

# THE COMBUSTION CHRONICLES

**EPIISODE EIGHTY-FOUR**  
**MAGICAL MOMENTS, FEARLESS**  
**IMPACT, AND JUMPING INTO**  
**THE FRICTION**

**HOST: SHAWN NASON**  
**GUEST: ROBIN DANIELS**

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**Shawn (00:01):**

Welcome to the seventh season of The Combustion Chronicles podcast, where bold leaders combine with big ideas to make life better for all of us. I'm your host, Shawn Nason, CEO, and founder of MOFI. As a maverick-minded, human-obsessed, experienced evangelist, I believe the only way to build a sustainable and thriving business is to put people first. Throughout this season, we'll be connecting you, the listener, with cutting edge leaders in the experience world who are challenging old ways of thinking with bold, new ideas and a commitment to human-centric design. Experience matters, people matter and revenue matters. That's why it's time to ignite a people-first experience revolution.

My guest today, Robin Daniels, has spent more than 20 years in marketing and growth leadership roles at such companies as Salesforce, Box, LinkedIn, Matterport, and WeWork. He's a three-time chief marketing officer and a veteran of 2.5 IPOs and he now serves as an advisor to fast growth companies around the world. His areas of expertise, and there are many, include growth strategy, product marketing, communications and media, organizational design, leadership development, innovation management, mergers and acquisitions, leadership, category creation, brand-building and sales transformation. And to top it all off, he freely shares his expertise with his 29,000 followers on LinkedIn. Welcome to The Combustion Chronicles, Robin.

**Robin (01:43):**

Shawn, thanks for having me. First of all, I'm really excited to be here. I'm a big fan of yours and everything you write and I just love your style and your insights, so thanks for having me. And second, yes, that's quite the bio so, let's get into it.

**Shawn (01:59):**

Yeah. I love it. And even right now, you're focused on one of those talents, you're traveling and I so appreciate you making time for us. Hey, I have to start this conversation though, asking you something. How do you get involved in 2.5 IPOs? I've never heard about half of an IPO, so can you shed some light on that?

**Robin (02:20):**

There's a first for everything. Not every experience is a resounding success. So basically in the last 20 years I was based in Silicon Valley and I worked for a lot of great

tech companies, some you never heard of because they crashed and burned and luckily some you have heard of cos they did quite well. Salesforce, Box, LinkedIn, and so on. But the first IPO was with Box. I was not the CMO there. I reported to the CMO, but help take them public. When I came in, we were maybe 200 people and we scaled to probably just over a thousand people in an IPO. Super fun, great experience and I really got to see what it took to take a company public even though again I was not the CMO at that point in time. Then the second time that it came my turn, I was at WeWork and of course I came in right as WeWork was scaling and growing and preparing for an IPO and then unfortunately it all came crashing down, so it never happened. But man, we were close. I have still have photos on my phone from my trip to the NASDAQ and New York Stock Exchange as we were kind of preparing for our IPO, thinking about where does our branding go? What kind of party are we gonna have? So it's weird, that close and then having it all kind of come fall apart just kind of a week or two later. So that was both exciting but also honestly a little bit brutal.

And then my next company, Matterport, and I was the CMO there, luckily I did manage to take them public sooner than I thought we were gonna go. Actually, I thought it was gonna be a little bit longer of a journey, maybe two or three years. But because of the tailwinds that we saw from COVID and other things, we executed well, we ended up going public about a year later. So it's super interesting being back at NASDAQ probably about two years after I was there with WeWork and then getting a second go at it. And actually this time having to succeed, even though I don't feel like it's my responsibility that WeWork failed, I'm sure I could have done some things better, but there were a lot of factors that went into that. It was still a point of redemption for me to be back at NASDAQ with Matterport pressing that button, having that IPO moment. It was really fun and it was something I will cherish for the rest of my life. So that's my 2.5 IPOs for you.

