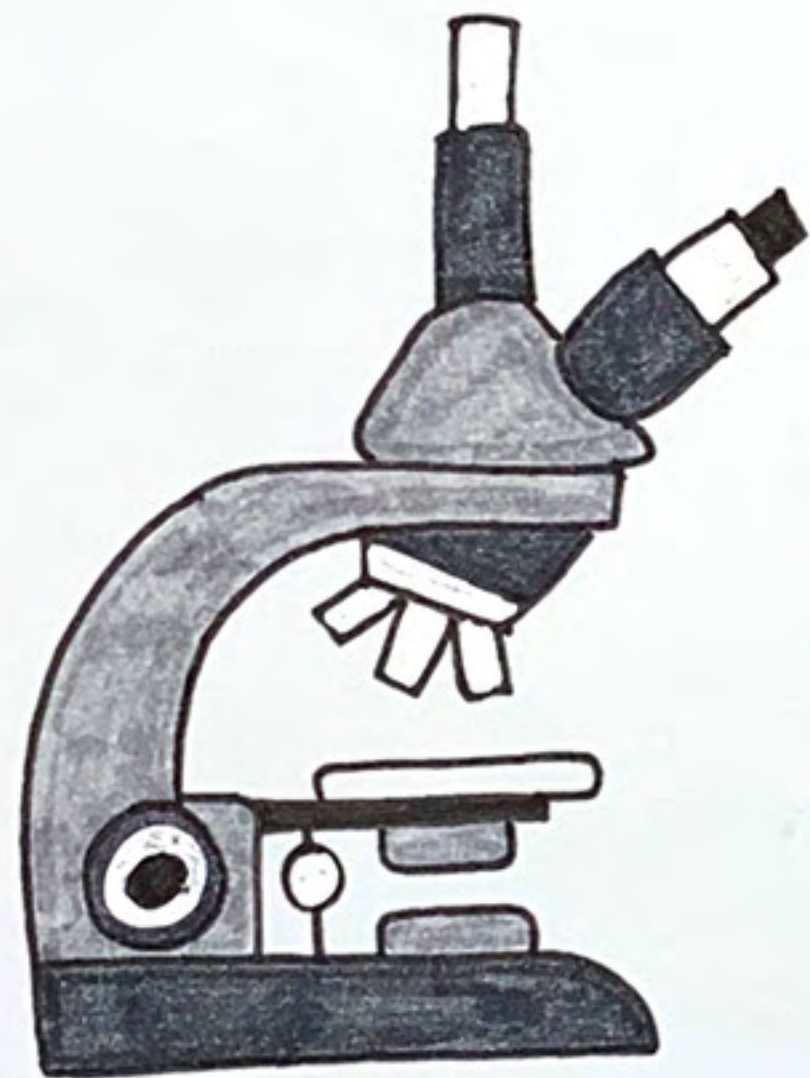


THANK YOU FOR HELPING ME FINISH WRITING THIS BOOK

Erin ☺



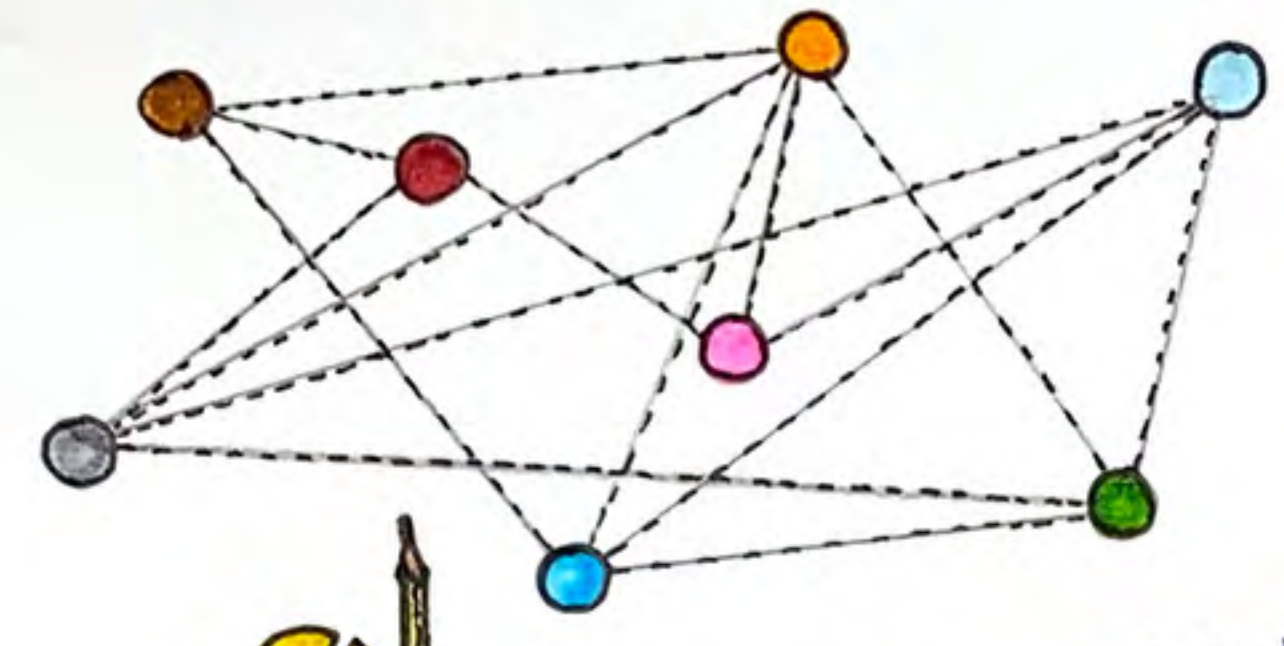
**HERE COMES THE**



**SCIENCE BIT . . . AND RESULTS**



People tell me I'm a Maverick [84.8%]



I have very unusual talents [68.7%]

THINK OUTSIDE THE BOX

X	O	X
O	O	X
O	X	O

I have a way of solving problems which is different from other people [94.9%]

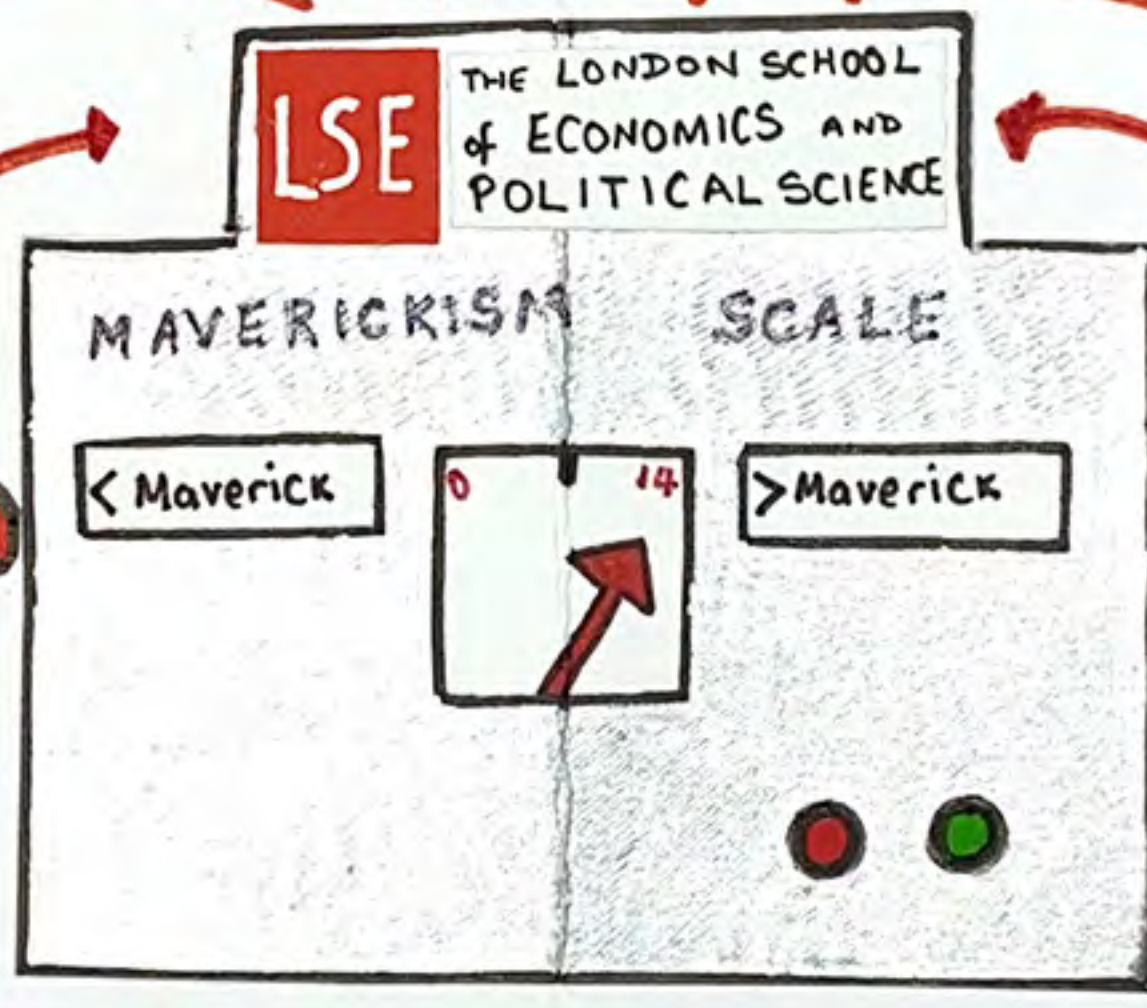


I am much more productive than other people. [64.6%]



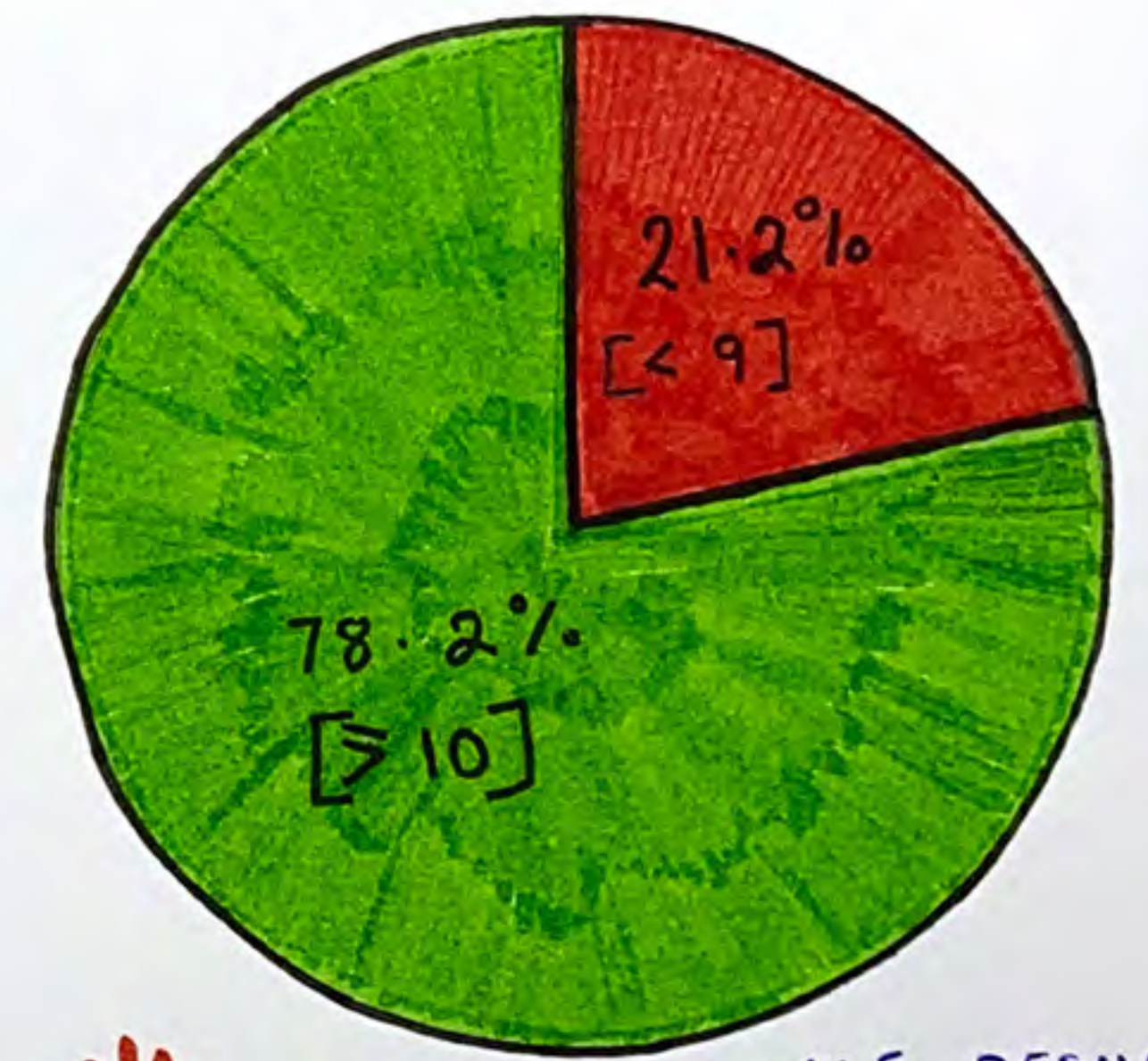
I have a knack for getting things right when least expected [85.9%]

DEVELOPED BY GARDINER + JACKSON 2012



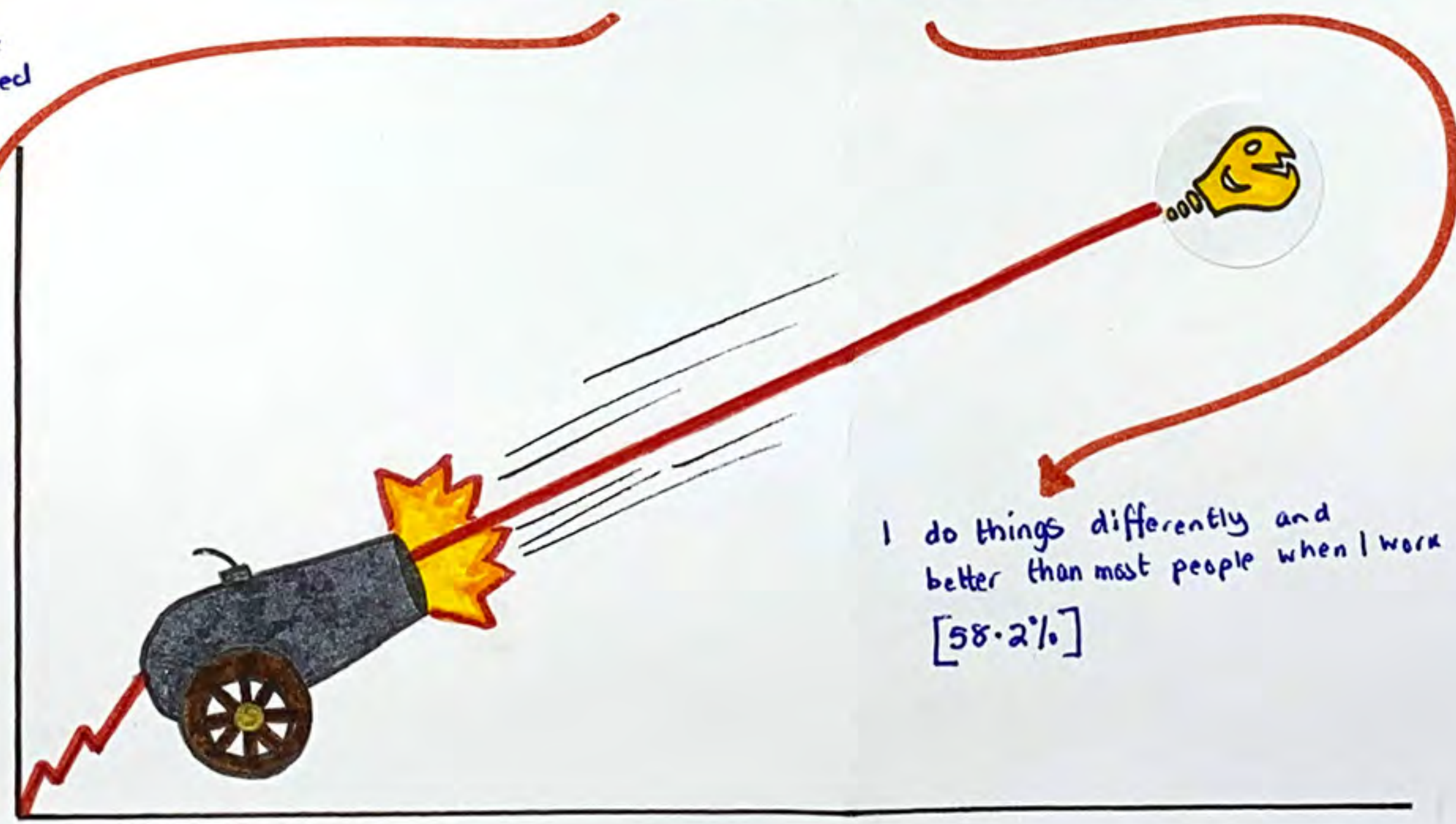
ONLY EMPIRICALLY VALIDATED TOOL FOR IDENTIFYING MAVERICKS

I do things differently and better than most people when I work [58.2%]



\* MAVERICKISM SCALE RESULTS [max score 14]

I am generally underestimated by people [51.5%]





**Orientation to Change**  
 [Dispositions + preferences for responding to + managing novelty, structure, and authority when dealing with change or solving problems.]

