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00:00:00,000 --> 00:00:03,820

This episode is brought to you by Thorne and I have some incredible news for any of you

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00:00:03,820 --> 00:00:07,960

that are in the military, first responder or medical professions.

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00:00:07,960 --> 00:00:15,860

In an effort to give back, Thorne is now offering you an ongoing 35% off each and every one

4

00:00:15,860 --> 00:00:19,780

of your purchases of their incredible nutritional solutions.

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Now Thorne is the official supplement of CrossFit, the UFC, the Mayo Clinic, the Human Performance

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00:00:27,280 --> 00:00:31,480

Project and multiple special operations organizations.

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00:00:31,480 --> 00:00:36,420

I myself have used them for several years and that is why I brought them on as a sponsor.

8

00:00:36,420 --> 00:00:42,080

Some of my favorite products they have are their Multivitamin Elite, their Whey Protein,

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00:00:42,080 --> 00:00:45,840

the Super EPA and then most recently, Cynaquil.

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00:00:45,840 --> 00:00:50,120

As a firefighter, a stuntman and a martial artist, I've had my share of brain trauma

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00:00:50,120 --> 00:00:55,520

and sleep deprivation and Cynaquil is their latest brain health supplement.

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00:00:55,520 --> 00:01:02,640

Now to qualify for the 35% off, go to thorn.com, T-H-O-R-N-E dot com.

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00:01:02,640 --> 00:01:05,460

Click on sign in and then create a new account.

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00:01:05,460 --> 00:01:09,800

You will see the opportunity to register as a first responder or member of military.

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00:01:09,800 --> 00:01:14,680

When you click on that, it will take you through verification with GovX.

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00:01:14,680 --> 00:01:18,980

You'll simply choose a profession, provide one piece of documentation and then you are

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00:01:18,980 --> 00:01:20,920

verified for life.

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00:01:20,920 --> 00:01:26,720

From that point onwards, you will continue to receive 35% off through Thorn.

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00:01:26,720 --> 00:01:34,360

For those of you who don't qualify, there is still the 10% off using the code BTS10

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00:01:34,360 --> 00:01:36,240

for a one time purchase.

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00:01:36,240 --> 00:01:42,040

To learn more about Thorn, go to episode 323 of the Behind the Shield podcast with Joel

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00:01:42,040 --> 00:01:45,520

Titro and Wes Barnett.

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00:01:45,520 --> 00:01:51,320

This episode is sponsored by a company I have used for well over a decade and that is 511.

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00:01:51,320 --> 00:01:56,720

I wore their uniforms back in Anaheim, California and have used their products ever since.

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00:01:56,720 --> 00:02:03,320

From their incredibly strong yet light footwear to their cut uniforms for both male and female

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00:02:03,320 --> 00:02:08,160

responders, I found them hands down the best work wear in all the departments that I've

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00:02:08,160 --> 00:02:09,160

worked for.

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00:02:09,160 --> 00:02:13,680

Outside of the fire service, I use their luggage for everything and I travel a lot and they

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00:02:13,680 --> 00:02:20,000

are also now sponsoring the 7X team as we embark around the world on the Human Performance

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00:02:20,000 --> 00:02:21,000

project.

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00:02:21,000 --> 00:02:25,080

We have Murph coming up in May and again I bought their plate carrier.

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00:02:25,080 --> 00:02:30,040

I ended up buying real ballistic plates rather than the fake weight plates and that has been

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00:02:30,040 --> 00:02:33,880

my ride or die through Murph the last few years as well.

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00:02:33,880 --> 00:02:37,840

One area I want to talk about that I haven't in previous sponsorship spots is their brick

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00:02:37,840 --> 00:02:39,680

and mortar element.

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00:02:39,680 --> 00:02:44,400

They were predominantly an online company up till more recently but now they are approaching

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00:02:44,400 --> 00:02:47,120

100 stores all over the US.

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00:02:47,120 --> 00:02:52,200

My local store is here in Gainesville Florida and I've been multiple times and the discounts

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00:02:52,200 --> 00:02:55,440

you see online are applied also in the stores.

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00:02:55,440 --> 00:03:02,080

So as I mentioned 511 is offering you 15% off every purchase that you make but I do

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00:03:02,080 --> 00:03:07,160

want to say more often than not they have an even deeper discount especially around

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00:03:07,160 --> 00:03:08,760

holiday times.

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00:03:08,760 --> 00:03:18,720

And if you use the code SHIELD15 you will get 15% off your order or in the stores every

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00:03:18,720 --> 00:03:20,560

time you make a purchase.

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00:03:20,560 --> 00:03:25,860

And if you want to hear more about 511, who they stand for and who works with them, listen

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00:03:25,860 --> 00:03:34,040

to episode 580 of Behind the Shield podcast with 511 regional director Will Ayres.

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00:03:34,040 --> 00:03:37,440

Welcome to the Behind the Shield podcast as always my name is James Gearing and this week

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00:03:37,440 --> 00:03:43,800

it is my absolute honor to welcome on the show retired naval commander, former head

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00:03:43,800 --> 00:03:51,920

psychologist for the Navy SEALs and co-author of Learned Excellence Dr. Eric Potterat.

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00:03:51,920 --> 00:03:58,000

So as you can imagine there are very few people more apt than Dr. Potterat to talk about mental

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00:03:58,000 --> 00:04:02,660

health and mental performance in the uniform professions.

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00:04:02,660 --> 00:04:10,380

So we discuss a host of topics from the space program, working with the LA Dodgers, SEAR,

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00:04:10,380 --> 00:04:17,040

the concept of learned excellence, stress inoculation, overcoming fear, his work with

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00:04:17,040 --> 00:04:23,320

Dr. Kirk Parsley when it came to sleep deprivation in the SEAL teams and so much more.

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00:04:23,320 --> 00:04:28,360

Now before we get to this incredible conversation as I say every week please just take a moment

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00:04:28,360 --> 00:04:33,440

go to whichever app you listen to this on, subscribe to the show, leave feedback and

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00:04:33,440 --> 00:04:35,280

leave a rating.

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00:04:35,280 --> 00:04:40,760

Every single five star rating truly does elevate this podcast therefore making it easier for

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00:04:40,760 --> 00:04:47,040

others to find and this is a free library of almost 900 episodes now.

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00:04:47,040 --> 00:04:52,820

So all I ask in return is that you help share these incredible men and women stories so

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00:04:52,820 --> 00:04:58,240

I can get them to every single person on planet earth who needs to hear them.

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00:04:58,240 --> 00:05:03,960

So with that being said I introduce to you Dr. Eric Potterat.

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00:05:03,960 --> 00:05:04,960

Enjoy.

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00:05:04,960 --> 00:05:26,240

Well Eric I want to start saying two things.

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00:05:26,240 --> 00:05:31,160

Firstly thank you so much to Ted Brown one of my fellow 7xers when we went around the

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00:05:31,160 --> 00:05:35,680

world about a year ago today and secondly I want to welcome you onto the Behind the

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00:05:35,680 --> 00:05:38,120

Shield podcast.

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00:05:38,120 --> 00:05:39,120

Thank you.

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00:05:39,120 --> 00:05:40,120

Thank you for having me James.

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00:05:40,120 --> 00:05:43,920

We're really honored and it's a privilege to be here looking forward to the conversation

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00:05:43,920 --> 00:05:45,280

today.

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00:05:45,280 --> 00:05:49,000

So how did Ted's and your path cross?

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00:05:49,000 --> 00:05:56,120

So I started working, I started becoming deeply embedded in various business verticals trying

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00:05:56,120 --> 00:06:02,280

to really teach performance optimization from the neck up and between the ears and evidence

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00:06:02,280 --> 00:06:08,560

based practices all of that to various business verticals and insurance was one of them and

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00:06:08,560 --> 00:06:16,240

locked and worked with them for about seven years or so and Ted and I have worked a lot

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00:06:16,240 --> 00:06:19,880
together on both him and the organization.

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00:06:19,880 --> 00:06:21,640
Fantastic.

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00:06:21,640 --> 00:06:24,560
Well we're obviously going to focus more of the in uniform side.

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00:06:24,560 --> 00:06:29,080
I mean I listened to one of your episodes with Ryan Hawke on his podcast and it was

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00:06:29,080 --> 00:06:33,880
excellent it really was but it seems like that's another entire group of people that

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00:06:33,880 --> 00:06:37,920
are going to find all the value in your latest book but the parallels in the life journey

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00:06:37,920 --> 00:06:42,120
that you've been through I think is going to be invaluable especially for the people

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00:06:42,120 --> 00:06:43,360
in uniform.

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00:06:43,360 --> 00:06:46,320
So let's start the very beginning of your own life journey then.

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00:06:46,320 --> 00:06:49,720
So tell me where you were born and tell me a little bit about your family dynamic, what

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00:06:49,720 --> 00:06:51,880
your parents did, how many siblings.

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00:06:51,880 --> 00:06:53,400

Yeah that's great.

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00:06:53,400 --> 00:06:59,800

Thank you I was born in Redding California very top of the great state of California

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00:06:59,800 --> 00:07:06,140

about 60, 70 miles from the Oregon border small town about four hours north of San Francisco

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00:07:06,140 --> 00:07:10,240

so truly northern California.

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00:07:10,240 --> 00:07:15,760

Born as an only child two parents obviously mom and dad.

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00:07:15,760 --> 00:07:24,320

Dad was an immigrant from Switzerland I think immigrated when he was 12 in 1956.

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00:07:24,320 --> 00:07:29,760

They then moved to first Atlantic City and then ultimately Santa Monica California where

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00:07:29,760 --> 00:07:33,680

he met my mom they went to high school all of that good stuff and then they moved to

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00:07:33,680 --> 00:07:37,240

Redding California was born and raised there very small town.

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00:07:37,240 --> 00:07:44,560

I mean I grew up and it was about 20,000 people and then I think maybe 80 or 100,000 now went

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00:07:44,560 --> 00:07:51,600

to you know completed high school then went to college at UC Davis down by Sacramento

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00:07:51,600 --> 00:07:56,720

got a degree there in psychobiology.

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00:07:56,720 --> 00:08:03,960

Took about boy oh boy almost two years off after I graduated first year kind of just

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00:08:03,960 --> 00:08:09,000

hung out and wanted to with my college roommate went to Europe with a backpack and just tried

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00:08:09,000 --> 00:08:13,840

to do that you know proverbial Odyssey and try to see a bunch of the things we had been

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00:08:13,840 --> 00:08:16,080

studying and reading about.

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00:08:16,080 --> 00:08:20,600

And then I started working in psychology at a bachelor's of science a BS in psychology

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00:08:20,600 --> 00:08:28,200

started working in psychology with severely emotionally disturbed kids.

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00:08:28,200 --> 00:08:32,400

It's not much you can do with a bachelor's degree but I felt like I wanted to make an

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00:08:32,400 --> 00:08:40,720

impact and kids that were like in foster homes and whatnot did that for about a year and

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00:08:40,720 --> 00:08:46,520

one of the clinical directors at that program in Sacramento had a PhD in psychology and

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00:08:46,520 --> 00:08:50,440

took me aside and said hey have you have you thought about you know going further in your

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00:08:50,440 --> 00:08:55,400

graduate studies and maybe applying to graduate school and said I had.

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00:08:55,400 --> 00:08:59,360

So long story short kind of launched I don't know if you want me to keep talking about

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00:08:59,360 --> 00:09:04,680

this but it launched you know towards towards a professional degree my PhD so.

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00:09:04,680 --> 00:09:07,840

I want to go back just for a moment and obviously we'll move forward again.

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00:09:07,840 --> 00:09:13,120

Obviously I love the immigrant stories obviously as you can tell I am an immigrant to the US

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00:09:13,120 --> 00:09:18,440

and there's so many different kind of experiences some purely positive some quite negative.

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00:09:18,440 --> 00:09:24,160

I would imagine someone coming from Switzerland if they found themselves amongst people that

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00:09:24,160 --> 00:09:29,240

weren't aware of the differences in European countries very soon after World War Two could

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00:09:29,240 --> 00:09:31,740

possibly have some negative experiences too.

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00:09:31,740 --> 00:09:35,700

So what was your father's experiences of coming to the US.

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00:09:35,700 --> 00:09:40,760

Yeah I have to I have to kind of pay homage and give kudos to his parents as well because

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00:09:40,760 --> 00:09:45,120

that that I mean we've all experienced adversity and I'll never I don't get paid enough to

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00:09:45,120 --> 00:09:50,760

judge anyone's adversity but I can't even imagine the risk of literally taking your

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00:09:50,760 --> 00:09:58,360

family my dad has two brothers or had two brothers one has passed and literally when

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00:09:58,360 --> 00:10:03,560

they made the decision to come to the United States in 1956 they actually left one of the

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00:10:03,560 --> 00:10:09,200

sons behind you know they had a couple hundred dollars and a few chests full of all their

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00:10:09,200 --> 00:10:15,640

belongings by the way one of those chests ended up being stolen you know gone when they

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00:10:15,640 --> 00:10:21,940

arrived to Atlantic City so literally arrive with you know a little bit of money and one

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00:10:21,940 --> 00:10:27,240

of the two chests of all of your life belongings and not knowing much English and to your point

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00:10:27,240 --> 00:10:33,600

I mean you know the schooling system in the United States and it's my dad and his brothers

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00:10:33,600 --> 00:10:39,440

eventually the other brother came over as well as well as my paternal grandparents literally

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00:10:39,440 --> 00:10:44,480

you know came to the land of opportunity and and had to kind of from the bootstraps you

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00:10:44,480 --> 00:10:52,160

know really earn everything and start over so that was a challenge for sure.

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00:10:52,160 --> 00:10:56,160

Now what about you in the school age you ended up working from the psychology point of view

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00:10:56,160 --> 00:11:00,240

with some of the most elite teams in the US what were you playing as far as being a young

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00:11:00,240 --> 00:11:02,280

boy?

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00:11:02,280 --> 00:11:08,000

So I was I was always into like you know soccer and first baseball and baseball kind of bored

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00:11:08,000 --> 00:11:12,100

me and we'll get into that later and then got into soccer and then I really found my

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00:11:12,100 --> 00:11:20,800

niche in tennis I really enjoyed highly competitive tennis from high school and beyond you know

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00:11:20,800 --> 00:11:25,800

started avidly following people like Boris Becker and you know just really trying to

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00:11:25,800 --> 00:11:31,440

I was you know this was back in the day obviously pre-internet and we had VCR so I would record

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00:11:31,440 --> 00:11:37,920

literally every match of these gentlemen and put them on you know super slow motion speed

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00:11:37,920 --> 00:11:42,600

so I could watch exact placements of feet and hands and nowadays technology is markedly

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00:11:42,600 --> 00:11:49,240

different so yeah it was just I certainly enjoyed tennis a lot as an outlet as a young

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00:11:49,240 --> 00:11:51,400

kid so.

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00:11:51,400 --> 00:11:55,300

Now you touched on baseball this is going to be an interesting kind of perspective that

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00:11:55,300 --> 00:11:57,160

you bring.

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00:11:57,160 --> 00:12:04,560

When I first moved to the US it was almost like jarring hearing over and over again what

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00:12:04,560 --> 00:12:09,440

I call the uncle Rico story so I would meet men around my age you know late 30s early

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00:12:09,440 --> 00:12:15,280

sorry late 20s early 30s and decondition now and it was always the same it was like well

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00:12:15,280 --> 00:12:20,440

I played in high school I played in college at this high high level until ACL MCL whatever

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00:12:20,440 --> 00:12:29,360

the thing was and then it was a complete screech hole to their movement journey if you like.

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00:12:29,360 --> 00:12:35,520

When I contrast that to Europe a lot of us we just don't play at that higher level in

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00:12:35,520 --> 00:12:41,400

school or in college but there seems to be longevity in sport so you have you know pub

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00:12:41,400 --> 00:12:46,000

leagues and local leagues and you'll see men in their 40s and 50s in the UK still playing

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00:12:46,000 --> 00:12:49,180

football rugby all the things.

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00:12:49,180 --> 00:12:54,680

What is your perspective on youth sports obviously I'm talking about the physical side but for

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00:12:54,680 --> 00:13:01,000

more from the psychological side because what I see is the the lines between performance

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00:13:01,000 --> 00:13:08,600

and wellness sometimes are blurred and sometimes the success of a sporting program comes at

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00:13:08,600 --> 00:13:11,240

the detriment of some of these young athletes.

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00:13:11,240 --> 00:13:16,920

Yeah so this a this is the first time I've been asked this question b it's arguably one

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00:13:16,920 --> 00:13:20,600

of the best questions I've been asked and I'm passionate about this so I'm not a big

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00:13:20,600 --> 00:13:27,320

social media guy unfortunately I guess but I do do LinkedIn and I posted maybe a year

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00:13:27,320 --> 00:13:39,040

ago a while ago very seminal kind of synopsis and research from the Norwegians on precisely

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00:13:39,040 --> 00:13:42,840

what you're saying and what you're what you're talking about are the difference between kind

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00:13:42,840 --> 00:13:48,200

of being generalized or being specialized and in the US I'm going to pardon the pun

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00:13:48,200 --> 00:13:51,760

I'm going to generalize for the US because there are certainly people who don't do this

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00:13:51,760 --> 00:13:59,080

but for the most part within the US they we have focused for years it seems on a very

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00:13:59,080 --> 00:14:07,440

specialization heavy focus whether it's middle school high school you know start really believing

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00:14:07,440 --> 00:14:12,000

that your son or daughter is going to be the next thing since whatever and all the energy

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00:14:12,000 --> 00:14:19,640

and all the passion the parental passion and energy I'm going to be polite on some of these

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00:14:19,640 --> 00:14:25,840

soccer fields and and baseball fields is just frankly appalling at times but nonetheless

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00:14:25,840 --> 00:14:31,840

I think philosophically back to your question the Europeans and particularly the reason

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00:14:31,840 --> 00:14:37,400

the Norwegian study was so interesting to me was because Norway just cleans everyone's

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00:14:37,400 --> 00:14:42,960

clock in in the you know in the Winter Olympics and when you look at per capita they really

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00:14:42,960 --> 00:14:48,880

shouldn't be doing that so it really I think causes a lot of people a lot of the so-called

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00:14:48,880 --> 00:14:54,480

experts to really look under the the hood and see why that is and in fact they really

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00:14:54,480 --> 00:14:59,840

do emphasize not unlike what you just said James this generalized approach they want

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00:14:59,840 --> 00:15:05,120

their their youth to really experience many many things as the brain is developing rather

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00:15:05,120 --> 00:15:11,040

than emotionally and physically and identity wise get attached to one and that seems to

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00:15:11,040 --> 00:15:17,120

be learning leaning towards a lot of burnout as well which I think you're alluding to so

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00:15:17,120 --> 00:15:21,240

well we'll get into the the parallels later when it comes to in uniform but even in this

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00:15:21,240 --> 00:15:27,080

there's a fallacy I think that you know if you want to squeeze out elite performance

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00:15:27,080 --> 00:15:33,440

it's got to be at the detriment of wellness to a point but then conversely if you take

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00:15:33,440 --> 00:15:38,520

Finland and their education system their days are shorter there's a lot more play I had

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00:15:38,520 --> 00:15:43,520

a guy Pasi Sauberg on who's Finnish but he lives in Australia now and tours the world

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00:15:43,520 --> 00:15:48,100

talking about their system and they look at the holistic child as a whole and they put

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00:15:48,100 --> 00:15:52,360

more money into the schools that are struggling so it's kind of the opposite of what we do

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00:15:52,360 --> 00:15:57,480

here yet when you look at the league tables as far as academics again as you said they

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00:15:57,480 --> 00:16:00,000

clean everyone's clock educationally.

