

[00:00:00](#) Recording here. We've got the recording button on. Okay. Steve, sizzler. Welcome to the behavioral groups podcast.

Steve: Thank you sir. Good to be here.

Tim: It is so good to have you here. I hope it's not blazingly hot in the part of the world that you're in right now.

Steve: Yeah, it's pretty hot.

Tim: So much for wishes. Well A, we, we can talk about that later. Let's start with a speed round, uh, quick answer. Which would you prefer? Coffee or tea? Coffee bike or unicycle bike.

Kurt: Living life without a laptop or without a mobile phone. Laptop.

[00:00:38](#) Ooh, okay. Dig that. He is, is, is your, your, your trending with the younger folks that we enter generation to v that's, you know, so there you go.

Kurt: Alright, last, last speed round. Uh, question here. So, should personality assessments be used to maximize a person's potential or to help them change who they are?

[00:00:59](#) Maximize their potential.

[00:01:01](#) (K) All right. And that was a lead in, because we kind of talked a little bit about this as we were starting before we started recording here. Tell, tell us what your, your thoughts on that. Because you, you have a personality assessment that you use quite often with within your work. But help us understand a little bit about your, your answer to that. Right.

[00:01:17](#) (S) Okay. Well, personality assessments are not predictors of performance. They're predictors of brain types who are going to try to perform for you. Um, and so what determines performance is how well their brain aligns is what they're doing. And I like to put it this way. If you're a tomato, you're better off in a salad. If you're a hammer, you're better off in a toolbox. But at work we've got hammers in our salads. Oh ouch.

[00:01:46](#) Oh and do we have tomatoes in the toolbox? Cause that would get really messy.

[00:01:52](#) Why don't I like going to work because I keep getting crushed. Why am I keep getting crushed? Because the environment I'm in isn't specifically working towards my personality. It's working against it. So if I take a golf ball and I show you a golf ball and it says title list on the side, and I say, is this a good ball or a bad ball? You wouldn't really know how to answer that. But if I was using a golf ball on a basketball court, you would tell me it's the wrong ball. Yes. And so, but in the hands of tiger woods, it's a great ball. Okay, so this is the way we are at

work. We're all different kinds of balls, footballs, volleyballs, basketballs, beach balls, all kinds of balls and we're all playing in games. And what happens is we're using a beach ball on a football field and then we fire them because it didn't work out. And the problem is it was the wrong ball for that game. We will know what kind of ball you're about to play with and then we can determine if this ball is going to be productive in this space or if it's going to work against the person, the ball itself or what you're trying to get that person to do. So it's better to profile on their way in rather than profiling people on their weight

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out, which is going to happen inevitably. If things don't work then then you're going to get profiled. I, I love, I say I had a sales manager friend who said, we always hire a performer's, but we always fire c performers. Well, you bring, never looks to verify if what you're doing is right or wrong. It only looks to justify what you feel like when you're doing it. Oh, that is so true. So, so do you think, Steve, is this a responsibility that is lacking from an employment perspective or from the employee perspective? Or is it,

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does it kinda fall? I think it's a combination of both. A lot of people don't know what they're good at. Okay, okay. Um, and that's because they're afraid that they're not going to be good at something and they compare themselves among themselves. So people compare themselves with each other, uh, and then they rate themselves based upon how they line up to somebody else. They never rate themselves based upon themselves. Um,

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[inaudible] some of this, I guess I think about the, uh, the comments around, you know, do what you love and you'll never work a day in your life and all that bullshit. And, and you know there's this, this idea that if you just connect with who you really are, then everything is, is easy. But what I hear you saying is it is partly that, but it's partly the context. Then it's whether you end up in a salad or a tool box, right?

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Yeah. I don't do what I love. I love what I do. Okay. Explain that that's different. So most people are successful by accident. Even ancient [inaudible] in 3000 years ago said the risks, the, the, the, the race is not given to the swift nor the battle to the strong, but time and chance happened to us all. And so we are all products of time and chance and we get into a situation in a work environment. It's not working out. We'd really don't know why because we thought it was going to be amazing before we entered. Other times we're sitting at home doing nothing. I have a story here that really outlines this perfectly. A gentleman that I know who's since passed away a couple of years ago, but he met an individual that told them this story where he got laid off after 20 years working at a steel mill, um, and it was in the winter and he was fell into a depression.

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He had a 14 year old son and he was laying around the house complaining and his wife said, why don't you go shovel the driveway or shovel somebody else's driveway just to get outside and get doing something and get your mind off the fact that you've been laid off in the plant's not going to reopen. So he did that and you went to the different houses with his son and they decided to shovel

snow for people. This one woman said, yes, I'd love you to shove my driveway. They weren't charging people, they would just keep making themselves busy. She said, I also have some furniture in the attic. Would you mind removing that for me in the spring because I have nobody to help me? And they said, sure. That turned into an estate sales business worth multiple millions of dollars. And because when he emptied that attic, he found some nice pieces of old furniture, refinished it, and sold it and realized he had had, he was onto something that's great, been working with them, and it turned into a multimillion dollar business. And finally he said, being laid off from that job was the best thing that ever happened to me, but it wasn't planned

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well. And you hear that all of the time. You hear many, many people who talk about, wow, I wouldn't be where I am and as successful as I am today if it wouldn't have had this negative occurrence, whatever it was happened to me in my past. And because I was going down this path and that path was not the right path for me. So how do, so how do you do that in a more purposeful way? Or can we, or is it just happenstance?

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It's more happenstance now. Listen, we, we try and be more purposeful. I started the behavioral Resource Group 15 years ago and my goal was to help families understand their teenagers. Okay? That's why I did it. Well, good luck with that. But all I kept getting were people that owned businesses and wanted help with employees. And in the 15 years I've had about 250 dot-coms. I've worked in people in 18 countries and written seven books, all because I wanted to help families with their kids and I don't do any of that. Okay. So I want to get back to the love what you do versus do what you love. Okay. So, uh, as I started doing is I was doing this, I realized I really loved what I was doing because I, I couldn't wake up early enough. I couldn't get there fast enough. I couldn't do it soon enough.