Developed by Treffinger et al 2007  
 [Center for Creative Learning Inc.]



**VIEW**

An Assessment of <sup>Creative</sup> Problem Solving Style

**Manner of Processing**  
 [Dispositions + preferences for how + when you use your own inner energy + resources, the energy + resources of others, + the environment; + for different ways of handling information when managing change or solving problems.]

Based on over 5 decades of research, development, and practical application on Creative Problem Solving



**Ways of Deciding**  
 [Dispositions + preferences for balancing + emphasizing task concerns + personal or interpersonal needs when focusing your thinking, when considering the most important aspects of a problem or challenge, + when moving toward decisions + action.]

# DNA NATURE

Born 



Born comfortable following beat of my own drum



Born with



mindset

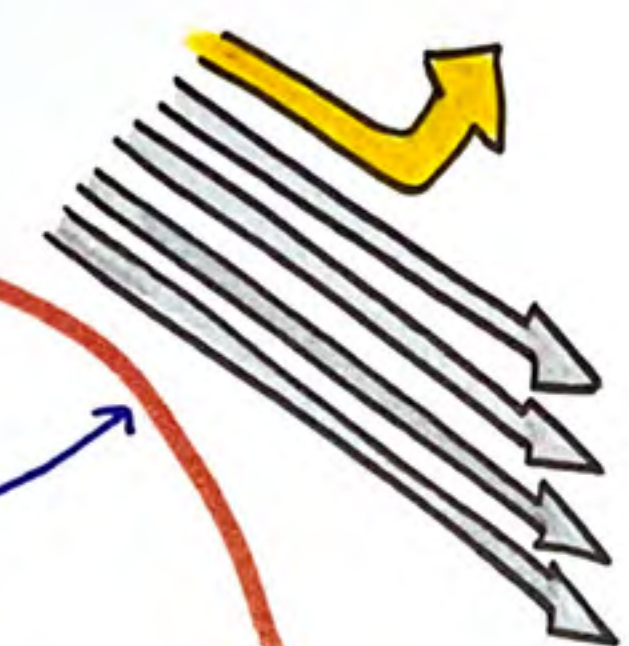


Being a

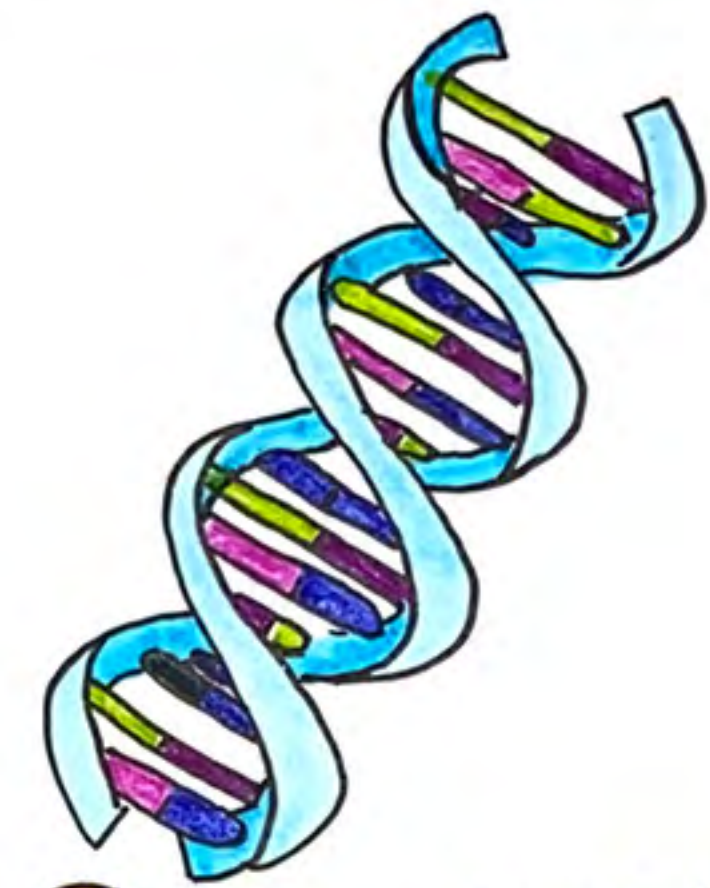


is in my blood

Born not to conform



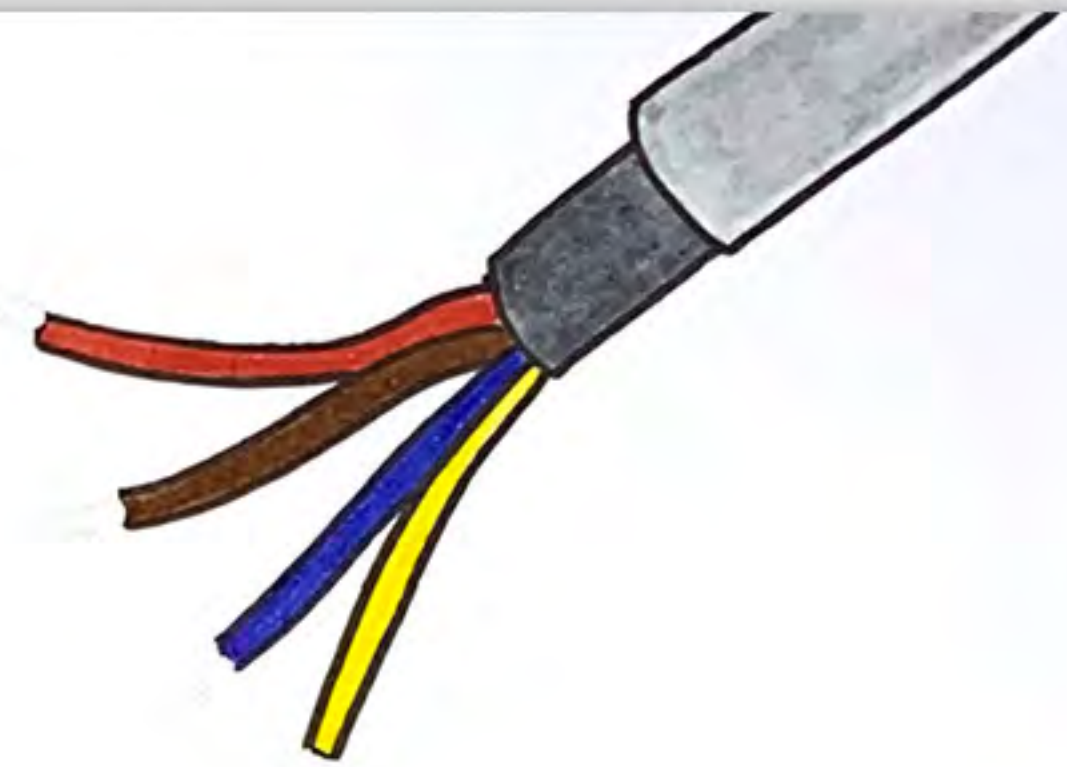
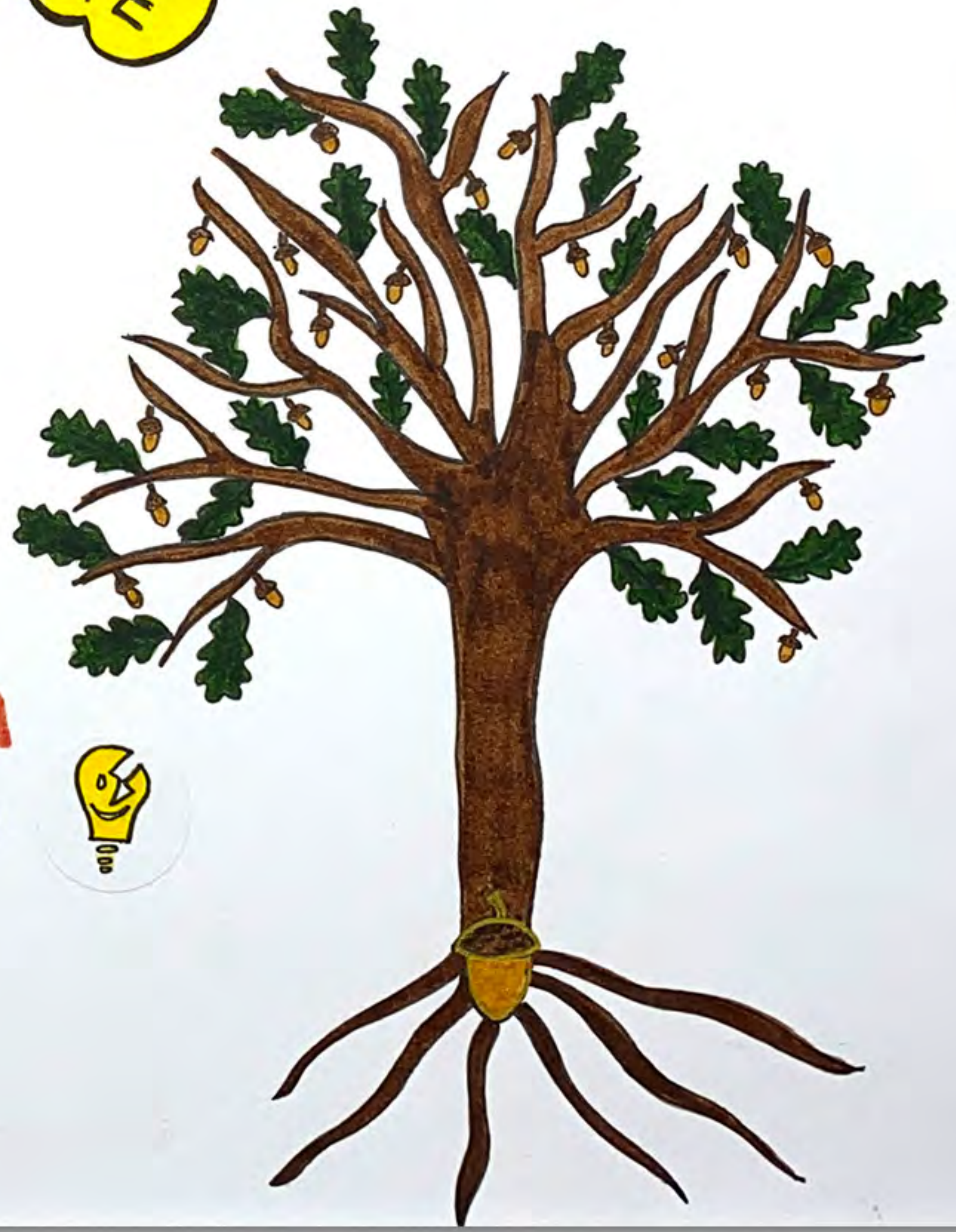
Being a  is just part of DNA



Hard wired / pre wired to be a



Naturally

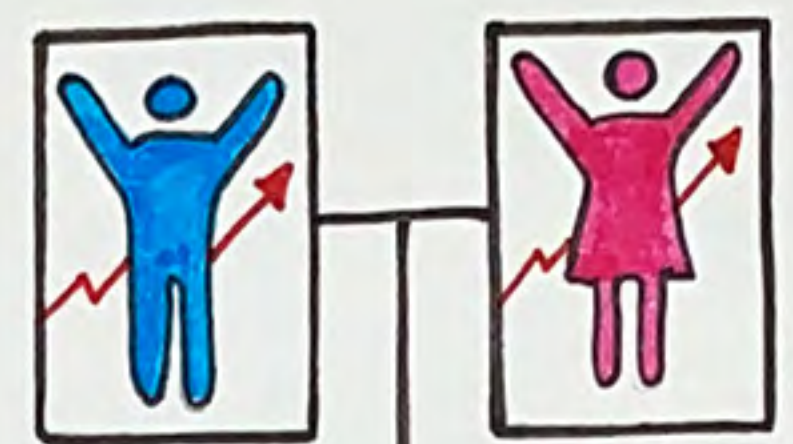




... to choose + make their own decisions



... to dream



Entrepreneurial / Maverick parents

Encouraged to believe they could do anything



NURTURE



FREEDOM

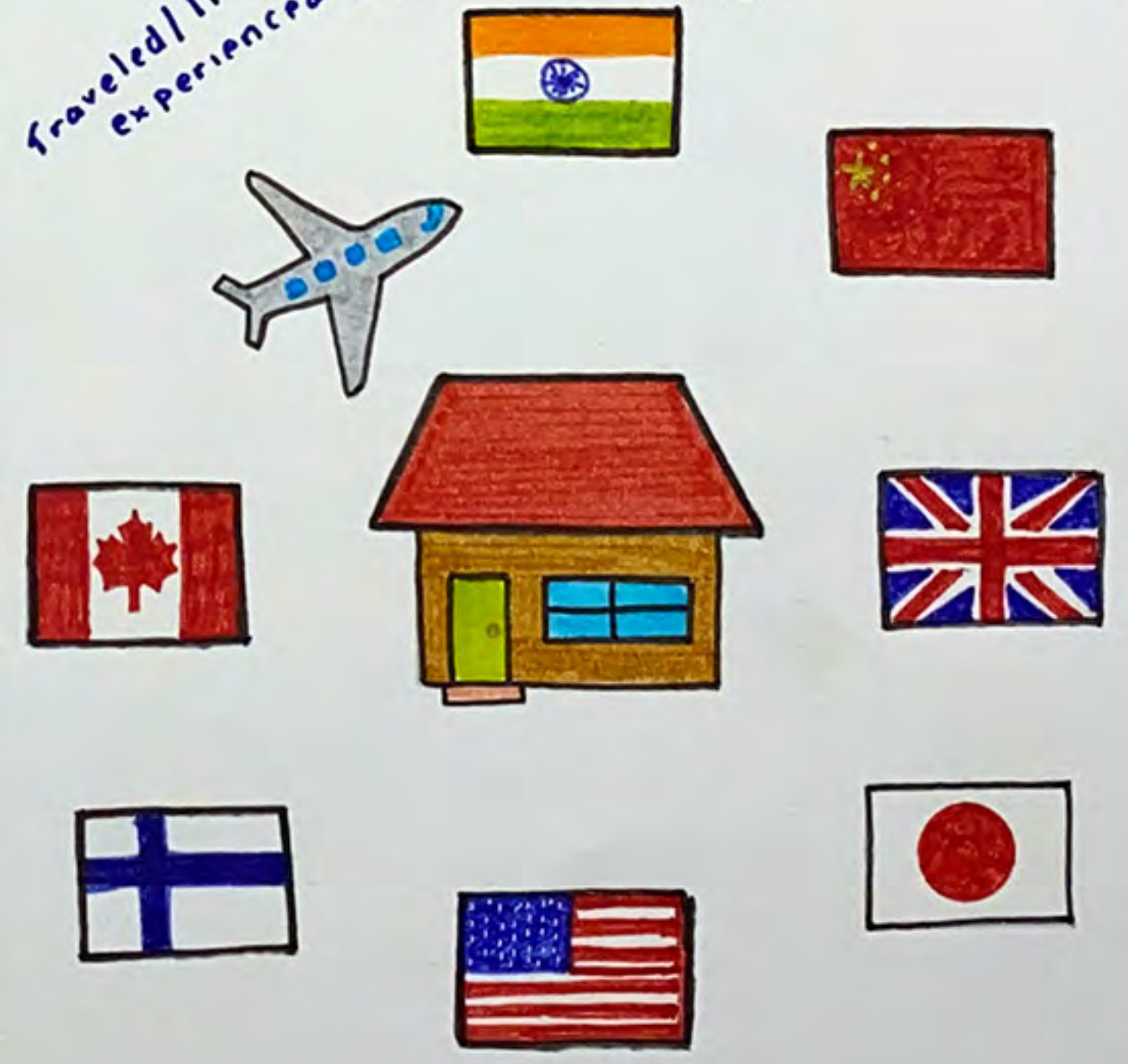
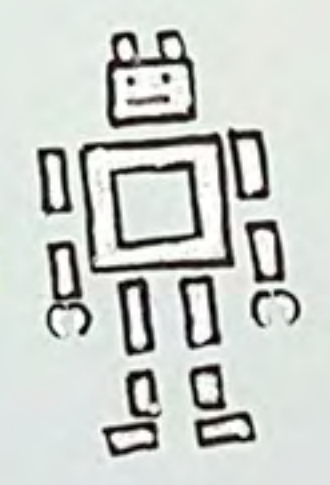