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00:16:00,000 --> 00:16:05,760

Yeah fascinating to me it's not a surprise and I think look I can go down this rabbit

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00:16:05,760 --> 00:16:09,920

hole I think it is somewhat sad and again I'll just make this my personal opinion but

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00:16:09,920 --> 00:16:15,960

I think it's sad because I think the data is fairly clear I mean regardless of discipline

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00:16:15,960 --> 00:16:20,680

and we'll get into this with respect to balance the more balanced people are the more balanced

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00:16:20,680 --> 00:16:25,660

performers are and you can define performer as men and women in uniform men and women

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00:16:25,660 --> 00:16:30,600

in a sport uniform business it doesn't matter the evidence is clear when you look at the

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00:16:30,600 --> 00:16:36,600

meta-analyses it's clear as day I mean people who have balance are more innovative they

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00:16:36,600 --> 00:16:42,340

live longer they live healthier lives ironically they're more productive in their craft which

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00:16:42,340 --> 00:16:47,760

is interesting because you know the old wives tale is you can't be balanced and be good

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00:16:47,760 --> 00:16:53,240

at what you do in fact that's that's not only wrong it's dead wrong so.

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00:16:53,240 --> 00:16:56,920

Another interesting perspective that someone recently said to me and it was so spot on

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00:16:56,920 --> 00:17:01,680

because I was seeing it in my son at the time was you already have these kids that maybe

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00:17:01,680 --> 00:17:08,680

are driven down one lane of specialization but then they have this I must earn a scholarship

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00:17:08,680 --> 00:17:12,680

thing and I watched my son do the same thing he ran track for the last two seasons he got

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00:17:12,680 --> 00:17:17,800

down to basically a sub just just under a five minute mile so it was on track but I

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00:17:17,800 --> 00:17:21,760

watched I watched him burn out and he wasn't even being pushed hard you know it was just

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00:17:21,760 --> 00:17:25,800

the training that he was being expected to do but mentally he was ready to do something

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00:17:25,800 --> 00:17:29,720

else and today he's actually trying out for the volleyball team and I think he was almost

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00:17:29,720 --> 00:17:35,400

worried about how we would react and it's like Ty I want you to enjoy sport that's what

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00:17:35,400 --> 00:17:41,280

it's supposed to be like but what are you seeing as far as that added layer of extrinsic

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00:17:41,280 --> 00:17:47,560

negative stress that it's not even the sport it's this thing outside of the sport that

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00:17:47,560 --> 00:17:50,440

these children are feeling like they have to achieve as well.

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00:17:50,440 --> 00:17:55,040

I agree and most of that you know I'm going to create a lot of hate mail I'm sure in coaching

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00:17:55,040 --> 00:17:59,040

staff or parents here and I don't mean to do that but I'm you know I'm just going to

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00:17:59,040 --> 00:18:05,640

be honest I mean this is I when you look at statistically just you just take a look at

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00:18:05,640 --> 00:18:12,120

like analytically the parents that usually have the most venom and most passion if they

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00:18:12,120 --> 00:18:17,120

had spent half of that time really having their kids just have fun that's the f-word

217

00:18:17,120 --> 00:18:20,440

that everyone's forgetting here and we talk about this in the book not to mention the

218

00:18:20,440 --> 00:18:26,240

book but with Nathan Chen who is probably the the the greatest example of this you know

219

00:18:26,240 --> 00:18:34,320

for America he was you know the the the guaranteed gold medal in the you know 2018 Olympics and

220

00:18:34,320 --> 00:18:40,320

faltered and then really unpacked that himself and found that he wasn't having fun he was

221

00:18:40,320 --> 00:18:46,640

winning everything prior to that but was really focusing on the wrong thing so he and I engaged

222

00:18:46,640 --> 00:18:50,920

and we really got back to the basics for all of the listeners out there the parents and

223

00:18:50,920 --> 00:18:56,360

the coaches and support staff for you know in uniform as well like at the end of the

224

00:18:56,360 --> 00:19:01,640

day this is the most important thing is your son or child or are you having fun at what

225

00:19:01,640 --> 00:19:06,400

you're doing and I think that this push to come full circle to what you said about scholarships

226

00:19:06,400 --> 00:19:12,280

I mean my goodness the odds of your son or daughter becoming an Olympic gold medalist

227

00:19:12,280 --> 00:19:17,440

or a professional you know insert the blank footballer baseballer doesn't matter they're

228

00:19:17,440 --> 00:19:21,800

very slim I hope it happens but you're more likely to happen if the person is having fun

229

00:19:21,800 --> 00:19:28,520

and on an incremental trajectory of improvement rather than my gosh you have to get that scholarship

230

00:19:28,520 --> 00:19:31,600

you know it's crazy I mean literally crazy so

231

00:19:31,600 --> 00:19:38,200

Athletically I've heard over and over and over again it's amazing when you have you

232

00:19:38,200 --> 00:19:42,520

know almost 900 episodes the Venn diagram really overlaps and you see a lot of truth

233

00:19:42,520 --> 00:19:47,480

and these people are from all walks of life but the multi-sport athlete seems to be a

234

00:19:47,480 --> 00:19:51,600

lot more resilient physically what are you seeing as far as psychologically

235

00:19:51,600 --> 00:20:00,000

Same absolute same I think that the more varied experiences that you can give the human brain

236

00:20:00,000 --> 00:20:03,900

I mean we're talking about at some level not to be too geeky here but we're talking about

237

00:20:03,900 --> 00:20:10,600

stress inoculation right I mean we're talking about giving the the the neuroplastic brain

238

00:20:10,600 --> 00:20:17,040

that is developing continuing to develop but absolutely developing especially to the ages

239

00:20:17,040 --> 00:20:23,800

of like 18 to 24 I mean adolescent brains are very plastic I mean they are they are

240

00:20:23,800 --> 00:20:30,400

developing at an incredible rate and if the brain is firing the brain is wiring and therefore

241

00:20:30,400 --> 00:20:38,840

you want it to have as many different stages of exposure as possible so I'm a big fan philosophically

242

00:20:38,840 --> 00:20:46,880

and practically it's just exposing youth exposing young adults to just a variety of things music

243

00:20:46,880 --> 00:20:53,680

languages different sports just just for exposure sake as opposed to I need to become an expert

244

00:20:53,680 --> 00:21:00,960

in this craft that's where the narrative I think and we can get into all sorts of side

245

00:21:00,960 --> 00:21:06,440

tracks as to why that is with social media and you know various spokespeople in different

246

00:21:06,440 --> 00:21:11,760

platforms whether they're athletes musicians and the irony of all of this to be honest

247

00:21:11,760 --> 00:21:18,080

James is when you when you actually sit with these high performers literally most of them

248

00:21:18,080 --> 00:21:24,760

literally will will will will set a breadcrumb history that all you need to do is follow

249

00:21:24,760 --> 00:21:31,200

and they've been exposed to a lot of different things a lot of micro failures a lot of challenges

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00:21:31,200 --> 00:21:37,320

where their their plastic brain was developing now a lot of them have great coaching staff

251

00:21:37,320 --> 00:21:43,700

great mentors great co-workers great teammates that help coalesce that and craft that and

252

00:21:43,700 --> 00:21:49,180

kind of chip that diamond along the way but anyhow long story short yes I think exposure

253

00:21:49,180 --> 00:21:56,120

to a variety of things is where people ought to be focusing let's take that tangent because

254

00:21:56,120 --> 00:22:01,860

almost every single person I've had on here when we've discussed the mental health of

255

00:22:01,860 --> 00:22:06,960

our youth social media comes up over and over and over again so I'd love you to unpack that

256

00:22:06,960 --> 00:22:12,600

a little bit more yeah I mean this is this is one of those sheesh it's a double-edged

257

00:22:12,600 --> 00:22:18,320

sword right I you know just a book released last week with a co-author and so I mean obviously

258

00:22:18,320 --> 00:22:24,560

social media helps helps catapult careers helps catapult exposure that's just the the

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00:22:24,560 --> 00:22:30,040

nature you know we're all kind of plugged in as it were so I will say this for the developing

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00:22:30,040 --> 00:22:38,600

brain I'm more concerned about identity early on and I think social media by definition

261

00:22:38,600 --> 00:22:43,920

is very reputationally based meaning I often say you know I can post a picture of anything

262

00:22:43,920 --> 00:22:49,680

a slice of pizza a sunset and I'm literally going to be judged by thumbs up or thumbs

263

00:22:49,680 --> 00:22:54,640

down how many likes or dislikes I have to that image that I'm posting now we can go

264

00:22:54,640 --> 00:23:00,080

past images as well we can have narrative right I can have an opinion that I post and

265

00:23:00,080 --> 00:23:07,680

I can be judged on that the immediacy of the feedback is profound so I am you know I don't

266

00:23:07,680 --> 00:23:12,680

want Facebook LinkedIn or whatever to start sending me hate mail I think if it's if it's

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00:23:12,680 --> 00:23:18,960

weaponized and used carefully and properly it can be a powerful thing for just consuming

268

00:23:18,960 --> 00:23:24,540

knowledge right it shrinks the world so we can assuming the the information is valid

269

00:23:24,540 --> 00:23:31,800

and vetted and we can get into that later but I I'm I'm mostly agnostic with a leaning

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00:23:31,800 --> 00:23:38,840

in towards we need to be very careful in the developing brain on how identity is tied to

271

00:23:38,840 --> 00:23:44,920

social media so well firstly I want to put this out so your book has learned excellence

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00:23:44,920 --> 00:23:49,440

feel free anytime to insert anything from the book because I mean there's so much wisdom

273

00:23:49,440 --> 00:23:53,980

in there and I don't I wasn't able to get a copy in the end it never came through so

274

00:23:53,980 --> 00:23:57,440

I haven't had a chance to look at it yet but I'm looking forward to coming out actually

275

00:23:57,440 --> 00:24:00,600

it's just come out isn't it the ninth is that right yeah as I came out on the sixth I'm

276

00:24:00,600 --> 00:24:04,960

you know shame shame on our publicist we'll make sure you you get that for sure so no

277

00:24:04,960 --> 00:24:08,320

problem at all and this is what I love about podcasts so you can usually glean some of

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00:24:08,320 --> 00:24:12,560

the the pillars at least with that being said though while we're on the subject and again

279

00:24:12,560 --> 00:24:20,720

especially from a psychological psychological lens it appears to me that there is far more

280

00:24:20,720 --> 00:24:25,440

narcissism in the world than a lot of us realize and I mean that empathetically because to

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00:24:25,440 --> 00:24:30,920

me narcissism is an expression of a void an expression of maybe some mental ill health

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00:24:30,920 --> 00:24:35,320

but when you look at men women children on a lot of these social media platforms it is

283

00:24:35,320 --> 00:24:41,120

a lot of selfies and look what I can do so what has been the reception of social media

284

00:24:41,120 --> 00:24:46,320

and has that come up because I don't think it's evident you know when you didn't have

285

00:24:46,320 --> 00:24:51,260

a platform that showed millions and millions of people you didn't really have a baseline

286

00:24:51,260 --> 00:24:56,840

on whether that was actually a pretty significant mental health issue and other people I look

287

00:24:56,840 --> 00:25:00,880

I think you hit the nail on the head I'm not sure I could I mean that's that's beautifully

288

00:25:00,880 --> 00:25:08,880

stated I think by definition a lot of social media is fueling kind of a me my eye culture

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00:25:08,880 --> 00:25:15,360

within self as well as the ecosystem of around that person but it really is me my eye driven

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00:25:15,360 --> 00:25:21,360

when you look at a lot of other organizations they're more we us hours driven whether it's

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00:25:21,360 --> 00:25:27,880

the military I mean true quiet professionals doing the work that they do without fans without

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00:25:27,880 --> 00:25:34,520

blogs without agents and the same can be said about you know first responders I know obviously

293

00:25:34,520 --> 00:25:40,260

the the media is sometimes there but generally speaking you know firefighters and policemen

294

00:25:40,260 --> 00:25:45,680

and women they don't have a fan base that is like literally following following them with webcams

295

00:25:45,680 --> 00:25:54,720

or whatnot so or jerseys sold or you know this stuff so I do think this me my eye culture

296

00:25:54,720 --> 00:26:03,080

that's being fed by by social media is definitely clearly affects one's developing self for

297

00:26:03,080 --> 00:26:09,240

sure absolutely well you mentioned the military as a perfect kind of segue then so you're

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00:26:09,240 --> 00:26:16,040

in the psychology space walk me through how you entered the Navy yeah so I eventually

299

00:26:16,040 --> 00:26:23,080

had some options but I chose a first a PhD program that was both research and and kind

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00:26:23,080 --> 00:26:31,840

of practically based you know clinician a traditional kind of research clinician program

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00:26:31,840 --> 00:26:37,440

there are programs out there that it can help people earn PhDs to do world-class research

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00:26:37,440 --> 00:26:42,180

but I really wanted to hang I wanted to have a fundamentally sound research background

303

00:26:42,180 --> 00:26:48,880

but focus also on on the clinical side meaning the human side as well so I ended up down

304

00:26:48,880 --> 00:26:57,240

here in San Diego got into a PhD program and within that PhD program it's great a fantastic

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00:26:57,240 --> 00:27:02,560

program but at the end of all PhD programs not unlike medicine you have to do in medicine

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00:27:02,560 --> 00:27:07,000

they call it a residency in psychology call it an internship so you have to do an internship

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00:27:07,000 --> 00:27:13,520

that's outside of the institution so in order to kind of complete your PhD so one of my

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00:27:13,520 --> 00:27:19,600

professors pulled me aside and I was applying to traditional APA American Psychological

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00:27:19,600 --> 00:27:25,560

Association internships all over the country and one of my professors said have you thought

310

00:27:25,560 --> 00:27:31,560

about the military and I thought actually no I hadn't tell me more and he he actually

311

00:27:31,560 --> 00:27:38,040

was from he'd done a years prior a military internship so I ended up going to an open

312

00:27:38,040 --> 00:27:44,240

house long story short for both the Air Force and the Navy and frankly James I was and I

313

00:27:44,240 --> 00:27:49,840

hate to say it this way I was literally blown away and really surprised I did I probably

314

00:27:49,840 --> 00:27:54,520

went to the open houses more to appease the professor to say hey at least I checked it

315

00:27:54,520 --> 00:28:01,120

out I kicked the tires took a look at it but I was taken aback I was blown away at at how

316

00:28:01,120 --> 00:28:09,040

much they were training early early clinicians and and really their focus on a multimodal

317

00:28:09,040 --> 00:28:15,120

approach assessment selection inpatient outpatient health psychology operational psychology and

318

00:28:15,120 --> 00:28:18,800

then you throw in things like hey you can get backseat qualified in F-18 and go up in

319

00:28:18,800 --> 00:28:24,840

jets you can go on ships you can get catapulted off carriers so long story short I won't bore

320

00:28:24,840 --> 00:28:29,200

you with the details that really threw a wrench in the works to where I thought I was going

321

00:28:29,200 --> 00:28:34,240

to go which was more the traditional academic programs and my wife and I stayed up all night

322

00:28:34,240 --> 00:28:40,880

and we had options in our hands and we chose the Navy option and what that meant is a one

323

00:28:40,880 --> 00:28:48,120

year very robust comprehensive internship with a three-year obligated payback in uniform

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00:28:48,120 --> 00:28:54,240

so completed that internship here in San Diego they send it to what was then called Officer

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00:28:54,240 --> 00:28:58,320

and Doctor Nation School OIS to teach you how to be an officer very quickly along with

326

00:28:58,320 --> 00:29:04,280

other physicians lawyers nurses etc teaching you know military law how to march who to

327

00:29:04,280 --> 00:29:09,840

salute all of that stuff for six weeks and then bingo show up at the internship and then

328

00:29:09,840 --> 00:29:16,200

guess what there's that three-year obligated payback that payback was here in San Diego

329

00:29:16,200 --> 00:29:24,000

where I was a kind of very traditional Navy psychologist really neck-deep in clinical

330

00:29:24,000 --> 00:29:31,000

work helping people who didn't feel well feel better doing assessment selection you know

331

00:29:31,000 --> 00:29:38,520

fitness for duty evaluations critical incident debriefing some operational work as well and

332

00:29:38,520 --> 00:29:43,680

then my obligated service was about to end to answer your question I'll come full circle

333

00:29:43,680 --> 00:29:50,600

here and the Pentagon the in the Navy they call them the detailers as well they decide

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00:29:50,600 --> 00:29:55,680

through big Navy okay this person's getting out their obligated service is done you can

335

00:29:55,680 --> 00:30:01,800

leave and they made an offer I said hey I know we know that you're about ready to finish

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00:30:01,800 --> 00:30:05,200

your obligated service how would you like to go to southern Spain and be a department

337

00:30:05,200 --> 00:30:10,560

head at a hospital there and I'd said no I'm not a gamey guy just said hey no thank you

338

00:30:10,560 --> 00:30:16,200

we had a one and a half or a one-year-old daughter at the time my wife was working here

339

00:30:16,200 --> 00:30:22,160

in San Diego it just didn't make sense to up you know uproot and move to Europe and

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00:30:22,160 --> 00:30:26,960

that night my wife and I after I said no thank you it was very polite my wife and I went

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00:30:26,960 --> 00:30:32,680

to dinner together with our with our one-year-old and my wife made the comment you know what

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00:30:32,680 --> 00:30:39,520

are we doing this is an opportunity to live in southern Spain this is phenomenal are we

343

00:30:39,520 --> 00:30:46,600

sure about this so we kind of kicked around over dinner and maybe a glass of wine maybe

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00:30:46,600 --> 00:30:52,220

her taking a leave of absence from her then job and so long story short call back the

345

00:30:52,220 --> 00:30:58,480

detailer on Monday and said hey that job that you had available in southern Spain there's

346

00:30:58,480 --> 00:31:02,960

a chance we can pull this off but we need to come back to San Diego if that's the case

347

00:31:02,960 --> 00:31:08,720

after Spain is that possible so long story short they made it possible and it ended up

348

00:31:08,720 --> 00:31:12,960

going we ended up going to Spain at the Naval Hospital there for three and a half years

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00:31:12,960 --> 00:31:18,120

which by the way ended up being the best three and a half years of our lives phenomenal time

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00:31:18,120 --> 00:31:23,840

to have a preschool child immerse ourselves in the culture of Spain the language we lived

351

00:31:23,840 --> 00:31:30,560

out in town on purpose and and then to answer you very directly and then I'll shut up here

352

00:31:30,560 --> 00:31:36,000

for a moment 9-eleven happened during that time so about halfway through that tour 9-eleven

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00:31:36,000 --> 00:31:40,800

happened and there was no way in hell I was going to resign my naval commission my naval

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00:31:40,800 --> 00:31:48,680

officer commission in the midst of that so that's that was a game changer and then got

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00:31:48,680 --> 00:31:53,000

me started kind of in the operational side more survival evasion resistance and escape

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00:31:53,000 --> 00:31:58,400

seer school and then my last 10 years as the psychologist for the Navy SEALs so I ended

357

00:31:58,400 --> 00:32:04,560

up making a career out of it when I never thought I would so well let's talk about Spain

358

00:32:04,560 --> 00:32:08,920

for a second my mother and my brother both moved to the Algarve south of Portugal and

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00:32:08,920 --> 00:32:12,120

I've been to Seville that's the only place I've been in Spain at the moment but it's

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00:32:12,120 --> 00:32:16,520

beautiful so whereabouts did you find yourself yeah we were I was a department head at a