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Uh, but I didn't set out to say what do I love? Cause that's what I'm trying to do. I never did that. I just was being in the world and as you be in the world, you will, if you're a tomato and you're just rolling around in the world, when you land in a salad, it feels right. When you land in a toolbox, it doesn't. And so you either roll out or get out, depending upon where you're at. I used to shingle roofs and 111 degrees in Oklahoma. Okay. When I was in my early twenties. So I've done things and I'm like, why am I doing this? And then I stopped. Um, but when I, when I started doing this, I realized after the fact and while it was happening, how much I loved it, but it, that wasn't the reason why I really did it. I was just looking to be useful and I didn't want to be told what to do by people all the time, you know?

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And, and that's not a bad thing, but it didn't work for me because of the way I'm wired. I mean, I'm, I'm unconventional. I'm out of the box. Uh, you know, I, I failed math in high school. I mean, I just, there's things about me that no one would really want to hire, but the funny thing is now no one will hire without me. Oh, there you go. Love that. Crazy. But that's how it works. So we typically stumble into, uh, our best roles in the world. But it's only when you fall in love

with who you are, not with who you think you're supposed to be. And so that's what I did. I, I just loved who I was. And through that process, discovered the capacity I had for doing many different things. And as I did it, I realized how much I loved it.

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Yeah. It's so, it's, it's this understanding the descriptive view instead of the normative. You though the, the person who you are as opposed to person, you want to

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absolutely grounded. And we view other people like that. We try to help them be who we think they're supposed to be versus appreciating them for who they are. And when we do that and work the same effect happens. Um, it, it's very powerful.

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So, so if you're that tomato and you're rolling around and you're not rolling into the salad as you, you're talking about how can you as a tomato somehow help yourself roll into that salad so that you can be happier, more productive, all those things.

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Here's what I did when I was, I had a painting company for 18 years called the dream coat corporation. This is before I did this consulting job. Um, and I liked it and it supported a family of five for 18 years, um, and uh, you know, up in Massachusetts by the ocean. So it was a pretty good business. Um, but I wasn't feeling completely fulfilled. I wasn't totally happy with it. Um, but I do realize I did realize this, if I don't embrace this and be grateful for what it is, the odds of me finding something else I think are going to be slim. And you know what? I based it on the movie, the Prince of Egypt, the prince of [inaudible], not familiar, the Moses story, the Disney movie. Oh, okay. Okay. Oh, if you remember in the story, you know, the Moses figure, uh, uh, is living, he gets kicked out of Egypt because he killed an Egyptian because he realized they were beating my brothers and sisters who were the Hebrews.

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And he gets kind of banished to the backside of a desert for like 40 years. Like, as soon as he embraced the desert, married the lady there and took up residence and was finally happy to be home. You know, he was second in line in Egypt. Right? You embrace that. All of a sudden that's when everything changed in the story. The burning Bush, you know, that whole thing. Then he goes out, he's got a job at delivering 6 million people out of bondage. Um, so I was thinking about that and I said, well, I'm on the backside of the desert right now in this business. So when I'm going to do is relax in it and embrace it, it's like I'm finally going to enjoy looking at sheep ass.

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So I, I did that and it wasn't, it was a matter of weeks before another opportunity arose, which was this through a process, that pretty long story. Um, but I remember I was speaking in front of a group of about a hundred people and I opened my arms really wide and I said, in front of everybody, I embrace being a painter. I embrace it. I'm thankful that I'm a painter. It supported my family for all these years. And I'm going to continue to give it everything I've got

because it's what I'm doing right now. It's who I am. And then I just did that and it wasn't very long after that, I'm talking about a matter of weeks or months, less than six. Um, I went through this process of going through a behavioral analysis with somebody and got the results and talked with them and said, oh my God, I want to do this.

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And he said, well, let me mentor you. And he did that and I paid for it. Um, within seven months of that, uh, I got my first analysis gig where I made \$8,000 in less than four hours. Um, and then that was 15 years ago. Um, and it just, it took off once I accepted where I was, who I was, what I was doing, instead of being in bittered about it, it seemed to open up the rest of the world to me because I felt emotionally qualified for something else because I was embracing what I already had rather than hating it.

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And so how do people learn to embrace who and what they are?

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So, uh, you know this, this is a really, it's a self esteem issue. Now let me tell you some statistics based on our database, out of thousands of people across the country and even the world in the database, we measure yourself esteem. Okay, you four point 27% have low self esteem, only 16% of the public has self esteem that allows them to feel good about living with who they are.

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Is that, is that from people that you've worked with? So with our selection, so there's a selection bias in there because they're not going to come to you. Okay? Thousands

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of people who take the go online and fill out an assessment that is tough to cheat and it measures the self esteem and, and his, his self esteem. In this case a measured d does it show up and things like imposter syndrome and you know, now what it does is it measures your intrinsic value of this, of the self. Okay, so this is something Hartman came with on Dr. Robert S. Hartman. Um, so the intrinsic valuation of yourself, like what is good that was Hartman's claim to fame good is when a thing fulfills its concept. So we all have a self concept. Is it fulfilled or unfulfilled? Most people see their self concept is not fulfilled. Okay, so they're lacking, they're just lacking. So what that caused in out of six different elements that can be chosen. Dimensions, let's call them this one. In my opinion, in the work that I've done has the greatest impact on the person themselves.