**Shawn (04:25):**

I love it. It's funny because I think I have a half of an IPO, but it's the other direction. In 2017, I actually worked for an organization where we took the company from being public back to private to do a turnaround and that was very interesting, so I'm actually looking forward to some time in my life to be in an IPO standing there. So thanks for

sharing those experiences. Robin, we read, and your bio is so rich and the things you've done is so powerful and the work that I do and our company, MOFI does where we focus around the Experience Ecosystem™ and your bio doesn't talk specifically about experience, but experience is baked in so much of what you do and how you act and who you are as a person and it's really central to everything. So customer experiences is huge for us at MOFI, and as a marketing person, once a company converts a prospect, how can they ensure that the customer experience is good from the very start?

**Robin (05:32):**

That's a great question. I think first of all, it's imperative that even though you're in marketing, that you need to really experience the end-to-end process. I think a lot of marketers unfortunately, once they get into their job, they're quite far removed from the product experience, which means that you're sitting there and you're maybe creating content, you're creating supposedly training sequences or sign up sequences or whatever it is based on maybe things that don't have any grounding in reality. So I think one of the things I learned early on in my career when I was a Product Marketing Manager back in 2000, 2001, is really getting to know the product super well. And of course in product marketing you tend to do that, but it really behooves everybody else in marketing to also know the product super well. The best marketers I've known, whether CMO or maybe their VP of strategy, or growth, or whatever it is, they also take the time to learn the product and stay with it.

Because once you have a full understanding of the product itself, then you can really focus on, well how do you take friction out of every step of making somebody excited about that product experience? Cause really what it comes down to at the end of the day is I think of it as this way, there's friction at every step of the journey for a customer. Sometimes the friction is in the way you market. Meaning is it clear enough what it is you're trying to sell to somebody? Well that's a friction point. If it's not clear enough, people will never get what it is that you're trying to sell. That's something you can take out of it. Then of course once somebody has actually gotten interested in what it is that you do, then they maybe go to your website. And if that's not clear enough, well maybe that's a friction point once they go to your website and they wanna sign up and if the sign up form is not even, that's a small thing, but it's a tactical thing. But it's so

important. If the signup form is not clear or too kludgy, that's a friction point. Then once you're in the product and your first experience, if that's not easy enough, that's a friction point. And then once you're in the product and you've kind of gotten used to it, is the UX simple and clear, can you share it? Blah, blah blah, whatever you need to do. And so at each stage of this journey, there's a lot of friction points and I think the best marketing and the best kind of customer experience is about how do you remove that at every step of the way? And of course that's a combination of product, customer experience, customer success, marketing, even sales. Cos again, friction at any points of those, that process can really kind of break everything down.

And I learned that, especially I would say at Salesforce, was a company I think did it really well in the early days. And we were competing against very large vendors such as Oracle at Siebel, Microsoft, SAP companies who have way more resources, way more people, way bigger teams. And the way we came in and we said we are a different kind of company to do business with those kind of companies, they would sell you a solution, a CRM solution. And once you've bought it, honestly they didn't really care whether or not you used it or not. Back then it was called shelfware and because it was just like you'd buy something and you spend millions of dollars and then once it's purchased it's kinda like eh, we don't care. But Salesforce came in with a radically different business model of course, but it's also a way of driving customer experience cos we said, we're different kind of business to work with. We only succeed if you're happy. We only succeed if you actually use the product and you can use as much as you want or as little as you want, scale up or down.

And it instantly changed the conversation for us to be much more focused on their experience, not our experience. All the other vendors were focused on what's in it for me. And Salesforce came out and said, what's in it for you? We're gonna take that other tack. And it really instantly changed the conversation. And we were seen as a company that was much friendlier to do business with. And of course now we take it for granted. Every company has a SAS model and they model some way or another, but Salesforce did maybe even doing it better now. But I think they were really pioneers in kind of flipping the script on what customer experience was all about.

**Shawn (09:18):**

And that's a powerful story because I remember when Salesforce came out, it was early on in my career as well and I actually just moving into corporate and I thought this will



never work. And now they're the model that everyone went after. And I love your perspective that you just gave us around the end-to-end process. I think that's a powerful nugget that we, sounds so simple, but yet we still, so many leaders, and you work with tons of leaders, Robin, all over the world as well, that they struggle with that. So I love that you are keyed into that and working with that. And I wanna talk though some about often people take some long journeys to get into experience work and none of us started out thinking we would work in experience. But you literally took a really long journey, you moved from Denmark to the Silicon Valley without a job or even a place to live. Could you tell us about that journey and what went into that, that leads you to what you do now? And really it is, I still say that you do a ton of experience work. The industry may not classify it that way, but I definitely look at it that way. So can you share a little bit about that journey?