361

00:32:16,520 --> 00:32:23,500

naval hospital in Rota Spain which is about 45 minutes dead south of Sevilla Seville as

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00:32:23,500 --> 00:32:34,080

you say and then it's across the bay from Cádiz C-A-D-I-Z there's a small there's a

363

00:32:34,080 --> 00:32:37,960

status of forces agreement allows the United States to have a presence there it's it's

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00:32:37,960 --> 00:32:43,480

also a Spanish naval base as well it's one of the few places in the world for the US

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00:32:43,480 --> 00:32:50,080

that is you know both has an airfield and a naval port so very strategically a relevant

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00:32:50,080 --> 00:32:54,680

place obviously the mouth of the Mediterranean all of that as well so it was a southern Spain

367

00:32:54,680 --> 00:33:02,040

was lovely Andalusia was fantastic so and what about the 9-11 day for you I mean there's

368

00:33:02,040 --> 00:33:05,520

so many different stories so many different perspectives you're already in a military

369

00:33:05,520 --> 00:33:09,880

base you're not too far from the Middle East at that point what was your 9-11 experience

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00:33:09,880 --> 00:33:14,600

and what did you kind of see obviously not specifically operationally but what was the

371

00:33:14,600 --> 00:33:21,280

overall culture shift after that attack yeah I mean I'm juxtaposing I mean literally for

372

00:33:21,280 --> 00:33:26,420

the audience I can't we had a young child at the time we had uprooted navigated some

373

00:33:26,420 --> 00:33:32,280

guilt about pulling your grandchild you know the grandchild to the parents on both sides

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00:33:32,280 --> 00:33:38,920

of our family you know as far away as Spain but we were there lived literally on the beach

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00:33:38,920 --> 00:33:42,840

in a I'm just kind of painting the picture I'm working in a naval hospital the philosophy

376

00:33:42,840 --> 00:33:47,840

at the time pre-9-11 was hey just get the work done and go travel we're all you know

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00:33:47,840 --> 00:33:52,600

we all took this job overseas and the commanding officer of the hospital was phenomenal he's

378

00:33:52,600 --> 00:33:59,480

like hey just make sure the work is done and I think we had traveled to about 19 countries

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00:33:59,480 --> 00:34:06,920

you know during our vacation time there and during the first one and a half years there

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00:34:06,920 --> 00:34:10,560

I mean sunflowers I would ride my bike to work I'm just trying to answer the question

381

00:34:10,560 --> 00:34:17,760

like how to juxtapose this with the nightmarish scenario that then happens and then one afternoon

382

00:34:17,760 --> 00:34:23,680

I'm you know walking in the hospital I see everyone huddled around televisions on the

383

00:34:23,680 --> 00:34:28,240

quarterdeck near the main heart of the hospital and I paused and I looked and I saw the second

384

00:34:28,240 --> 00:34:34,280

you know another plane hit I'm like oh my god it was all in it was surreal it was slow

385

00:34:34,280 --> 00:34:42,160

motion and and you know after that initial shock at that point I think those of us in

386

00:34:42,160 --> 00:34:47,840

uniform knew it's like okay this is life here in southern Spain and life in the military

387

00:34:47,840 --> 00:34:53,320

life in the US in general is going to change markedly and I won't get into the details

388

00:34:53,320 --> 00:34:59,820

but for the coming days and weeks afterwards obviously because of the way Rota was positioned

389

00:34:59,820 --> 00:35:04,480

as the base I just described I mean it was clear we were ramping up for what was going

390

00:35:04,480 --> 00:35:12,480

to be an extended engagement for sure so finish my last year there and then transition to

391

00:35:12,480 --> 00:35:17,800

survival evasion resistance and escape seer school where you teach for those audience

392

00:35:17,800 --> 00:35:28,040

members that don't know this is where we teach high risk of capture US assets or US uniform

393

00:35:28,040 --> 00:35:33,640

members how to navigate survival evasion resistance and escape how to navigate captivity how to

394

00:35:33,640 --> 00:35:38,400

procure water how to do celestial navigation all of that so I was the head psychologist

395

00:35:38,400 --> 00:35:44,680

there for three years as we're training people how to go into harm's way and survive if bad

396

00:35:44,680 --> 00:35:51,240

things happen so I want to hit a few of the kind of topics that I've got down here and

397

00:35:51,240 --> 00:35:55,760

this is probably a good place to put them in so firstly the topic of stress inoculation

398

00:35:55,760 --> 00:36:00,320

I know that seer has a big stress element with it you know the food and water the sleep

399

00:36:00,320 --> 00:36:04,840

deprivation but this is a topic that's brought up sometimes in the fire service as well and

400

00:36:04,840 --> 00:36:09,680

there's obviously a spectrum of ways that people are interpreting it from setting up

401

00:36:09,680 --> 00:36:15,000

nightmarish scenarios and putting through people through hell and playing loud music

402

00:36:15,000 --> 00:36:19,320

and screaming sounds and all the other things all the way through to you know the converse

403

00:36:19,320 --> 00:36:25,440

the Disney version of what are some of the principles that you've used over these years

404

00:36:25,440 --> 00:36:31,680

to build stress inoculation that could maybe be applied by a fire police EMS etc.

405

00:36:31,680 --> 00:36:37,760

Yeah so stress inoculation I mean if for the audience if you just think about the inoculation

406

00:36:37,760 --> 00:36:42,240

is a good word right or think vaccinations and I'm not being political pro or con vaccine

407

00:36:42,240 --> 00:36:47,200

that's not what I'm trying to do here but back in the day when someone gets a vaccine

408

00:36:47,200 --> 00:36:52,720

let's call it a flu vaccine the idea is that you're getting a little bit of a bad thing

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00:36:52,720 --> 00:36:58,100

in the hopes that your body when it's facing that real strain of flu or that real strain

410

00:36:58,100 --> 00:37:04,480

of whatever that it has it can it can marshal a response to that immune response etc. so

411

00:37:04,480 --> 00:37:07,800

the idea is to give a little bit of a bad thing in the hopes that when your body sees

412

00:37:07,800 --> 00:37:14,080

that it copes better so now that's physical if we think about mental and the stress inoculation

413

00:37:14,080 --> 00:37:20,720

the ideal behind the theoretical you know underpinnings are as if you can expose the

414

00:37:20,720 --> 00:37:27,680

human being to what they're likely to see in a small amount of maybe bad then they have

415

00:37:27,680 --> 00:37:35,960

a psychological response that copes better so the the most the high-end example of that

416

00:37:35,960 --> 00:37:40,320

would be survival evasion resistance would be boot camp would be Navy SEAL training obviously

417

00:37:40,320 --> 00:37:46,840

hell week these are really high-end things as well as obviously firefighter and and police

418

00:37:46,840 --> 00:37:52,680

academy work as well the idea is can you expose incrementally the human being to things that

419

00:37:52,680 --> 00:37:56,000

they're going to expose and then teach them or be exposed to and then teach them ways

420

00:37:56,000 --> 00:38:03,120

to navigate through that there are parallels in business in sport as well right there are

421

00:38:03,120 --> 00:38:08,680

a lot of great organizations out there liminal collective is one obviously that that you

422

00:38:08,680 --> 00:38:14,080

can get these groups of experts together and bring businessmen or women or bring firefighters

423

00:38:14,080 --> 00:38:19,240

or cops off duty through as well and they get exposed to these things so the whole idea

424

00:38:19,240 --> 00:38:23,640

but I mean it's it's not only theoretically sound it's practically sound where people

425

00:38:23,640 --> 00:38:28,700

make a mistake is it's not just putting people through hell in hopes that they are going

426

00:38:28,700 --> 00:38:32,800

to navigate on their own ideally you want to put people and expose people through things

427

00:38:32,800 --> 00:38:38,640

that they're likely to see with then sprinkling in ways that they can navigate and and be

428

00:38:38,640 --> 00:38:43,600

successful in that but there needs to be forced attention there needs to be a little bit of

429

00:38:43,600 --> 00:38:51,800

wow this is real and this sucks right in order in order for it to work properly so once in

430

00:38:51,800 --> 00:38:59,000

a while someone suggests to me that we need to expose recruits to the horrors that we're

431

00:38:59,000 --> 00:39:04,320

going to see in some way shape or form whether it's a you know photo collage or I mean I

432

00:39:04,320 --> 00:39:10,400

don't know what the other ideas are is there any value to that kind of exposure when it

433

00:39:10,400 --> 00:39:16,720

comes to some of these professions boy that's a great question I would have to defer to

434

00:39:16,720 --> 00:39:21,960

I mean I my mind goes to some bad places there to be honest where you know you could end

435

00:39:21,960 --> 00:39:26,560

up doing more harm than good it the key word that I think people forget is incremental

436

00:39:26,560 --> 00:39:30,920

as well if you if you do too much too soon you're going to scare the hell out of people

437

00:39:30,920 --> 00:39:37,680

or really expose their brain to too much that said the professions you're talking about

438

00:39:37,680 --> 00:39:43,840

you know obviously firefighting obviously police obviously military these men and women

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00:39:43,840 --> 00:39:49,840

are very different than most because they're running towards danger right whereas most

440

00:39:49,840 --> 00:39:57,200

most of humanity says oh god I'm out of here so it's there's not like a it's not Disneyland

441

00:39:57,200 --> 00:40:02,400

right I mean they're seeing the under underbelly of society they're seeing death destruction

442

00:40:02,400 --> 00:40:09,640

all of these things so it's it's if it's not going to be exposed with photos like you're

443

00:40:09,640 --> 00:40:16,600

saying it ought to be exposed with mentors that can help guide and be honest about these

444

00:40:16,600 --> 00:40:24,480

professions early on and what that means and how to more importantly and that's I think

445

00:40:24,480 --> 00:40:30,120

where backgrounds like mine come in place you know how do we how do we take evidence

446

00:40:30,120 --> 00:40:37,720

based research based tools and techniques that we know can improve performance in high

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00:40:37,720 --> 00:40:44,160

impact high leverage high stress environments if we can if we can teach people these tools

448

00:40:44,160 --> 00:40:50,880

early then they at least have the tools to navigate through some of this or all of it

449

00:40:50,880 --> 00:40:56,040

versus hey you're on your own let Darwin take his toll I mean come on that that's crazy

450

00:40:56,040 --> 00:41:02,800

absolutely well that that's a good segue to something I wanted to ask you through pure

451

00:41:02,800 --> 00:41:08,360

blind luck of starting a podcast seven years ago especially when I interviewed Jake Clark

452

00:41:08,360 --> 00:41:15,840

who's the man behind Sabre Warrior I was enlightened to the fact that a lot of us that wear a uniform

453

00:41:15,840 --> 00:41:23,520

had a pretty significant traumatic early life now what I've come to learn seven years later

454

00:41:23,520 --> 00:41:28,200

is that that can be a beautiful thing this is this is my perspective I urge you to correct

455

00:41:28,200 --> 00:41:34,880

me if I'm wrong on this but it seems to me that a lot of us become good soldiers firefighters

456

00:41:34,880 --> 00:41:41,400

etc because of the trauma on our past however the the element that seems to either set us

457

00:41:41,400 --> 00:41:47,680

up for success or maybe potential you know trauma later is whether that childhood trauma

458

00:41:47,680 --> 00:41:54,560

has been processed prior to putting on the uniform so what is your perspective of the

459

00:41:54,560 --> 00:42:00,280

the amount of childhood trauma that you are seeing if any in the men and women that you've

460

00:42:00,280 --> 00:42:06,800

you know had the opportunity to work with and then talk to me about you know if unaddressed

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00:42:06,800 --> 00:42:10,560

what are the consequences and if it addressed you know can that become a strength can that

462

00:42:10,560 --> 00:42:16,800

become resilience then so I'm going to answer this in a in a multi-pronged multifaceted

463

00:42:16,800 --> 00:42:22,240

way and I'm I hope I hope I don't sound like too much of a nerd or a geek here but first

464

00:42:22,240 --> 00:42:26,800

off let me just say I'm going to answer this carefully because I want to be clear as day

465

00:42:26,800 --> 00:42:35,480

for me I in my answer I'm not I do I do not want to suggest that one has to come from

466

00:42:35,480 --> 00:42:42,760

a heinous background in order to be a high performer in fire in police in the in the

467

00:42:42,760 --> 00:42:50,160

military however let's talk about my 10 years with the SEALs okay as their psychologist

468

00:42:50,160 --> 00:42:57,720

right I was active duty I'm not a SEAL obviously no way in hell I could ever be that good but

469

00:42:57,720 --> 00:43:04,600

if Bud's if the hardest level of training is the first adversity that that SEAL candidate

470

00:43:04,600 --> 00:43:11,200

has ever seen I'm not going to say it's impossible but it's extremely improbable and that's what

471

00:43:11,200 --> 00:43:17,380

the data was suggesting I mean it was it was very very clear now where I need to be careful

472

00:43:17,380 --> 00:43:23,040

and I mean no disrespect I when you say trauma that's that's where you lose me a little bit

473

00:43:23,040 --> 00:43:30,960

instead I'm gonna say just hard things I think that when you and you know we have five four

474

00:43:30,960 --> 00:43:35,260

family members who were cops on my wife's side on my side I have my dearest friends

475

00:43:35,260 --> 00:43:41,440

are firefighters and we can get into that we we talked about a few in the book as well

476

00:43:41,440 --> 00:43:48,480

I think that their trajectory their lens their identity their development their adolescence

477

00:43:48,480 --> 00:43:55,280

they've just been exposed to a lot of either macro or micro failures and have learned ways

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00:43:55,280 --> 00:44:03,960

to navigate those now the underpinning the the under or I guess overarching question

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00:44:03,960 --> 00:44:08,120

that you're asking really gets me excited because there's a lot of work on kind of post

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00:44:08,120 --> 00:44:12,960

traumatic growth even though I'm moving away from the word trauma but I you know I had

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00:44:12,960 --> 00:44:18,680

a mentor once that said there are really three types of people you know we can boil down

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00:44:18,680 --> 00:44:23,360

psychology into three types of people in the world there are those who are victims there

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00:44:23,360 --> 00:44:30,000

are those who are survivors and those who are thrivers so whatever that difficulty is

484

00:44:30,000 --> 00:44:33,920

and notice I'm not using the word trauma because for a lot of people it might be like I

485

00:44:33,920 --> 00:44:38,900

missed a penalty kick as a nine-year-old when everyone was watching me we could have won

486

00:44:38,900 --> 00:44:43,720

a championship for nine-year-olds and that can be traumatic for the individual and I'm

487

00:44:43,720 --> 00:44:49,920

holding up hand quote you know finger quotes here or it can just be adversity now is that

488

00:44:49,920 --> 00:44:55,120

person gonna say I'm a victim it was the ball's fault it was the winds fault it was the referee's

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00:44:55,120 --> 00:45:00,880

fault or they're gonna say hey I survived something pretty bad in my mind and I'm gonna

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00:45:00,880 --> 00:45:07,320

manifest that I'm gonna make sure that I am okay with that or ideally how is a person

491

00:45:07,320 --> 00:45:12,360

gonna thrive through that adversity so when you're someone like me who's a clinical performance

492

00:45:12,360 --> 00:45:17,480

psychologist I want to move people away from the victim mentality to either the survivor

493

00:45:17,480 --> 00:45:25,120

or or thriver and I know I'm going way deep into your question here my answer is yes I

494

00:45:25,120 --> 00:45:29,640

do believe you're asking me as a person and me as a professional what I've seen through

495

00:45:29,640 --> 00:45:35,560

30 years roughly 25,000 touch points with some of the best performers on earth some

496

00:45:35,560 --> 00:45:38,920

of which are in first responding community some of which are obviously in the military

497

00:45:38,920 --> 00:45:47,280

I think that those individuals did not show up hence the book and I hate to bring in the

498

00:45:47,280 --> 00:45:52,280

book but I firmly believe we chose the title on purpose learned excellence these people have

499

00:45:52,280 --> 00:46:00,280

become really good at what they do through a life of navigating adversities micro and

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00:46:00,280 --> 00:46:05,920

macro adversities whether those are on in this in the classroom whether than the boardroom

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00:46:05,920 --> 00:46:11,440

whether you know on on the battlefield so let me pause there no well firstly I mean

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00:46:11,440 --> 00:46:15,840

that's that's a beautiful answer and I agree with you I mean the problem is we get stuck

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00:46:15,840 --> 00:46:21,440

in labels sometimes and I I think what's missing from certainly in the first responder community

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00:46:21,440 --> 00:46:26,480

and I'll be interested to see if it's the military as well but we kind of got hung up

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00:46:26,480 --> 00:46:33,200

on okay we smashed the stigma like okay well great now you accept that it's the thing what's

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00:46:33,200 --> 00:46:40,320

next and I think what's missing is the hope that is from post-traumatic growth and with

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00:46:40,320 --> 00:46:43,720

a lot of the people have come on the show a lot of them have had this amazing growth

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00:46:43,720 --> 00:46:48,280

you know after whenever it was and some of them you know had horrendous things happen

509

00:46:48,280 --> 00:46:52,400

I mean parents murdered and you know growing up around addiction and sexual abuse and all

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00:46:52,400 --> 00:46:58,360

these other things so pretty significant difficulties to have to overcome but then they found ayahuasca

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00:46:58,360 --> 00:47:03,240

or horse you know equine therapy or whatever their kind of perfect storm of beautiful healing

512

00:47:03,240 --> 00:47:09,200

modalities was and now they're a better person I think this is such an important conversation

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00:47:09,200 --> 00:47:15,120

because I've talked about this several times on the show I never really struggled deeply

514

00:47:15,120 --> 00:47:18,800

like some of my brothers and sisters in uniform have I've never had a gun in my mouth I've

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00:47:18,800 --> 00:47:24,080

never been dragged into the world of addiction and I'm just a normal human being there's

516

00:47:24,080 --> 00:47:29,580

nothing special about me at all but I grew up on a farm in England I grew up around horses

517

00:47:29,580 --> 00:47:33,680

my dad was a healer he's a veterinary surgeon we had people from all walks of life come

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00:47:33,680 --> 00:47:37,480

through the farm you know so I had daylight I had nature I had all the things that we

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00:47:37,480 --> 00:47:43,680

identify now so by chance and I was one of five kids so what by chance I was given this

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00:47:43,680 --> 00:47:49,360

accidental environment to continuously process the fact that I almost died in a house fire

521

00:47:49,360 --> 00:47:54,320

when I was four and my parents had a horrible divorce and there's another near-death moment

522

00:47:54,320 --> 00:47:59,760

so there were things there were definitely things but it was like equally and opposite

523

00:47:59,760 --> 00:48:05,240

there was these healing elements so it allowed me to function as a firefighter have my highs

524

00:48:05,240 --> 00:48:11,800

have my absolute lows my divorce you know for example but never go down to that deep

525

00:48:11,800 --> 00:48:18,800

pit that all of our men and women find ourselves and I think that when you reframe this as

526

00:48:18,800 --> 00:48:24,840

the other side of this PTSD, PTS whatever you want to call it the other side of you

527

00:48:24,840 --> 00:48:29,120

know this struggle that you're going through is not just oh you'll be all right but you

528

00:48:29,120 --> 00:48:34,520

are going to be a stronger more resilient version of yourself to me that's the next

529

00:48:34,520 --> 00:48:36,560

step in the mental health conversation.