need

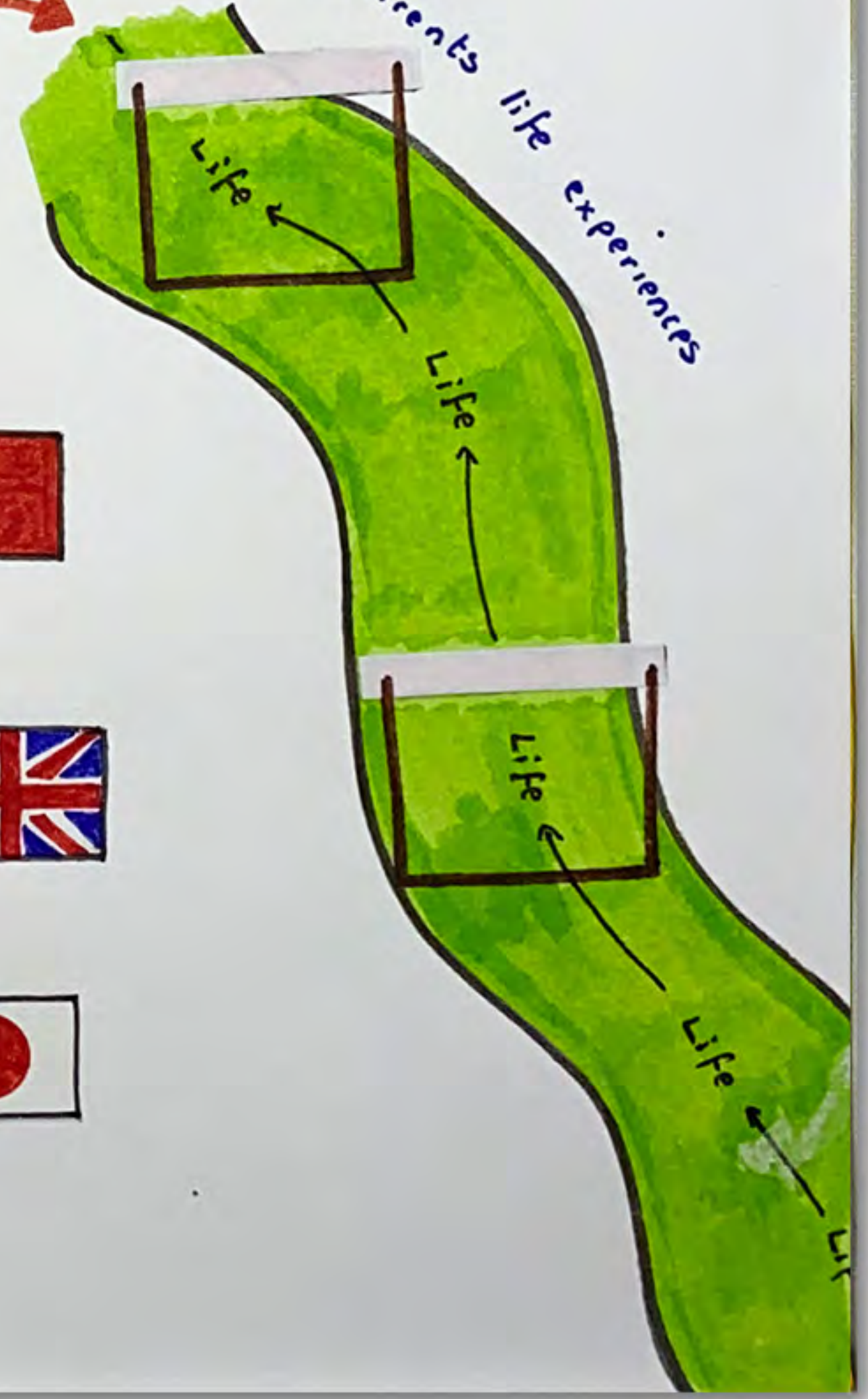
traveled / lived in different countries = experienced different cultures

... to be curious

... to pursue their passions



Their own / parents life experiences





CURVE



where the magic happens

live outside the comfort zone, which puts them ahead of the curve



are pioneers

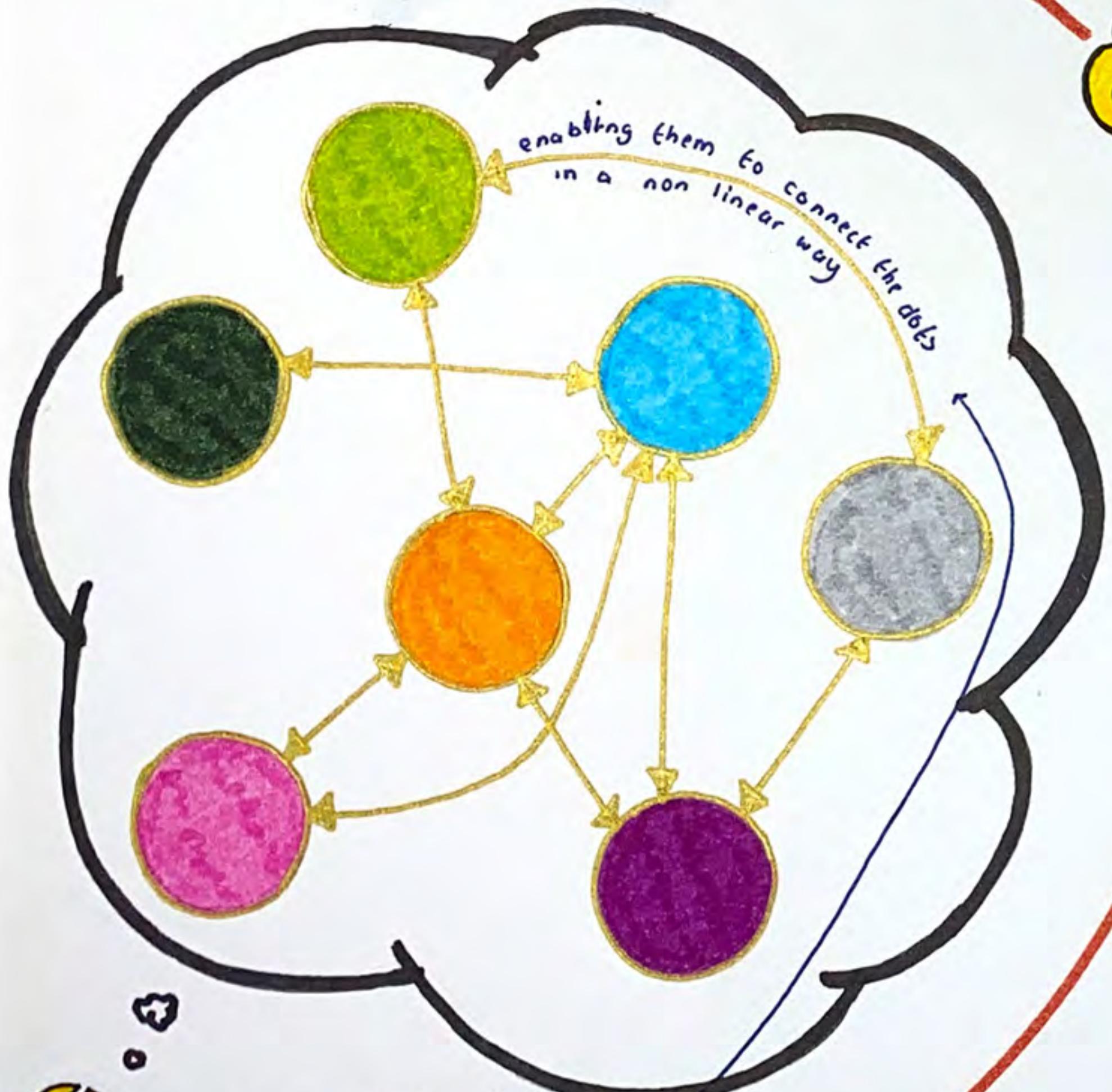
SKILLS/TRAITS



repurpose things



are usually on some kind of mission



X	O	X
X	O	X
O	X	O

are unconventional solution finders

taking risks



are inforours of diverse information



# EDUCATION



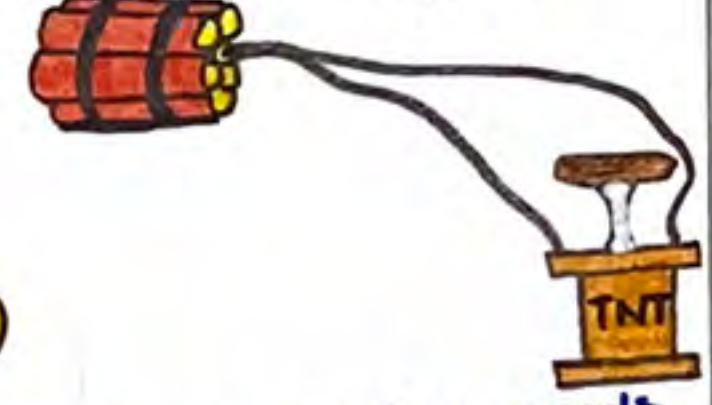
question the rules, Education trains us to follow them



are entrepreneurs education doesn't equip for [Entrepreneurial] life



## EDUCATION



Know education needs disrupting.



abundantly curious  
Education stifles creativity + curiosity



TIME TABLE				
history	maths	science	english	geography
drama	music	sports	art	IT



connect the dots  
Education compartmentalises topics

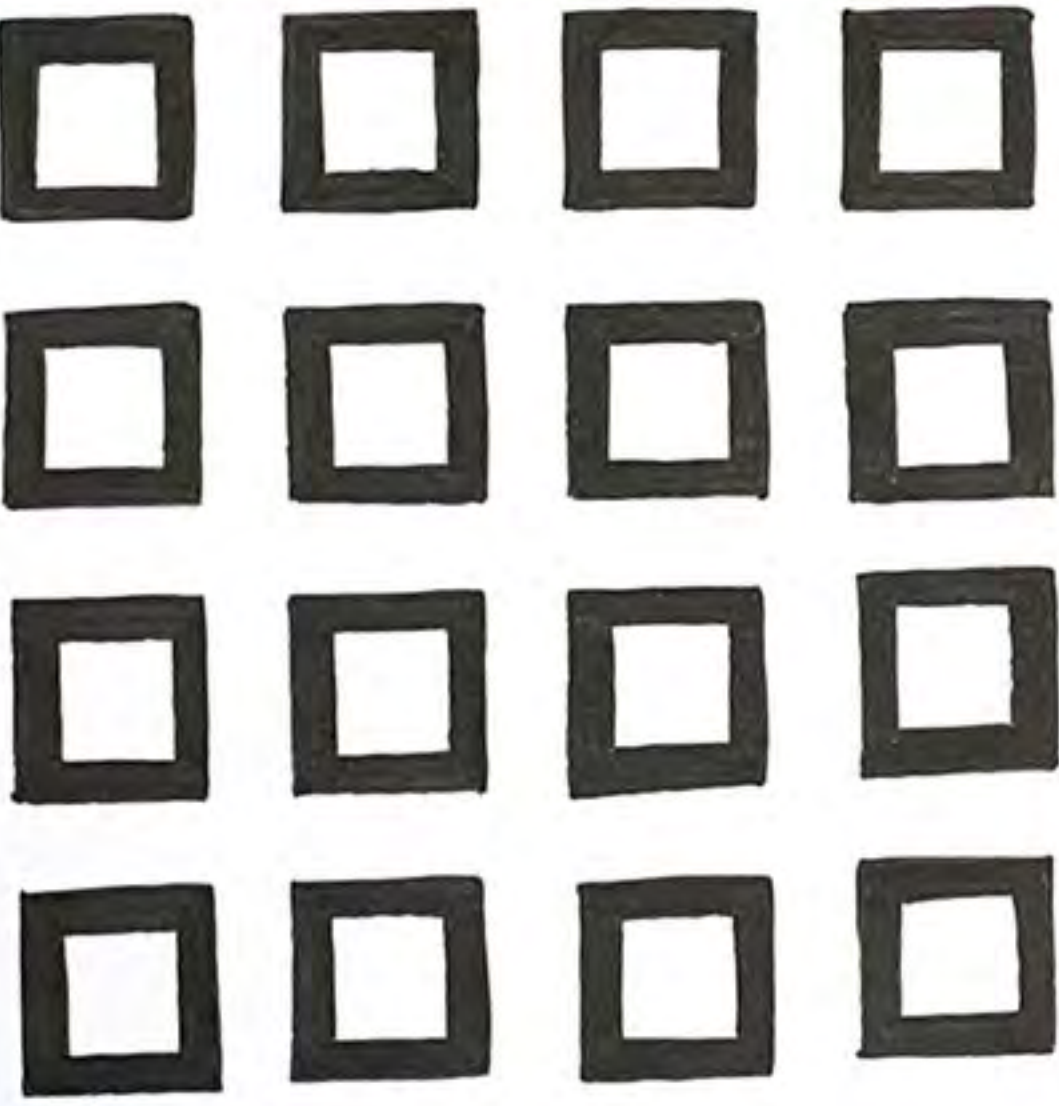


often deviants in school



are stifled by education

SQUARE PEGS ONLY



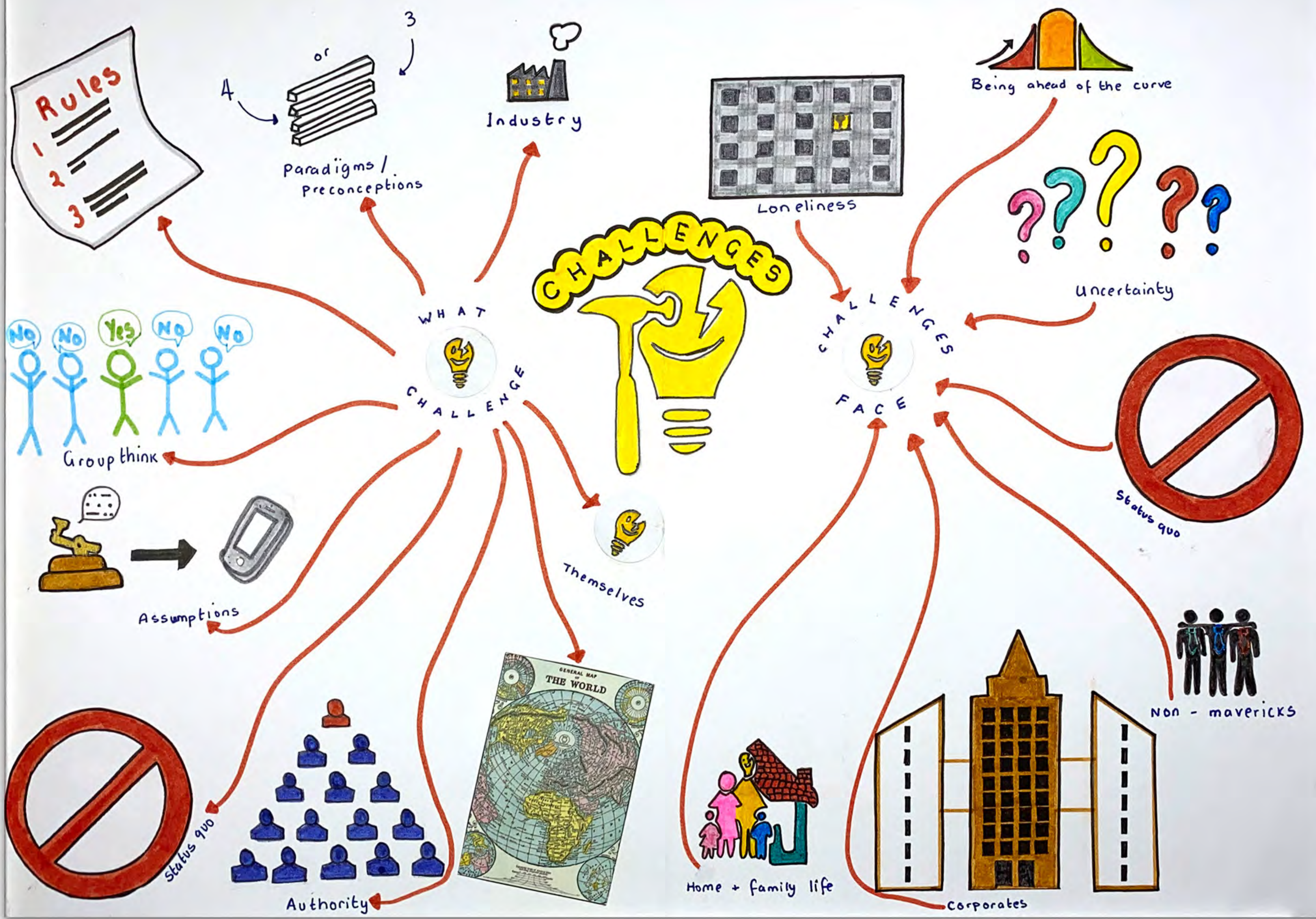
Where do the round pegs go?