**Robin (10:35):**

For sure. I've never wanted to be led by fear and I've always wanted to be inspired in what I do and ideally have some impact and some positive impact on the world. And I saw just back in the 90s, just the advent of technology and how it was changing the world for the better. At least I still think it has for the most part, and it can still do so. And so I always wanted to be part of that revolution. So I moved from Denmark, you're right, I didn't have a job or a place to stay. I'd never been, I didn't know a single person, but I never wanted to look back on my life and say I was too scared to do it. I had the opportunity to go in a magical time and I always thought, well if I don't make it, what's the worst that's gonna happen?

I can go back to Denmark, it's not going anywhere. Go back and stay with my family. They're still there. And so I always was driven by more the potential of what could be than the fear of just staying stale. So I moved over and I applied to every job I could find online. It was mostly through Craigslist and there were some real random companies I was talking to at that point in time. And it's interesting, Shawn, yeah, Craigslist. Yeah, you know what? It's still around and the UX has not changed at all. It's all mind-boggling. So I applied to every job I could find. I have this list actually. I still have it. I think I spoke to close to 20 companies. And you know what, Salesforce was on that list actually I spoke to, but I remember I was 21 at the time. I felt so boring. Like CRM

system, are you kidding me? But anyway, so I ended up speaking to a lot of companies and I ended up getting two job offers at the end of those kind of job interviews cause everybody was hiring. And I ended up getting hired and I was hired as a web programmer. I was working for this VP of marketing to really design the website, manage it and so on. But I was working a lot with the engineering team and the product team on taking whatever they were building and kind of translating into something that was compelling in the website.

And my boss said to me, she said, hey Robin, you're okay with this programming stuff but you're really much better with that positioning and messaging. You should be in product marketing. And I was like, what's that? I have no idea what product marketing is. And so I still credit her to this day with seeing something in me and taking me under her wing and giving me the start that led to the rest of my career. But to your question also, I think my whole journey then you've taken from that point going into product marketing and then of course growing my career through various companies, experience has always been a part of it. I think of it as the best marketing in the world is really about providing these magical moments that surprise in the light. And of course marketing oftentimes is really at the top of the funnel when it comes to somebody becoming aware of who you are and what you do. But also then of course leading you through to actually becoming a customer. But we also of course have a huge impact on the rest of that experience. And some of these companies I've worked for, they've all been in different industries, different sizes. I've worked for companies like Salesforce that grew from a thousand to 8,000 people, Box from 200 to a thousand people, Vera from eight people to 120 and getting acquired and so on. But so much of my journey has been trying to really put something out there in the world that makes it easy for people to understand and fall in love with what we do.

When I think of it this way, I really have a simple mission. If I have to distill it at the end of the day, and it comes down to three things. Number one is I have to create a brand that people fall in love with. Number two, I have to generate meaningful revenue impact. And number three, I have to be a good collaborator to all the key teams in the business. And that's sales, that's of course customer success, it's a product team, you name it. But when it comes, the first one, awareness, building a brand that people fall in love with. I think there are three stages to doing that. Number one is you have to make

people aware that you exist, that's kind of obvious. So a lot of brands, they nail that. Number two, you have to make people understand what you do. And number three, you have to figure out how to make them fall in love with you. And that's a combination. That last one of marketing, products, sales, engineering, customer success, you name it. Think about how many brands are out there, where, you know they exist, you understand what they do, but do you really love them? Let's just take an obvious one that's easy to rail on, the airline industry, right? You know United, you know what they do. Would you say that everybody loves United? Probably not, right?

**Shawn (14:51):**

No, I'm a Delta person so I don't.

**Robin (14:53):**

Exactly, exactly. But even, I'm sure Delta say like they're not perfect either, right? Because they all have their issues but the point stays the same. So many of these companies out there, they think if, long as we get people aware of who we are, we've done the job. No, no. That's just the first phase. You also have to make people, of course understand what you do, of course. But the last one is really hard to nail. And that is so again, showing up, consistently taking the friction out of it, surprising in the lighting, being easy to work with. It's not just about the product but also being an easy partner to work with. That's part of customer experience. Like the Salesforce example I gave you, there's so much to it that companies forget about.

