
Jerry: Hey everyone, it's, um, it's great to see you all. It makes me really happy to see all of your smiling faces. Uh, and, uh, before we plunge in, uh, let's take a moment and introduce yourselves

[00:00:30]

Christine C.: Hi, I'm Christine Carillo. I'm the CEO and co-founder of JOANY. We simplify buying and managing health insurance.

Keeley T.: I'm Keeley Tillotson. I'm the co-founder and CEO of Wild Friends Foods. We make all natural nut and seed butters and nut butter based snacks.

Bryan Birsic:
[00:01:00] Hi, I'm Bryan Birsic. I'm the co-founder and CEO of Wunder Capital, and we allow investors to invest in diversified solar portfolios, uh, to help accelerate the growth of US solar.

Al Doan: Hey, I'm, uh, Al Doan. I'm your, I'm your resident vagabond, I guess-

Jerry: (laughs)

Al Doan: ... um, the CEO of nothing right now, former co-founder of a, a quilt company. Built a quilting empire and, uh, just kind of an eCommerce junkie that, uh, loves Reboot, so ...

[00:01:30]

Jerry: Yeah, well thank you. Thank you. And thank you all for taking the time out of the day to sort of jump on this. What we really want to do is spend a little bit of time talking about, in a sense, what the experience is of being in a peer group. What, what is it like for you? What's it been like for you, positive, negative, challenges, that sort of thing, to, to be in a group setting in some capacity? How has it impacted your leadership journey, your own experience of self-discovery?

[00:02:00]

And as you think about responding to that question, I want to just sort of put out there too, I have spent to date sixteen years in a group. Um, it's a psychotherapy group, but it's a group nonetheless. And, um, much of what I have come to know about the group experience stems from being in relationship every Wednesday morning for an hour and a half with these other incredible people in my life. Um, so I also feel like I'm not just a facilitator in this conversation, but I'm a participant as well. Al, what's it been like for you, to be, um, in a group?

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Al Doan: It's interesting. We were just talking about this in our group, uh, last week.

Jerry: Mm-hmm (affirmative).

Al Doan: About how, how interesting it is that, you know, we know, we know all the things we're supposed to be doing and so we're, we're trying to meditate and journal and do it all on our own. But then about once a month we sort of pause to check-in, and say, "How are you doing," and, and it, you know, it, it takes you back to this place where, in your mind where you have, uh, you have this sort of centering that happens. This opportunity for you to, to sort of check in with yourself, check in with others, be held accountable to how well you're treating yourself. Um, it, it's just, it's been so remarkable for me. I'm a, I'm a huge advocate of it to, to others, of just being a part of these groups.

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[00:04:00]

But, uh, but man, the, the value that I get out of just every now and then pausing and saying, " How am I doing it all, this self-care that I'm, that I'm trying to, have as part of my, uh, part of my journey?" And am I doing alright? And even if I'm not, like, can we commiserate for a minute and talk about how, uh, how it's hard or, or some of our successes? And you come away with just this clean blank slate again, and you get to go and tackle that next month or the next couple of weeks. It's been great for me. I, I have a lot of appreciation for it.

[00:04:30]

Jerry: Christine, I just noticed you smiled when Al said, said some things there, and you just sort of ... It, it felt like a kind of recognition. Is that right?

Christine C.: Yeah, I um, I actually did individual coaching for about six months. Then I went to the bootcamp, um, and then out of that boot camp, we, we started a circle. And that circle, I mean everything you're saying Al, it just, it has been, um, such a different perspective for me to get on what I'm doing. Um, but even more so, it's, it was honestly the first time I didn't feel like I was alone in this. And so-

[00:05:00]

Jerry: Yeah.

Christine C.: ... being able to get on this, you know, video call with a solid group of people that I always know show up for me and, and we count on each other for that, um, has been pretty incredible. I, it's, you know, I feel really safe with them. Um-

Jerry: Mm-hmm (affirmative).