struggle with education because it values conformity NOT different thinking



are outside the box thinkers  
Education is designed to put children in boxes.





creative

START

LEADERSHIP

LEADING SELF

LEADING OTHERS



... by questioning the status quo

... by leading themselves



enrol their passion to the task



have freedom to

be ...



do what they're good at



lead if most appropriate to lead



Create a diverse team to include the skills they lack + then enable them to

lead with flat structures



... by having the courage + gumption to take risks



... by being authentic



values



way



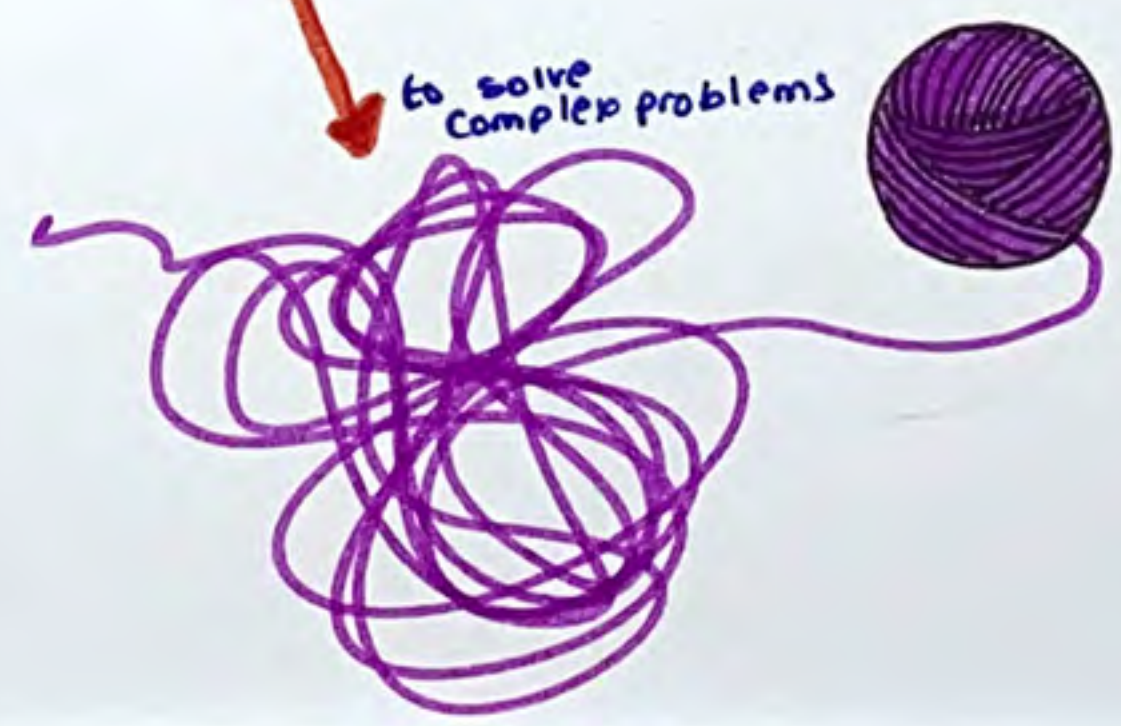
by action NOT position

CEO



embrace the challenge

to solve complex problems

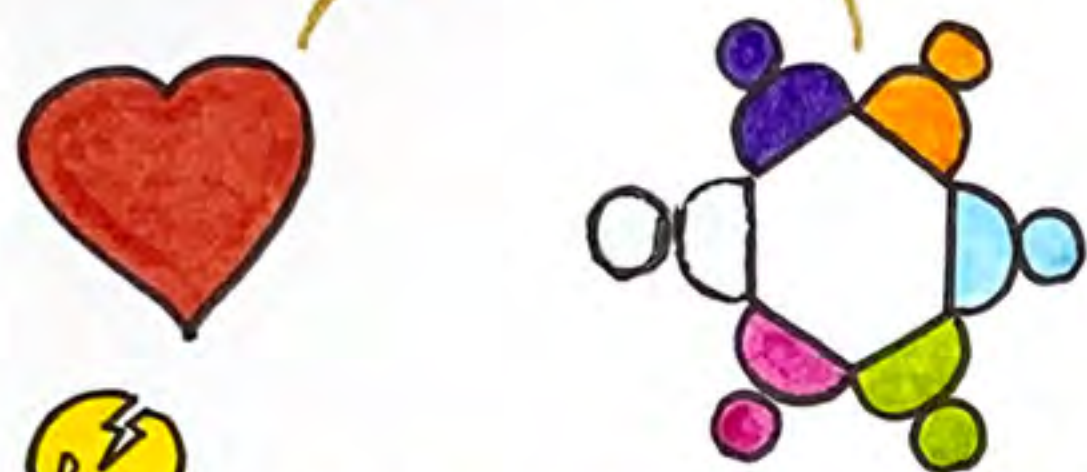


push the envelope

by being RESPONSIBLE for



TEAM = ✓



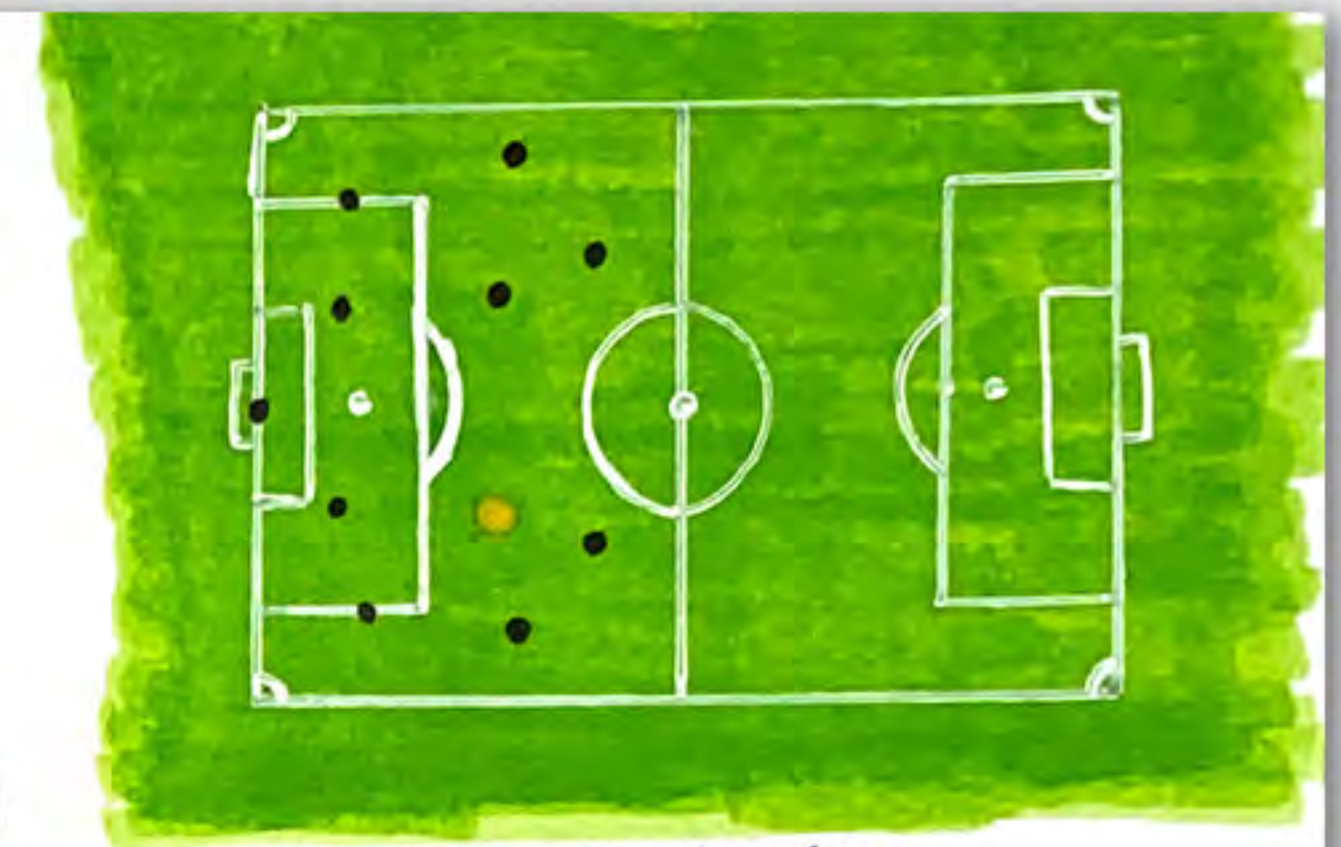
use power, energy, passion + diversity of team to get the job done.