I'll tell you, if I may share a story. I had an experience with an airline this summer. So I was going across Europe with my family and then we were gonna end up in London and we were gonna go back from London to Copenhagen for two days and then we're gonna come back from Copenhagen to Colorado for a wedding. We were gonna fly through London, so we're gonna fly, so back to, through Europe, to London, then back to Copenhagen for two days and back to London and back over to Colorado. But there was a strike going on and I'm like, well let's not risk it by going back to Copenhagen and then coming back two days later, let's just pack enough and just stay two extra days in London. So I can call the airline up and I say to him, hey, we're not gonna fly from Copenhagen cause there's a strike. Let's just fly directly. We'll just start our journey from London. So basically just cutting out one leg of the journey from Copenhagen to London



and they said, well you're changing the journey. It's gonna cost you a thousand dollars a person, but we're not changing it, we're taking out one leg of it. We're actually saving you because we're taking out one less flight for three people. No, you're changing the routing. But I'm like, we're still, I wanna be in the same flight from London to Colorado. It's exact same. I don't wanna go from, no, it's gonna cost you. I said, well what if I just don't show up for the Copenhagen to London flight? They said, no, we will cancel your trip. We'll cancel your trip. I just thought to myself, here I am. I'm basically held hostage. It's all about them. It's not customer centric in anyway. They didn't give a shit about really my experience. It's all about can they make money and can they follow the rules? And it was just like, it's a classic example of being non-customer centric. And I guess it was again one of these eye opening moments when I thought to myself, let me make sure that that never happens to any of the companies that I work with or work for.

**Shawn (17:08):**

Well, and I think that the thing about that is what you said earlier, what's in it for me versus what's in it for you as a customer? And I've had that same situation several times just, I'm like, no, just let's just remove a leg. And they're like, no, no, and now the price is adjusted. And I'm like, what the hell?

**Robin (17:39):**

It's so antiquated and it's all about them and it just kind of infuriated me. Like and I fly a lot so I'm one of these frequent flyers, lead flyers and they could care less. And I'm just like, well if that's how you treat me, how are you gonna treat everybody else? It's just insane. Yeah. Anyway.

**Shawn (17:56):**

I love it. So I wanna ask you a question about a trend because there was actually an article recently that came out in Forbes that said the five biggest business trends in 2023, everyone must get ready for now. That was the title. Number one was accelerated digital transformation. Number two was inflation and supply chain security. Three, sustainability. The fourth, the talent challenge, which a lot of us have talked about. But this was amazing to me, in this article as one of the five trends, they said immersive customer experience. And they talked very specifically about the metaverse and what

the metaverse is happening. But more importantly, there's actually a quote in here that says the trend towards experience is so strong that brands like Adobe and Ad Week are appointing Chief Experience Officers to ensure that it is made a fundamental element of business strategy.

And so one of the things that I have kind of been on a soapbox about is moving from experience management. So let's even say from CRMs, experience management to experience as a strategy. How do you think that is going to impact people in, because I also hear, just went to a conference recently where people are saying the emergence of CMOs and Chief Experience Officers are gonna start to become one. And what are your thoughts about this trend? It's hot. There was another article I read this week too, about the biggest C-suite role being hired right now is Chief Experience Officers and I remember the days when it was Chief Innovation Officers. So what are your thoughts about that trend happening, especially from a Chief Marketing Officer where they're saying these roles are gonna come together?

**Robin (19:52):**

It makes perfect sense when you put it like that. I had not read that article or maybe it feels like I might have, but it makes perfect sense when you think about it because experience is such a part of creating a brand that people fall in love with, like I just said, but also creating very strong word of mouth. And the best marketing engine you can create of course is word of mouth. But I think, if I think about one of my favorite people in this kind of space who thinks about strategy and business law, Simon Sinek, he always says starts with why. I'm sure you've seen his videos, read his books and so on. Most people,

**Shawn (20:27):**

Oh yeah, The Five Whys.