[00:05:30]

Christine C.: And, um, I like that there are ... Each one of us is on a different path, and so it's really interesting how, you know, as a CEO you start to think, you know, before this group thing anyway for me, I was like, "Well depending on where they're at, they must be better at this than I am," and so I, you know ... And then you

[00:06:00] realize that, you know, you're saying something or talking about a story or something you're going through, and everyone's at like, you know, we're all at five different levels, 17 different levels, and it doesn't matter. It's like, all of us are feeling some specific portion of that, helping each other out with that. It's just been a very incredible experience for me. I, I hope that I keep doing it for 16 years, Jerry. (laughing) Like, I mean, it was so great. It's just so great for me.

Jerry: Mm-hmm (affirmative). Bryan, Keeley, I both saw that you both laughed as that was going on. Uh, Keeley, why don't you pop in? Yeah.

Keeley T.: Yeah. I'm actually in Christine's group, uh-

Jerry: Ah.

[00:06:30]
Keeley T.: ... so it's fun, it's fun to be here with her and I similarly joined after coming to the retreat and I hadn't, to the boot camp. And I hadn't had a coach ever before coming to the boot camp, and decided to try the circles and I, I think I might have had the same feeling Christine had, but probably from the other end. I'm like, I am this tiny little peanut butter company and-

Jerry: Mm-hmm (affirmative).

[00:07:00]
Keeley T.: ... all of these amazing CEOs of huge companies talking about hiring and firing 20 people in a month, and just some experiences I never had any familiarity with and ... I've done, I think, a lot of listening in the boot camp. And there was one session recently where one of our facilitators, Dan, said, "Keeley, you, you know, you kind of tend to hang back and, and don't say a lot in the group so now I want to give you an opportunity to share," and, uh, that was a, a really emotional session for me and I just realized how much I had not been saying because I felt like it wasn't my, above my own biases coming in, like, it wasn't my session to share a lot because I was the inexperienced CEO.

[00:07:30]
[00:08:00] And it was such a powerful session for me because I, everyone in the group just was so supportive and understanding and it was, I think, a really powerful hour for all of us even though in my head my problems were kind of my own problems. I think that's just an example of how much you can get out of the group no matter what stage you're at. It was, uh, a really powerful session for me and I felt so supported by them throughout the whole conversation, and even in the month between sessions thinking of them gave me so much support afterwards. Uh, and so that was kind of a breakthrough for me in that particular meeting, and I felt a lot more confident sharing my problems outside of the session since then with, with people as well.

Jerry: [00:08:30] What I, what I'm hear, hearing Keeley, is that there was this, like, powerful moment where Dan was able to observe something and notice something, and

kind of invite you in. And that that invitation ended up opening some s-, up some things up for you. Does it feel, um, and I don't mean to put words in your mouth, but what I'm hearing is a kind of self-discovery perhaps, in that process. Is, is that a fair statement?

[00:09:00]

Keeley T.:

Yeah, I mean, I, I think that the, the ability of the facilitators to watch and observe everyone, not only in what they're saying but also how they're reacting or not reacting is really powerful. And since starting the group, I actually started doing ... I toyed with the idea of doing some individual coaching as well, and found that I did not resonate as much with that style because I really loved the interacting and the listening, and the hanging back and the participating. That was, has been really powerful for me in that process of self-discovery, more so than just, uh, a kind of one-on-one sharing, you know, not being able to hang back, so-

[00:09:30]

Jerry:

Mm-hmm (affirmative), mm-hmm (affirmative).

Keeley T.:

... I, I really found the group helpful that way.

Jerry:

Mm-hmm (affirmative). Bryan, are you, are you resonating with some of this dialogue? I know that you're experience, Bryan, you're, you're in a, an in-person group. Is that right?

Bryan Birsic:

Correct.

Jerry:

Yeah.

Bryan Birsic:

Yeah, we do a, uh, we do a four hour monthly meeting in person over dinner.