hold team together with the big picture



TEAM

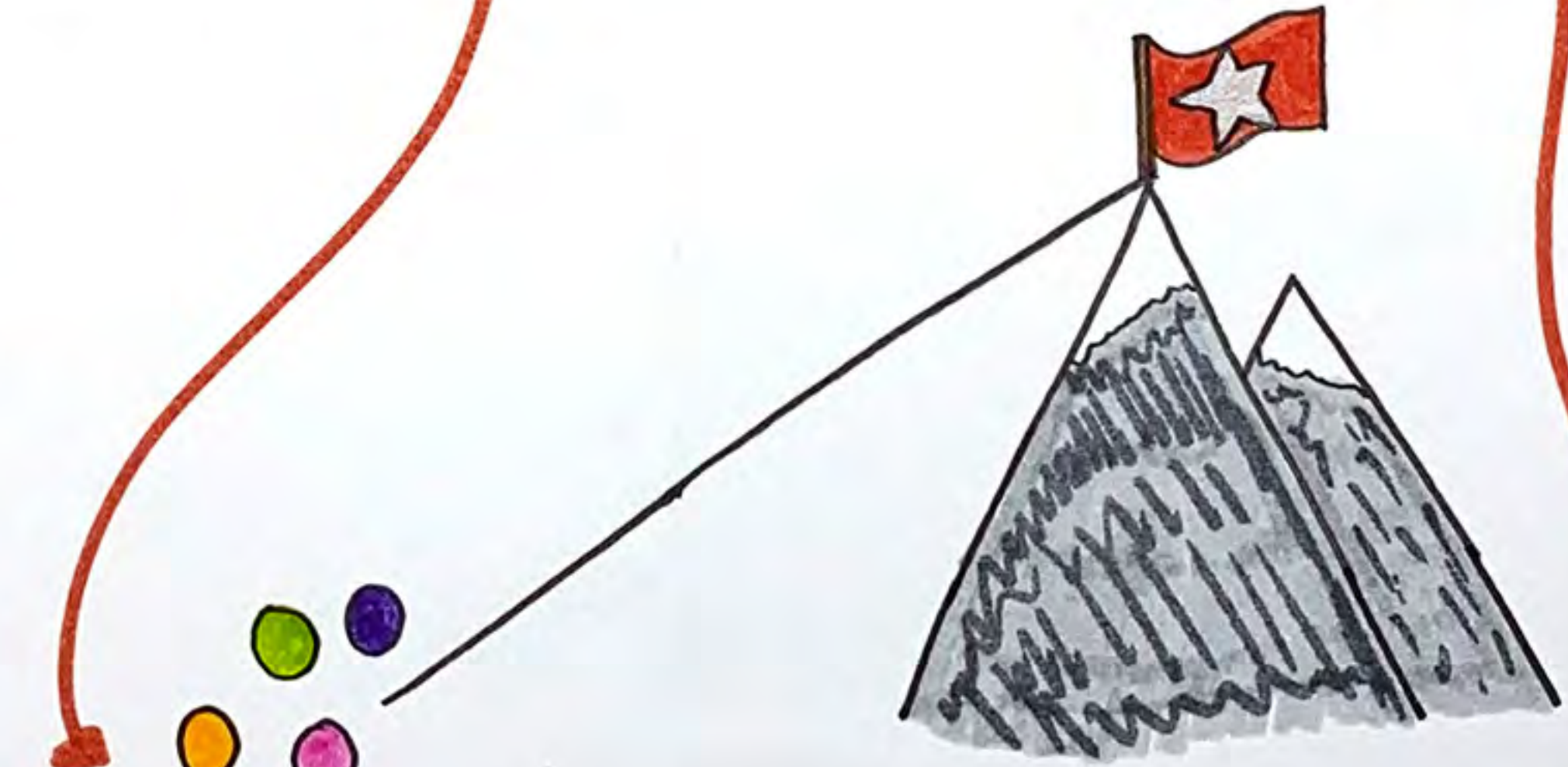
have a detailed orientated wingman



are on the field with the team



know hiring the right team is the biggest challenge



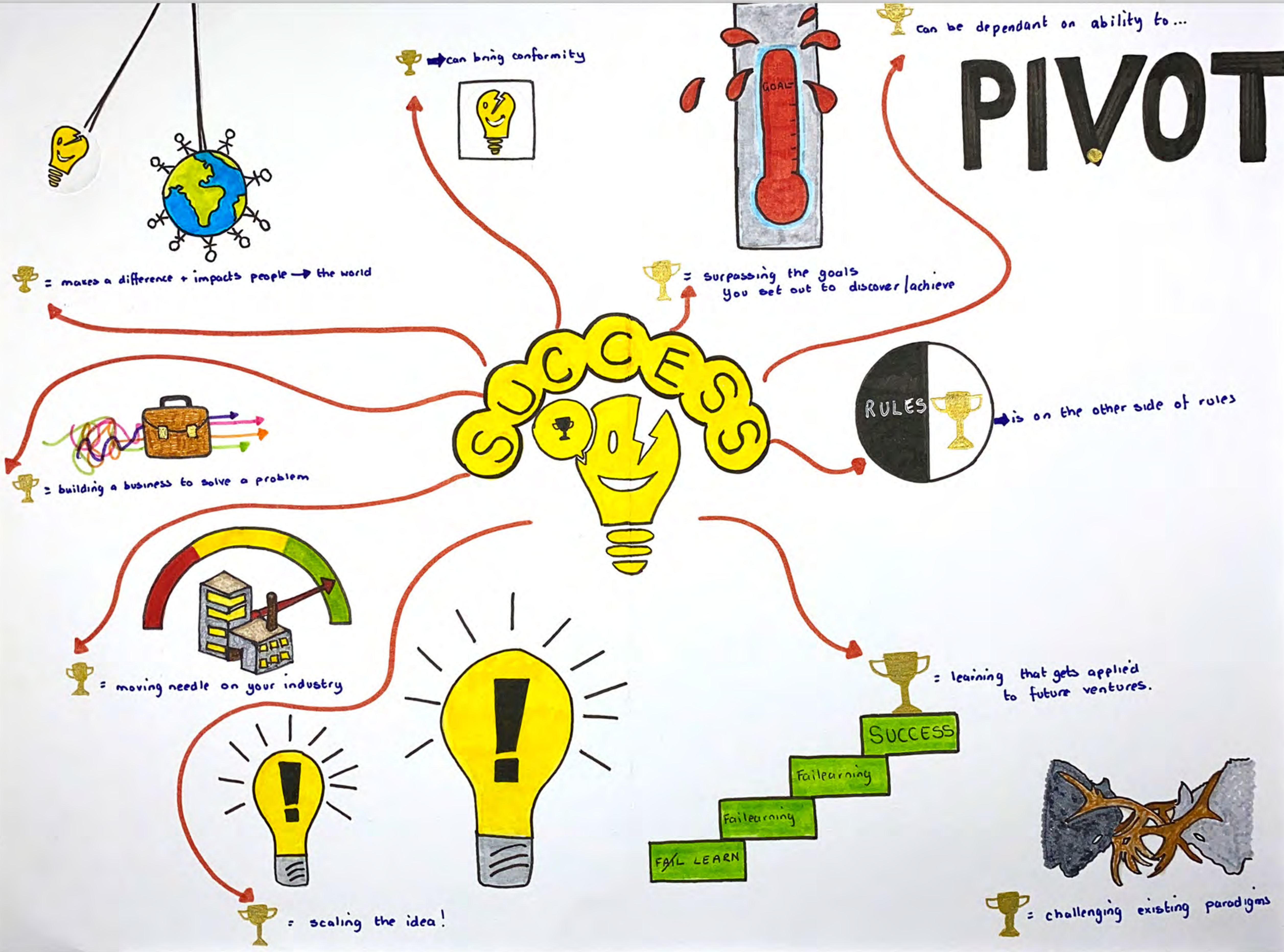
teams are mission driven



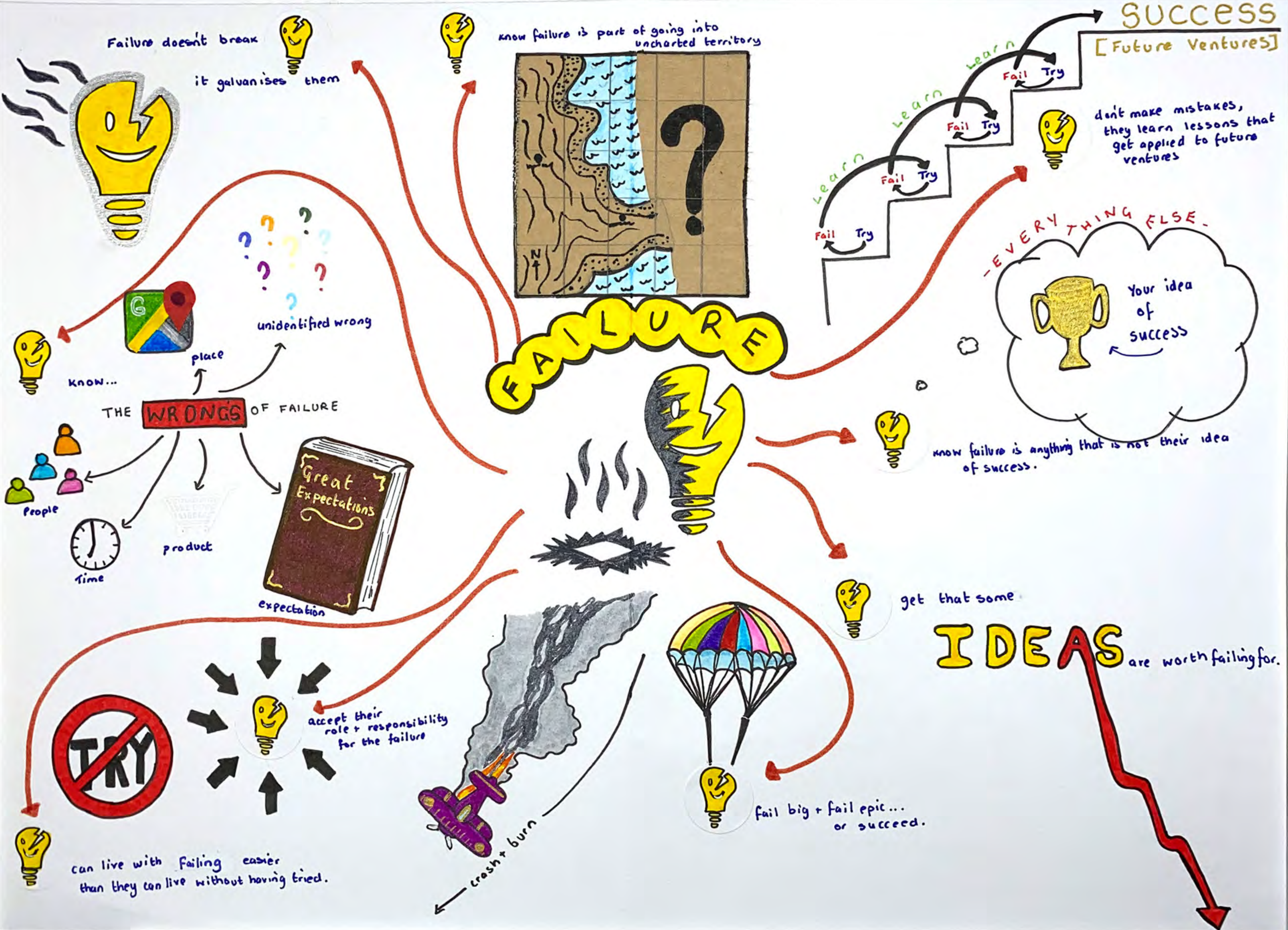
are big dreamers who know a team is essential to execute their ideas

# PIVOT

## SUCCESS



# FAILURE



Failure doesn't break  
it galvanises them

know failure is part of going into  
uncharted territory

## SUCCESS

[Future Ventures]

don't make mistakes,  
they learn lessons that  
get applied to future  
ventures

-EVERYTHING ELSE-

Your idea  
of  
success

know failure is anything that is not their idea  
of success.

get that some

# IDEAS

are worth failing for.

fail big + fail epic...  
or succeed.

crash + burn

accept their  
role + responsibility  
for the failure

can live with failing easier  
than they can live without having tried.

### THE WRONGS OF FAILURE



product



time



people

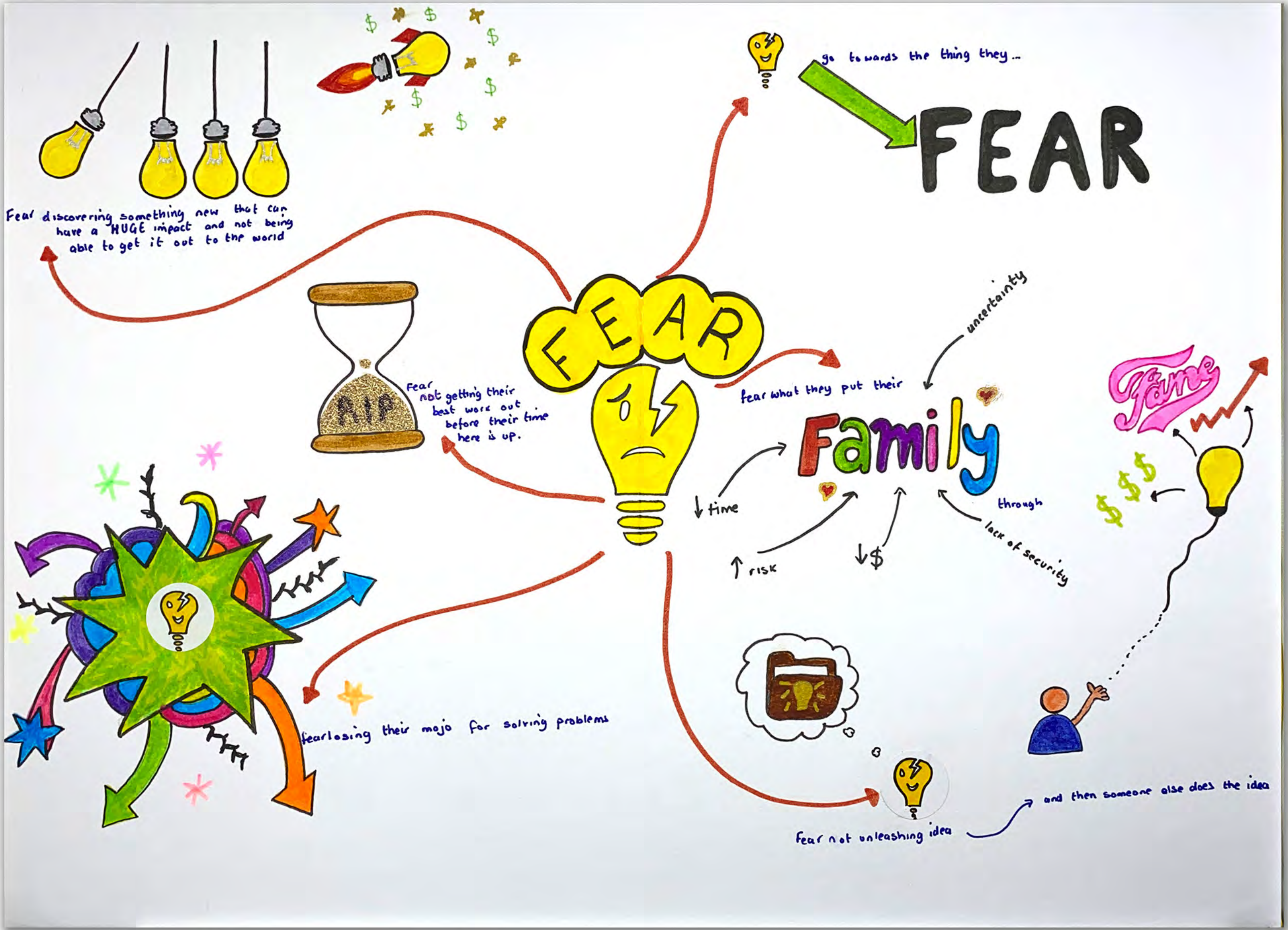
place



unidentified wrong

know...





# FEAR

## FEAR

## Family

## Fame

Fear discovering something new that can have a **HUGE** impact and not being able to get it out to the world

fear not getting their best work out before their time here is up.

fear what they put their

uncertainty

↓ time

↑ risk

↓ \$

through lack of security

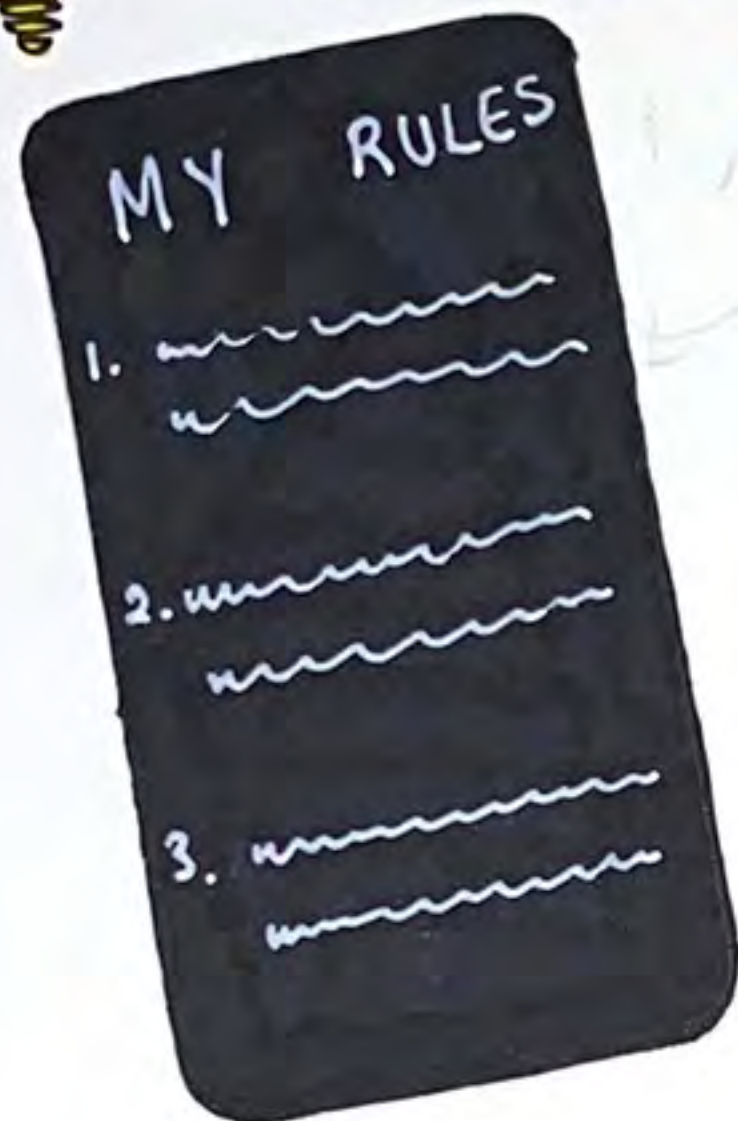
fear losing their mejo for solving problems

fear not unleashing idea

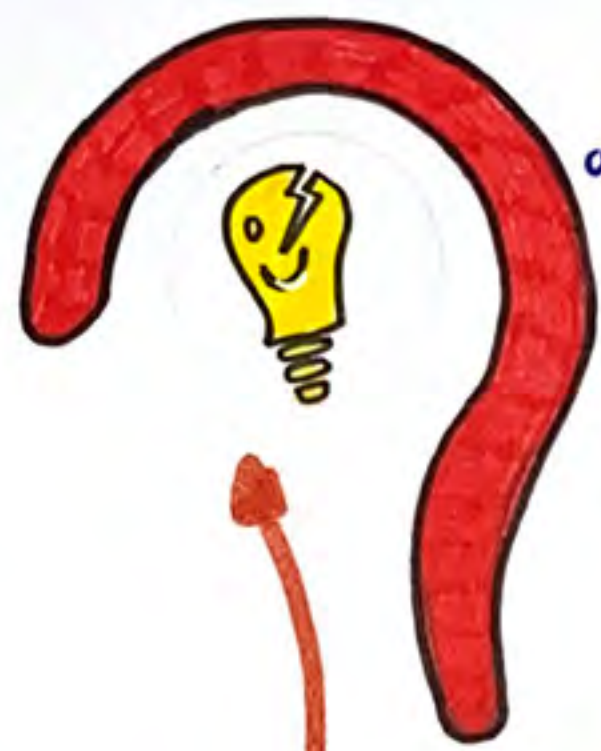
and then someone else does the idea



make their own rules



question the rules



Think....

The Rules Don't Apply To Them



Knowrules are part of the status quo that keeps you thinking inside the box

RULES



play/game the rules



Colour Out/Inside The Lines



know rules are just guidelines to



learn the rules to know when to

follow them / break them



know new rules can become the next rule to be broken

RULES

don't hide behind the rules

know rules can be positive + negative

- + Frame creativity
- + right rules help creatively solve problem
- + narrow down problem
- hinder creativity
- hinder innovation



RULES can be positive + negative

# RISK

can't work in risk averse environments



Hiring the right people is the biggest risk



don't take risks, they take calculated risks



when to take it and when not to take it.



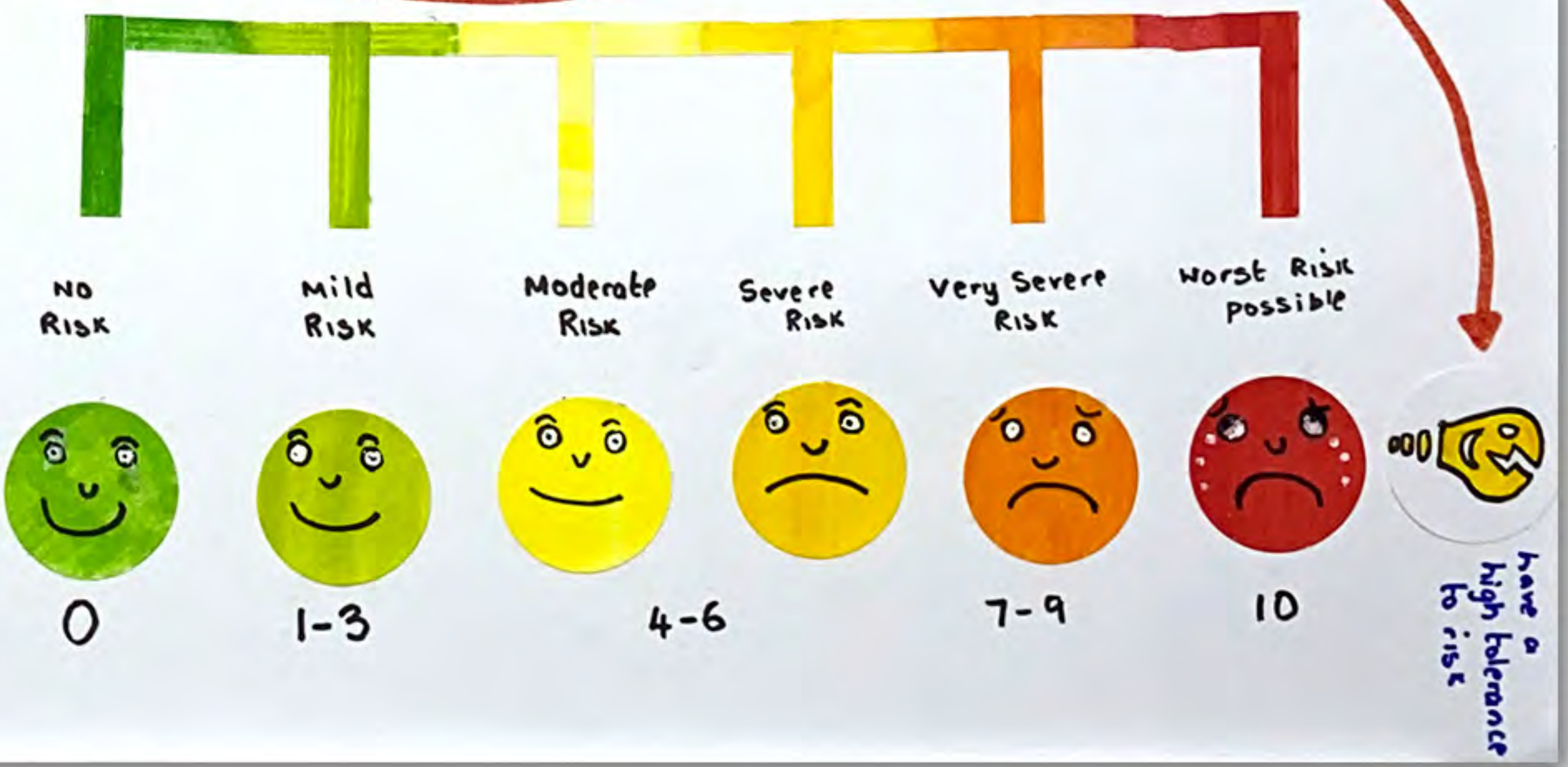
know wild ideas involve risk.