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00:48:36,560 --> 00:48:42,280

I totally agree I mean we could maybe we're going to go there anyhow but I mean I for

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00:48:42,280 --> 00:48:46,840

the past probably 12 years even during some of my active duty time I've been out of the

532

00:48:46,840 --> 00:48:55,720

Navy I retired in 2016 and you can see in the book as well we interview the former police

533

00:48:55,720 --> 00:49:01,680

captain for I'm sorry the former police chief for Reno there's a firefighter from Philly

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00:49:01,680 --> 00:49:06,840

in there as well and I've spoken to a lot of these departments and agencies over the

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00:49:06,840 --> 00:49:12,200

years and PTSD always comes up and my response is the same not to sound like a bumper sticker

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00:49:12,200 --> 00:49:20,720

or cliché but I mean I think the PTSD symptoms are normal reactions to abnormal events I

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00:49:20,720 --> 00:49:28,880

want to say that again these symptoms are normal reactions to abnormal events the old

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00:49:28,880 --> 00:49:34,440

the old pieces of industry whether it's fire police military there was a stigma right and

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00:49:34,440 --> 00:49:39,400

I think that is slowly moving in absolutely the right direction we can talk about all

540

00:49:39,400 --> 00:49:43,160

the things that have been done to help with that but at the end of the day I think what

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00:49:43,160 --> 00:49:48,120

you're alluding to James is you know you bring up your form example that's a great example

542

00:49:48,120 --> 00:49:53,600

of those quote-unquote muscles for outlets whether it's light whether it's equine whether

543

00:49:53,600 --> 00:50:02,320

it's just exercise whether it's sleep those muscles were were reinforced almost unintentionally

544

00:50:02,320 --> 00:50:08,240

right I mean that you just had that equal I call it that ecosystem so I think what ideally

545

00:50:08,240 --> 00:50:13,000

what you want people to understand is we can I call this evidence-based we can look at

546

00:50:13,000 --> 00:50:18,480

evidence-based things and sprinkle that into the infrastructure of fire academies police

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00:50:18,480 --> 00:50:24,520

academies military boot camps all of that and continue with continuing education just

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00:50:24,520 --> 00:50:28,440

like we do with strength and conditioning just like we do with nutrition just like we

549

00:50:28,440 --> 00:50:35,920

do with you know whatever so I'm excited because I look does PTSD exist of course I'm a clinician

550

00:50:35,920 --> 00:50:42,640

I don't want to lose my license but there's a lot of this boogeyman narrative out there

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00:50:42,640 --> 00:50:47,320

that it's like no we can deal with it and there's a reason it happened I mean we were

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00:50:47,320 --> 00:50:50,960

I think we're starting to understand a heck of a lot more about it now than we have say

553

00:50:50,960 --> 00:50:58,160

for example 10 years ago but it's not a showstopper it's it can be an absolute I think way to

554

00:50:58,160 --> 00:51:07,040

vector and thrive as a result so I want to put an idea to you that kind of hit me I don't

555

00:51:07,040 --> 00:51:12,560

know it's probably been a couple years now but because I had a kind of gypsy experience

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00:51:12,560 --> 00:51:17,080

as a firefighter start in the Miami area went to California for a few years worked for Anaheim

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00:51:17,080 --> 00:51:22,640

and then spent the last 10 in the Orlando area for two other departments I had to go

558

00:51:22,640 --> 00:51:27,480

through all those new hire processes and three of the four I had to do a polygraph and I

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00:51:27,480 --> 00:51:30,880

said this I had to lie through a polygraph because I learned very early on that if I

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00:51:30,880 --> 00:51:35,000

told the truth about things that I'd done that I was immediately dismissed from the

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00:51:35,000 --> 00:51:39,560

process so this facade of wanting choir boys to be soldiers and firefighters is another

562

00:51:39,560 --> 00:51:46,000

whole separate conversation but the other thing was the psychological test was the MMPI

563

00:51:46,000 --> 00:51:50,400

for the Minnesota multi-phasic personality interview have I got that right?

564

00:51:50,400 --> 00:51:51,400

Inventory, yeah.

565

00:51:51,400 --> 00:51:56,280

Inventory, thank you and it's a standalone test so that's the only one that you do you

566

00:51:56,280 --> 00:51:59,560

know thousands of questions you know do you like flowers do you like badgers do you like

567

00:51:59,560 --> 00:52:05,040

touching kids do you like going on holiday and you're like what and as I talk to people

568

00:52:05,040 --> 00:52:09,880

in your space now I'm discovering I mean I know for a fact that the polygraph is bullshit

569

00:52:09,880 --> 00:52:13,200

because I lied my way through three of them and then you you know it's smoke and mirrors

570

00:52:13,200 --> 00:52:17,060

getting you to admit to something and that's not me bragging it's just it was the only

571

00:52:17,060 --> 00:52:22,320

way I was going to put a uniform on is to be dishonest in a profession I was staunchly

572

00:52:22,320 --> 00:52:29,000

honest the rest of my life but the MMPI you learn doesn't have any value to truly discern

573

00:52:29,000 --> 00:52:35,480

if someone is going to be a good first responder on its own so with that knowledge these departments

574

00:52:35,480 --> 00:52:40,280

are spending arguably thousands on those two combined and then they obviously time with

575

00:52:40,280 --> 00:52:46,120

the psychologist based on those results what is your perception of if they took that money

576

00:52:46,120 --> 00:52:51,160

knowing that many of these people have these unaddressed traumas difficulties that they're

577

00:52:51,160 --> 00:52:57,360

bringing into the profession that you instead use that for just making up a number five

578

00:52:57,360 --> 00:53:02,920

or six counseling sessions through their first year so they have an opportunity to start

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00:53:02,920 --> 00:53:07,040

discussing some of the things that maybe were bothering them before they've normalized the

580

00:53:07,040 --> 00:53:11,480

mental health conversation and you've removed the barrier to entry because now they have

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00:53:11,480 --> 00:53:17,320

a go-to counselor from day one I think it's a reasonable idea I mean I you know we assessment

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00:53:17,320 --> 00:53:22,440

and selection the ANS piece that you're talking about I mean MMPI is merely one of you

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00:53:22,440 --> 00:53:28,200

know dozens of tools out there that are that are valid they're reliable but it depends

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00:53:28,200 --> 00:53:34,080

on how it's it's like I'm trying to equate this as kind of a different a different analogy

585

00:53:34,080 --> 00:53:38,960

like a tool like can I use a hammer to break a window can I use a hammer to break rocks

586

00:53:38,960 --> 00:53:45,320

can I use a hammer to hammer a nail I mean tools a tool right so there's a time and place

587

00:53:45,320 --> 00:53:52,280

for assessments I don't I'm not opposed to what you're saying at all I'm gonna go down

588

00:53:52,280 --> 00:53:56,720

a different rabbit hole assessments are generally used for one of two reasons either to rule

589

00:53:56,720 --> 00:54:04,040

someone out or rule someone in now it depends and I would be a fool to say that the fire

590

00:54:04,040 --> 00:54:09,280

agencies and the police agencies I don't know until I sit down with that person who is that

591

00:54:09,280 --> 00:54:16,040

gatekeeper and how they're interpreting that but I like the idea a lot of of resourcing

592

00:54:16,040 --> 00:54:20,680

from the neck up in between the ears some of the evidence-based things that become culturally

593

00:54:20,680 --> 00:54:27,260

part of a program I'm a obviously a big fan of that so I think there's a time and place

594

00:54:27,260 --> 00:54:32,800

for assessment I'm not opposed to that I'm a big fan of assessments in general but there's

595

00:54:32,800 --> 00:54:39,400

a caveat it depends what answer or what question you're trying to have answered so yeah so

596

00:54:39,400 --> 00:54:44,320

the way I would look at it was your selection process would be the background check the

597

00:54:44,320 --> 00:54:48,240

written test the physical test that we all go through so now you know am I fit enough

598

00:54:48,240 --> 00:54:54,040

am I smart enough and am I you know good enough of a person I haven't been doing some of the

599

00:54:54,040 --> 00:55:00,700

really horrendous stuff that allows me then to be a good firefighter and the MMPI seems

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00:55:00,700 --> 00:55:05,920

like it's a kind of box checking thing so god forbid James goes crazy like well we tested

601

00:55:05,920 --> 00:55:09,840

him it's not our problem is kind of how I'm receiving it from both sides from the people

602

00:55:09,840 --> 00:55:16,040

in uniform and the people that have been part of the psychological side that being said

603

00:55:16,040 --> 00:55:20,360

what would be how would you advise the first responder professionals if up to this point

604

00:55:20,360 --> 00:55:26,420

they've just been doing the MMPI is there a better gamut of tests that actually would

605

00:55:26,420 --> 00:55:30,960

allow them to predict if someone was going to be a good first responder or not so it

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00:55:30,960 --> 00:55:37,080

depends how do I say this it depends the question that's being asked you just you I think you

607

00:55:37,080 --> 00:55:41,120

asked it at the end if someone's going to be a good first responder or not generally

608

00:55:41,120 --> 00:55:47,160

speaking I'm gonna generalize here okay I'm gonna I'm gonna caveat with a huge red line

609

00:55:47,160 --> 00:55:54,240

I'm generalizing but generally speaking assessments are really good at they're better at predicting

610

00:55:54,240 --> 00:55:59,400

failure than they are success let's just leave it at that I mean they can identify people

611

00:55:59,400 --> 00:56:04,980

who have a low likelihood we found this with with the Navy SEALs as well the first job

612

00:56:04,980 --> 00:56:10,960

I had during my 10 years with them was three years at Bud's where SEALs are made or you

613

00:56:10,960 --> 00:56:16,360

know that that threshold of having to go through hell a week etc. and we found that we developed

614

00:56:16,360 --> 00:56:22,900

a computerized special operations resiliency test and what that assessment was really good

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00:56:22,900 --> 00:56:29,880

at doing was predicting with incredibly good accuracy who was going to have a difficult

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00:56:29,880 --> 00:56:37,040

time making it through when you married those resiliency traits on top of performance traits

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00:56:37,040 --> 00:56:42,460

so a combination of the two so in other words people who are likely not going to have a

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00:56:42,460 --> 00:56:47,440

return on the investment of training as it were I know that sounds awful but that's the

619

00:56:47,440 --> 00:56:53,400

way to look at that what you're saying I think is is there a way to look at traits one of

620

00:56:53,400 --> 00:56:59,360

the words that I don't like James is I don't like the term weakness I much prefer the term

621

00:56:59,360 --> 00:57:04,800

area for growth if we're gonna give an assessment let's identify some personality strengths

622

00:57:04,800 --> 00:57:10,920

that this person has and moreover let's identify some areas for growth and then ultimately

623

00:57:10,920 --> 00:57:17,040

how do we strengthen those muscles to make them a better whatever baseball football firefighter

624

00:57:17,040 --> 00:57:25,360

business man or woman surgeon I don't care so instead I'm a bigger fan of not using assessments

625

00:57:25,360 --> 00:57:32,960

to rule people out but instead as a snapshot to hey this is your nutritional profile right

626

00:57:32,960 --> 00:57:37,760

if we take a blood work and we say hey James you need more vitamin b12 you need to eat

627

00:57:37,760 --> 00:57:43,000

more celery you need blah blah blah that doesn't mean you're weak it just means this is a path

628

00:57:43,000 --> 00:57:49,680

for you to perform better this is a model that seems to work beautifully in sport and

629

00:57:49,680 --> 00:57:54,320

I'm not trying to make that transition but when I left when I retired from the military

630

00:57:54,320 --> 00:57:59,040

obviously I took a job in the front office of the Dodgers and we were going to move over

631

00:57:59,040 --> 00:58:05,320

the assessment selection and more importantly the development and enhancement programs that

632

00:58:05,320 --> 00:58:12,400

we perfected in the military to now how do we identify and build a better baseball player

633

00:58:12,400 --> 00:58:16,720

so if you're thinking about this and again a long-winded answer your question if you're

634

00:58:16,720 --> 00:58:21,400

thinking about this for the fire and police communities let's identify a better way to

635

00:58:21,400 --> 00:58:29,200

build not identify weakness and say no you can't but instead let's identify a profiling

636

00:58:29,200 --> 00:58:33,040

system and maybe that's the wrong word that's you know going to get me cancelled if I say

637

00:58:33,040 --> 00:58:40,440

profile but a profiling system on how do we identify the areas where James can grow and

638

00:58:40,440 --> 00:58:50,360

then give him an evidence-based framework readings podcasts a framework of power points

639

00:58:50,360 --> 00:58:54,560

and whatnot it doesn't matter I'm adding we can get into the details I'm agnostic to what

640

00:58:54,560 --> 00:59:00,900

those look like but how are you going to strengthen those resiliency muscles because I think we

641

00:59:00,900 --> 00:59:06,480

kind of know that firefighters and police officers are going they're going to see some

642

00:59:06,480 --> 00:59:12,320

pretty hard things and we need to strengthen those muscles so see I love that and I agree

643

00:59:12,320 --> 00:59:17,560

with that completely because when I I just was part of a study in November and it was

644

00:59:17,560 --> 00:59:21,440

um IHMC I don't know if you ever came across them but they work with the SEALS and NASA

645

00:59:21,440 --> 00:59:27,280

and DARPA and all the all the agencies and high performers um and that was kind of put

646

00:59:27,280 --> 00:59:32,380

up how because we there was a local businessman that put money up because we lost several

647

00:59:32,380 --> 00:59:38,400

first responders in my county where I live to suicide and the conversation got to well

648

00:59:38,400 --> 00:59:42,280

how can we weed out the people that are going to kill themselves basically is what the conversation

649

00:59:42,280 --> 00:59:49,360

was and I'm thinking while I'm you know biting my tongue um or how do we help those people

650

00:59:49,360 --> 00:59:54,440

grow how do we you know help them as we talked about the post-traumatic growth because I

651

00:59:54,440 --> 01:00:01,600

would argue that storied childhood is an absolute superpower for a first responder for a soldier

652

01:00:01,600 --> 01:00:06,520

and again like you said it doesn't have to be but if you have it the empathy the resilience

653

01:00:06,520 --> 01:00:11,640

that you develop overcoming things can become an incredible strength if you are given the

654

01:00:11,640 --> 01:00:17,720

tools to actually grow from it so this is precisely I mean I'm smiling this is precisely

655

01:00:17,720 --> 01:00:22,200

and I hate to and I'm going to say this this is precisely so keep in mind I did 20 years

656

01:00:22,200 --> 01:00:29,000

in the military thousands of elite performers my last four years three years there I started

657

01:00:29,000 --> 01:00:34,840

really working closely and dearly with both fire and police agencies and we can get into

658

01:00:34,840 --> 01:00:39,040

the details as to who and when and why some of that is in the book probably because one

659

01:00:39,040 --> 01:00:43,760

of my dearest friends in the world was a sheriff's deputy and I'll come back to your thing but

660

01:00:43,760 --> 01:00:47,880

I want to say this and one of the things I noticed as we raised our kids together literally

661

01:00:47,880 --> 01:00:54,080

lives right down the street from us as we raised our kids together I was active duty

662

01:00:54,080 --> 01:01:00,120

in the military and seeing you know our men and by the way and women who were doing
incredibly

663

01:01:00,120 --> 01:01:06,280

heroic and difficult things during deployments etc and seeing the toll that was taking but

664

01:01:06,280 --> 01:01:10,080

then they would come back and we would we would have programs in play and for the most

665

01:01:10,080 --> 01:01:16,640

part and again for the most part I believed in the programs that we had created for naval

666

01:01:16,640 --> 01:01:21,080

special warfare in the SEAL community and all of the support staff etc but then I would

667

01:01:21,080 --> 01:01:27,520

juxtapose that with being on a tee ball or soccer field with one of my dear friends who

668

01:01:27,520 --> 01:01:31,640

again we raised our kids together who happens to be a sheriff's deputy or happened to be

669

01:01:31,640 --> 01:01:37,120

he's retired now and I was blown away James I was literally this is how naive I was even

670

01:01:37,120 --> 01:01:43,060

though I was working in police agencies and then I was blown away at how he was always

671

01:01:43,060 --> 01:01:49,040

deployed and here are my quotes my finger quotes unlike the SEALs and again they do

672

01:01:49,040 --> 01:01:55,900

incredible work and the most impactful valuable work I think that the world will ever know

673

01:01:55,900 --> 01:02:02,520

or maybe not know short of that though when they come back they can decompress for a while

674

01:02:02,520 --> 01:02:07,400

and get on training cycles for the next 18 months before they deploy for another six

675

01:02:07,400 --> 01:02:13,600

and it dawned on me that these policemen and women these firefighters they're they're deployed

676

01:02:13,600 --> 01:02:18,160

always like that and we don't even need to get into the human stress response and the

677

01:02:18,160 --> 01:02:24,460

hypothalamic pituitary adrenal cortex and adrenal burnout but I was I was appalled and

678

01:02:24,460 --> 01:02:33,940

floored at that so now how do we come full circle so I spent again 30 years of my career

679

01:02:33,940 --> 01:02:40,240

roughly 25,000 touch points with all of these men and women and for me before I call it

680

01:02:40,240 --> 01:02:44,680

quits and I retire and I'm done and I just want to sail somewhere and sit on a beach

681

01:02:44,680 --> 01:02:50,240

with my lovely wife this was the genesis behind the book and the reason I'm bringing this

682

01:02:50,240 --> 01:02:57,240

up isn't to talk about the book it was I wanted a reference to what I believe a framework

683

01:02:57,240 --> 01:03:01,600

that could be applied to anyone in high stress high performance situations and it really

684

01:03:01,600 --> 01:03:07,980

focuses on identity focuses on mindset really impacts adversity tolerance tactics balance

685

01:03:07,980 --> 01:03:13,900

recovery to really strengthen these muscles that we're talking about hey if you are going

686

01:03:13,900 --> 01:03:19,300

to be a high end performer run away from the narrative of he or she was born that way it's

687

01:03:19,300 --> 01:03:25,320

complete nonsense it is how and what they've learned along the way that make them good

688

01:03:25,320 --> 01:03:32,380

at what they do but the where the vacuum was is there's very little that I saw that I was

689

01:03:32,380 --> 01:03:39,040

satisfied with like hey this is a good not a be-all end-all but a very good reference

690

01:03:39,040 --> 01:03:44,140

to how we can strengthen some of these above the neck in between the ears muscles starting

691

01:03:44,140 --> 01:03:50,840

with identity reputation mindset all of that so sorry no don't say sorry that was beautiful

692

01:03:50,840 --> 01:03:56,060

and this is the thing I mean I've had so many people from the special operation operations

693

01:03:56,060 --> 01:04:00,600

community talk about how much they admire the first responders now firstly a lot of

694

01:04:00,600 --> 01:04:05,720

us forget that they're our heroes yet when they're deployed who's protecting their families

695

01:04:05,720 --> 01:04:11,220

we are the ones but secondly they've made that observation over and over and over again

696

01:04:11,220 --> 01:04:16,560

when I go back to the UK Australia America wherever they're from there's no reminders

697

01:04:16,560 --> 01:04:20,820

of what we did really you know it's a completely different topography a completely different

698

01:04:20,820 --> 01:04:27,020

community that we're in but most first responders especially the volunteer firefighters they

699

01:04:27,020 --> 01:04:31,320

live and work they run on their friends you know when it's 9-1-1 you know it could be

700

01:04:31,320 --> 01:04:35,440

that their local farm burning you know whatever it is and for a lot of us if I drive through

701

01:04:35,440 --> 01:04:40,200

Anaheim if I drive through Orlando certain corners I still see the faces of the people

702

01:04:40,200 --> 01:04:46,380

you know and they don't have that so another area I also want to put in that I don't think

703

01:04:46,380 --> 01:04:51,000

the average person understands is the immense sleep deprivation that our first responders

704

01:04:51,000 --> 01:04:57,520

encounter as well so I'm gonna gonna open another entire rabbit hole now I had Dr. Kurt