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Not necessarily their work, although it can play into it if it's too bad. I just did one this morning where the way we set up our instrument that we're using, it's an algorithm that we didn't create it in the public domain, but it measures things. Most assessments you take on self esteem, like the Hartman, it'll kick your assessment out if it's, if the numbers are too bad and you take it again. Well, we don't do that. We, we just measure what we get. 22 is about as high as it can go and it's the worst number. This morning, yesterday I did a 31 on that self-hatred. This person's a doctor. Okay. That's self-hatred. That's like suicidal. Oh my gosh. Yeah. Right. So really, really strong. So this person came through a

dif, another person I, and I emailed that person. I said, cause I don't know anything.

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I'm just doing the graph. And I said, listen, is this person experiencing any issues or I said, this is, this isn't what I'm looking at is not good. And I explained some things and she came back with email sounds about right to me. This is something we're already working with the person and there's the diatrust. Oh No. Yeah. So, um, uh, but they have a coaching business, um, that works with companies and so forth. But, but the PHD is in psychology and psychiatry. So, uh, you know, this was huge because I'm looking at this and I'm seeing, wow, when this person does anything, and then they review what they did. They always, they only see what's wrong with it. When they think about who they are, they only see what's wrong with it. Have you ever been invited over to dinner? At someone's home and maybe the wife makes like her quote, famous Spaghetti, and then you say, wow, this sauce is great. And the first thing they say is, well, I could have added a little more meat. [inaudible] okay, that's an inability to take a compliment.

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But they didn't say this needed more meat. They said, this is great, but they thought about it. They said, no, it's not. Yeah. They're always looking at it from a negative framing and they get a framework. So when I say, this is great and you're arguing with me, that means you're disallowing me to put any faith in you and see you as somebody worthy of existence. You're thinking I'm not worthy. Please stop doing that. So we don't know they're doing this. No one's thinking about it. It's just playing out. Right, right. So when you're doing this with corporations, with companies, you're still having to look at people on an individual basis. This isn't, this isn't about just getting a, an aggregate measure and saying, Oh, most you've got mostly tomatoes. Not now, but you can't. Yeah. Yeah. So, so tell us about, uh, about, about the work.

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Um, and how you, how you apply it on an individual basis. Okay. So typically an organization contacts me because they heard through another organization that this will be really helpful. Um, I take the main person first, the owner of the organization, and I run them through what I call the Holy Trinity, which is a behavioral and motivational and an acts theological assessment. Um, we've, they all exist out there in the world that we've created our own. Um, my statement setting is raw and actual. Um, you may take, uh, uh, you may take an assessment with another organization out there and it says like, Oh, you're a golden retriever, right? You take mine, it says you have a fear of not being liked. Okay. It just cuts right to the chase because we're about solving problems. Um, and, and that's what we do. So the statements are very raw and I will look at this and then I will debrief the person.

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So we don't sell assessments as much as we interpret assessments. Now I got people bringing the assessments from wherever they got it to me to have me read it for them. Like a carrot card. Um, and so I look at these and then I help them understand how they're wired. And now what they'll begin to realize is, oh my God, that's why this, oh my gosh. That's why that, oh my, like everything

starts to come clear. And so I help them navigate that. And a lot of times in an organization we have two kinds of authorities, title authority and Functional Authority. Um, and so if somebody has title authority, then they have authority through being appointed and so forth. And if you're familiar with John Guy work, he always says, uh, emergent authority is so much better than title authority. In other words, who have group take as a whole elevates into a position, a leadership because out of love and respect, that person ends up being a greater leader than a person who's appointed for them.

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Yes. Um, and so, uh, we look at these things and say, oh, okay, this is wonderful. You have the title, but you don't have a good enough function. This might be why you're frustrated. How we doing so far? And they're like, yes. Oh my gosh. You know, and maybe they were put in a position because we had an opening. We had something happen that was unfortunate. You're the one that seems most qualified, that puts you in inadvertently the company's setting this great person up for failure. Five years later they're going to get fired because they don't do their job well. This is what happened, but nobody's addressing really why this happened.

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Well, we see it often in sales, right? Where where the sales management position comes open and they picked the best salesperson to go and take that position and they end up hating it and sucking at that position because their job, what they love and what they do is interacting with customers or however that sales position is working now they've gone into a management role.

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Absolutely. Your typical sales type, I will say, I don't want to pigeonhole people, but just for the sake of this conversation, the typical sales person is a visionary type non-managerial type. Matter of fact, they don't know how they do what they do. The best sales people pull rabbits out of hats, but they don't know where the rabbits come from. When you get into a sales management role, you've got to teach other people to go get the rabbit, put it in the hat and pull it out. Yeah. Well they don't know how they do it. So how can they help you do it?

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Well, that reminds me very much, I've heard a, and I can't remember who said this, but they were talking about basketball coaches and they're saying, you know, the best basketball players never make the best coaches because they don't, they don't understand how they do. They do what they do, but you get that third string basketball that made the, that has enough knowledge, but they worked at it and they figured out, I have to improve this in order to do that. They were the ones who end up being the best coaches.

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Yeah. In Hawaiian that the company that they just could not fill this role. They kept bringing people in that did that kind of work and it kept elevating people up in the company that did that kind of work, none of it worked. So they called me and I said, have you ever thought about hiring somebody who doesn't know how to do that? And they're like, that's novel. [inaudible] I said, yeah, isn't it? How's your plan working? And it wasn't. And so my suggestion was find somebody who has knowledge, industry experience and industry knowledge,

but isn't an expert at that per se. What they're good at is motivating and helping people. Yeah. And that will bring, but that's contrary to what you would think. It's just like turning into the skid. That doesn't make any sense. You have to be taught to do it now. Um, and so, but that's what saves you from going over the cliff. And the same thing in work. It's these counterintuitive decisions that need to be made that seemingly are unconventional. Um, but other one decisions that's gonna change everything for you if you make it

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so. So for listeners that turning into the skid, if you do not know this, if you start skidding and turning in a car, the, the, the natural reaction is to turn against the skin and not turn into the way that you're turning. But in reality, that's what stops you from going and just doing three 60 is all the time. Absolutely. Wisdom from curt at this of the morning. I just

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love it. You know, I haven't even had my worst, you know, caffeine drinks. So there you go. Wow. Automotive intelligence, just like blooming. I just, I was explaining [inaudible] you look like Dave Ramsey. I keep getting that image in my head. Okay. Oh, Tim's going to use that against [inaudible]. Thank you so much. All right Steve, let's talk about the Ernesto's personality theory.