Jerry:

Mm-hmm (affirmative). And, but-

Bryan Birsic:

Um-

[00:10:00]

Jerry:

... but, uh, is this experience similar for you?

Bryan Birsic:

Very much so. Um, you know, I thought the, the observations about the commonalities that we all have, almost irrespective of stage and company type, uh, was something that I found just remarkable and shocking when I first joined the group, just how many of my fears and concerns and, um, you know, sensitive spots were, were incredibly similar to, um, other folks going through this experience. And that in and of itself has been obviously a huge, um, you know, well of sharing and empathy and, um, and helping each other. The other thing though, I wanted to throw out there that-

[00:10:30]

Jerry: Mm-hmm (affirmative).

Bryan Birsic: ... that I think about my group as, um, but I haven't heard, uh, as much about is in which, as a founder, maybe particularly as a CEO, um, there aren't that many spaces where you can be open and free with your real concerns about your own business. Um, you are the walking embodiment of, you know as, as Jerry likes to say, "We're killing it! We're killing it!"

Jerry: (laughs)

[00:11:00]

Bryan Birsic: Um, and you know, even with your partner or with your parents, you know, even with your partner or with your parents, you know, you might feel a need to put on some, um, presentation, right of, of where you are and sort of be really truthful and honest about it. And I have found that a space where you can go as a, as a co-founder and speak honestly, uh, or as a CEO and speak honestly about those, those fears and concerns, um, particularly about yourself, right-

Jerry: Mm-hmm (affirmative).

Bryan Birsic: ... um, has just been, uh, enormously helpful for me.

[00:11:30]

Jerry: Does, does that resonate with anybody?

Al Doan: I'm just surprised Bryan gets dinner. How do we sign up for that one?

Jerry: (laughing)

Christine C.: Yeah. I'm with you, Al.

Al Doan: Well I just, just wanted to say that that, uh, I mean, I think one of the products of this continual check- in and, and boot camp is that it lets ... I mean, it's sort of empowered me to be vulnerable, uh, well beyond, well beyond ... Like, Bryan's right in that you have the space that's a safe space, and Christine mentioned too it's a safe space of people that's not gonna judge you, uh, or, uh, you know, be mad that you're hurting. Uh, but man, one of the big products of the Reboot process for me is being able to take that same vulnerability and, and put it out to, to my team, uh, to the people that I work with, to the family that I have, uh, you know, and sort of, sort of push that out beyond those, those bounds, uh, that we all have when we come in. 'Cause I, I, I feel like when you found me, (laughs) when I found you, uh, a year and a half ago, right, it, it was, it ... In my mind, nobody understood the problems that I was ... Nobody, nobody else ever struggled with scaling a company. Uh, I was the only one. And over the, over the process of time you start to sort of find

[00:12:30]

[00:13:00] parallels in everybody's, uh, like that you can sort of connect with and, and identify with.

Jerry: Mm-hmm (affirmative). Al, I'm, I'm intrigued by this other piece that you just shared. Thank you for sharing that and I'm intrigued by this other piece, which is that you've taken some of the experience out into the broader part of your life. It's like, you know, uh, we o-, we often joke that better humans make better leaders and there's a kind of human-ness that's an enhanced

[00:13:30] human-ness, if you will. Does that resonate?

Al Doan: Well, I think, I think that's the difference between, uh, doing a boot camp once a year, once every other year, and, or trying to have a group where you're doing it consistently and, and making lasting change in, uh, in sort of your, your leadership methods or, or you know, your ability to be friends. (laughs) Like, a lot of times when I show up to a circle it's, it's not my business that's got me cloudy that day. It's, you know, I, some, some argument or some bit of frustration with some other interaction that's bleeding through and manifesting itself in how I treat my managers or how I work with, with others or partners. And, uh, and so to have this sort of continual evolution where ... I, I mean, I don't even know if I'm getting better at it, but just that I'm being more aware of what's there. Uh-

Jerry: Mm-hmm (affirmative).