705

01:04:57,520 --> 01:05:01,820

Parsley I don't know if you you cross paths he's a very dear friend we worked together

706

01:05:01,820 --> 01:05:07,040

for three years actually four years with the seals and very I mean I took we talk probably

707

01:05:07,040 --> 01:05:11,880

once every week I mean he's amazing yeah I literally credit him with the inception of

708

01:05:11,880 --> 01:05:16,480

this podcast because I heard him on barbell shrugged years ago and I was just driving

709

01:05:16,480 --> 01:05:21,800

to work you know sleep deprived as always just why are we not talking about this how

710

01:05:21,800 --> 01:05:26,680

how can I have been an athlete I'm an ex-phys major how do I not know about sleep deprivation

711

01:05:26,680 --> 01:05:31,000

this is this is crazy so Kurt was I think episode six of this podcast and he's been

712

01:05:31,000 --> 01:05:37,120

on three three other times since but when I started listening to the impact of sleep

713

01:05:37,120 --> 01:05:44,480

deprivation acutely on performance and then chronically on disease it was everything that

714

01:05:44,480 --> 01:05:48,440

we experienced and a lot of what we call the line of duty deaths they're actually in fires

715

01:05:48,440 --> 01:05:53,480

in traffic accidents I'm starting to question how many of those were sleep deprivation and

716

01:05:53,480 --> 01:05:58,040

then the cancers the suicides the addictions I mean all the things globally in the human

717

01:05:58,040 --> 01:06:03,920

body you start realizing that sleep deprivation is a huge element too so massive subject but

718

01:06:03,920 --> 01:06:09,480

I'd love to open the door of you know performance and then obviously the parallel conversation

719

01:06:09,480 --> 01:06:14,080

of actual health so first off I'm always going to defer I mean Kirk is literally a world

720

01:06:14,080 --> 01:06:19,380

expert there are some incredible I mean Peter Peter Attia as well I mean some of these men

721

01:06:19,380 --> 01:06:24,940

and women out there are way more to cutting edge than I am but I'm an all-in believer

722

01:06:24,940 --> 01:06:30,240

I'll push the all believe I believe button all day long on on the power of sleep you

723

01:06:30,240 --> 01:06:36,520

know the World Health Organization years ago called shift work a carcinogen and that's

724

01:06:36,520 --> 01:06:42,120

a fancy word for a cancer causer so I mean when you talk in it and now I'm dumb but I'm

725

01:06:42,120 --> 01:06:49,040

not stupid I often say that like shift or we we can't just eliminate shift work right

726

01:06:49,040 --> 01:06:54,160

but we can really think about how we're titrating that and how we're shifting the shift work

727

01:06:54,160 --> 01:07:00,320

etc etc shifting the shifts of the shift workers etc so it all starts and ends with sleep I

728

01:07:00,320 --> 01:07:06,440

think it's the one someone asked me a year ago on on a different interview like what's

729

01:07:06,440 --> 01:07:12,680

the most important thing I think sleep is the most important rejuvenative phase and

730

01:07:12,680 --> 01:07:18,000

thing that the human being experiences and when we start to mess with that man oh man

731

01:07:18,000 --> 01:07:22,200

and then you start to talk about things like alcohol caffeine and how they have they chip

732

01:07:22,200 --> 01:07:27,120

away at normal sleep cycles as well so it's a again it's I hate to use this word again

733

01:07:27,120 --> 01:07:35,080

but it's a multifaceted issue I think that most and watch this we want to see me get

734

01:07:35,080 --> 01:07:42,560

cancelled in hate mail most things can be I think solved pretty well if the human being

735

01:07:42,560 --> 01:07:51,760

eats well hydrates has social connections exercises and gets sleep we are built in such

736

01:07:51,760 --> 01:07:58,880

a way that we can recover from a lot of things if we just focus on those five and sleep is

737

01:07:58,880 --> 01:08:05,080

that fifth one yeah so I mean we could talk about sleep literally all day long that's

738

01:08:05,080 --> 01:08:10,960

it's so important and it is built into I mean we we built in very specific programs that

739

01:08:10,960 --> 01:08:15,880

I'm sure Kirk talked about within the seals when I was their psychologist Kirk and I work

740

01:08:15,880 --> 01:08:20,160

hand in hand he was the physician I was a psychologist and we were building those programs

741

01:08:20,160 --> 01:08:25,840

for how seals were redeploying and circadian rhythms and shifting circadian rhythms and

742

01:08:25,840 --> 01:08:29,960

then when I transitioned to professional sport again I want to talk about first responders

743

01:08:29,960 --> 01:08:34,480

today because that's your audience but most of the athletes that we watch on television

744

01:08:34,480 --> 01:08:40,920

a lot of those athletes play mostly in the evenings or at night right and then they finish

745

01:08:40,920 --> 01:08:45,000

their game their adrenaline is high they eat they work out they go back to their family

746

01:08:45,000 --> 01:08:49,920

so their circadian rhythms are messed up as well not to mention they then travel all over

747

01:08:49,920 --> 01:08:55,240

the United States to play in the stadiums or fields of their choice different time zones

748

01:08:55,240 --> 01:09:03,560

different circadian shifts etc so yeah it's a it's a big big issue for sure so what I

749

01:09:03,560 --> 01:09:08,240

think the difference is between a lot of the the special operations groups are spoken to

750

01:09:08,240 --> 01:09:15,080

and police fire is they have Kirk Parsley's so for example Kirk talks about doing the

751

01:09:15,080 --> 01:09:19,800

blood work you know and seeing you know these these uber tactical athletes with blood work

752

01:09:19,800 --> 01:09:23,440

of an 80 year old woman and he's scratching his head and then a year later he figures

753

01:09:23,440 --> 01:09:29,680

out the the ambient epidemic is happening in his men in that particular example and

754

01:09:29,680 --> 01:09:35,000

then as you said switching lifestyle elements and training times and those kind of things

755

01:09:35,000 --> 01:09:39,480

and that alone getting them off ambient and now that blood work returns to how it should

756

01:09:39,480 --> 01:09:47,440

be the American fire service of a hundred years ago did sit around fire stations smoking

757

01:09:47,440 --> 01:09:54,640

cigars playing cards and waiting for a fire the American fire service of 2024 most urban

758

01:09:54,640 --> 01:09:59,800

and suburban departments are running pretty much 24 hours straight now there might be

759

01:09:59,800 --> 01:10:03,840

periods of short sleep obviously very poor quality sleep because you're waiting to have

760

01:10:03,840 --> 01:10:08,520

the shit scared out of you by the next alarm but they are working when you average it out

761

01:10:08,520 --> 01:10:15,840

24 hour shift with a 48 hour period and then 24 hours for 10 20 30 years of their life

762

01:10:15,840 --> 01:10:20,400

what's happening now on top of the massive hiring crisis because I think people are realizing

763

01:10:20,400 --> 01:10:24,680

how detrimental it is in this internet age as you said when we were young you couldn't

764

01:10:24,680 --> 01:10:31,040

google what are the health effects to a firefighter and now you can but they are just absolutely

765

01:10:31,040 --> 01:10:36,120

bleeding money on overtime filling these holes you know workman's comp claims medical retirements

766

01:10:36,120 --> 01:10:41,640

line of duty deaths lawsuits from mistakes we make because we're so tired and so it's

767

01:10:41,640 --> 01:10:46,880

a complete knee-jerk reactive element and what I'm trying to get you know our profession

768

01:10:46,880 --> 01:10:52,040

to understand is that if you put more rest and recovery between shifts so an extra 24

769

01:10:52,040 --> 01:10:57,520

hour period which should bring it to a 42 hour work week which everyone else works anyway

770

01:10:57,520 --> 01:11:03,400

we would then I think hugely impact the mental health crisis the obesity the you know the

771

01:11:03,400 --> 01:11:08,680

testosterone issues all the things that we're seeing because it mirrors what Kirk was seeing

772

01:11:08,680 --> 01:11:15,480

you know with his own eyes with you you know whatever it was 17 years ago yeah so and

773

01:11:15,480 --> 01:11:21,760

again I'm gonna always I'll always pay homage and defer to those experts in you know psychophysiology

774

01:11:21,760 --> 01:11:26,440

etc but if we just talk about the human stress response for a minute I'm gonna bring it back

775

01:11:26,440 --> 01:11:30,160

to what you just said and I wish I had a chart where your audience could see as well but

776

01:11:30,160 --> 01:11:36,200

we'll hopefully all verbally explain this the human stress response the hypothalamic

777

01:11:36,200 --> 01:11:43,920

pituitary adrenal cortex the we call that the HPA axis okay so the HPA axis when a stressor

778

01:11:43,920 --> 01:11:49,920

happens whether it's a fire alarm whether it's a grizzly bear whether it's a strike

779

01:11:49,920 --> 01:11:56,760

out whether it's a screaming person road rage whatever that is the dominoes start to fall

780

01:11:56,760 --> 01:12:02,200

and certain things happen so you interpret that and then all of a sudden cortisol adrenaline

781

01:12:02,200 --> 01:12:08,080

glucocorticoids get pumped into the bloodstream then a cascade of things happen there's a

782

01:12:08,080 --> 01:12:14,360

physiological response to stress which is vasoconstriction increased heart rate blood

783

01:12:14,360 --> 01:12:18,520

migration away from the extremities towards the center of the body to protect the human

784

01:12:18,520 --> 01:12:23,800

organs digestion starts to slow down because the body basically does a hierarchical okay

785

01:12:23,800 --> 01:12:27,080

I don't need to digest that hamburger right now I need to get out of the way the grizzly

786

01:12:27,080 --> 01:12:34,560

bear or the fire whatever it may be gunfight whatever it may be the cognitive effects are

787

01:12:34,560 --> 01:12:39,720

also equally as powerful right that affects the executive functions of the brain so those

788

01:12:39,720 --> 01:12:45,000

are those higher end functions that allow us to think abstractly problem-solve if then

789

01:12:45,000 --> 01:12:51,000

thinking think critically so those go pardon pardon you know to hell in a handbasket pardon

790

01:12:51,000 --> 01:12:56,640

my French so when we think about that human stress response of an influx of adrenaline

791

01:12:56,640 --> 01:13:02,160

and cortisol into the blood and and my fingers kind of moving up this chart imagine a chart

792

01:13:02,160 --> 01:13:08,520

where all of a sudden you have this huge pop up of these chemicals that we know affect

793

01:13:08,520 --> 01:13:16,680

physiology and we know affect psychology and cognitive functions if we take the human being

794

01:13:16,680 --> 01:13:24,160

out of the stressor we again have adapted over time through nutrition through hydration

795

01:13:24,160 --> 01:13:30,440

through connection through exercise and here we go again sleep to start to metabolize that

796

01:13:30,440 --> 01:13:36,560

stress response so that peak that immediate influx starts to be metabolized in the human

797

01:13:36,560 --> 01:13:42,320

being and they come back down to whatever their baseline normal functioning was here's

798

01:13:42,320 --> 01:13:47,080

the problem and this ties beautifully into what you just said and it's what we saw in

799

01:13:47,080 --> 01:13:51,920

naval special warfare with our operators as well and Kirk I'm sure probably spoken of

800

01:13:51,920 --> 01:13:57,960

this already when we have that influx of a our guys who are deployed they go out and

801

01:13:57,960 --> 01:14:04,160

they do incredible missions literally every night so you have this pop of cortisol pop

802

01:14:04,160 --> 01:14:09,520

of adrenaline which we know affects physiology and psychology and then it starts to metabolize

803

01:14:09,520 --> 01:14:13,680

as they come back and they try to sleep during the day because they're working at night okay

804

01:14:13,680 --> 01:14:18,760

we haven't even talked about the circadian shift and then before it formally metabolizes

805

01:14:18,760 --> 01:14:23,440

and they get back down to a baseline level boom it pops up again because they're redeployed

806

01:14:23,440 --> 01:14:28,720

with another stressor now let's make it in your world firefighting or police officers

807

01:14:28,720 --> 01:14:34,920

police men and women you have a fire you see horrible things death destruction and then

808

01:14:34,920 --> 01:14:39,720

you get back and it's metabolizing if you do those five things I talked about I'm not

809

01:14:39,720 --> 01:14:45,000

simplifying it but I'm trying to like those five core elements if we focus on those we

810

01:14:45,000 --> 01:14:52,400

can recover from most things beautifully okay boom cortisol spike boom boom so what we start

811

01:14:52,400 --> 01:14:57,720

to see is the baseline or what we the experts will call adrenal burnout and I started to

812

01:14:57,720 --> 01:15:03,320

see what we called I think someone just wrote a book on an operator syndrome or what I like

813

01:15:03,320 --> 01:15:09,360

to call in the police work and the police agencies I work with blue drift we start to

814

01:15:09,360 --> 01:15:16,720

see incrementally things like a cumulative subtle change in personality right because

815

01:15:16,720 --> 01:15:21,720

they get irritable and they're not getting the proper sleep emotionally numb cynicism

816

01:15:21,720 --> 01:15:31,320

sarcasm dark humor pessimism just in the psychology part because they haven't been allowed time

817

01:15:31,320 --> 01:15:37,040

they haven't been afforded time to let the body repair and let the mind repair itself

818

01:15:37,040 --> 01:15:41,880

and I know that sounds simplistic but it's really powerful it makes sense right back

819

01:15:41,880 --> 01:15:48,280

to cavemen and women right if you see a t-rex or you see a grizzly bear and you and you're

820

01:15:48,280 --> 01:15:54,240

lucky enough to survive that heinous trauma back to the very first part of this podcast

821

01:15:54,240 --> 01:15:58,040

then you go back to the cave and you rest you recover you tell stories about that you

822

01:15:58,040 --> 01:16:04,280

unpack that you get it off your chest while you survived there's a community you can educate

823

01:16:04,280 --> 01:16:09,960

others about what to do if we ever see that t-rex again but if every time you go out to

824

01:16:09,960 --> 01:16:15,400

forge for food you see a t-rex and you're not afforded the ability to recover you're

825

01:16:15,400 --> 01:16:22,240

going to see a markedly different caveman or cavewoman so anyhow yeah no that's that's

826

01:16:22,240 --> 01:16:27,600

absolutely beautiful and I'm actually you said adrenal burnout I want to put something

827

01:16:27,600 --> 01:16:33,720

to you and it's funny because I think I told Ted because we were on 7x I've skydived twice

828

01:16:33,720 --> 01:16:38,960

in my life absolutely terrified before the first time I will put my hand on my heart

829

01:16:38,960 --> 01:16:43,040

I went to McDonald's and went into the bathroom and God help the people that clean that bathroom

830

01:16:43,040 --> 01:16:48,560

after but I was really scared and then ended up flinging myself while being attached to

831

01:16:48,560 --> 01:16:53,880

a dude he flung us out of the airplane in New Zealand and by the time I landed I was

832

01:16:53,880 --> 01:16:58,520

ready to become an instructor it was so much fun so it was that fear of the unknown but

833

01:16:58,520 --> 01:17:05,420

I remember the immense fear the immense adrenal response I had that time now fast forward

834

01:17:05,420 --> 01:17:13,600

literally about 20 years later now we're in Cairo and they told us so we're going to get

835

01:17:13,600 --> 01:17:19,600

a free free skydive the difference was when we jumped out the plane the plane was doing

836

01:17:19,600 --> 01:17:24,760

a hundred and whatever miles an hour so it wasn't a drop it was a glide well this time

837

01:17:24,760 --> 01:17:28,920

they're like oh by the way you're jumping out of a Russian helicopter so I'm like well

838

01:17:28,920 --> 01:17:34,240

this is going to be really interesting because I feel like my adrenal glands are just spent

839

01:17:34,240 --> 01:17:38,480

now you know of course physiologically there's still an element but I really feel like they're

840

01:17:38,480 --> 01:17:43,880

diminished what a great way to test it I know how scared I was the first time I did a skydive

841

01:17:43,880 --> 01:17:48,920

now we're going to plummet from this helicopter and to add it's funny to add it insult the

842

01:17:48,920 --> 01:17:53,440

injury my instructor forgot my glasses so I had to raw dog it all the way down as well

843

01:17:53,440 --> 01:17:59,480

but the moment we dropped and I'm expecting this big adrenal spike there was nothing I

844

01:17:59,480 --> 01:18:05,400

mean the same as we're sitting here now it was bizarre so I've had people poo poo kind

845

01:18:05,400 --> 01:18:11,440

of adrenal fatigue adrenal burnout to me what I experienced there's no real other explanation

846

01:18:11,440 --> 01:18:16,000

I lived in a high stress level for 14 years in uniform and you know and obviously the

847

01:18:16,000 --> 01:18:21,880

shift work as well but what are you seeing as far as it is it is it actual you know almost

848

01:18:21,880 --> 01:18:27,040

like an exogenous trt element whereas a diminished physiological response or what are the kind

849

01:18:27,040 --> 01:18:33,360

of underlying elements to a dream or now to the you know the phd physiologist or you know

850

01:18:33,360 --> 01:18:37,340

you know some of the some of the physicians as well look the data is clear like as an

851

01:18:37,340 --> 01:18:42,580

interpreter of data as a as a guy who can read research I mean anyone who's poo poing

852

01:18:42,580 --> 01:18:49,800

the the the the fact that adrenal burnout doesn't exist I mean these might be a hop

853

01:18:49,800 --> 01:18:53,920

skip and a jump away from flat earthers as well I mean you're not going to convince I

854

01:18:53,920 --> 01:18:59,580

mean I'll just leave it at that so I will say we can make this tactically relevant if

855

01:18:59,580 --> 01:19:04,240

we talk about firefighters and police and military or athletes or businessmen and women

856

01:19:04,240 --> 01:19:10,280

and the reason this becomes tactically relevant is look at it this way one of the physiological

857

01:19:10,280 --> 01:19:16,040

effects of a stress response so whether it's road rage whether it's a spousal argument

858

01:19:16,040 --> 01:19:20,800

whether it's striking out with bases loaded I don't care what the how you define stress

859

01:19:20,800 --> 01:19:27,400

but when stress happens okay we know the physical I go back to this the physiological response

860

01:19:27,400 --> 01:19:34,200

vasoconstriction increased heart rate rapid shallow breath but here's a tactically relevant

861

01:19:34,200 --> 01:19:41,560

thing that if I'm a leader in fire and I'm a leader in police and I'm a leader in military

862

01:19:41,560 --> 01:19:49,120

this one I go oh okay now I can make this relevant to my operators the people who are

863

01:19:49,120 --> 01:19:53,120

fighting fires for a living and one of the things that happens during the human stress

864

01:19:53,120 --> 01:20:00,720

response is called blood migration so because vasoconstriction happens the veins are constricting

865

01:20:00,720 --> 01:20:06,640

it's forcing blood towards the core of the body from the periphery so blood is moving

866

01:20:06,640 --> 01:20:14,000

from my hands and arms and my legs to the core towards the core element of the body

867

01:20:14,000 --> 01:20:18,040

the reason it's doing that is it's protecting it's protective right it's it's basically

868

01:20:18,040 --> 01:20:23,320

saying okay back to the grizzly bear I can lose an arm or a leg but I'm going to keep

869

01:20:23,320 --> 01:20:29,920

the vital organs supplied with blood so that we keep the organism alive why am I talking

870

01:20:29,920 --> 01:20:35,720

about this because tactically speaking if we go back to the seals or people that shoot

871

01:20:35,720 --> 01:20:42,880

for a living right I need them to have fine motor control they need to learn ways to control

872

01:20:42,880 --> 01:20:47,680

the human stress response because blood needs to be in their weapons which are their hands