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So the rest of his personality model was really developed by John g Guyer and Dorothy Downey. Um, you know, back in the 60s, Seventies. Um, and it's really about the risk dose comes from a word that means towards the best. So this is really about being your best version of yourself. I've heard people consult on, you know, let's take some assessments. Let's use the disc assessment for an example. They'll look at a person who their anger is, is, is not in play. It is no consistency in their anger, which means that would be like a low d and they might say, well, we gotta get your d up. Um, so basically that's like going into,

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a car dealership that sells, you know, Volkswagens and saying to one of the cars, all right, we need to make you a corvette.

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Actually, my thing is, well, let's stop all that because you know how that's gonna look and how that might work. Why don't we just go to the corvette store and buy one already made? Okay, we don't want to turn people into something other than they already are. Because all their talent, all their assets are in what they are, not who they might be or should be or as supposed to be if you need that, go find that person. But this person here, everybody has earning power. Everybody has behavioral, motivational and actually logical assets. We got to find out what they are and then plug it in. And sometimes we don't need any of this. Okay, well now if you keep that person, they're frustrated and you're frustrated and they'll never be good at it. And so this doesn't, this goes against consistent Greens in the coaching world out there. But since the Internet coaching is blown up, I don't even like the word because basically if you can't get a job, you become a coach,



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right? Tim, you're a coach, right? I've I, what's happening is I'm one of the best, we have to look at it

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people and say, there's nothing wrong with the way you are. You're a basketball, but you're on a football field. So you know, if you know that you can decide what you want to do with it. But it's, it's harder to try to make a football a basketball into a football. That's a lot of time, a lot of money and it won't last. Right. And so typically people you know, aren't too out of place. Ah, they just need to know what's going on and where the greatest asset is and then just do that or maximize it to the degree that you can. That's the [inaudible] model. It's making better decisions based upon who you are. It, seeing other people as they are not as you are. Because we don't see people as they are. We see them as we are. So if I'm not, if I'm outgoing and talkative and I say hi to you exuberantly in the morning and you just look at me, does that mean you don't like me or does it mean you're task oriented?

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You're inner directed, you've got something on your mind and I just interrupted you. Right. Well that's probably what that means. But I might feel like, oh, I don't think bill likes me. Why? Because if I did that it because I'd be ignoring you. You're right and you're doing it because they don't do people as well as they do things right. And we always see people through the lens that we view ourselves. And so Lee, so if I can teach people to see other people for who they really are, not for who they think they are or if they're like they themselves now the entire curse, that's, that's, that's over the umbrella of a curse that's over every group of people that don't understand who each other is is resolved. I just had a situation where I was called as a quote, last resort before we fire this person.

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Okay. Okay. Nursing is family and a family owned business family through marriage. Right. And they're like, let me tell you what's going on and they get this whole list of things I'm thinking, Dang. I said, listen, the odds of me helping you here, I, I, I, I just, I just don't know. I can't give you any promises. Odds are good. It's not going to happen just based on what you've told me. So, but let me get the profiles done and we'll see where we go. I did the profiling. I did 10 weeks, 10 weeks of one hour video conference like this every week, every Friday for 10 weeks. And now they're like, who the hell is this guy? And what did you do with the other one? Oh, interesting. Like, and how, what happened there? He didn't understand how he was coming across to other people. Just didn't see it blind.

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Completely blind. I just did cataract surgery. Okay. It's basically took the blinders off of them, the blinders off when you do this. Everybody else sees this because everybody else, all the people that have a problem with you have over-exaggerated, overextended, hyper empathy, and he doesn't have empathy. [inaudible] does that make them a bad guy? No. It means he's emotionally distant from people and he's a perfectionist. So while you're thinking about how you're going to make me, he's thinking about how you need to do such and such. Right? That's the only, that's what that that's going on. But nobody knows

what's going on. It's just that these people here feel slighted. They feel unimportant, they feel stupid. They feel all these things. So because they're feeler, feeler types, they go to their manager, not the person making them uncomfortable because they sneak around the back window with a Jack Knife.

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He comes into the front door with a shotgun. It's just how they think. So they can't do that. So they're in an unmarked van doing surveillance and nobody knows they're there. Right? So they go over here and do this. And what they create is a, is a gossip group, right? So they've got this silo and they're all like puppies. Just licking each other's wounds over here in the Little Kennel and he's just going about as ms going, where is everybody? What's going on here? Why won't anybody talk to me? Right? Doesn't know what's happening. So we just figured this whole thing out and you know, now I'm working with the rest of the company. Right. It was just all it is is complete misunderstanding, which is the mother of all problems. I will be expecting that,

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that you're, that you are going to lead to major organizational change. That he was in the wrong job and that they needed to switch his roles and [inaudible]

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I think five years in the company is up by five or 600% because of some of the things he's implemented.

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Yeah. So it wasn't the wrong role. It was interaction style.

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Yes. I don't like your brain type. Yeah. And I guess interpreting it, that's what's going on.

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Well and that it comes down to a lot of communication. How do I communicate with you? How do you communicate with me? And if we're, if I'm communicating through the lens that I see the world and you can't read Arabic and I, I've seen the world and Arabic and you're coming back to me in Spanish and I don't have a clue about Spanish, you know, Amy, every once in a while we both speak English and in that kind of mix, but for the most part, we're just not being able to understand it.