Al Doan: It, it's certainly manifesting itself everywhere.

Jerry: Mm-hmm (affirmative). Uh, the, the phrase, and I know I've used this with you Al, but the phrase that one of my Buddhist teachers likes to use is, it comes to mind, and that's may you, uh, be struck by coconuts of wakefulness.

[00:14:30]

Al Doan: (laughs)

Jerry: And there's this like, notion of your head being bombarded with like, "Wake up, wake up. Uh, don't go back to sleep. Wake up, wake up." Christine, you, you were nodding as Al was talking. How does that, um ... What are your thoughts on that?

Christine C.: Yeah. You, you know, I mean, similar to what Keeley said as well, one of the things that I started doing here, I felt like I needed to share what I was doing.

[00:15:00] Um-

Jerry: Mm-hmm (affirmative).

Christine C.: ... I, I thought it was really important that the team was aware of my coaching as well, and, and the work I was doing. And so, um, uh, I started something here, um, where ... So my senior leadership team is all required to do coaching

[00:15:30] through Reboot either through a circle or individual coaching. Um, and that'll continue as long as we're alive. Um, but-

Jerry: (laughs)

Christine C.: ... what I, what I-

Jerry: 16 years, that's all.

Christine C.: That's right. (laughs) But what I realized was that there was this other, this other group of, um, kind of director level, management level individuals that weren't getting this and were actually working with more people than, than, than we were. Right? And so, um, I have a hour and a half, uh, what do you call it, a leadership circle that I, I guide, and it's the same type of group. And that group's gotten bigger now, and so we're splitting it up where some of my senior leadership team will take that. It's interesting 'cause I have that group and, uh, it's about seven of us in there. And when we start talking, I'm talking about things I'm dealing with, and sometimes they could be co-founder issues and they could be whatever it is.

[00:16:00]

[00:16:30] But I ... More to what you were saying, Al, it, it has ... There's an empowerment that comes from this regularity that it, it is normalized now that we're human beings and so we come to work with a lot of things going on and, and that's actually not just okay to talk about, but it's, it's, it's what we're all supposed to be working through together. Um, so it, it's just such a, it's helped me so much to continue the Reboot, um, circle group type of facility, you know, um, discussions with other groups internally. And, um, it's just been great, because I can see their growth as well and my growth when I'm with them listening to other things that they're going through.

[00:17:00]

Jerry: I love that you just brought that in, Christine, because you know, sure I wear a hat as the CEO of Reboot, and it'd be great if everybody in the world, you know, hired Reboot. Actually, it would be awful. Okay? Because we would be overwhelmed and, you know ... And it, and, and the truth of the matter is we dedicated ourselves to this work not because we want to grow this large company or something like that. We dedicate ourselves to this work because we believe in what is implicit in this, and nothing warms the cockles of my heart more than to hear a CEO who has gone through some of our experiences and whether it's like Bryan getting together with some peers in a town so that they're able to be together without a facilitator, with, with a facilitator. I don't really care.

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[00:18:30] What I care about is this notion of expansion of, of what does it mean to be a leader, and, you know, this experience that you have, Christine, of, of promulgating a point of view throughout the entire organization. Right? That's the issue. Right? If every CEO, every co-founder, every entrepreneur listening

[00:19:00] to this at some point on their own was able to emulate some of the things that we are talking about either organized through an outside source or self-organized, but then to create this experience, then what we get to do is we use work as a means to grow, not to this obstacle to our on growth as human beings. You know, I K-, Keeley, I'm looking at you now on-, only because I'm thinking of that moment of self-discovery of Dan challenging you, "Hey, Keeley, you hold yourself back. What's going ... " You know? And then all of a sudden you leaning in and having an experience that's different. I don't know. Thoughts, reactions to what I just said-

Keeley T.: Yeah.

Jerry: ... or anything that's been said?