873

01:20:47,680 --> 01:20:53,000

and their fingers to pull the trigger and in their executive frontal lobe of their brain

874

01:20:53,000 --> 01:20:59,520

to make critical decisions shoot no shoot now we make this about fire police it doesn't

875

01:20:59,520 --> 01:21:05,360

take you long to figure out that as a firefighter I need the firefighter I assume I'm not I

876

01:21:05,360 --> 01:21:11,160

don't want to offend because I'm not a firefighter but I assume I need he or she to have absolute

877

01:21:11,160 --> 01:21:16,960

vascularization in the hands and legs and arms as well as the brain so to me pardon

878

01:21:16,960 --> 01:21:23,080

the pun if you're not teaching techniques and you don't believe in techniques that are

879

01:21:23,080 --> 01:21:29,560

evidence-based to teach your firefighters to perform then literally you're robbing of

880

01:21:29,560 --> 01:21:34,040

a tactic you're robbing them of a tactical advantage to not only control the longevity

881

01:21:34,040 --> 01:21:38,220

of their health but actually to put out the fires I mean that's let's just make this

882

01:21:38,220 --> 01:21:43,560

simple I need the blood in the hands arms and legs and brains of the people that do

883

01:21:43,560 --> 01:21:52,620

this work for a living so yeah and so the adrenal fatigue basically comes from us constantly

884

01:21:52,620 --> 01:21:59,280

sub well should I say subconsciously dampening our stress response so we're able to function

885

01:21:59,280 --> 01:22:07,120

at a higher level and or I agree yes and or the the the adrenal cortex can only pump out

886

01:22:07,120 --> 01:22:12,200

so much because it's not being allowed the time afforded I shouldn't say a lot it's not

887

01:22:12,200 --> 01:22:19,640

being afforded the time to recover with those big five proper nutrition hydration connection

888

01:22:19,640 --> 01:22:30,220

exercise and most importantly sleep the body will heal with proper sleep most things beautiful

889

01:22:30,220 --> 01:22:34,760

all right with another area we talked about you know the the mental health conversations

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01:22:34,760 --> 01:22:42,660

and stigma one kind of aha moment I had a few years ago was if you have a little resistance

891

01:22:42,660 --> 01:22:48,720

you can come from a different approach and still basically affect the same outcome and

892

01:22:48,720 --> 01:22:55,920

the person who spawned that for me Logan Gelbrick who is was a major league baseball player

893

01:22:55,920 --> 01:23:00,760

and he was talking about one of his you know flow state moments and he underlined to have

894

01:23:00,760 --> 01:23:03,840

to get in the flow state and again please this was years ago I'm probably butchering

895

01:23:03,840 --> 01:23:07,880

this but he was saying you had to have you know the practice that the tens of thousands

896

01:23:07,880 --> 01:23:13,640

of reps you had to have stress but you had to have a clear mind and it really resonated

897

01:23:13,640 --> 01:23:18,360

with me because say you've got the person who pooh-poohs the mental health conversation

898

01:23:18,360 --> 01:23:22,600

well let's talk about the firefighter as far as performance or the paramedic or the seal

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01:23:22,600 --> 01:23:27,840

all right well you don't believe PTSD or you know stress or as you said overcoming difficulties

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01:23:27,840 --> 01:23:35,040

is a real thing but meditation you know whatever the therapies are are also going to allow

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01:23:35,040 --> 01:23:39,440

you to perform at a higher level so talk to me about mindfulness and some of these other

902

01:23:39,440 --> 01:23:44,280

practices with the elite performance that you've worked with even if we're not talking

903

01:23:44,280 --> 01:23:49,560
about overcoming you know challenges or a busy mind from a mental health perspective

904
01:23:49,560 --> 01:23:53,360
talk to me about the flow state or the pursuit of flow state and a high performer instead

905
01:23:53,360 --> 01:23:59,040
yeah so flow I'm just going to put it out there this is a controversial term I tend

906
01:23:59,040 --> 01:24:04,960
to be a little bit on the fence here research wise and from what I've seen I'm leaning towards

907
01:24:04,960 --> 01:24:09,960
flow let's put it that way but I still am on the fence Stephen Kotler talks about this

908
01:24:09,960 --> 01:24:17,760
other researchers talk about this as well I guess maybe it's a semantics issue here

909
01:24:17,760 --> 01:24:26,640
I am more comfortable with complete presence than I am this term flow because some of the

910
01:24:26,640 --> 01:24:33,480
flow stuff that I've seen is just it's a little bit spooky to be honest but I do like where

911
01:24:33,480 --> 01:24:37,800
I think mindfulness we did one controlled study in a peer-reviewed journal with mindfulness

912
01:24:37,800 --> 01:24:44,640
in Marines as well mindfulness it absolutely works I mean it's clear yoga works the reason

913
01:24:44,640 --> 01:24:50,200
a lot of these practices work is because it forces presence you know there's a lot of

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01:24:50,200 --> 01:24:55,160

good meta-analyses and studies out there to suggest that most high performers are you

915

01:24:55,160 --> 01:25:00,040

know 60% of our thoughts are roughly in the future so we're very future-based and that's

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01:25:00,040 --> 01:25:04,200

why we're successful to begin with right we have deadlines we have routines we're forward

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01:25:04,200 --> 01:25:09,800

looking we can see danger before it affects us so I don't like to tell people to not think

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01:25:09,800 --> 01:25:17,480

about the future but where focus or flow I think happens is becoming fully as fully present

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01:25:17,480 --> 01:25:21,240

as you can in the moment or the experience that you're experiencing and I think that's

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01:25:21,240 --> 01:25:27,760

why mindfulness is so powerful and so addicting to a lot of people as a technique that helps

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01:25:27,760 --> 01:25:33,920

kind of catalyze the mindset of whatever they're doing in that moment so I'm a big fan in

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01:25:33,920 --> 01:25:38,320

general yeah yeah that seems to be the way you sell it to to some of the other people

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01:25:38,320 --> 01:25:42,360

it is just simply performance okay you know if if you want to be at the higher level like

924

01:25:42,360 --> 01:25:46,800

you said whether that's cold flow state or presence is exactly that like you know not

925

01:25:46,800 --> 01:25:51,320

being distracted by everything else when you're myopic on that thing that you've got to do

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01:25:51,320 --> 01:25:55,760

that you need a calm mind and so if you have unaddressed trauma struggles whatever you

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01:25:55,760 --> 01:26:00,080

know label you want to put on it that is going to be detrimental to your performance as a

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01:26:00,080 --> 01:26:04,120

police officer maybe that's what makes you make the bad decision for the teenager reaching

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01:26:04,120 --> 01:26:09,000

for his license and you think he's reaching for a gun so I think this is a really important

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01:26:09,000 --> 01:26:12,760

conversation not only from the mental health perspective but the performance as well and

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01:26:12,760 --> 01:26:17,480

again you add in sleep deprivation now you're kind of you know swimming upstream in the

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01:26:17,480 --> 01:26:21,680

first place I agree we talk about this in the book we have a couple chapters but one

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01:26:21,680 --> 01:26:28,760

in particular really dedicated to talking about how we how we catalyze different

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01:26:28,760 --> 01:26:33,880

mindsets for every role that we play and if you think about fire police I mean a lot of

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01:26:33,880 --> 01:26:38,640

these men and women obviously are partners they're they have children their neighbors

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01:26:38,640 --> 01:26:44,480

their church members as well so where I think the word I really like here is is if we can

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01:26:44,480 --> 01:26:51,600

use pre and post performance routines to help kickstart and and catalyze a mindset that

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01:26:51,600 --> 01:26:56,660

forces presence that's why routines exist that's why these pre performance routines

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01:26:56,660 --> 01:27:01,040

if you're a baseball player you have a walk-up song am I saying that each firefighter or

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01:27:01,040 --> 01:27:07,400

each police officer police men and women need a walk-up song not necessarily but they do

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01:27:07,400 --> 01:27:14,020

they ought to I shouldn't say need they ought to think about a very structured pre performance

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01:27:14,020 --> 01:27:19,240

routine for okay and we have a firefighter who talks about one of these in the book actually

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01:27:19,240 --> 01:27:25,280

he's a he's a volunteer firefighter out just outside of Philly in a small town called Narborth

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01:27:25,280 --> 01:27:31,040

on David Wurzel and a brilliant example of how these performance routines helped kind

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01:27:31,040 --> 01:27:36,760

of kickstart and here it is force presence if you if you have a certain routine it's

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01:27:36,760 --> 01:27:41,720

going to force you to be more present and I think it actually comes close to kickstarting

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01:27:41,720 --> 01:27:47,440

what what you might or others might refer to as a flow state as well so have you ever

948

01:27:47,440 --> 01:27:54,440

come across the technology newcom I have not what is oh my goodness it's funny there's

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01:27:54,440 --> 01:27:58,680

several things foundation training which we talked about before we hit record amazing

950

01:27:58,680 --> 01:28:02,600

for back health but newcom it was involved somewhere I don't know if it was dev group

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01:28:02,600 --> 01:28:08,880

but it was that their technology was somewhere but they basically have neuroacoustic and

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01:28:08,880 --> 01:28:13,800

it's not not the beats even it's the the foundation is almost 30 years ago there was an incredibly

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01:28:13,800 --> 01:28:20,320

intelligent scientist who we had in the US who passed away just a few years ago but he

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01:28:20,320 --> 01:28:26,000

identified the frequencies that the brain was at at certain stress levels and then I

955

01:28:26,000 --> 01:28:31,240

think that took him 15 plus years and then he figured out how to actually manipulate

956

01:28:31,240 --> 01:28:36,720

the brain through earphones to get you know to up regulate or down regulate and again

957

01:28:36,720 --> 01:28:40,600

you know there's there's so much out there and okay it's another snake oil thing I can

958

01:28:40,600 --> 01:28:47,880

tell you hands down I am I am hugely skeptical of many many things but it's not only helped

959

01:28:47,880 --> 01:28:52,520

me my wife uses it my son's use the sleep version every night my mom uses it and just

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01:28:52,520 --> 01:28:56,960

said that her Portuguese housekeeper was literally doing it when I called her because she was

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01:28:56,960 --> 01:29:03,640

having anxiety but the reason I bring this up it's so hard to punctuate just as you as

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01:29:03,640 --> 01:29:08,480

you mentioned a police officer a paramedic a dispatcher a firefighter the end of their

963

01:29:08,480 --> 01:29:13,080

shift with high stress and God knows what we've seen and done to walking through the

964

01:29:13,080 --> 01:29:20,240

door as mom dad you know whatever relationship you have and the new calm has a 20 minute

965

01:29:20,240 --> 01:29:23,440

they call a power nap where you literally throw on a sleep mask you could be in your

966

01:29:23,440 --> 01:29:29,160

car in the bunk room of a fire station wherever take 20 minutes and it I mean it genuinely

967

01:29:29,160 --> 01:29:34,320

down regulates everything and I think it's such a beautiful way of punctuate in between

968

01:29:34,320 --> 01:29:39,480

work and then going home again I like it I just wrote down notes as you're talking I'll

969

01:29:39,480 --> 01:29:43,080

definitely look it up one of the things that we talk about in addition to I mean this is

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01:29:43,080 --> 01:29:46,960

a perhaps you know I'll kick the tires and I'll look at it more one of the things we

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01:29:46,960 --> 01:29:53,600

talk about a very simple hack if you will is to have the member really document the

972

01:29:53,600 --> 01:29:58,600

top four to six roles that they play so I'm gonna pretend you know I'm Eric the firefighter

973

01:29:58,600 --> 01:30:06,120

I'm Eric the husband I'm Eric the father and really identify keep it simple three words

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01:30:06,120 --> 01:30:13,520

that you think you need to perform optimally in the mindset of that role so as a firefighter

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01:30:13,520 --> 01:30:20,460

I need these I need to really focus on these three words for the optimal mindset for performance

976

01:30:20,460 --> 01:30:25,760

as a father these are the three words as a husband these are the three words and to really

977

01:30:25,760 --> 01:30:31,640

the hack it's really powerful as there's a chief marketing executive in the book that

978

01:30:31,640 --> 01:30:36,440

we interviewed that talks about how this changed her life and it's just a simple mantra as

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01:30:36,440 --> 01:30:41,760

she was moving from her marketing job in New York literally at the end of the day to be

980

01:30:41,760 --> 01:30:47,520

a mom and to be a wife usually I mean simply using and repeating three words in her mind

981

01:30:47,520 --> 01:30:54,580

forced her to say okay now I'm gonna focus on the mindset I need to perform ideally performance

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01:30:54,580 --> 01:30:59,720

wise as a mother and that helps so maybe that coupled with new com or whatever is a way

983

01:30:59,720 --> 01:31:04,520

to the whole point is there's how do we catalyze a mindset for the role that we're going to

984

01:31:04,520 --> 01:31:13,080

play now which by the way forces presence so when you were talking to Ryan on the podcast

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01:31:13,080 --> 01:31:18,040

and you were obviously really diving deeply into the book what I loved was you touched

986

01:31:18,040 --> 01:31:23,600

on identity and you talked about amateur versus professional and it's something that I'm hoping

987

01:31:23,600 --> 01:31:28,080

he'll come on the show one day but Steven Pressfield wrote an amazing book called the

988

01:31:28,080 --> 01:31:35,180

war of art which I read before right in my latest book and it was so powerful because

989

01:31:35,180 --> 01:31:39,120

he and this is something I'm struggling with because I'm still an amateur writing because

990

01:31:39,120 --> 01:31:43,080

I haven't gone all in and I want to get to scheduling and time management with you in

991

01:31:43,080 --> 01:31:50,080

a minute as well but he described that an amateur identifies as that thing they're all

992

01:31:50,080 --> 01:31:56,680

in and a professional knows how to separate what we do and I just was such a great parallel

993

01:31:56,680 --> 01:32:02,320

to the firefighter who becomes only a firefighter and forgets that they are the husband the

994

01:32:02,320 --> 01:32:08,200

father etc so talk to me about your perspective of the amateur versus the professional and

995

01:32:08,200 --> 01:32:12,600

these identity roles that you just talked about sort of the quotes that I use in the

996

01:32:12,600 --> 01:32:18,520

book is amateurs focus on outcomes professionals focus on process or processes and I think

997

01:32:18,520 --> 01:32:23,780

that what you're alluding to in my career that probably that the saddest things I've

998

01:32:23,780 --> 01:32:29,520

seen to be honest not the most dire but just like emotionally makes me sad are these world

999

01:32:29,520 --> 01:32:36,600

class performers whether they're military fire police athletes who have spent most of

1000

01:32:36,600 --> 01:32:43,080

their identity focusing on what they do they've become what they do and they forget that who

1001

01:32:43,080 --> 01:32:48,320

they are is markedly different what they do is a piece of who they are but when that morphs

1002

01:32:48,320 --> 01:32:53,160

man oh man that's a tough one and we all see that those are the folks that retire and then

1003

01:32:53,160 --> 01:32:58,120

have a really difficult time whether they're athletes fire police again I don't a magnetic

1004

01:32:58,120 --> 01:33:04,160

as to the role so I one of the things you're bringing up I think is very relevant here

1005

01:33:04,160 --> 01:33:11,440

is you know how do we carefully monitor those different roles that we play and how are we

1006

01:33:11,440 --> 01:33:17,080

feeding and watering those and falling back on some of those to make sure that we have

1007

01:33:17,080 --> 01:33:23,720

we're built on more than just one pillar of what we do I think the amateur also rushes

1008

01:33:23,720 --> 01:33:31,240

to do a lot of things the professionals are very deliberate and it's ironic because you

1009

01:33:31,240 --> 01:33:38,200

and I began early on in this podcast talking about different modalities for sport and youth

1010

01:33:38,200 --> 01:33:42,560

compared you know Europeans compared to Americans and we talked about the difference between

1011

01:33:42,560 --> 01:33:48,800

specialized which it seems to be very American versus generalized which generally pun intended

1012

01:33:48,800 --> 01:33:55,240

seems to be more European per the Norwegian studies etc. I will say this that when we're

1013

01:33:55,240 --> 01:34:01,760

young we want extreme exposure to a lot of things young firefight young you know pre

1014

01:34:01,760 --> 01:34:09,240

firefighter pre police exposure exposure exposure but truly professionalizing is then being

1015

01:34:09,240 --> 01:34:17,240

very deliberate not necessarily think of an athlete I work with the number one female

1016

01:34:17,240 --> 01:34:22,920

surfer in the world currently and she's at a point now where she's not going to go out

1017

01:34:22,920 --> 01:34:27,520

and just ride waves for eight hours that doesn't make sense like when she was young and she's

1018

01:34:27,520 --> 01:34:32,040

five you want the brain which is a neuroplastic ride as much as you can try as different thing

1019

01:34:32,040 --> 01:34:37,480

go play tennis good whatever but now as a professional the professionals start to hone

1020

01:34:37,480 --> 01:34:42,440

and they're extremely deliberate on what they're doing every day and what it is they're focusing

1021

01:34:42,440 --> 01:34:48,760

on improving so I think that's an also an overriding statement to not only do the amateurs

1022

01:34:48,760 --> 01:34:54,540

focus on outcomes when they should be focusing on processes but the amateurs focus on just

1023

01:34:54,540 --> 01:35:01,040

a bias towards action in general which is wrong right there should be the focus on the

1024

01:35:01,040 --> 01:35:05,640

right action why am I doing what I'm doing today how am I trying to improve my craft

1025

01:35:05,640 --> 01:35:12,600

just ever so incrementally today in one area not 25 so another thing that you were talking

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01:35:12,600 --> 01:35:18,680

about which kind of ties into this was feedback and I think this is really pertinent circles

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01:35:18,680 --> 01:35:25,120

around our social media conversation earlier as I've matured I've realized that I'm only

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01:35:25,120 --> 01:35:30,640

interested in feedback from people that I respect and it can be I'm shit I'm fine as

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01:35:30,640 --> 01:35:34,520

long as it's from someone that is worthy hearing to it I was literally just talking to a friend

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01:35:34,520 --> 01:35:39,400

of mine who's Palestinian American one of the most beautiful human beings you will ever

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01:35:39,400 --> 01:35:45,560

meet I mean he's done so much relief work in Syria and all kinds of places and he was

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01:35:45,560 --> 01:35:50,440

as you can imagine there's a lot of negative stuff when images are posted from Gaza at

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01:35:50,440 --> 01:35:56,160

the moment where atrocities are it's not politics there are innocents on both sides of this

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01:35:56,160 --> 01:36:01,000

conflict being killed and that's an absolute truth and he was getting wound up by these

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01:36:01,000 --> 01:36:08,320

comments and I'm like you you've got to think about who who are you allowing in you know

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01:36:08,320 --> 01:36:12,800

do you value that that opinion in the first place but that's obviously a more extreme

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01:36:12,800 --> 01:36:18,520

version talk to me again about about the feedback because I love the way that you framed this

1038

01:36:18,520 --> 01:36:24,220

not all feedback is necessarily going to be valuable to an athlete or a responder hundred

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01:36:24,220 --> 01:36:29,520

percent I'm going to create more hate mail there's a lot of hate mail going to come my

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01:36:29,520 --> 01:36:38,080

way for sure here I think that I say this often if I had I'm going to be I'm going

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01:36:38,080 --> 01:36:44,320

to try to be polite every time I open pick your favorite social media media for LinkedIn

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01:36:44,320 --> 01:36:50,060

whatever it is if I had a nickel for every time I see a talking head that has no business

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01:36:50,060 --> 01:36:54,960

talking about the discipline they're speaking of again I'm going to always defer to the

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01:36:54,960 --> 01:36:59,440

experts right as I've said that repeatedly through this podcast but nowadays you just