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Let's think about, think about this for a minute. Let's say you did something wrong for the second time

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in one week,

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and I'm your manager. Okay? I could look at you and say, I told you not to do this man.

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Or I could say,

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have we talked about this yet? Like, we're going to get to the same issue, but if I say, I told you not to do this and you're passive, I just smashed you in the face

with a hammer. But if I said, have we talked about this yet? You might say, I don't know. Oh, are they going to say, absolutely. I'm just ignoring you. [inaudible] well, that's Tim. I talked to Tim and you guys. Yeah, no, I just [inaudible] into an engagement process that they can be part of that solution, which is what that brain likes. But if I just say I told you not to do that, uh, then the brain, that brain waits for the threat to be gone and then does what it wants and it doesn't make them a bad person. It makes them human.

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So, so what I'm hearing you say, and correct me if I'm misunderstanding this or misinterpreting this component, the, the way that you're using personality in the sense is really it's, it's, I need to understand myself, which is important, but I need also, I need to understand how myself is seen by others. And so I need to understand others as much or better than I understand mine.

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Absolutely. Here's my formula. Understand self, manage self, understand others, manage your relationship with them based on how different they are. Yeah, that's it. That's, that's what emotional intelligence is in a nutshell. Right? And so that, that's all that is. You know how many people have crickets? Invisible crickets just sitting on their shoulder whispering in their ear all day on a show. You want to go in there? You sure you want to do that? You sure you want to say that? You should. This is going to be okay. You're not gonna get mad. Probably about 47% of the country. Wow. Okay. Who has no cricket? Less than 4% of the country. One of them is our president.

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No cricket at all. There's no, you sure you want a tweet that nothing bird on there, right? You'll Clinton, no cricket. You sure you want her to come in here and do this in the Oval Office? No cricket. Right? So when we don't have a cricket, we have nothing to measure. Our actions against that is going to say something contrary to them. So I can look at a company and see who's got crickets and who doesn't. It's easy. And now I know what's happening. I know why these people are apprehensive because they got a big ole invisible crickets sitting on their shoulder questioning everything they do. All they do is second guess themselves. And then that people with no crickets steamroll them. [inaudible] it's beautiful, but that's what's happening. But when, now that everybody knows it's, it's, it's hilarious. It's actually funny now to them.

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So does uh, do the people who, uh, w you've got the, the p, the cricket people and the non cricket people and do they change their behavior? Not In a, you know, we, we talked about the GI Joe Fallacy. You know, Laurie Santos is a model that knowing is not even close to half the battle. Just because we know it doesn't actually mean we're going to act on it.

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That's exactly right. So knowing creates a new reality, then you've got to live in that reality, right? Or ignore that reality. So living in that reality is like this. When I am with you, I am going to use more comments and question marks than periods and exclamation points. So I create little rules. So when you're with this person, it's questions, questions, questions and comments. Oh really? How that make you feel? Well, Dah, Dah, Dah, Dah, Dah, Dah, Dah. Oh, that's interesting.

Is that something that you think you'll continue to do? Dah, Dah, and you know, you keep doing this and all of a sudden that person talking starts realizing the error of their way right in and out like water out of a well, and they can hear it in their own voice. Now I could say, you know what, you hold it right. You just said something that's really important.

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And then they're like, well I can't argue with myself. I just said that's what I do. It's like, Gosh, like, yeah, if you think that's working. No, it, I, I did like I just drew it. It was so deep in the wild. They didn't even know it was there. Right, right. So we see people that are like that don't tell themselves where they stand on the issue and they don't tell you the people that are opposite that they tell everybody like it is. And so it creates this problem, right. And a challenge. So when, when we do this, and there's some people, they ask me, are you going to the meeting? And I just look at them and go, no, and stare at them and they're like, okay, great. And they walk off. But if I did that to another person, they'd be like, uh, we done right.

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And so that person, I say, no, I'm really not going to be able to go, are you going? Yeah, I'm going to be going. Oh cool. If you see Bob, tell him I said Hi. Okay, great. And they leave now their brain leaves going, wow, that was a good engagement. Well okay, so this is your behavior. You are modifying your behavior to match the person that you're talking to. It's called mirroring. Yeah. Yes. You have to do a little bit of mirroring so people feel comfortable with you because human beings are by nature against what they don't understand. Okay. This think of a white tail deer, right? It's eating, it's listening. It's looking and it goes down and eats it. Here's an uncertain sound or has an uncertain smell. It jukes, its head up. It looks around this as the deer's limbic system. There's a signal that goes in that lid mixed system and it gives it two choices.

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Approach or avoid, right? We all have that same component in our brain. Every one of us, the Lizard Brain, right? And so when you meet somebody and you have an engagement, you're not even a minute in an approach or avoid signals are going off. You're not conscious of it. You just know you don't want to have this conversation but you don't know what it is. And so what we do is help people understand and navigate the differences in people and what it means and doesn't mean. And when we get that, and then when we see that we reinterpret it differently. Do you know when you, if you have your own website and you monitor your own website and put in and out images and so forth, you can go online, upload images to your website, change the website, and then you're all excited. You go back and you go into the website and look at it and it's the same website you had yesterday and you're like, what the heck happened?

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You didn't refresh it. You have to refresh the website because the cookies and the images and the cache on your local hard drive is the same as it's ever been unless you replace those images with the new ones. When we look at people, we're all running out of old websites because we never, we never reboot him. We never empty the cash and put new images in. So every time I see a person who acts like that or reminds me of my stupid uncle and I don't want to have

this conversation, but you got to update the images and I have to help people do this because they don't know how to work a computer. You see in their own minds, right? And sometimes that takes a lot of time. Sometimes it doesn't, but that's what's going on. We all see the world in a certain way and if the world isn't that way, but we're interpreting it as it is, that way we're misinterpreting the world and then we have problems and challenges.