know NO risk means NO innovation



To conformity is the biggest risk



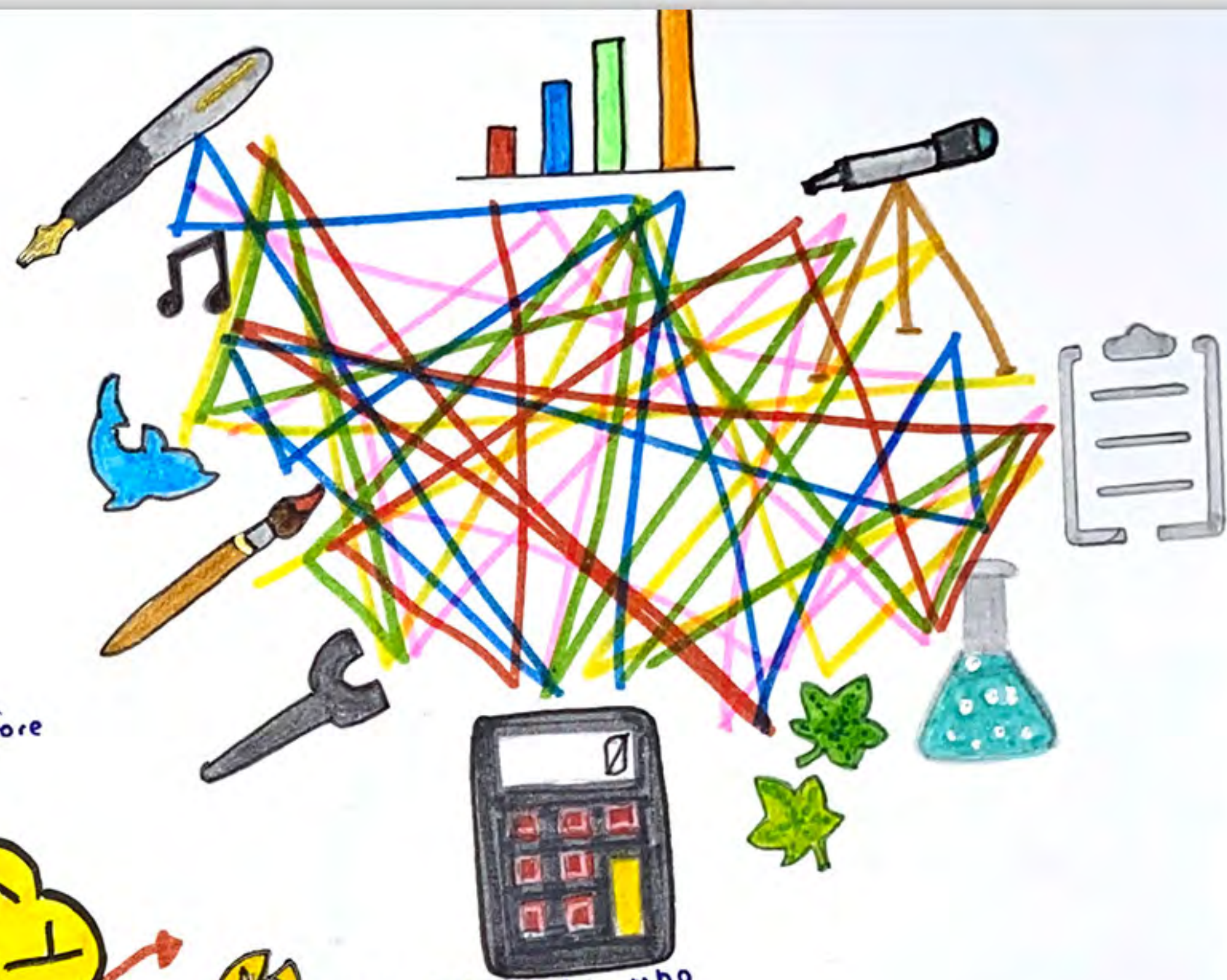


CREATIVITY

Create things that didn't exist before



see things differently



are polymaths who create by connecting the unconnected



Create as they are original thinkers

= Creativity + Innovation



live creatively   
 personally   
 professionally



PROBLEM SOLUTION

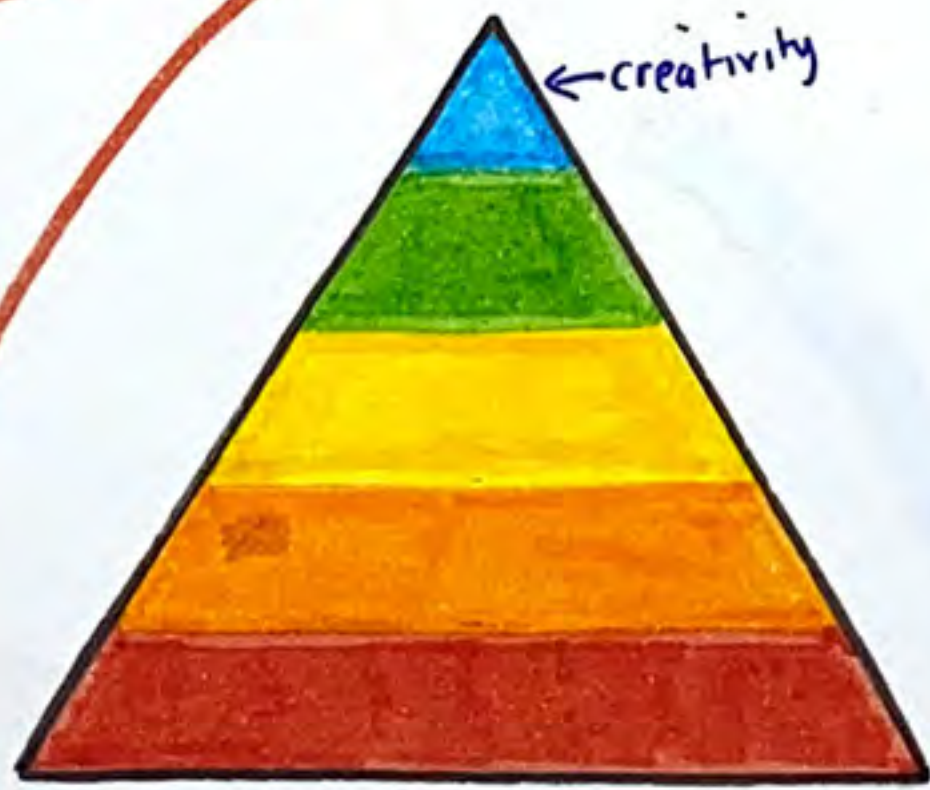


thrive on solving complex problems by deconstructing them



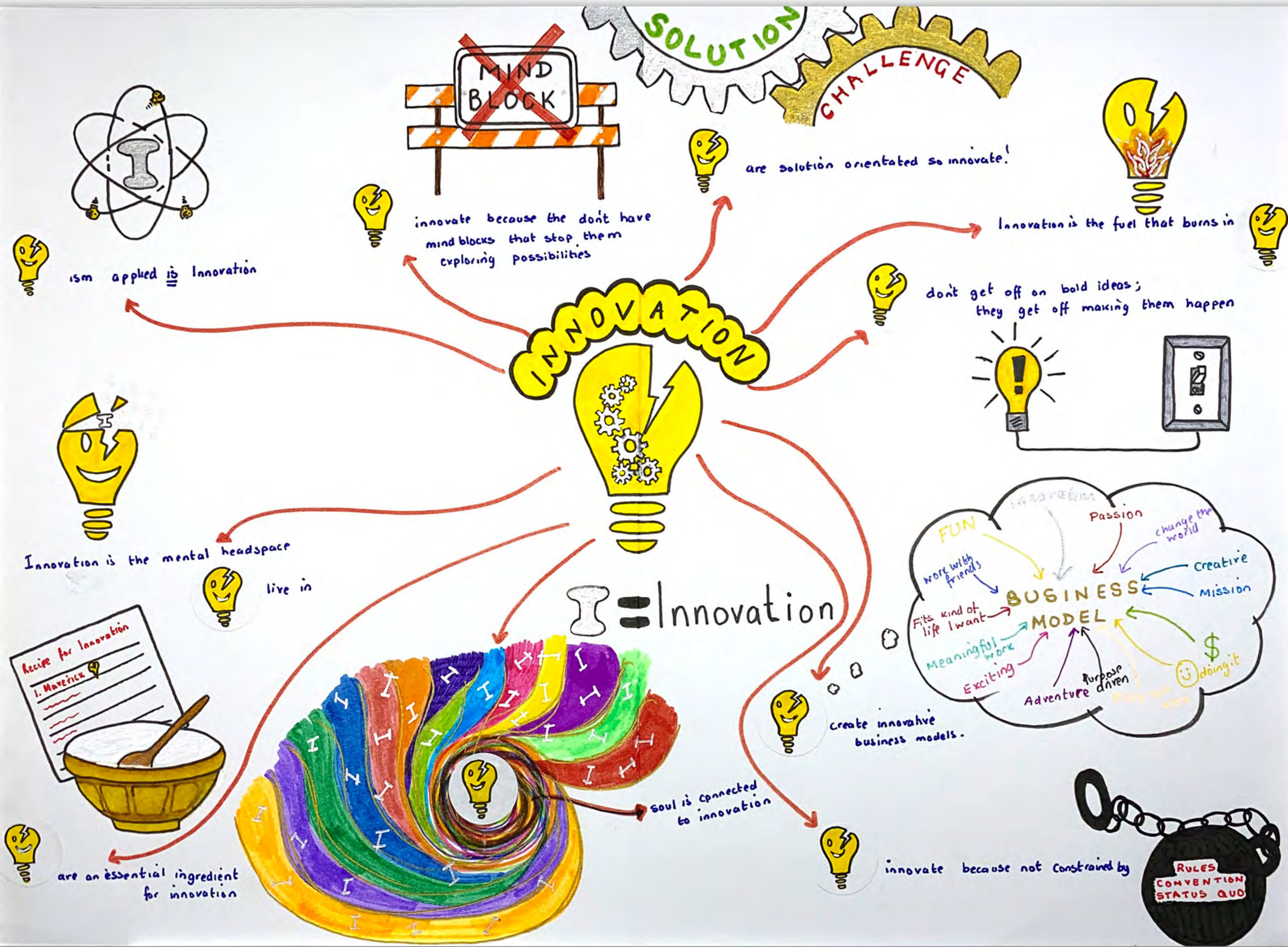
recognise impedes creativity as does

!!   
 forcing the line



value Creativity highly





~~MIND BLOCK~~

SOLUTION CHALLENGE

INNOVATION

I = Innovation

innovate because they don't have mind blocks that stop them exploring possibilities

are solution orientated so innovate!

Innovation is the fuel that burns in

don't get off on bold ideas; they get off making them happen

ism applied to Innovation

Innovation is the mental headspace

live in

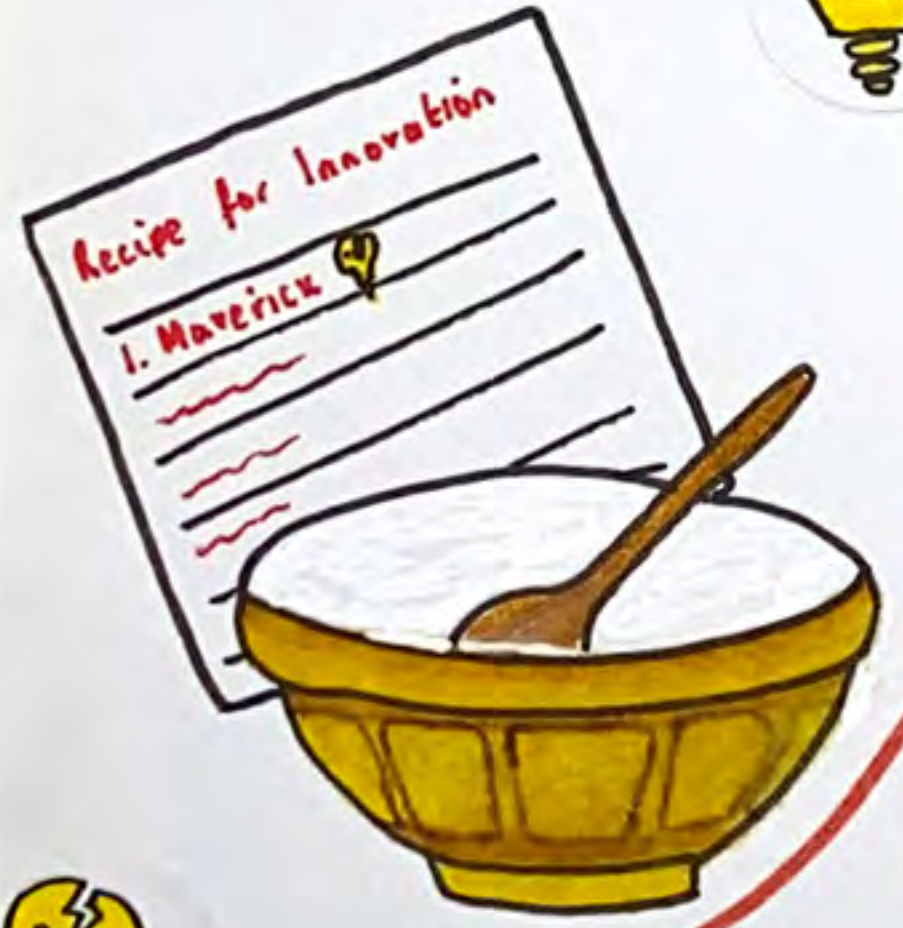
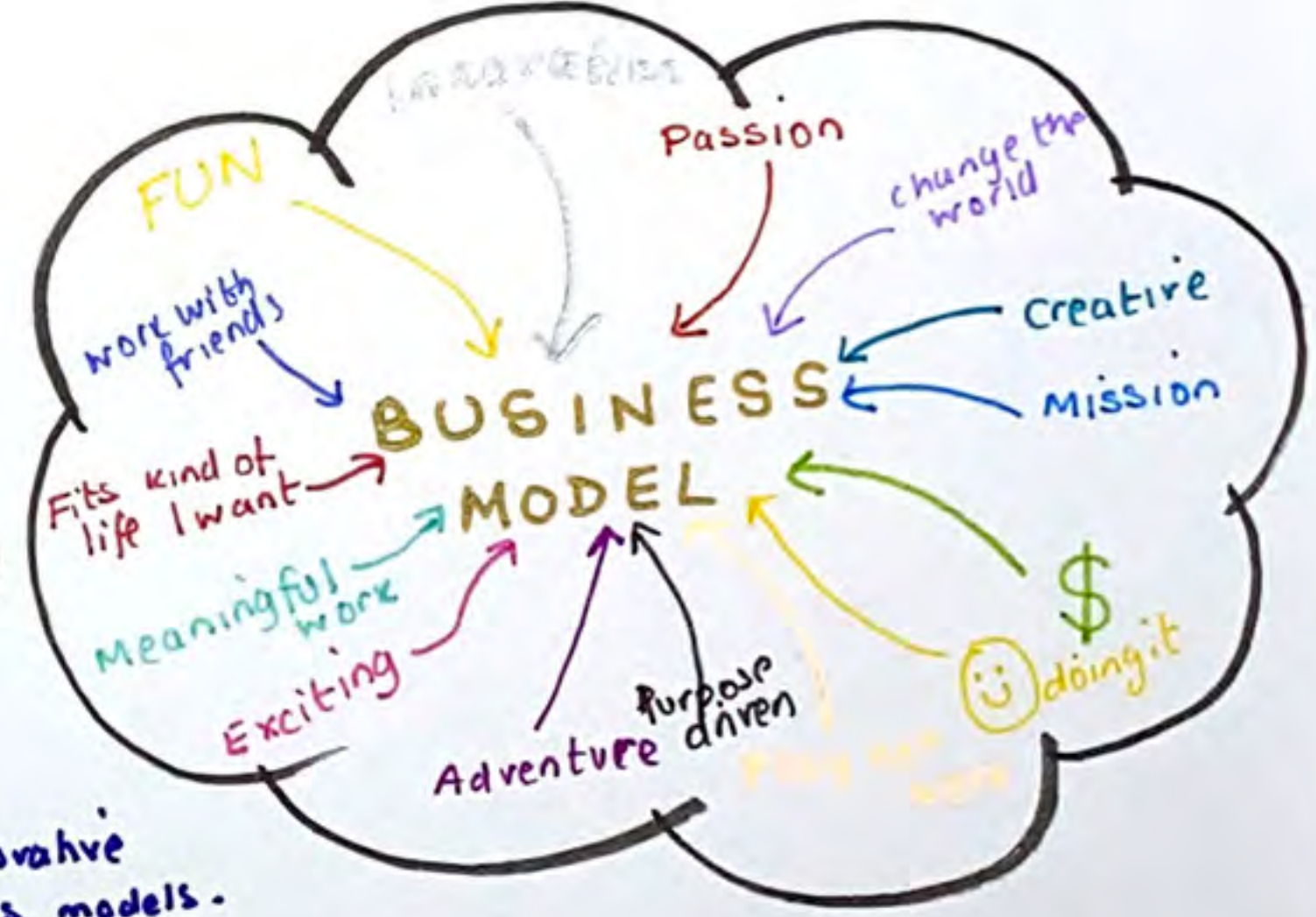
create innovative business models.