[00:19:30] Keeley T.: Yeah. I, I mean, thinking about ever, what you just said and what Christine was saying, because our company is small, there's eight of us, I haven't done ... You know, it, it's been much less explicit, I think, how I brought my Reboot experience to my, my company. So first, rather than ... I mean, I've, I've shared a little bit about what I've been doing in the, that day that I had, you know, basically an emotional breakdown at 7:00 a.m. in the morning and then-

Jerry: (laughs)

[00:20:00] Keeley T.: ... my face was swollen from crying. I had to make some sort of explanation. Uh, and people came into the office, so (laughing) I had to talk about it a little bit. But, uh, you know, I think that for me it's more about I think I've just been observing what an artful job the facilitators and my fellow team members in our group do at asking questions, really good questions they actually care about knowing the answers to, and bringing that to my one on ones with employees, like bringing that to when somebody's being, bringing negativity or bringing hostility or aggression to the office for some reason and trying to get to the bottom of it in a human way. And I think that's rubbing off on people 'cause I see them doing it with each other and, uh, with me and, you know, treating me like a human versus kind of the all knowing CEO that has to have all the answers all the time. And that's been powerful for me. Uh, you know, a little less organized version of what Christine's saying, but trying to be the facilitator of these conversations and experiences within our company.

[00:21:00]

Jerry: Mm-hmm (affirmative). I, I, I think we're hitting upon a really interesting, um, metaphor here, which is the leader as facilitator, the CEO as facilitator, facilitator of their own growth, facilitator of the growth within the organization. You know, Bryan, you're nodding. Make sense to you?

Bryan Birsic: Yeah. You know, I was, uh ... It, uh, dovetails with what, um, I've been thinking as the person here who often times doesn't have facilitation in our monthly

[00:21:30] groups. We do do a whole weekend of facilitation. Um, I, I expect that some of the facilitators are so good that some of these folks, um, don't realize that without that facilitator there the, you know, getting together in a group and being vulnerable is fantastic. Um, but some of that structure and expectation around listening, um, you know, actively, uh, around not trying to just solve people's problems. Right? Some of those, some of those-

Jerry: Mm-hmm (affirmative).

Bryan Birsic: ... structures we have that, that all ... And, you know, some going back to like, resolution management stuff, right, be specific, talk about how you're feeling, some of those sorts of dynamics. I think it's, it's so critical that if you get into a group and you get vulnerable and you start talking about those things, that you bring that structure to it. And that if you're going to do with a group of people by yourselves that you're really thoughtful about who owns that and being disciplined about keeping it, um, or you get a facilitator from, from someplace great like Reboot. Um, but that, that's a really crucial element in addition to the vulnerability in the making of the time, I think.

[00:22:30] Jerry: Yeah. I think, I think Bryan's speaking to something that I think I, I certainly run into with, with folks who want to understand what a peer experience can be like. And that is that, um, you know, the way we like to think of that is you, you, you create a container with a certain amount of structure and that within that container there's a lot of safety that occurs. That container includes, um, uh, guidelines if you will, that, uh, you'll all recognize. Right? Where we talk about things like no fixing. Um, and, uh, as we often joke with people that we first introduce this to, this is super hard for entrepreneurs, because entrepreneurs are wired to see problems in the world they can fix, to go in and see opportunities, implicit in the problems, whether it's providing better access to health care or finding more nutritious ways to feed ourselves. Right? I'm thinking of, of the nut butters, Keeley.

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[00:24:00] All of it is really designed about seeing opportunity within a problem, if you will. The challenge in being in relationship with another human being is that when we bring that fix it mentality, um, our, our, our, --our mentor on a lot of the design on this, Parker Palmer, says that when we bring that mentality into it, um, what we do is we start to, to chase some of the soul. Right? He thinks of the soul as a shy animal in the forest and that when we bring a fix it mentality it's like we're stomping through the forest saying, "Hey, little rabbit. Where are you?" And the problem is that those of us who are a little bit scared, those of us who might even hold ourselves back, pull ourselves back even further, and we don't avail ourselves of the support the community can bring. If effect, if I lean into fix you, Al, I'm implicitly saying to you, "You're broken."