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Well, this is going to be particularly hard for to make a change because I don't want to admit that I was wrong, that the position that I ha I've been holding is somehow out of sync with the world. And I don't want to [inaudible] any of this, right? So what do I do? I teach people how the brain works. We don't look at the world and verify if what we're doing and how we're doing. It is right. We don't do that. We justify how we feel in the world. This is why we have the polarization in our country because you have two ideological perspectives and neither one of them is looking to verify of what they believe is stupid. You're right, no one's doing that. They're justifying why they do it and as long as that happens, you'll have problems. Then people say, well my God, you know, how can you help anybody?

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Well, I'm like the guy on the beach with 100,000 starfish that washed the shore and he's taking one at a time and throwing them back. Thus they die and somebody comes along and says, what are you doing? And he says, I'm saving the star cause she goes, you're never going to save all this. He goes, well, I'll just say that one. Yeah. Right. And that's what I'm doing. It's just one person at a time to help them understand how this is working and how they can be a better version of who they are and see everybody else who who they are, and then work that out in a way that brings forth, you know, a lot of good things.

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Right. And that's it. It's one of the hardest things I think to do is, is look at this and go, wow, I can help these individuals, but this problem is much larger. And so is there a way that we can can scale this up and do this, but in, sometimes you just can't. And so you have to just say, all right, that's fine. I can, I can throw this starfish back. And that starfish was saved. Sorry about the other 999,000

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yeah. I was asked to come in and speak to a company about eight years ago, seven years ago, and I did the hop, the upper echelon. So I did all the c level people. Um, and then I got other results and then I met with the CEO founder and I went through all his subordinates there. He said, tell me what you think about these people. But I said, yeah, I know they're great, but here's some things I'm seeing. I said, this person right here, uh, he's your CFO? Yes. Okay, so he knows what everybody's being paid? Yes. Have you ever asked him if he's happy with his own pay? He said, no, should I? I said, well, I want to show you something. Look at how his brain works. No matter what he wants, he can't get, what do you mean? I said he wants to be in charge, let's say, because he's got leadership potential because he has a power orientation in his brain.

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So he thinks about being in charge of things, but when you look at his behavior, he can't take charge. So he goes, well, what does that mean? It means he

settled for what he can get, but he doesn't know how to fight for what he wants. He goes, okay, so what are you telling me? I said, I would check with him to see if he's content and happy with where he is on his pay scale right now because he sees a lot of money going out and a lot of it is a lot of money and all that. Some people make a lot of money here. I said, and if you think he's really good and worth keeping, it might be worth checking and if it's 10 to 20,000 more, would that be worth it than getting another person? He says, yeah. I said, why don't you check? He got back to me a few weeks later. Guy was in the middle of building a new house, didn't he didn't know that he was trapped. He didn't know that. He wasn't saying anything. He didn't know that he was thinking about his options.

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He would have quit, resigned, never said why and they would have been like, we don't know what happened. I saved it just like that. Just because people are working, they're not, the job isn't to come in and break your brain down and figure you out. The job is to do what they have the task at hand. So while everybody's just doing their thing, this person here is feeling very unhappy. He's got a lot of brain tension about this. He's not saying a word and will likely vanish one day because of it. And then I brought it to the surface. I just had them check, he checked, he happily gave him a raise. Everything was great.

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So Steve, you, you said everybody's doing their job and various different things, but in my mind, and this is my mind, and so sometimes that goes off in weird places and isn't always in, you know, the, the, the truth of things. But that that leadership role ought to be, obviously there's some strategy and there's some, there's some actual things that they're doing, but that leadership role is really about understanding and how do I tap into the potential of the people that

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are working for me? APPS. So loot Lee.

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So, so that should be their job. So, shouldn't that have that, that that owner, that the president should have been asking those questions before you had to come in and say today?

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Absolutely. Absolutely. But you see people, when they get in a work dynamic, what most human beings do is start to compete, right? So it's not compassionate. It's competition. That's human nature, right? Everybody wants to rule the world. All right, there's a musical. That's right. That sounds familiar, doesn't it? The cartoon Pinky and the brain. Oh yes. One of my favorites. All right, so what's the goal today? Take over the world. We'll have to every single religion. That's the goal. Take over the world. Politics. Take over the city, take over the town, take over the country, take over the nation, take over the world. Right? That's that. You know, when Jesus come backs, what's it going to do? Take over the world. Like, like buddy's main goal to take over the world and be part of the winning team. Right? As long as I'm on the winning team, that's going to be great.

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But what people don't realize that this is the psychological agenda and they don't know it. They just go in and they're doing their thing and you ever heard of being thrown under the bus often? Does this happen all time every week with Tim, he throws in your head every week. People are trying to protect themselves within the competition, right? No one lays down. Nobody. As a rule, they have to be taught that. You look at, you look at nature, you get to mountain goats on the side of a mountain. I saw this on a national geographic thing one time and there's no impasse. They're going to butt heads in both Korean, down the edge of the cliff. If something doesn't happen to you, and guess what? One of them lies down. The other one walked right over it. Yeah, right. It was fascinating. People don't do that.

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So Steve, do you think because in that leadership position they've risen through the ranks, do you believe that people with more of a competitive nature, so part of that, their own personality tend to rise into those positions? Where it, and again, it goes back into what we talked about earlier, if, if I'm a good salesperson but I get promoted up into this management, maybe they're promoting the wrong style and different types of things that are needed for those. Is that, is that something you've seen or do you have a, an opinion on that?

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Yes. I mean, people inadvertently promote their friends. Um, people, uh, inadvertently promote the loudest mouth, uh, people inadvertently promote the people that have the greatest external features that they can see. Do you know people that talk more than quiet people? People look at them and think they're smarter. Yeah. Okay. Is that the case? There's zero correlation. If you read the book quiet, right? There's zero correlation between being loud and being right, but that's not how leadership functions in America today. Um, so there's all these things that have been happening for a long time that we have to break down, break apart, open up, become decisive about it. There's a great book out there by Marcus Buckingham and Ashley Goodall called nine lies about work. Yeah. Terrific. You've said that, read that. But it's so disruptive that I don't know if people are going to be able to do it.