innovate because not constrained by

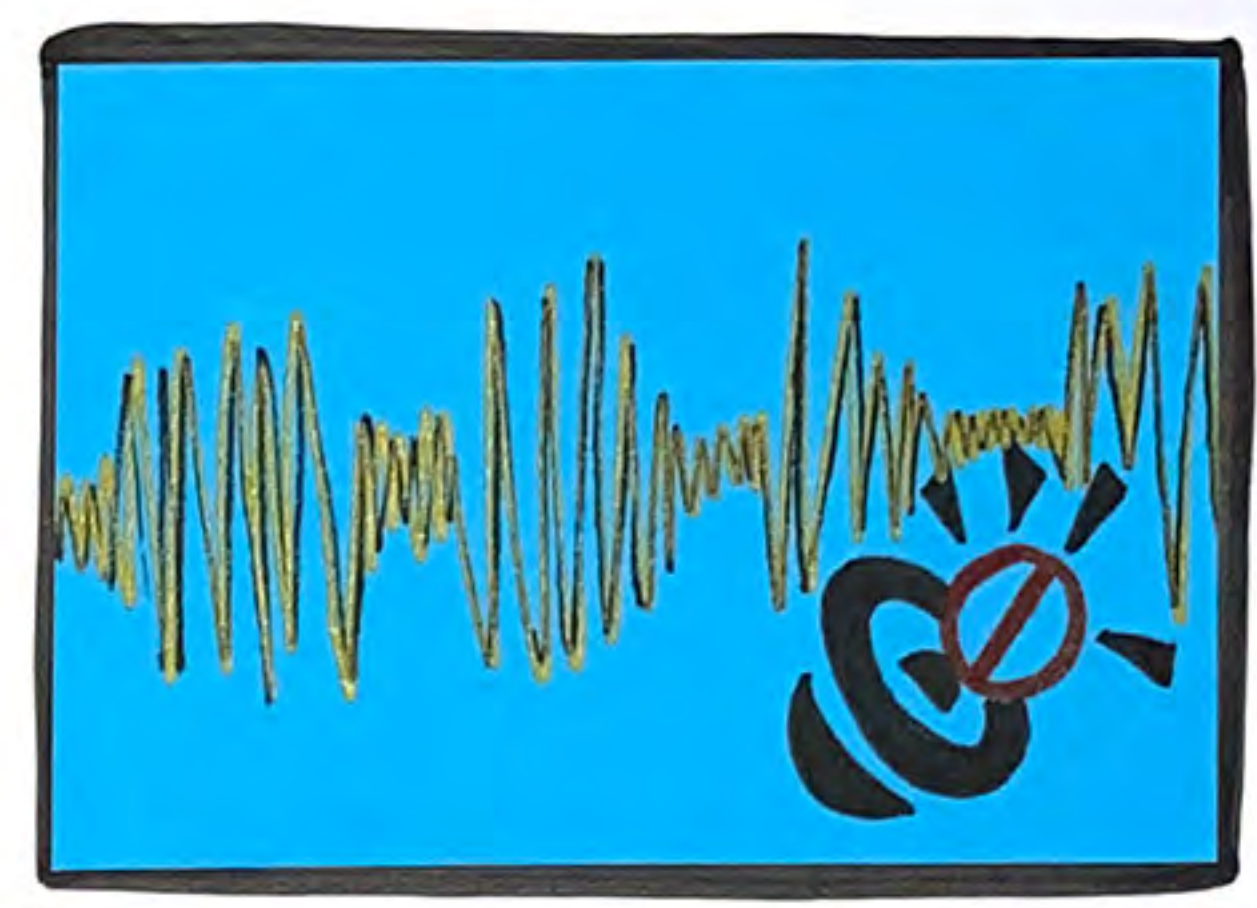
Soul is connected to innovation

are an essential ingredient for innovation

RULES CONVENTION STATUS QUO



Right  
Rules  
Hel p  
Frame  
Solutions



know sometimes the cleverest answer is the simplest one



are Sherlock Holmesian, they need some substantive problem to be grappling with



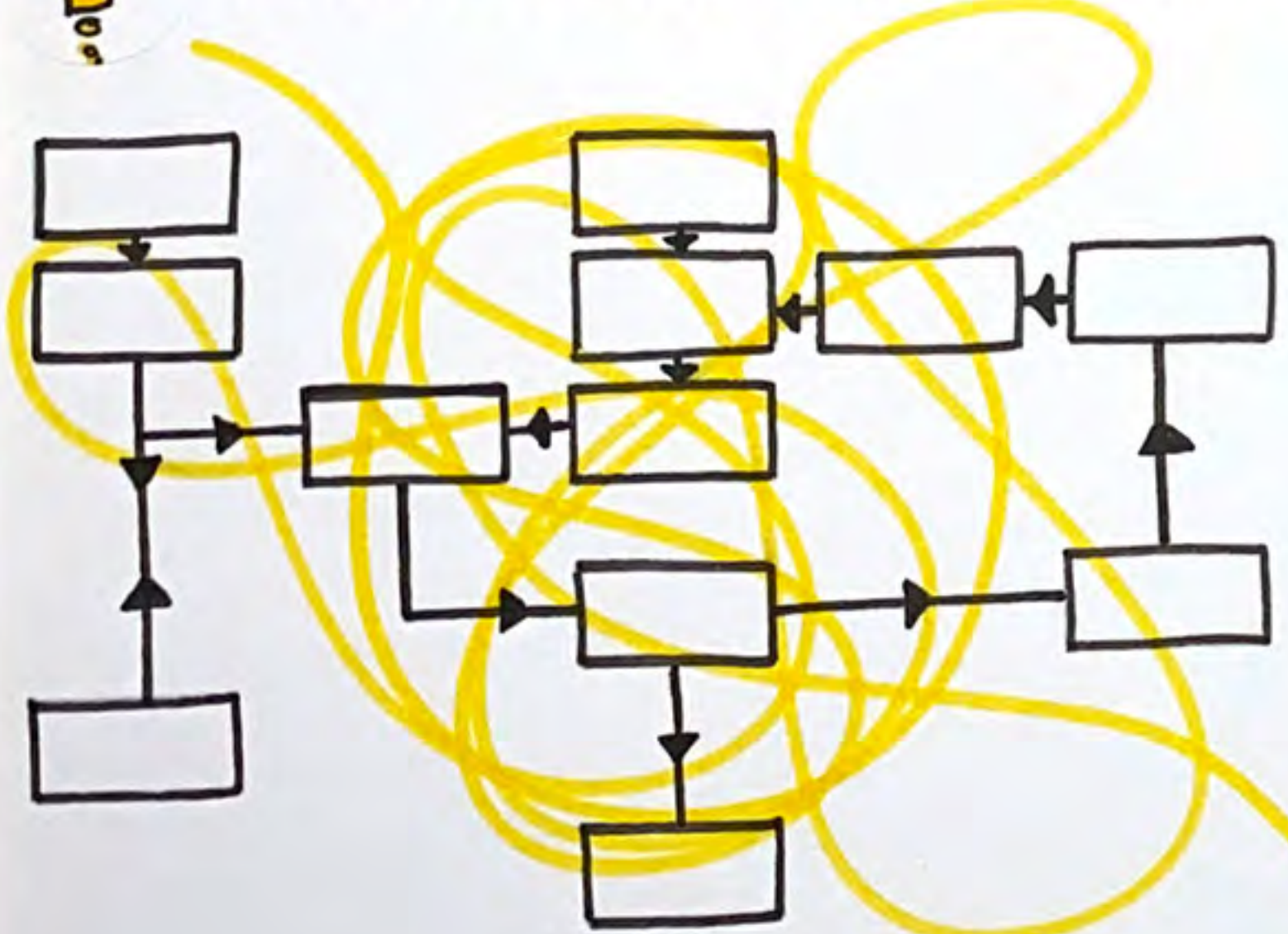
SOLUTIONS

remove the noise to solve to understand the problem

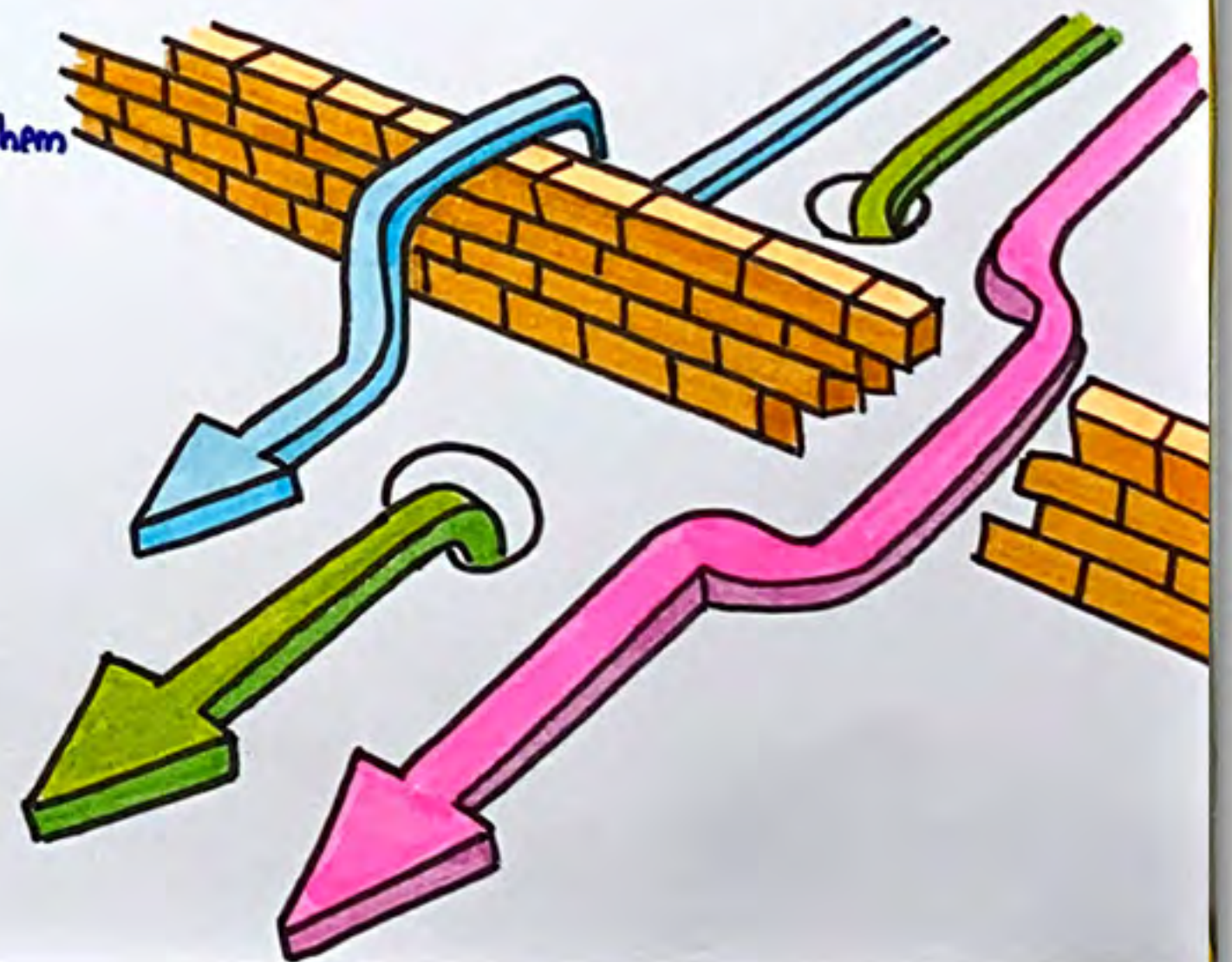


have problem solving at their core

don't follow a set format for solving problems



find ways around the walls in front of them



SOLUTION



requires an idea worth executing

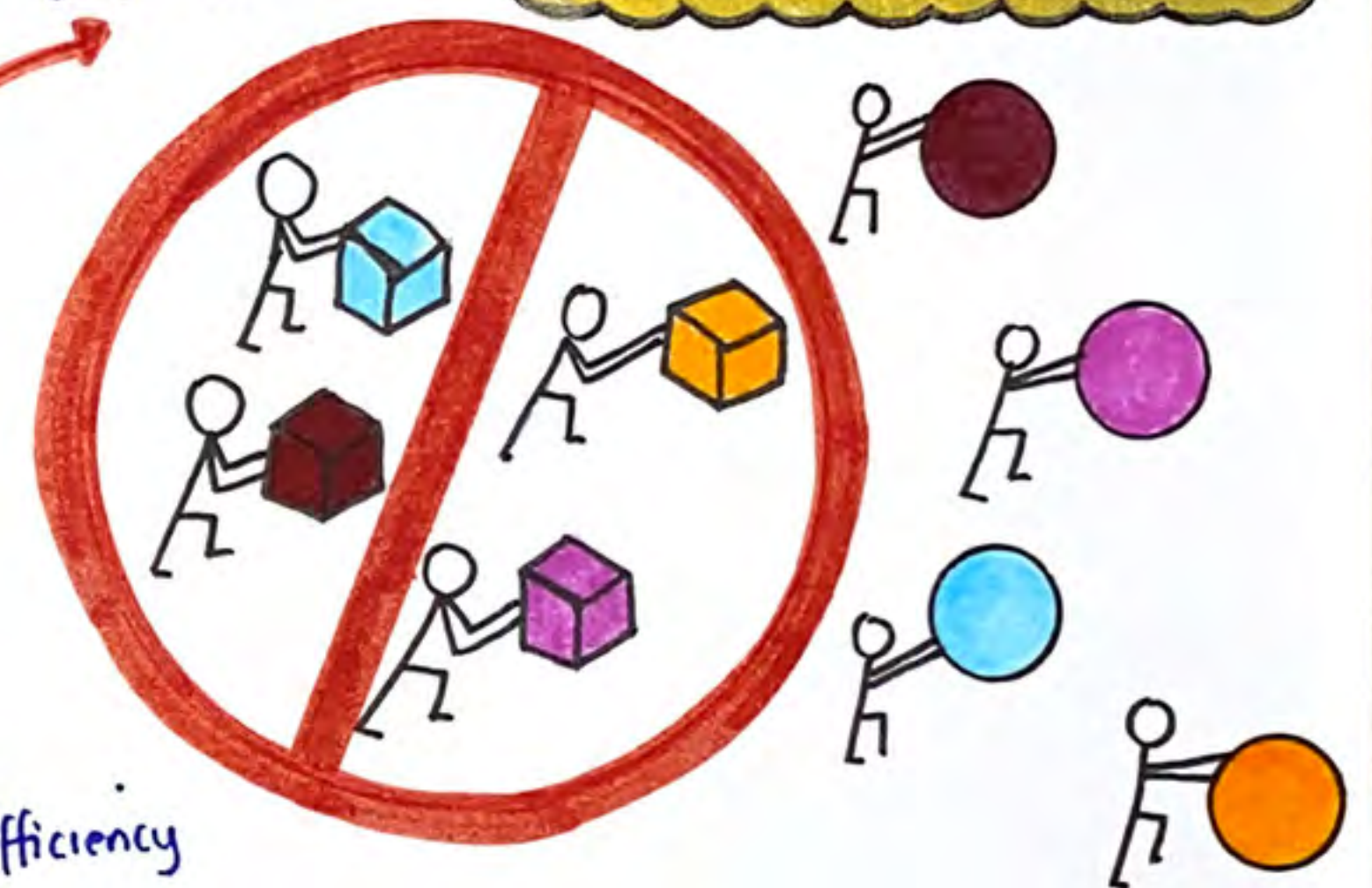
B E L I V E R S



requires

SUCCESSFUL EXECUTION

aligns with the BIG PICTURE



requires efficiency



requires Problem Solvers



requires the ...