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[00:25:00]

Al Doan: Yeah. It's, I'm thinking about our, I'm thinking about our group, our, our peer group, and we're all, we're all the personality, I don't, of like, lean in and over share (laughs) and like, dive right in. I don't think there's a Keeley in the mix of us. Right?

Jerry: (laughs)

Al Doan: Andy is one of our group facilitators and he, I mean, our last meeting he didn't ... I think he said one sentence, and it was about 30 minutes in. He said, "Guys, this feels like, this feels like popcorn conversation, like we're being pithy. Uh, what, what, like let's find some meat and, and go after it." And the whole tone of the conversation shifted and we ended up having this like, deep, emotional experience that was really, really profound for all of us. I mean, we reached out after in, in sort of this tenderness that came following that.

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Uh, and I just think it, like if that, if a facilitator had not been there, uh, how many, how many conversations or dinner gatherings you'll go the whole two hours of just, uh, little, little quips and, and the conversation moves good and you get out of there and it felt pretty good? Uh, but nobody, nobody paused to say, "We're missing, we're missing the big opportunity here. Uh, let's go this other, or let's, let's go just a little bit left," and it's right there, uh, and how powerful that is to have a, you know, somebody whose whole job it is to make sure the conversation is powerful, as powerful as it can be for all of us. Uh, then we just got to show up and like, try our best to like (laughs) have good conversation. They take care of making sure that we hit the mark.

[00:26:30]

Jerry: Mm-hmm (affirmative).

Al Doan: That's, I mean, that's, that's ... I, I think that's the magic of, of, uh, these circles, is it's not just five friends getting together. Somebody's sort of thinking of what a, what good questions can we use to discover it and, and this last, this last session we had, uh, we (laughs) we all, you know, we, we thought how profound this journal prompt was and how amazing it was. And they told us they use it like, every three months and it's the same thing we've heard a dozen times. But this time-

[00:27:00]

Jerry: (laughs)

Al Doan: ... it was magic. I mean, it, it's just somebody's being sensitive to what we need as a group, and, uh, and plugging in the right pieces, and that's, it's worth-

Jerry: Wow.

Al Doan: It's worth it.

Jerry:
[00:27:30] As, as a coach and as a facilitator what I will tell you, uh, I, I'll share with you that there's something deeply sacred about taking your seat as a facilitator. There's something really powerful about, um, being, bearing witness to growth and unfolding for people. Um, it can be challenging because you want to jump in and you want to fix and you want to change and you want to alter for all the same reasons that everybody else has. But the journey of holding oneself back and allowing with a, with a, with a gentle question here, with a simple little observation, "Hey, this feels like popcorn," right, um, creates our own growth edge for the facilitator as well. If you were to speak to someone who said, "Yeah, yeah, yeah. Come on. I'm not gonna get this." You know, what we would refer to as a kind of resistance. If you were to speak to someone who has some doubts, what would you, what would you share with them about their doubts?

Al Doan: Doubts about the group or about the benefit of it?

Jerry: Yeah. D- doubts about joining a group of some sort. And we can do popcorn style, so whoever wants to pop in.

[00:29:00]
Keeley T.: Uh, I'd, I'd reiterate, I think what was, what, a little bit of what's been said, which is my biggest fear coming in was I, I ... One of the ... I have two reasons that I, I tend to hang back, and one being that, uh, that I wasn't gonna fit in with the other CEOs or they were gonna be ... I wasn't gonna feel like I belonged to a group of powerful CEOs with many in the tech kind of world which I'm not a part of, or that two, I was going to feel like, um, popcorn, you know, kind of like that style he was talking about where people kind of just glom on and it's a little more surface level. There's a lot of complaining and venting but it doesn't feel like ... I get off and feel bogged down by everyone's problems or like, if my problems just kind of ... I just said them but didn't feel better about having said them. That's, you know, prior to being in a circle, if I got together with some friends and we all talked about our jobs, I never felt a lot of relief out of those conversations. I was like, "I just feel so tired."