**Robin (20:29):**

Exactly. But to your, what you just said, people want more immersive experiences. That's the why, why is it that they want that? A lot of times I think we get straight into the what is it that we're trying to solve? Oh, what we need to do is we need to increase our NPS or we need to increase people, people using our product. Why is that important?

So the immersive experiences, okay, so we know people want it, but why are we really trying? What are we trying to solve for? Why are we doing it in the first place? Is it because we lack human connection because people are feeling lonely. Do they wanna feel closer to each other? Is it part of community? Is it part of being close to a company, is it part of experiencing the world in a new way? Why are we doing this? And I think it comes back to getting very clear.

You can easily jump into trying to solve for the what without having a clear why. And I think a lot of times we end up going wrong. And I'm here in London actually I'm working with Beamery, one of my favorite companies, kind of a talent management life cycle platform. And I love what they do and I love the team here. They're about 400 people or so, very focused on building a great company that stands the test of time. And one of the things I'm working with them on is a leadership course that will help develop their leaders both at leadership level and also the management level to really unlock the potential of everyone. And a lot of what we're talking about in this course is starting with clarity about what you're trying to do. All the other things will fall into place if you have clarity.

Don't get me wrong, all the other stuff is hard too. But if you don't have clarity from the beginning about what you're trying to do, clear why, you'll be miles off in your execution. You might have the wrong team, you might execute the wrong strategy and so on. So much of it I think comes back to starting that way. So in terms of also your question around this Chief Experience Officer and the CMO kind of, are they both gonna live together? Are they gonna merge? Depends on probably the kind of organization would be my guess. And again, I'm just thinking out loud, I think maybe if you're in a B2B organization, they might be two separate things. Cause I think the sales cycles and the channels are so maybe different, but in a consumer or B2C, they might merge more. Again, I'm just because they're the velocity of how you're actually getting customers onboarded is very different of course than in if you have a 12 month or 24 month sales cycle, maybe they'll merge over time in the B2B world. But I think it's probably gonna be a little bit because I see the Chief Experience Officer maybe as somebody who's working adjacently with the Chief Marketing Officer on creating that. But again, I'm just kind of pontificating a little bit here.

**Shawn (22:58):**

No, I think it's fascinating because I see more and more articles every week around this whole space. And so one of the things that I have come to love about you Robin, is you seem to have a mindset just like ours. And at MOFI we talk about being maverick-minded and human-obsessed. And recently you shared a line on LinkedIn that I loved and you said there will always be tough moments in any job and it's usually the relationships that will get you through it, which we wrote a book during the pandemic called Kiss Your Dragons where we talked about radical relationships. So how can organizations help those relationships develop? I know you just talked a little bit about it, but especially in a remote first environment right now where we see that happening.

**Robin (23:47):**

Yeah, I'm not gonna sugarcoat it a lot. I worry about how that works in a remote first world. It's not impossible, but it's certainly harder. I mean every single leader I talk to says kind of the same thing. And it's one of those things that's not really popular to say because everyone's kind of like the public conversation's very much around remote first is so awesome, we're more productive, we're more happy, we have more freedom there. Which I think is a lot of truth to don't get me wrong. I love also the freedom to work remotely when I choose to. But it's very hard sometimes to build that strong cultural bond. The trust sometimes. I'll give you just an example from my own personal experience, probably the best one to relate to, in the nearly two years I was with Matterport, we grew the business a lot. We went through a pandemic, we scaled, took the company public, had to hire people, we had to let people go, the whole time I'd never met anybody in my team, in person. And it was damn hard to build those bonds of trust, build those bonds of camaraderie and feel like you're really in this together. And I think we made it work, but I would probably estimate because we were remote a hundred percent, it probably took three or four times longer than it normally did. So for example, I had some people on my team who were very close, but I could tell it was a little bit of a natural skepticism about each other when we came in, you had to kind of find your way, but we made it work. But it took probably a good six to nine months versus what maybe would've taken two or three months. Normally when you kind of go for a walk, go have lunch together, get dinner, get to know each other, talk about your family, the problem a little bit was some of this remote technologies that comes a little

stilted I think. It's a little hard to read body language as a leader. One of your powers if you're a good leader I think is to read somebody's expressions and emotions and body language to see how comfortable they are and then get them to try to open up so you can actually motivate them to do great work. And that's just harder, there's no doubt about it. Or remote work. I think when you're doing one-on-ones, it's probably okay, but when you're in a team setting, you're looking at a screen of five or 10 people, it becomes very, very hard to do. I worry about it a little bit, but also at the same time I don't think it's impossible, obviously learning to adapt.