PLAN

right team

Right resources



requires Perseverance + hard work.



LEADER



# SPIRITUALITY

think with their heart + their head.



Low security is an illusion and the cost of security is too great



listen to their inner voice



A 9-5 would kill the spirit.



Date & place of death		Entry No.
<b>DEATH</b>		
Name: <b>MAYRICK</b>		
Date & place of birth		
Occupation		
Cause of death		
9-5		



are fulfilled by doing meaningful work

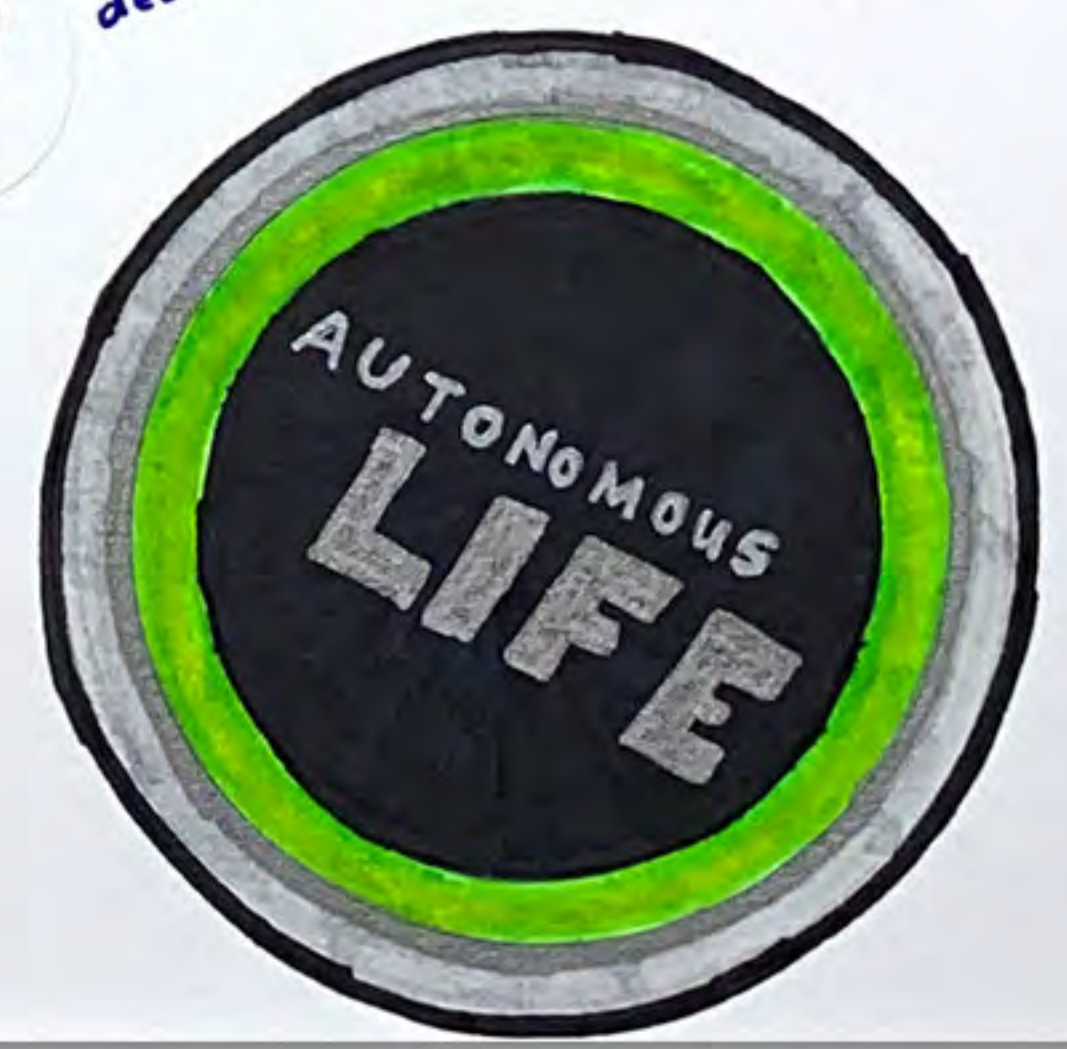


turn down well paying jobs if they don't align with who they are.



have the (spiritual) courage to live life the way they want to

desire to guide their own life



businesses are...



don't care as much about success + failure as they care about change

Solutions!  
Solutions!  
Solutions!  
Solutions!

apply their original thinking minds to innovate + solve problems to push humanity forward



Go goodgym



IGNITING CHANGE

INTELLECTUAL VENTURES

ROCKCORPS  
Give, Get Given

"The reasonable man adapts himself to the world; the unreasonable one persists in trying to adapt the world to himself. Therefore, all progress depends on the unreasonable man."  
George Bernard Shaw

are the unreasonable ones.

BUSINESS AS A FORCE FOR GOOD



Happiness Research Institute



want to leave the world a better place



are on a ...

MISSION  
that usually impacts the world



World progress

dependent because they challenge the status quo



take their role seriously because they want to have an impact



Raven + Lily

PAY IT FORWARD FOUNDATION



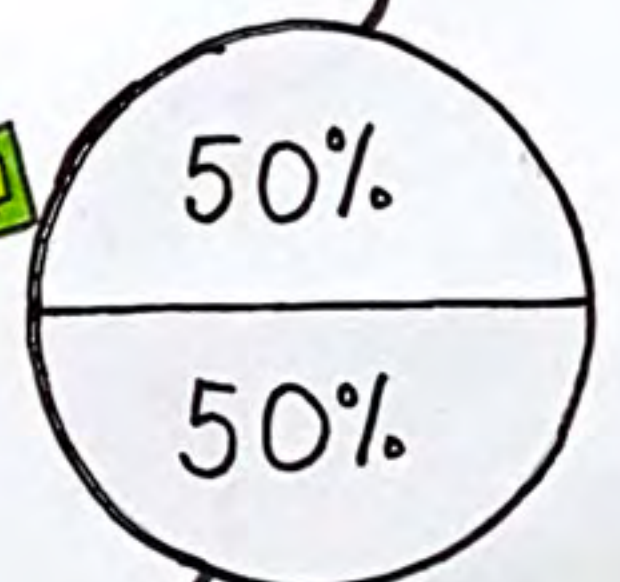
# What's Next...



Coming from  
my imagination  
to yours

**T**here once was a girl  
Who wouldn't fit in.  
It wasn't she wouldn't  
She couldn't fit in.

**ALL PROFITS**



**MALALA FUND**

Mavericks - without you there'd have been no adventure!!!



For believing and use of VIEW Creative Problem Solving Style Assessment - Creator of PDF and digital version of this book!



SCOTT ISAKSEN



MIKE PELL

Wingham in my life and VC to BC [ ] Billie's Crazy Ideas



CHARLIE/MARC CARN

For guidance and use of Maverickism scale



ELLIROMA GARDINER

Humble encourager and Yoda to my adventure Images + Ideas



GUY KAWASAKI



Friend and founder of Leviathan Audio Productions and my Podcast Rockstar



CHRISTOF LAPUTKA

Straight talking no bullshit techie nerd son who said "Just show me the money."



ELLIOT KELL

For never letting me forget my why? - For paving path for me with Tools of Titans = finished book - for the cult of done manifests



TIM FERRISS



SIMON SINEK



BRE PETTIS

To all the non-believers and nay sayers for pushing me to say F\*\*k you watch me!!!



Friends, alternative lens sage and Star Maker



KEVIN McSPADDEN

And to all the others who helped along the way... And to you reading this, because this is a help others book!!!





Pablos Holman →

Robin Smith



↑ Mark Busse



Raj Singh



"Photography takes an instant out of time, altering life by holding it still."

Dorothea Lange



Trevor Davis

Mike Dickson



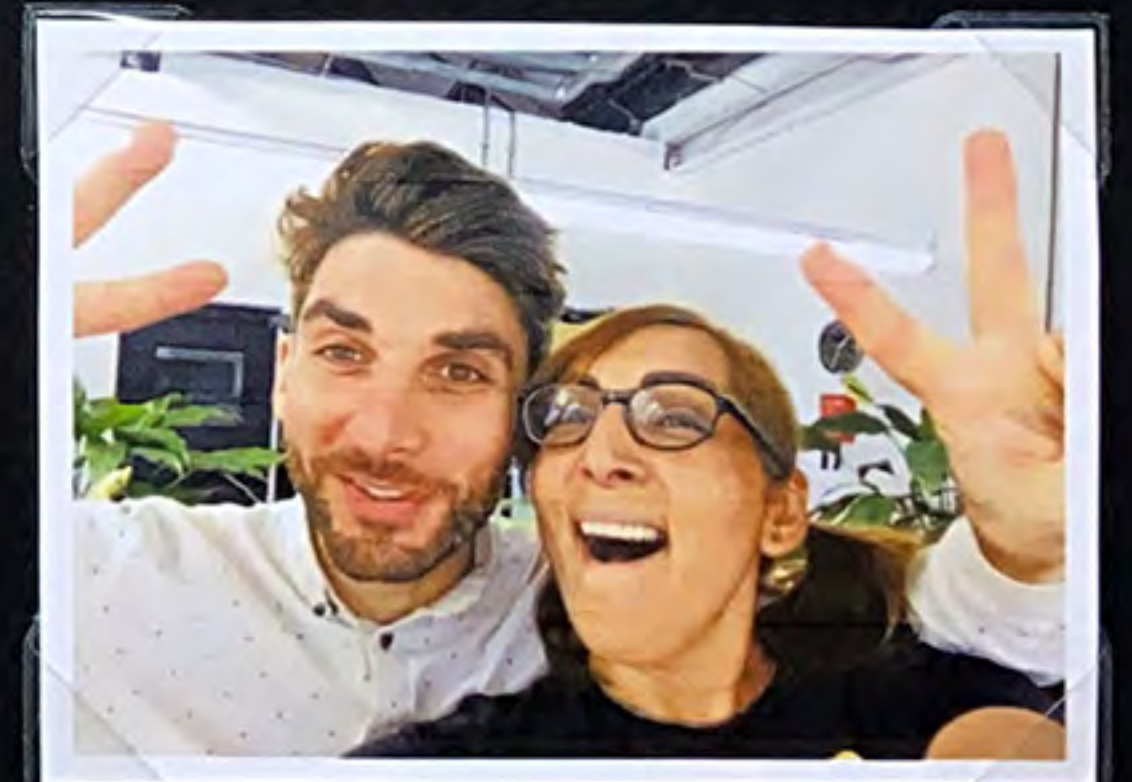
Tarry Giannakos



Chris Barez-Brown



Logan Hall







Pablos Holman

Robin Smith



Raj Singh

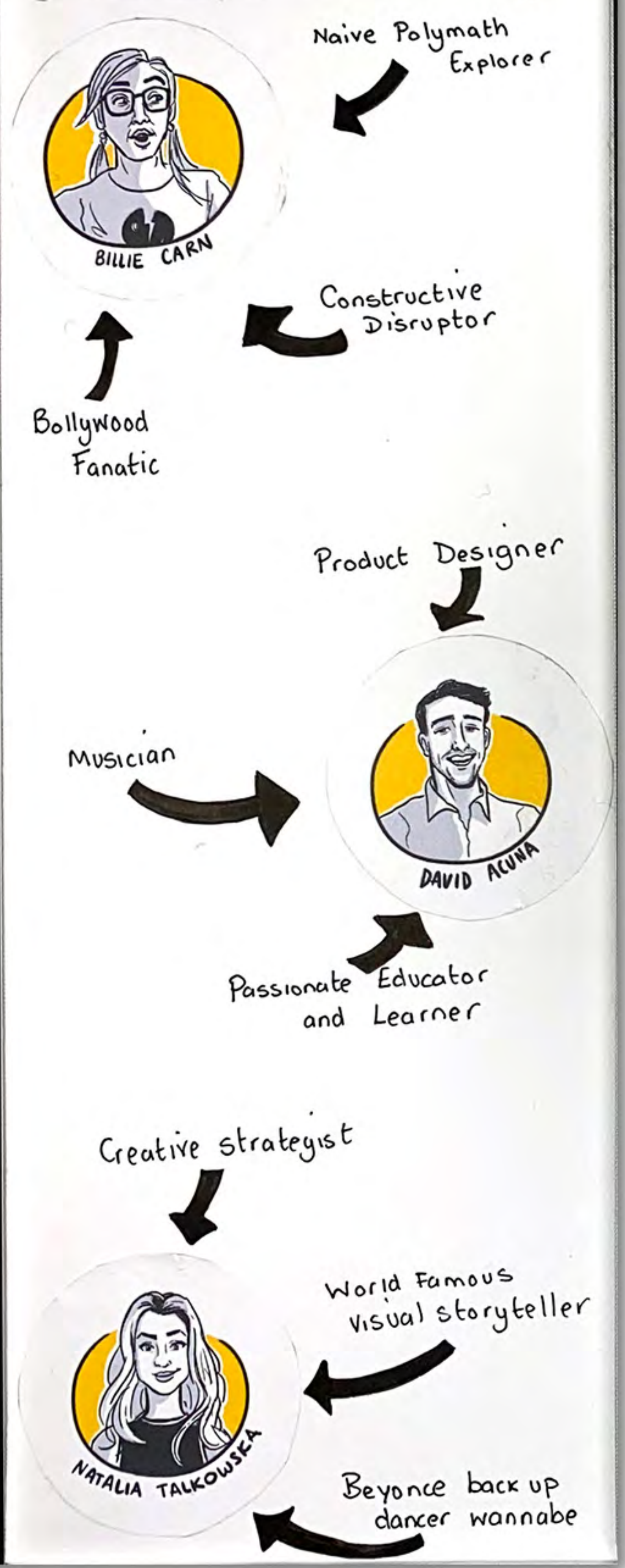
"Photography takes an instant out altering life by holding it still."

Dorothea Lange

Mike Dickson

Tarry Giannakos

Chris Barez-Brown



"It's fine to be a square peg in a round hole, it's fine to be the ones who are there to challenge, to push, but what I love about your book is you're actually saying how, because those people didn't know how Picasso thought, or don't know how Ted Turner thinks or don't know how Maria Callas thought, and all those people, that's what you're doing here which is very special; you're trying to unlock the formula."

Mike Abel, Chief Executive and Co-Founder M&CSaatchi Abel

"...sounds like an innovative project, and admirable that you donate 100% of profits to helping children."

Dan Millman, Author, Way of the Peaceful Warrior

"I LOVE that you're doing this! Though you do have some names people recognize I must say, I love that most of the names of the people you're talking to are not public figures. Works like this so often rely on the recognizable names that what ends up happening is they all look the same. I think it's inspiring to hear about the true mavericks who are out there doing it - not just talking about it. They are the true inspirations. I wish you good luck with the project and hope you'll let us know when it's done so we can read some of the amazing stories you're collecting. Really good stuff. I'm proud to march side by side with you to inspire people to do what inspires them. Inspire on!"

Simon Sinek, Leadership Guru and Author

"Pretty cool that you learn a different approach to innovation & by interviewing a lot of people to get a feel for what's going on out there and what makes innovation tick in a way, and that's what unique...that got me intrigued a bit...greatest, most fun and energising interview I've ever had."

Soren Holm, VP Future Lab, LEGO

"I loved your passion and normally I don't do these things but I just felt that there was a lot of empathy, there was a lot of excitement and that you were really gonna try and use this to help others and inspire others."

Jane Tewson, Founder Igniting Change  
Co-Founder Comic Relief

"I've been interviewed for 60 Minutes and Bloomberg, but this is the most creative. I can't wait to see what you come up with."

Marty Cooper, Inventor handheld cellphone  
Chairman & Co-Founder Dyna LLC



Challenge the status Quo

**WANTED**

Help Others Risk Taking Publisher Inspire