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01:36:59,440 --> 01:37:04,000

need a thirty dollar microphone and an internet connection and you can call yourself an expert

1046

01:37:04,000 --> 01:37:09,540

in anything like literally without there's there's no filter there's no oversight there's

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01:37:09,540 --> 01:37:14,440

no anything so I would ask the listener we talk about this in the book I think it's a

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01:37:14,440 --> 01:37:20,520

healthy way to approach this or who's on your board of directors pick three to five people

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01:37:20,520 --> 01:37:25,920

and ideally no offense it probably shouldn't be a spouse although that's you know maybe

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01:37:25,920 --> 01:37:31,560

the next rung down but literally people who don't have an emotional vested interest to

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01:37:31,560 --> 01:37:35,720

tell you the right things or tell you the stuff you want to hear the people are I think

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01:37:35,720 --> 01:37:42,760

mentors are good maybe coaches maybe co-workers from a different department who can speak

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01:37:42,760 --> 01:37:47,520

your language who understand the stressors and the the architecture of what's going on

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01:37:47,520 --> 01:37:52,400

day to day and I think getting we you know Alan and I in the book we talk about is the

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01:37:52,400 --> 01:37:59,960

feedback valid vetted and trusted meaning five by valid is does the person have a background

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01:37:59,960 --> 01:38:04,040

where when they give me feedback they can actually it makes sense they they can they

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01:38:04,040 --> 01:38:09,960

know they have a background that actually has validity it's vetted it's filter like

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01:38:09,960 --> 01:38:14,440

the I know this person has they they come from the right background they've walked the

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01:38:14,440 --> 01:38:20,520

walk etc and it's coming with the right intent so the trust I think I trust that they're

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01:38:20,520 --> 01:38:24,460

going to give me the hard stuff that I don't want to hear not just the yeah Eric you're

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01:38:24,460 --> 01:38:31,120

doing great we bring up a great example in the book and I'll I'll divorce myself of a

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01:38:31,120 --> 01:38:35,540

first responder example here was a professional athlete who is going through a pretty significant

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01:38:35,540 --> 01:38:43,320

slump and it was in Los Angeles and anyone who watches sports knows of this figure and

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01:38:43,320 --> 01:38:47,240

was going through a pretty substantial slump and went into a Starbucks and we talk about

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01:38:47,240 --> 01:38:52,440

this in the book the barista example and the barista noticed who he was noticed obviously

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01:38:52,440 --> 01:38:57,000

that he's in a slump because the media is talking about it and apparently this barista

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01:38:57,000 --> 01:39:03,720

had played this person's sport in high school so the barista made it a point to come around

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01:39:03,720 --> 01:39:08,760

the coffee counter and tell him exactly what he was doing wrong and how the footwork was

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01:39:08,760 --> 01:39:14,560

wrong in his opinion as a barista so it's funny you're smiling I'm kind of chuckling

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01:39:14,560 --> 01:39:20,240

but what isn't funny is then that player came to our facility and for the next week and

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01:39:20,240 --> 01:39:27,100

a half almost two weeks demanded from the coaches that he make a change to his footwork

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01:39:27,100 --> 01:39:33,600

because of the feedback he had received from a barista remember sometimes when we're in

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01:39:33,600 --> 01:39:40,720

a slump whether that's an emotional physical personal performance there's a natural bias

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01:39:40,720 --> 01:39:46,840

towards action I need to do something to get out of it as opposed to am I taking a stepwise

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01:39:46,840 --> 01:39:51,820

reasonable approach to making sure that the feedback I'm given with all due respect to

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01:39:51,820 --> 01:39:58,520

a barista that person's great at making coffee which I love but I'm not sure that's the most

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01:39:58,520 --> 01:40:04,880

valid vetted feedback avenue or stream that could have that player could have afforded

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01:40:04,880 --> 01:40:10,360

so I think it's a very visceral example of how important how important it is to make

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01:40:10,360 --> 01:40:14,840

sure we have that board of directors that we can check in and then most importantly

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01:40:14,840 --> 01:40:21,180

James that we only make one change at a time and then measure that because if I change

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01:40:21,180 --> 01:40:26,160

everything or I change five things and I start to perform to my liking and my peers or my

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01:40:26,160 --> 01:40:32,520

boss is liking then it's unclear as to which of those five led to the change so I think

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01:40:32,520 --> 01:40:37,040

there ought to be more of an empirical science based approach to okay James is going to give

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01:40:37,040 --> 01:40:42,200

me feedback because he walks the walk he's a firefighter I need some feedback and I'm

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01:40:42,200 --> 01:40:46,520

going to take what he tells me one thing I'm gonna make a change and see if there's performance

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01:40:46,520 --> 01:40:52,320

or emotional or psychological changes whatever it may be if I get into it and I'm gonna go

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01:40:52,320 --> 01:40:56,240

skiing next week for a week to our place in Montana if I get into a skiing accident God

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01:40:56,240 --> 01:41:04,120

forbid and I tear my ACL I'm not gonna go to a barista I'm just not I mean I'm gonna

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01:41:04,120 --> 01:41:07,400

go to a barista to get a coffee but I'm gonna go to someone who knows what they're doing

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01:41:07,400 --> 01:41:13,920

to repair my leg and give me feedback on what I did wrong and how to repair that so absolutely

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01:41:13,920 --> 01:41:20,040

it's funny just total tangent I just saw on social media a guy that was backwards skiing

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01:41:20,040 --> 01:41:26,240

so the chances of him skiing past this particular person were I mean one in god knows how many

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01:41:26,240 --> 01:41:31,120

but he discovered a snowboarder completely buried upside down just the edge of their

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01:41:31,120 --> 01:41:36,960

board sticking out and was luckily a well-prepared guy his fitness you could see I mean that

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01:41:36,960 --> 01:41:40,700

was a big peak key as well because I can't imagine being there finding the person they

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01:41:40,700 --> 01:41:45,880

die because you weren't fit enough which again you know I talk about that in uniform you

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01:41:45,880 --> 01:41:50,080

know lives depend on us but he happened to have the you know the shovel and everything

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01:41:50,080 --> 01:41:55,120

and end up getting this person out but my god I mean the talk about psychology what

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01:41:55,120 --> 01:41:59,160

that person must have been thinking buried in what must have been about four or five

1100

01:41:59,160 --> 01:42:04,840

feet of snow knowing down well that he's way off piece and the chances of that single ski

1101

01:42:04,840 --> 01:42:10,640

are not only passing him but seeing the tip of his snowboard I mean absolutely incredible

1102

01:42:10,640 --> 01:42:17,480

wow yeah crazy story yeah so all right well then let's get to the book itself so you mentioned

1103

01:42:17,480 --> 01:42:22,800

about you know your your neighbor the the sheriff's deputy being somewhat of an inspiration

1104

01:42:22,800 --> 01:42:27,080

you have this story career you've worked with some of the you know the most elite warfighters

1105

01:42:27,080 --> 01:42:32,400

on the planet you work with world champion sporting teams what made you write learned

1106

01:42:32,400 --> 01:42:38,080

excellence and then let's kind of unpack what people find between the covers yeah so for

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01:42:38,080 --> 01:42:44,720

me it came down to probably fatigue we talked about adrenal fatigue I had mental fatigue

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01:42:44,720 --> 01:42:50,320

of just hearing in every corner in every direction I was looking that I can never do it the narrative

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01:42:50,320 --> 01:42:55,880

of I can never do it he or she is doing because they were born that way and I'll be the first

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01:42:55,880 --> 01:43:01,880

to say there are some anatomical advantages to certain trait disciplines for sure like

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01:43:01,880 --> 01:43:06,600

you know I a giraffe for example can reach fruit higher on a tree than an elephant for

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01:43:06,600 --> 01:43:12,040

example so my point is though when you unpack and we did so in this book learned excellence

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01:43:12,040 --> 01:43:18,800

we interviewed 32 of the world's best performers in their craft or in their discipline ranging

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01:43:18,800 --> 01:43:27,160

from CIA Navy SEALs firefighters police Cirque du Soleil acrobats neurosurgeons congressmen

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01:43:27,160 --> 01:43:34,560

ballroom dancers big wave surfers attorneys neurosurgeon we just tried to get a broad

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01:43:34,560 --> 01:43:38,560

kind of brush approach of what I think most reasonable people would say yeah that person

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01:43:38,560 --> 01:43:43,680

is wow yeah I know who that is Carly Lloyd Nathan Chen I mean people are going to know

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01:43:43,680 --> 01:43:49,880

who these people are and then when you hear their stories it becomes clear as day I just

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01:43:49,880 --> 01:43:56,240

did this for 25,000 encounters right over 30 years but we use 32 as a prime example

1120

01:43:56,240 --> 01:44:03,320

that there's a framework in place that we can accelerate learning and accelerate a lot

1121

01:44:03,320 --> 01:44:08,120

of these disciplines I mean that book learned excellence it's mental disciplines for leading

1122

01:44:08,120 --> 01:44:12,760

and winning from the top you know world's top performers so it's what are they doing

1123

01:44:12,760 --> 01:44:18,700

or what do they do on a regular basis to navigate and to incrementally improve and navigate

1124

01:44:18,700 --> 01:44:26,520

adversity focus on their identity catalyze mindsets balance and recover so partnered

1125

01:44:26,520 --> 01:44:30,780

with a group a former Google executive 16 years at Google Alan Eagle who had written

1126

01:44:30,780 --> 01:44:38,120

two bestsellers and I like that business vertical a lot so obviously I have the military side

1127

01:44:38,120 --> 01:44:43,120

I have the first responder exposure I have the sport exposure I wanted to bring in business

1128

01:44:43,120 --> 01:44:48,220

and make it a consumable I guess the last thing I'll say about the book is I'm most

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01:44:48,220 --> 01:44:54,280

proud I think of it being practical actionable and consumable to anyone and that was the

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01:44:54,280 --> 01:45:00,000

goal like how do we take complex psychological theories complex research and mix in some

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01:45:00,000 --> 01:45:06,920

of that with really good stories from people and make it consumable where anyone can move

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01:45:06,920 --> 01:45:11,960

the needle of their own performance after reading it so that was the goal I want to

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01:45:11,960 --> 01:45:16,400

get to some of the takeaways and I mean I'm already intrigued I really am I mean all that

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01:45:16,400 --> 01:45:20,040

the way that you've described the people in the book is the way that I look at the guests

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01:45:20,040 --> 01:45:24,780

on this podcast I am a firefighter I have firefighters on here but I have boy soldiers

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01:45:24,780 --> 01:45:29,560

and Navy SEALs and neuroscientists and all the people because again that Venn diagram

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01:45:29,560 --> 01:45:34,320

you get that beautiful overlap but before we get to what you found amongst all these

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01:45:34,320 --> 01:45:38,120

high performers and obviously the tens of thousands that you've seen with your own eyes

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01:45:38,120 --> 01:45:43,360

what are some of the the fallacies or myths that maybe some of these talking heads are

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01:45:43,360 --> 01:45:51,320

out there you know pushing out into the world that actually don't align with your findings

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01:45:51,320 --> 01:45:59,540

in your book and your work so one of the fallacies that I halfway agree with is their their brains

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01:45:59,540 --> 01:46:04,880

and their approach and their mindset or their psychology is different it is I mean you're

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01:46:04,880 --> 01:46:09,880

like you can talk to neurophysiologists and you can you know take the brains of elite

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01:46:09,880 --> 01:46:14,600

SEALs elite firefighters I mean you can find studies up and down the internet that are

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01:46:14,600 --> 01:46:21,000

valid research studies that the brains are different the problem is is the brains developmentally

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01:46:21,000 --> 01:46:28,640

become different we had we haven't taken any people from from birth and followed them with

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01:46:28,640 --> 01:46:35,080

you know neurophysiological longitudinal blood work to see okay so I think that that's I'm

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01:46:35,080 --> 01:46:40,720

getting deep here but one of some of the noise I sometimes hear back to your comment is that

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01:46:40,720 --> 01:46:46,360

well they're just different they're different but they've become that way by learning and

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01:46:46,360 --> 01:46:51,880

by incremental failure and by failing forward and by getting and receiving feedback and

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01:46:51,880 --> 01:46:58,040

by using techniques to make sure that their human stress response doesn't become overloaded

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01:46:58,040 --> 01:47:03,200

like we've talked about where it's adrenal fatigue they are focusing on having fun and

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01:47:03,200 --> 01:47:09,120

not making it a chore they are focusing on connection they are focusing on balance so

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01:47:09,120 --> 01:47:15,400

there's a lot of again that might the chief noise I hear by far is you just have to appreciate

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01:47:15,400 --> 01:47:21,360

this beauty that's you know in this discipline as a once a generation beauty and it's no

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01:47:21,360 --> 01:47:25,800

it's noise anyone can do what any of these men and women and they'll tell you the same

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01:47:25,800 --> 01:47:31,300

thing you don't need to hear it from Eric Potter at right you can hear it from themselves

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01:47:31,300 --> 01:47:38,680

in the book they'll tell you to a person they've become this way over time so the profession

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01:47:38,680 --> 01:47:45,360

that I was a part of the way that you rise the the promotional ladder is a series of

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01:47:45,360 --> 01:47:50,800

exams and my observation and again not you know tarring everyone with the same brush

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01:47:50,800 --> 01:47:54,840

there are some phenomenal leaders whether they're wearing chief spugles or whether they're

1162

01:47:54,840 --> 01:48:02,040

still a firefighter but there's there's a promotion without any human development with

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01:48:02,040 --> 01:48:09,320

any real inherent leadership skills so you again between the the business world the sporting

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01:48:09,320 --> 01:48:18,080

world the military world what are you seeing as far as rank versus leadership

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01:48:18,080 --> 01:48:24,720

rank is easy leadership is hard there's them there's my bumper sticker statement I think

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01:48:24,720 --> 01:48:30,920

leadership is yeah leadership is not that there's a lot of things there that are learned

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01:48:30,920 --> 01:48:37,480

over time through proper mentoring etc delegation you know giving and receiving feedback I will

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01:48:37,480 --> 01:48:43,600

say you're asking a hard question but I'll give you a perhaps a deeper harder answer

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01:48:43,600 --> 01:48:48,320

especially with leaders now we talk about elite performers in general I've been able

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01:48:48,320 --> 01:48:55,640

I've been lucky enough to work with thousands over 30 years but the leaders among those

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01:48:55,640 --> 01:49:00,560

a little bit different and for me this isn't in the book and I wish it had been maybe it'll

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01:49:00,560 --> 01:49:05,540

be in a second book who knows but there really are I call them kind of a four horseman there

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01:49:05,540 --> 01:49:13,520

are four core characteristics that I notice not only in talking to these NBA coaches the

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01:49:13,520 --> 01:49:20,160

police chiefs that there are four core things that most of them are have doubled and tripled

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01:49:20,160 --> 01:49:26,000

down on one of them is emotional intelligence and by emotional intelligence we can get academic

1176

01:49:26,000 --> 01:49:29,880

here and geek out on what the definition is are you in touch with your own emotions can

1177

01:49:29,880 --> 01:49:35,040

you have the radar to understand the emotions of the people around you and can you balance

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01:49:35,040 --> 01:49:42,460

those etc etc I simplify this and I call it feel can you read a room and can you feel

1179

01:49:42,460 --> 01:49:47,520

the person in front of you can you feel the atmosphere can you bounce that off of your

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01:49:47,520 --> 01:49:53,800

own stuff and be emotionally intelligent to navigate whatever decisions need to be made

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01:49:53,800 --> 01:49:59,920

so feel okay our emotional intelligence is one the second one is one of my favorites

1182

01:49:59,920 --> 01:50:04,980

of the force called reflective thinking are the and I think I would invite your audience

1183

01:50:04,980 --> 01:50:11,040

to to really do a gut check here and ask yourself think of the best leaders that you've ever

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01:50:11,040 --> 01:50:15,600

had and I'd be willing to bet you and I'm not a better here but we willing to bet you

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01:50:15,600 --> 01:50:21,360

he or she is quite reflective and by reflective I mean think of a chess player by the time

1186

01:50:21,360 --> 01:50:27,240

a chess player is making a move he or she has thought of two or three counter moves

1187

01:50:27,240 --> 01:50:33,240

that can be made meaning they are very strategic and they don't have here it is again a bias

1188

01:50:33,240 --> 01:50:39,240

towards or a rush towards action they want to survey everything and then make the right

1189

01:50:39,240 --> 01:50:46,720

decision for the right reason before they execute a decision or an action so good leaders

1190

01:50:46,720 --> 01:50:52,120

I have found and I've seen this in the ones some of them we interview in the book as well

1191

01:50:52,120 --> 01:51:00,080

they're very reflective people with low reflective thinking may say or do something very fast

1192

01:51:00,080 --> 01:51:05,040

but by and large they say to themselves afterwards sheesh I wish I'd given that more thought

1193

01:51:05,040 --> 01:51:09,720

I didn't think about that angle so emotional intelligence reflective thinking the third

1194

01:51:09,720 --> 01:51:14,840

is empathy and now I'm going to get a little touchy feely right but I the ability the best

1195

01:51:14,840 --> 01:51:20,240

definition I can come up with here on the podcast is the ability to temporarily put

1196

01:51:20,240 --> 01:51:27,880

your own perspective aside to understand the perspective of other so I may not know who

1197

01:51:27,880 --> 01:51:33,240

James is but I'm going to take the time to put my own biases my own perspective about

1198

01:51:33,240 --> 01:51:38,880

firefighters in general and say okay I want to understand this guy's pain points and his

1199

01:51:38,880 --> 01:51:45,200

perspective through his lens once I do that then I can help I can come to the middle and

1200

01:51:45,200 --> 01:51:51,520

I can then bring in expertise that I may have or not but first I need to lead with empathy

1201

01:51:51,520 --> 01:51:57,000

I need to understand the perspective and pain points or perspective of other okay and then

1202

01:51:57,000 --> 01:52:03,760

fourth and last would be curiosity to me the best leaders I've ever both interviewed been

1203

01:52:03,760 --> 01:52:09,160

a part of or had myself in the military and even in sport are curious creatures there

1204

01:52:09,160 --> 01:52:13,960

are more of the what and how people than the what then then I'm sorry they're more of the

1205

01:52:13,960 --> 01:52:19,680

how and why people than the what people what is a dime a dozen I can find an answer to

1206

01:52:19,680 --> 01:52:27,920

what now on Google that's easy the how and the why things work I think truly flex subject

1207

01:52:27,920 --> 01:52:32,280

matter expertise good leaders are curious and they're going to stay on top of their

1208

01:52:32,280 --> 01:52:38,280

discipline because they're constantly wanting to know more about and get better why things

1209

01:52:38,280 --> 01:52:43,840

work how can we make them better not just what it is what it is so sorry I went off

1210

01:52:43,840 --> 01:52:50,680

on those but I those four are on the leadership perspective by the way all learned right no

1211

01:52:50,680 --> 01:52:57,440

one comes out of the womb knowing any of those four so now it's important because when I'm

1212

01:52:57,440 --> 01:53:02,840

when you're listing these out I'm thinking about the crisis that my profession is going

1213

01:53:02,840 --> 01:53:08,320

through at the moment as I said you know we're overworked underpaid you know we have a hiring

1214

01:53:08,320 --> 01:53:12,280

crisis that means that it's not me I'm not in the service anymore the men and women wearing

1215

01:53:12,280 --> 01:53:16,920

uniform right now being asked to do more with less because there aren't enough bodies and

1216

01:53:16,920 --> 01:53:21,240

you know this very kind of reactive way that we're doing it is resulting in diseases deaths

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01:53:21,240 --> 01:53:22,760

divorces etc.