Jerry: Mm-hmm (affirmative).

Keeley T.:
[00:30:00] (laughs) And then I feel like people try to give me advice the whole time and I would say that neither of those things has proven out even for a minute. It's, it's all felt ... And I think a lot of that has to do with the facilitators, and then because we observe them everyone is present in the same way that they are. I think it kind of sets the stage. And then I'd encourage people to try going to a boot camp if they can, because that for me was such an amazing immersive introduction into the whole Reboot style. And then it made it really easy for me to join the circle, bringing all that I worked on for three days with me even for two hours.

[00:30:30]

Jerry: Christine, what would you say to somebody?

Christine C.: I mean, I mean I kind of would say that the, the doubts usually come from fear. They're not usually coming from you don't think you're gonna get something out of it. You're, you know, you're, you're putting yourself out there, right, in a, in a very vulnerable place. And, um, and so I, I think what ... When, when I started the circle internally, I'll just share how, you know, when I, I put it out there and I was like, "We're gonna do some leadership sessions. You have an opportunity to join them or not." And there was a couple people who were like, "Um-

[00:31:00]

Jerry: (laughs)

Christine C.: ... maybe not." Right? When I spoke to them individually it was really interesting. They were actually the most, the individuals that participate the most and, you know, are like constantly-

Jerry: (laughs)

Christine C.: ... craving. They have asked if we can do it more often and all this. But in the beginning it was this, you know, sort of, "Can I say these things out loud that are really going on," because I, you know, I've got to, I've got to keep up with, with what I'm supposed to be and make sure I am impressing and, you know, 'cause, and, and doing very well at whatever that means and being perceived that way. Um, so I, I think that seems to be like a, a big piece of why individuals don't do it. And the other thing is, I think people think, um, this is gonna be this really hokey kind of thing and we're all going to be Kumbaya-ing and, and, and it feels very hippy dippy and I hear that a lot. Right? And-

[00:31:30]

[00:32:00]

Jerry: Mm-hmm (affirmative).

Christine C.: ... um, that always strikes me as odd, too. Because, um, I mean, I, I don't know how you can actually be a leader without having compassion and empathy, not just for others but for yourself. And, and so, so it, it's ... Sure you can continue to put up these walls and think you have to be a certain kind of CEO, which I think we need to call bullshit on that now 'cause that, that's not the kind of leader, CEO, you know, that, that type of strong, arrogant, "I've got it all taken care of," sort of, uh, leader is not really effective. Um, and so these groups really aren't that. They, you know, they're actually very structured.

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You're getting a lot out of them continuously and, um, it's incredibly smart people that are talking about real things that you don't realize sometimes your own path or struggle you've gone through is actually maybe holding you back in a certain area, um, that you know, if we're talking how it directly relates to your business there's plenty of ... I mean, every time I come out of there I'm

[00:33:30] like, "Holy shit. This is what's holding back my business. This is the area that I need to go work on for the, you know, for whatever it is." There was one session I just, I mean, there's a talk I had with you Jerry about, is written in my notebook and I opened to every day, which is what I'm working on, which is building machines within the organization.

And that comes through so many other facets of things I'm struggling with on try-, like how do I do that? Well, Christine, stop getting in people's way. That's one way to start. And, I mean, so there, but there's things you don't realize you're doing unless you're talking in a group and peop-, and you're asking all these questions together to dig in to what exactly are you doing that's causing you to maybe get in someone's way and ... Um, anyway, I could go on forever about this, but that's my thought.