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Um, they're talking about not cascading goals, but you cascade meaning, um, they're talking about people don't look for the best place to work. They look for the best people to work with. They went in and, and, and they did meetings. A Buckingham went into Cisco and talk with thousands of people, all these different people about what they look forward to this thing. They were looking forward to sitting at that table and having lunch with those four people. And they didn't even talk about work when they did it. And that's the highlight of their day. Yeah. I mean, this is crazy. Um, and so human, it's human, right? With the model we have is to create income. That's what businesses do. And they do it as quickly as possible. And unfortunately a lot of them at the expense of human beings in the process. Not every company is like that.

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I have some companies, they invest a lot of money into their people, right? Because they know that they are the organization. Not every company knows

that. Um, so the people that do know that they have people that don't leave and they have lines of people trying to get in to that organization, right. It creates this cultural dynamic where you matter, you're important and we wouldn't have what we have if it wasn't for you. When people have that going on, they have meaning and purpose. When you have meaning and purpose, it feels better than money. Um, and so it, the job is to help people discover meaning and leadership to cascade that meaning down and have people come into work that feel like they're necessary. They're needed, they're important, they're integral part of the organization. If people don't feel that they're going to go somewhere else.

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And you've heard this enough, quit their jobs as much as they quit their teams and bosses. Yeah. Um, and so the problems in work usually are behavior based, not education-based, not skill-based. They cover those bases, bringing people in usually. And then they get in, it's like, oh, what happened? And it's like there's dysfunction, but it's behavioral. Right. Um, so I just, a lot of times I just go into organizations. I'll be going out to Kansas, uh, on the 12th and the 11th and 12th, speaking to about a hundred people about how the brain works. These are the types of brains, which one are you in? Everybody takes my assessment. So they all have it with them at their seat. And at the end, I've just picked people out at random and say, let me see your numbers. And we write them down and the shine them on the wall.

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And I, so I would just stand there and start talking about them, how they think, how they do things, how they correct their kids, everything. And they are in tears either crying or laughing. I mean, it's unbelievable. You're, you are a magician. What's that? You're that magician that it's like, yeah. You know, they come away going, oh my gosh, I've had people coming up to me going, I think I'm in the wrong role. I'm in the wrong role. They just get it just like that. And they're like, now I realize why I don't want to go to work or why I feel the way I feel or I've been misinterpreting this other person in my life this whole time I had a woman in a seminar I did, hadn't had a good conversation with her son and I don't know how long he hadn't talked to his father in six years cause there was a divorce family.

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Uh, he was locked in his room playing games and wasn't going to college and it was, she was in tears. So I said, call him up and get him to take this assessment. So she did and he did. So it came in that afternoon. So in the seminar I put her son up on the screen in front of the whole seminar. I said, here's your son's numbers. She stood up and I said, here's how you talk to your son. And I just explained how we think that she was just looking and taking notes. And 48 hours later after that meeting, she called me or emailed me and said, oh my God. Oh my God. Best Conversation I had with my son and I don't know how many years. A couple of months later he's now speaking with his father. A couple of months later he went to college. Yeah, that's terrific. Just like that. All misunderstanding. I love that. I love the natural outcome of communication, right? Absolutely. It's the right,



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it's the right communication. It's the communication that is is you are trying to communicate to make a better understanding between you two as opposed to saying this is what you just regurgitating everything that's in your brain, out of people that there again, it goes back to that layer. You know, I'm not understanding you. I'm not, I'm not, I'm not trying to understand you. You have to try to understand me and that's not how,

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oh uses a head of lettuce to hammer nails like, well, per cent of the workforce is doing this behaviorally with people in management. Wow. They're using Gladys to hammer nail and they wonder why the nail isn't going in the wall. Let's just, let's just find good salads for those, for those heads of lettuce. Right? And you've heard this, everyone who's the hammer sees every human being as another nail. Oh yeah. Wow. That's, that image is just so powerful. Everyone's a nail, but everyone's not a nail. No. Some are tomatoes are not nails. We've got the numbers, right. Most people are not nails. Most people are passive. Most people won't tell you where they stand on the issue. Most people second guess themselves, most people think internally, but say nothing externally. Most people doubt themselves on and on and on and on it goes. And then you got a authoritarian leader with all these people that are more likely like that and they're wondering why they're not doing the happy dance. Right, right. It's, it's incredible.

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It gets, it gets interesting and, and you can take that analogy and if you just apply that analogy to a number different situations, I'm sure our listeners are, you know, thinking about this in their own world. Right. I can look at, I can look at organizations I work with. I can look at a volunteer organizations that I, you know, volunteer at. I can look at local community government. I can look at state government, I can look at our national government. You look at all of those things and that, that analogy applies. That is, it fits in right there. So and understanding that, then hopefully what we can do is we then can modify our own

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way that we show ourselves up, show up into the world. So

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you are only able to lead to the degree that you are willing to serve. And when you take that thinking and you look at the people you have and you want to understand them so you can serve them better, then you will already be ahead of the game in that, in that model. Why do people love reality shows? Because they see the personality differences in play. Yeah. And they're fascinated by it. They can't stop watching it, but they don't see it in their own life. No,

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not at all. Why? Why would we, why would it be be introspective when so much work to look at it on the TV and enjoy the entertainment value of it. That's right. Yup. Yeah. Yeah. Tim, you want to talk music?

Tim:

I do. I want, I want to talk about a, what are you listening to lately, Steve? What's a playlist? Have you download anything? Call recently.