So I think the smart companies, how they solve for this, they lean into it and they make it a priority. And what they do is they actually find moments to connect maybe every two or three months in person, a hundred percent remote. I think it's really tough, not impossible cos I think a lot of companies may work, but I think it's tough. But I think if you can get people together every two, three, maybe four months and make that time around social activities, getting to know each other less about the work itself, the work will take care of itself if there's a high degree of trust. And I think that way you break down some bonds that make it really much more of a delight and joy to work together, honestly. And so I think, absolutely, it's these times that we live in, they're challenging for both of course the leader but also for the worker figuring out how to read each other, how to communicate in the right way.

I've said this before, both on LinkedIn and many other places. I think the number one skill that will either make you succeed or fail in business is your communication skills. And so what happened with the pandemic is suddenly we had to really radically learn how to change those communications or adapt them to a new way of working. Again, I think two years in now, two and a half years in, we're learning to do it fairly well. But it was hard and for a long time. So communication, now there's of course lots of digital tools, but digital tools can't always support the deeper conversations like uncovering the, I'm having conversation with somebody who's struggling, who needs coaching, doing that over Zoom or Slack. That's tough. Really hard. Really hard.

**Shawn (27:15):**

It's hard. The very first episode of this season, we had a very dear friend of ours on, Mark, he's a CEO of a company in Chicago and what he did was they let go of their

office space purposely instead, all the money that we were spending on rent for our office space we will now put into having company get together. So that remote first just what you said, every two or three months now they spend that money, bring them in for two or three days. It's not a stress on anybody. So I really love that.

**Robin (27:46):**

It's brilliant. I think it's absolutely brilliant and I see more and more companies doing it that as well. And it doesn't even have to be global get-to-go's, I get that's expensive. It's also probably not great for the environment if that's what we're trying to really be mindful of. It can be local, get-to-go's, but also, I've always noticed this is way even before the pandemic, in my experience when I would be in the office, I would always notice the people who would sit by themselves at lunch and they would kind of be cut off. And I always knew that they were kind of red flags for leaving. If you don't have, I would call it a circle of friends, an entourage that you hang around with, sometimes you're part of an entourage, sometimes you might be leaving, it doesn't really matter. But if you don't have a group that you feel like you're a part of, then your motivation to stay or maybe even do great work sometimes can be lagging. And so in this remote world, when I think there's an epidemic of loneliness, I just worry about it. But again, I also think so as a leader and as a manager and even as an employee, you have to lean into it, recognize that this exists and then do whatever you can. Schedule one on one's with as many people as you can. I know it can be exhausting, so be mindful of that. But it's a great way of just kind of talking to people, getting to know them and sometimes force it to not be all about the work. Of course you have to do work sometimes.

**Shawn (29:03):**

It's not always about that. Well I have one last question for you and that is, what advice do you have for yourself or for someone who has just started in a marketing role and think back even 20 years ago, what would you tell Robin 20 years ago? What piece of advice would you give?

**Robin (29:24):**

I would say at some point you have to really go all in. And what I mean is if you really wanna see your career take off, it doesn't happen if you just do the bare minimum or if