[00:34:00]

Jerry:

My question that I often ask is how am I complicit in creating the conditions I say I don't want? And in my experience with my group, I've learned the value of that question by having five other people sit around to me and mirror back to me, "Oh, Jerry, you're doing that again. Do you realize you're doing that thing that you do that you said you didn't want to do? Well, let me show you. You're doing that thing that you do." And they say it with love and they say it with compassion, but they say it with fierceness, with not letting me bullshit my way through the experience. So one last word. Bryan, uh, Al, what would you say?

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Bryan Birsic:

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Yeah. Um, I, I have to be honest. I've had this question and, uh, I, I was a sales guy. I'm happy to be a little disingenuous. I'll bait and switch you, and so I find (laughs) that CEOs that are skeptical, either this is in the important but not urgent category that CEOs have to, often have such a hard time creating time for, or they have that kind of hippy dippy, you know-

Jerry:

Mm-hmm (affirmative).

Bryan Birsic:

[00:35:30]

... normative ma-, male fear of sharing. Um, and I find that both of those are fairly well addressed with the practical considerations of how you will be a better CEO. You know, you will be a better CEO through this process because you know, to Christine's point, um, there is a lot of really wonderful sharing around how we're feeling and our fears and our challenges. But it's often tied up in very practical aspects of the business. And when other people are talking about high level things you often discover things about your business. And so I will often lead with the somewhat practical and tangible benefits, um, to get through those, um, those concerns, but to a person a year later if you run into them and they're in a group, it is not the practical considerations that they will tell you about and rave about. It is the way in which they feel like they have a space to be themselves and learn and share. Um, so I, I, I admit, I will bait and switch people all day on that one 'cause I really believe in it.

[00:36:00]

Jerry: Yeah. So Bryan, we do-, we don't call it baiting and switching. Uh, (laughing) my partner Khalid calls it smuggling in consciousness. (laughing) So-

Bryan Birsic: I love that. I will use that. (laughs)

Jerry: Al, any last words?

[00:36:30]

Al Doan: Oh, man. I, I, uh, actually have a few people that I'm, that I'm working on this with and, and, uh, you know, as is often the case you can't answer a question that's not asked. It's when you have people that are, that are, you know, this isn't for them or they're not, they're not sure about it. Typically, typically they, they are missing that space in their life of, of that self-awareness or that, uh, the interest in going, going deep and trying to improve. And, uh, not ... My, my track record, uh, I'm not as good of a salesman (laughs) on that. And, uh, and I'm, man I wish I was better. I wish that, uh, that I could sort of connect everybody into this, into this space that, uh, that I love so much.

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And so, like I, I've got a couple of good ideas on, on (laughs) how to keep the conversation going with some of these people in my life that I want to have this, uh, but, uh, but I, I really ... You know, just give it a sh-, you know, give it a shot. Jump in and see if you can't get value out of being, you know, taking care of your emotional well-being, uh, while, you know, we, we pay attention to everything else, all the other health sides of our life, uh, at this point. That emotional stability and development and growth is something that, uh, we need to, we need to be as worried about as anything, especially if you're in a company that's failing, you're in a family that's growing or a relationship that's improving. Our emotional tools that we had a year ago sh-, probably aren't gonna be the ones that, that will fix our problems today, and we need to be developing those.

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Jerry: Uh, that, that was beautiful. I, I got to tell you, my experience has been that, uh, I've learned from what, from listening to the four of you today. I've learned even though I've been doing this in one form or another for 16 years. Um, you've taught me a lot about what is actually going on, and I want to thank you for that. And I want to, I want to tell you thank you too on behalf of the people who listen to this 'cause you're helping them, and that's another message that we really believe in. It's entrepreneurs helping other entrepreneurs. Right? 'Cause we can't do this alone. And besides, it just sucks to do it alone. It's much more fun to do it in community. Thank you all for being on the, the show.

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Bryan Birsic: Thanks so much, everybody. It was a lot of fun.

Keeley T.: Thank you.

Christine C.: Thanks. It was good to see you all.

Bryan Birsic: Good to see you, Christine.