- [00:54:52](#) Well, you know, I, I went and saw **A Star is Born** and I got that soundtrack. Okay. Um, and I just, I love **Lady Gaga**. Um,
- [00:55:05](#) and she did an amazing
- [00:55:07](#) job. It was, yeah, it was unbelievable. Um, and again, I think when I watch movies, I watch them as in a deep, a very deep sense. Um, the people types in that kind of a thing and how that's playing out. Um, but I do like movie soundtracks. Like if I see a good movie, I like to get this soundtrack because then I relived the feelings I had in the film through the Song
- [00:55:31](#) Brings Back those memories. Right? Yeah. Yeah.
- [00:55:34](#) I do that a lot. I am more a listener of words. Nanana listener of music. Although I do like music. Like I like foreigner. Okay. So if I put Alexa on or the pool pod outback, when I'm in the pool, it's 70s slash eighties, mild rock music, **Foreigner**, **Electric Light Orchestra**, maybe some **Queen**. Um, I, I like that. And even my kids today, they like listen to *Mr Blue Sky* because he was playing in my truck when I was, when they were children. Um, they're all, you know, they like that genre of music.
- [00:56:12](#) So before we started recording, you were talking about, uh, listening to a podcast sword and a scale and so that you got a, you were so excited, went and got some
- [00:56:23](#) music after listening into it on that. Do you remember that?
- [00:56:27](#) Yes, I did. Yep. So I got the album, the pariah that parrot the delusion by **dredge**, d. R. E. D. G, it's fantastic. I mean to me, I, I love it. And one of my favorite, uh, songs on there is called down to the cellar. Um, and uh, I said to myself, okay, this is going to be my bumper music for speaking.
- [00:56:55](#) Oh Wow. Wow. That, that's going to be your a onstage, offstage thing.
- [00:57:01](#) Stage music. Yeah. I'm already gonna get it queued. Um, you know, and uh, so just kind of play that, um, people are probably going to ask, what is that, where's that from? And I'll tell them
- [00:57:11](#) this album. Great. And now is that in that seventies, 80s. Oh, okay.
- [00:57:17](#) It's not, um, it's, it has a name. My kids would know what it is. Um, it's not a mainstream type, um, sa style. It may be for the younger people. I'm 56 for heaven sakes. Um, uh, but this album came out in 2009. I didn't know anything about it until I heard or heard it on the podcast. And immediately I'm like, I hope to God he says who that is. And he did. And the next sentence. Yeah. Um, and I immediately got off the podcast, went and bought it.

[00:57:47](#) That's terrific. Well, I just love the idea of hearing you say, I bought it because I don't scan music. I buy it every time. That hi, congratulations man.

[00:57:56](#) About what that's like. And I will buy the album. I mean, if you can't pay nine 99 to a creative person like that, who blows your mind? You've got something wrong with you.

[00:58:06](#) Yeah. That's very true. Wow. You're, you're my new God. I will worship you. I think that that's the best thing I've heard all day. Yeah, true. Um, okay. See you. Thank you. Thanks so much. Hey, it's been fun, Steven. Thank you. Great page.

[00:58:23](#) Absolutely.

[00:58:25](#) Okay. We'll end it there. And uh, thank you so much. Really Great. Great. Sounds Fun. Yeah, it was, I loved it was just the, the analogies and the, the images and everything. I'm, this is gonna be great. I love that. So

[00:58:40](#) I appreciate you having me on. Um, it was fun. I enjoyed it too.

[00:58:45](#) Do you know I am, I, I'm sorry to be bouncing back, but like, w what do, what do you tell somebody who, who rings you up and says, you know, I've heard about you, but I don't know if I really want to spend the money. Like, what do you have? Like a, an elevator line, you know, that you, you spew out and say, yeah, you know, here's the story. This is, this is why you should, why you should do this.

[00:59:09](#) Okay. You're going to think I'm feeding you online here. Nobody's ever done that. I can't remember somebody hemming and hawing over a price. Here's what I, I will be calling you back. I'm going to save up. Okay? There's six months later, it'll come through the email. I finally got the money. That's what I get. Now, the other thing I do now, I'm a pretty good reader of people if this is a, a, a person who is emotionally upset because if there's issues and they need them resolved, um, I will say, what can I do to help you? They said, what do you mean, what can I do to help you? I said, I don't want you to be embarrassed. I want you to give me a number that works for you. And they say, I can't really afford anything. I said, then I'll just pro bono it to you. And I probably do tens of thousands of dollars of that a year. Okay, that's so cool. I am in business to help. I'm not in business to be in business. Um, and so the people that need it and can't afford it always get it. If you're a military person, it's always free.

[01:00:21](#) If you're an active military, it's always free. Well, that's very cool. That's very honorable. And that's on the website. Yeah.

[01:00:29](#) Well, and you, you have to think too today, given, you know, even veterans who might not be an active, but just all of the, the components that are going into their lives and everything and the p PTSD that some of them have everything else and you're just, you look at that and you just go, you know what, you, you

took, uh, uh, opportunity to not an opportunity. You took a chance and, uh, went in to serve our country and to do these things and wow, now you're, you're paying a price for some of that. It's nice to give back.

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So, you know, I, uh, I tell people all the time, if you want to, if you're in the business of controlling, um, become a politician, if you in the business of serving, join the military, yeah, yeah. That is a service business. And so I'll be in Fort Hood and August, twice with a full house. Everybody gets free assessing. They're all transitioning out of the military and just filling in life in the next year. And I'm going to help them understand who they are. And what they are and what they could do for work. Oh, that's great. Or nothing.

K: That's great. That's very cool, Steve. Wow, that's inspiring. Thank you, man.

S: I love giving back to those guys.

T: Yeah, that's very cool. Thanks. Thanks for that. And you have a great day. Stay cool. Thank you.

S: Yeah,

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we're going to go turn the air conditioner back on, so there you go.