you just do what's expected of you. And so you have to go all in. And what does that mean? It means you find the right moment, the right opportunity, the right project, maybe the right leader who you're working for and you say, I've been given this opportunity to work on this project, or I see an opportunity to work on something that nobody's working on and I'm gonna go all in. I'm gonna fix it or I'm gonna make it epic. And if you do that, it'll create such momentum for your life and your career that you can kind of go and maybe write your own ticket for the rest of your life. Find great jobs because they will want you. Because you become known for something. So you have to find when you do it what it is and how much you want to give to yourself. You can't do it all the time cos going all in, I think a lot of times can be super exhausting, physically, mentally it can be draining. But at some point if you want your life to really take off, you know, gotta do that. For me, it was at Salesforce, 2007 when I got that job. So that was already out in Silicon Valley for seven years. I've done good work. My career was slowly rising, but at Salesforce I was given the opportunity to lead one of their products called Chatter. And I just gave it my all. I tried to innovate as much as I could, put out epic campaigns and programs and launches and I just worked my ass off and it did create momentum in my life. When Box finally came and found me after many years at Salesforce, the line that they used on me was, whatever you did at Salesforce, come do it for us at Box. And so again, if you do it well and you lean into it and you have fun doing it, it creates a lot of momentum for the rest of your life. So that, that's my advice. And it's not that, I mean I appreciate that I did it, maybe I should have done it sooner. That's the only thing. So with that opportunity is given to you, go for it, man. It's like, go for it. Yeah, just go for it.

**Shawn (31:18):**

I love that advice. I would probably say the same thing. So wow, some great stuff here today on the episode. But it has come to that time when we start to close out and we do these things called The combustion questions, Robin. And there are three randomly selected questions from a human algorithm that I have not seen, but they were just passed on to me. And are you ready for your Combustion Questions?

**Robin (31:44):**

Am I gonna combust?

**Shawn (31:46):**

Well we'll see here buddy. We'll see.

**Robin (31:48):**

All right, we'll do it.

**Shawn (31:50):**

So Combustion Question number one, what's your favorite sea creature?

**Robin (31:57):**

My favorite sea creature? I would say the seahorse.

**Shawn (32:03):**

And why?

**Robin (32:05):**

I just think it looks like it doesn't belong in the city. It looks so weird, and I love it. It's totally kinda one of my favorite books of all time is by Seth Godin called Purple Cow. He describes how a purple cow just stands out and I feel like a seahorse just completely stands out. It's so odd looking. I love it.

**Shawn (32:25):**

So cool. So cool. All right, Combustion Question number two, when it comes to drinking water, do you prefer tap, bottled or sparkling?

**Robin (32:36):**

Bottled.

**Shawn (32:37):**

And I have to ask why on that one too.

**Robin (32:41):**

Because it's usually colder. I really like cold water. Now, if I could get tap water really cold, I'd do that every day. Way to save the environment. Cause I, I'm try to be as very mindful of that as possible. But I like really cold water and a lot of times if water, at least

at my home, it's kind of like lukewarm. It's not that exciting coming out and in Denmark and in Europe, I would say in general, we don't really do the ice cube thing. In U.S., yes, I had access to ice cubes whenever I want it, but in Europe not so much. So it means I have to chill the water for, it's just a big hassle. I would say bottled. Bottled cold water.

**Shawn (33:13):**

Cool, cool. Love it. All right, last question. This one you might have to think a little bit about. What do you think about pencils?

**Robin (33:22):**

Pencils? I'm not a big fan of pencils. I hate that you have to kind of sharpen them all the time. I mean, I guess if it's a mechanical pencil, it's okay. No, I prefer a good ink pen. I would say. Yeah, I'm not, I just, you know what, being left-handed, which I am, I've never been a big fan of writing with my hand as much. Cause it always smears like, okay, pencil, not, it doesn't smear as much. But I prefer much prefer typing on a computer, phone. I feel like my hand is all, my hand is always all black or whatever color.

**Shawn (33:54):**

I feel your pain. I feel your pain. I'm a lefty too. And it's always, my choice is a Crayola marker. So there you go. I don't know if that's any better. Well thanks so much, Robin for being here on The Combustion Chronicles with us. And again, as you heard in the bio, Robin is very active on LinkedIn. Go out and find him, Robin Daniels, or you can connect with me and I'll make sure you're connected to Robin. But thank you so much sir, and I look forward to having some more conversations with you.

**Robin (34:25):**

Sounds good. True pleasure, Shawn.

**Shawn (34:27):**

Awesome.

Thanks so much for listening to this episode of The Combustion Chronicles. If you've enjoyed this episode, please take a few minutes to subscribe, rate and review. Remember that I'm always looking to meet more big thinking mavericks. So let's keep the conversation going by connecting on LinkedIn. If you want to discover more about

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