1218

01:53:22,760 --> 01:53:28,480

Suicide and when you think about empathy what we see a lot of times whether it's the county

1219

01:53:28,480 --> 01:53:33,440

or city council member or the police chief that pushes papers behind the desk now and

1220

01:53:33,440 --> 01:53:37,900

I mean that simply is you know not working on a rig for 24 hours is there's a loss of

1221

01:53:37,900 --> 01:53:43,760

empathy and then when it comes to the curious you know the curiosity side it's easy just

1222

01:53:43,760 --> 01:53:47,520

to stay within the parameters of the fire service oh well I just you know spoke to this

1223

01:53:47,520 --> 01:53:52,040

chief from this fire department and this is how they do it so rather than going to the

1224

01:53:52,040 --> 01:53:57,680

Navy SEALs the SAS you know Google Virgin Atlantic you know how do you do it I know

1225

01:53:57,680 --> 01:54:01,880

the one thing that the fire service likes to throw around is that fire service is a

1226

01:54:01,880 --> 01:54:07,240

business and I always say okay well then if I disagree we're not here to make money we're

1227

01:54:07,240 --> 01:54:11,600

here to be there when people are having their worst day but if that is the case then why

1228

01:54:11,600 --> 01:54:15,600

are you working like an indian indonesian sweatshop rather than going to Google and

1229

01:54:15,600 --> 01:54:20,400

Virgin these proactive business models and asking them because you're going to find out

1230

01:54:20,400 --> 01:54:24,320

they've got a short work week they've you know exercise and nutrition is a priority

1231

01:54:24,320 --> 01:54:27,400

with their people and you're going to see the same things that you're still not doing

1232

01:54:27,400 --> 01:54:31,920

there so James I would meet them where they're at I wouldn't change their words and again

1233

01:54:31,920 --> 01:54:36,840

I'm not this isn't a criticism of you but look am I opposed to that do I believe that

1234

01:54:36,840 --> 01:54:42,280

my my cop friends and my firefighter friends are in a business of of course that's preposterous

1235

01:54:42,280 --> 01:54:48,320

to me but if the person believes that one of the best mentors I ever had told me you

1236

01:54:48,320 --> 01:54:53,800

have to meet the person where they're at in order to in in order to foster change so I

1237

01:54:53,800 --> 01:54:58,680

think that if they're going to use the business metaphor you said the exact right thing let's

1238

01:54:58,680 --> 01:55:03,840

call it a business then okay they're in a business how do we improve productivity well

1239

01:55:03,840 --> 01:55:11,040

I can show you studies until until we drown in them that focus on balance and recovery

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01:55:11,040 --> 01:55:15,200

increasing productivity so I I would just meet him where they're at saying okay if you're

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01:55:15,200 --> 01:55:18,960

going to call this a business let's make the business more efficient and more productive

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01:55:18,960 --> 01:55:25,280

by doing these things it sounds awful to call it that but at the end of the day okay and

1243

01:55:25,280 --> 01:55:29,200

you said the right thing with Google and all the the wellness programs I mean they've weaponized

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01:55:29,200 --> 01:55:35,000

wellness now and it is powerful it is it's moving it has moved the needle and continues

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01:55:35,000 --> 01:55:41,480

to move the needle so yeah well even some of the you know most proactive corporate companies

1246

01:55:41,480 --> 01:55:47,980

have switched to the four nine-hour days now and not us you know that not cut salary or

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01:55:47,980 --> 01:55:52,080

anything and they're finding that they're as if not more productive because these people

1248

01:55:52,080 --> 01:55:56,000

are getting an extra day and they're becoming more innovative how do I get the same amount

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01:55:56,000 --> 01:56:01,000

of work done in four days now because I mean we all know anyone who's done a job that they

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01:56:01,000 --> 01:56:05,680

didn't absolutely love you just kind of you know that inbox is never empty it's going

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01:56:05,680 --> 01:56:10,680

to be there the next day so how can you be more efficient so even if you use that corporate

1252

01:56:10,680 --> 01:56:17,920

example well again you know they are they're valuing rest recovery sleep efficiency so

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01:56:17,920 --> 01:56:21,960

you know but again it's that lack of curiosity you're calling yourself a business without

1254

01:56:21,960 --> 01:56:30,280

really doing the work to underline your your ethos yeah I was you know I'm having flashbacks

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01:56:30,280 --> 01:56:35,600

to be honest with you of you know being in the military and when when I was the the psychologist

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01:56:35,600 --> 01:56:40,440

I was the first like psychologist at Bud's and we had obviously it was post 9-11 so we

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01:56:40,440 --> 01:56:50,000

had to iterate and develop programs for resilience and and we we had the resources to do that

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01:56:50,000 --> 01:56:56,160

I you know on the flip side I go to my friends who are cops and firefighters and I'm again

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01:56:56,160 --> 01:57:00,840

I'm going to create more hate mail today but it's it's like I was appalled I honestly was

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01:57:00,840 --> 01:57:06,040

appalled with the lack of resourcing of this and I'm like my goodness this is the like

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01:57:06,040 --> 01:57:10,720

if we're going to resource anything like you're spending more on boots than you are on some

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01:57:10,720 --> 01:57:15,440

of the resiliency programs here I mean what what are we doing I mean feet are important

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01:57:15,440 --> 01:57:19,240

but actually the greatest resource is above the neck and between the ears let's be careful

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01:57:19,240 --> 01:57:26,680

here so yeah absolutely well I want to throw something in and then revisit the book and

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01:57:26,680 --> 01:57:30,320

then we've got some closing questions but this I think it's important that we do discuss

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01:57:30,320 --> 01:57:35,280

especially as the SEAL community has lost so many men to suicide I mean especially recently

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01:57:35,280 --> 01:57:40,200

it seems like you know over and over and over again I see more and more one of the other

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01:57:40,200 --> 01:57:46,840

things that became apparent to me over these these years and again I you know a white belt

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01:57:46,840 --> 01:57:52,760

constantly curious interviewer but I'm getting these amazing life stories and people on here

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01:57:52,760 --> 01:57:57,560

that have been right there two of you know one two of them actually completed their suicide

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01:57:57,560 --> 01:58:02,520

attempt they just survived Kevin Hines survived jumping off the Golden Gate Bridge Emma Benoit

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01:58:02,520 --> 01:58:09,600

survived shooting herself and over and over again of course there's the one element of

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01:58:09,600 --> 01:58:15,560

wanting the suffering to end but another piece that really not even surprised me I just didn't

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01:58:15,560 --> 01:58:21,280

think about that totally pushes against the kind of shame that's put on suicide was that

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01:58:21,280 --> 01:58:29,280

feeling of being a burden and when you look at the brain as being miswired so we can't

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01:58:29,280 --> 01:58:34,080

understand a brain in crisis when you're not in crisis you know it's trying to understand

1277

01:58:34,080 --> 01:58:40,000

what a femur fracture is like when your leg isn't broken but you now go back to how a

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01:58:40,000 --> 01:58:45,480

lot of us talked about suicide oh it's cowardly it's selfish how could you think of your kids

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01:58:45,480 --> 01:58:50,200

and then I hear these these you know courageous men and women come on the show and pour their

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01:58:50,200 --> 01:58:56,160

heart out and tell their story and at that moment they believe that they were a burden

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01:58:56,160 --> 01:59:02,000

to their children they were a burden to their wife their husband and so suicide was a selfless

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01:59:02,000 --> 01:59:07,160

act it was a courageous act in that mindset at that point which goes against our very

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01:59:07,160 --> 01:59:14,240

biology biology to to survive what is your perspective of that because I feel like are

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01:59:14,240 --> 01:59:19,160

you feeling like a burden should be front and center on the on the you know the posters

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01:59:19,160 --> 01:59:23,400

and the PSA's and all these because it just doesn't seem to be discussed and it totally

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01:59:23,400 --> 01:59:29,920

debunks then that selfish cowardly rhetoric that a lot of us were raised on so I'm a huge

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01:59:29,920 --> 01:59:36,960

fan I think that's that's perhaps the my favorite part of this podcast to be honest because

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01:59:36,960 --> 01:59:40,520

I actually think that this you probably saw me smile as you were talking about this this

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01:59:40,520 --> 01:59:45,580

is this is very relevant I think it's and is unfortunately it's not a narrative you

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01:59:45,580 --> 01:59:51,240

hear much about to be honest but I but I have to look back to my one of my mentors you have

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01:59:51,240 --> 01:59:56,120

to meet people where they're at and you have to listen especially to the survivors of this

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01:59:56,120 --> 02:00:01,240

and if that's the mindset they had who am I like I don't get paid enough to say oh I'm

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02:00:01,240 --> 02:00:07,960

sorry that's not what they mean no we I think that's that's fair the other piece here that

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02:00:07,960 --> 02:00:14,640

I was struck with and I can't speak because I'm not a firefighter I'm not a cop but I

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02:00:14,640 --> 02:00:21,120

was a naval officer for 20 years and I think that it's the most impactful valuable work

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02:00:21,120 --> 02:00:26,240

I will probably on my last breath I will look especially at the sealed community I was lucky

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02:00:26,240 --> 02:00:30,880

enough to be with them as their psychologist I'm I talk about this a little bit in the

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02:00:30,880 --> 02:00:34,920

book nothing is going to come close to that nothing that's just a given you just have

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02:00:34,920 --> 02:00:40,680

to kind of put that aside and be like okay that said one of the things that I saw that

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02:00:40,680 --> 02:00:45,760

was difficult for these men and by the way women in the military who transitioning as

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02:00:45,760 --> 02:00:52,760

well is just a lack of a true sense of community afterwards so while I think what you've just

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02:00:52,760 --> 02:00:59,780

talked about is probably a one as we need to hear from the survivors on them feeling

1303

02:00:59,780 --> 02:01:15,040

like they were a burden a two might be have we created a community that is completely

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02:01:15,040 --> 02:01:22,240

how do I relevant and more authentic to their experience as not only their role but what

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02:01:22,240 --> 02:01:27,320

they've experienced and I'm not sure I can't speak to fire I wish I could I wish I could

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02:01:27,320 --> 02:01:32,880

speak to police I can only guess but in the military this is where I think it's fallen

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02:01:32,880 --> 02:01:39,440

short I mean the military creates and again I loved the military for 20 years it was great

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02:01:39,440 --> 02:01:45,360

but it creates a culture of like you know you shop it on base at commissaries and you

1309

02:01:45,360 --> 02:01:51,800

create an acronyms that only military members understand and then at the end of that bullet

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02:01:51,800 --> 02:01:58,320

train whether it's four years five years or retired at 20 or 30 the bullet train stops

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02:01:58,320 --> 02:02:03,920

and people get out with an unbelievable role that they've been playing that by the way

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02:02:03,920 --> 02:02:13,000

no fans no no media no ESPN no blogs about it doing incredibly relevant and impactful

1313

02:02:13,000 --> 02:02:19,800

work the bullet train stops the doors open they walk out the bullet train doors shut

1314

02:02:19,800 --> 02:02:26,720

and it takes off again at mock speed and they're in a culture that yeah they're Americans or

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02:02:26,720 --> 02:02:34,040

they're Brits or they're Finns or whatever I don't care and I'm just not quite sure

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02:02:34,040 --> 02:02:40,240

because a lot of people my experience and again I've had a very good experience but

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02:02:40,240 --> 02:02:45,600

I can see where like my employers didn't really care didn't ask questions about the military

1318

02:02:45,600 --> 02:02:50,960

my neighbors really did care I mean that's and I'm sure that's the same for fire and

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02:02:50,960 --> 02:02:54,560

police and I do think that's I'm going off on this probably a little bit longer and I'm

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02:02:54,560 --> 02:03:01,080

sorry but I think it's a cultural misalignment afterwards the people that really don't fully

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02:03:01,080 --> 02:03:08,760

understand what I've experienced authentically yeah so a better sense of community I think

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02:03:08,760 --> 02:03:14,720

is the second answer to that burden issue as well to be honest yeah I couldn't agree

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02:03:14,720 --> 02:03:18,760

more I've had Sebastian Junger on several times and you know his book tribe for example

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02:03:18,760 --> 02:03:24,480

I think was such a powerful perspective on that and I think where we drop the ball so

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02:03:24,480 --> 02:03:31,040

poorly in the fire service specifically is we have done the worst job of branding like

1326

02:03:31,040 --> 02:03:36,480

people still in 2024 why is there a fire engine on my medical call or you know you guys just

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02:03:36,480 --> 02:03:41,200

sit around and you know work out and play cards and and it just drives me crazy I mean

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02:03:41,200 --> 02:03:46,480

how how have we got to this point I think the the whole you know the tongue-in-cheek

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02:03:46,480 --> 02:03:50,960

joke about every seal's written a book there's a lot of upsides to that you know you don't

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02:03:50,960 --> 02:03:55,320

need to know the operational secrets but to understand as you said what some you know

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02:03:55,320 --> 02:04:01,000

some of these incredible war fighters have done for this country is really important

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02:04:01,000 --> 02:04:04,480

what kills me is that we don't have that in the fire service and I'm writing a book now

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02:04:04,480 --> 02:04:09,880

that my pipe dream is to make into a TV show so maybe we can not only tell that but I want

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02:04:09,880 --> 02:04:14,600

to tell the multi-generational story woven into that as well but you know we so you have

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02:04:14,600 --> 02:04:19,720

these men and women that serve for 10 20 30 years every third day they left their family

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02:04:19,720 --> 02:04:22,960

I mean they literally if they got a 30-year career they've been away from their family

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02:04:22,960 --> 02:04:28,640

for 10 solid years by that point and then and then one day the bay door closes behind

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02:04:28,640 --> 02:04:33,720

them and that's it there's no VA you know there's no place that they can all meet like

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02:04:33,720 --> 02:04:37,760

you're done no no health insurance nothing you know you can have Cobra for a year and

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02:04:37,760 --> 02:04:44,720

then you know by Felicia so you've removed that community that purpose identity and you

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02:04:44,720 --> 02:04:49,320

then go back into a community that has no idea what you did because our profession is

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02:04:49,320 --> 02:04:54,720

so bad at letting them know what we do which also then in turn is the resistance for giving

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02:04:54,720 --> 02:04:58,440

them more rest and recovery well why do they need time off they don't do anything now so

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02:04:58,440 --> 02:05:02,680

this is what I see with ours and a lot of our men and women in in fire police you know

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02:05:02,680 --> 02:05:08,280

corrections dispatch they really really struggle after because as you said there isn't that

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02:05:08,280 --> 02:05:12,680

community there isn't even an understanding of what these men and women do when they leave

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02:05:12,680 --> 02:05:17,200

their families to protect complete strangers every third day for example totally agree

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02:05:17,200 --> 02:05:22,840

totally beautifully stated and couldn't agree more couldn't agree more well I want to just

1349

02:05:22,840 --> 02:05:27,240

revisit the book for a second so we talked about the kind of myths what are some of the

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02:05:27,240 --> 02:05:31,120

takeaways of course I don't expect you to to describe the whole book and people listening

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02:05:31,120 --> 02:05:35,400

can buy the book and learn from all these great high performers but what are some of

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02:05:35,400 --> 02:05:39,840

the the overlaps in the Venn diagrams that you did see with all these great people yeah

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02:05:39,840 --> 02:05:44,520

it's a great question so for us for Alan and I we put together a framework that really

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02:05:44,520 --> 02:05:51,200

focused on five main verticals there are five when you look at kind of the shared concentric

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02:05:51,200 --> 02:05:56,160

circle shared variance of concentric circles of all of these disciplines who are the best

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02:05:56,160 --> 02:06:02,720

in what they do it really came down to five the first is a more of a focus on identity

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02:06:02,720 --> 02:06:08,600

over reputation so the best performers in the world they're focusing a lot more on identity

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02:06:08,600 --> 02:06:14,160

markers and making decisions based on their identity and care really a lot less about

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02:06:14,160 --> 02:06:18,080

what people think they just accelerate that natural progression that most humans have

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02:06:18,080 --> 02:06:23,560

so the first is identity over reputation we unpack an entire chapter on that the second

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02:06:23,560 --> 02:06:29,160

is mindset not only do we find the same thing that Carol Dweck found in her great

1362

02:06:29,160 --> 02:06:33,040

work of growth mindset yeah the best performers in the world do have a growth mindset but

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02:06:33,040 --> 02:06:38,680

they also have a challenge versus a threat mindset whereas they view setbacks and obstacles

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02:06:38,680 --> 02:06:44,680

as nothing more than a unique challenge that can be solved and thirdly around mindset is

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02:06:44,680 --> 02:06:49,320

that issue of having a different mindset for every role that they play so we unpack chapter

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02:06:49,320 --> 02:06:54,920

two on mindset and how you if you want to be the best in your craft you need to have

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02:06:54,920 --> 02:06:58,800

a different mindset for every role that you play the mindset that makes you an effective

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02:06:58,800 --> 02:07:03,220

firefighter is not going to be the same mindset that's going to make you an effective father

1369

02:07:03,220 --> 02:07:12,100

mother etc it's not going to be thirdly we have an entire chapter on process really through

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02:07:12,100 --> 02:07:18,160

great stories as well that focusing on processes or recipes to performance rather than outcomes

1371

02:07:18,160 --> 02:07:22,920

and really surrounding yourself with valid vetted feedback and those boards of directors

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02:07:22,920 --> 02:07:28,340

etc so chapter three is there that's the third differentiator the fourth was adversity tolerance

1373

02:07:28,340 --> 02:07:33,840

tactics when you look at the best men and women in their craft they're generally doing

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02:07:33,840 --> 02:07:40,800

the same 10 things to navigate through adversity or stress pre and post performance routines

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02:07:40,800 --> 02:07:46,420

breathing visualization positive self-talk thought management contingency planning etc

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02:07:46,420 --> 02:07:52,880

so adversity tolerance is the fourth and then the last is balance and recovery so these

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02:07:52,880 --> 02:07:59,560

five main pillars are truly the best differentiators between if you want to be the best in your

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02:07:59,560 --> 02:08:06,080

craft i don't care what it is really think about an operational way to practically and

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02:08:06,080 --> 02:08:11,540

actionably improve in those five areas so that's what the book is about beautiful now

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02:08:11,540 --> 02:08:17,160

where can people find the book amazon barnes and noble i just sent you again our publicist

1381

02:08:17,160 --> 02:08:21,720

i apologize i just sent you a galley you should have that galley in your inbox james but the

1382

02:08:21,720 --> 02:08:27,280

average or anyone can go now to amazon it's called learned excellence mental disciplines

1383

02:08:27,280 --> 02:08:31,480

for leading and winning from the world's top performers barnes and noble books a million

1384

02:08:31,480 --> 02:08:38,760

anywhere now online audible is great too pete simonelli i'm going to throw out a nice shoutout

1385

02:08:38,760 --> 02:08:45,400

to pete i in my opinion is the number one narrator in all of book he's a he's a voice

1386

02:08:45,400 --> 02:08:51,440

actor and he did he did the the narration for the book pete's and simonelli so yeah

1387

02:08:51,440 --> 02:08:55,000

excellent brilliant well i want to throw some quick closing questions at you if you've got

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02:08:55,000 --> 02:08:59,840

time yes sir all right the first one we talked about your book are there any other books

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02:08:59,840 --> 02:09:05,760

that you love to recommend it can be related to our conversation today or completely unrelated

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02:09:05,760 --> 02:09:13,280

i just finished about whatever a month ago peter atia's outlive it's on my shelf right

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02:09:13,280 --> 02:09:19,480

in front of me i'm a big fan of this book i think he's one of the world's best in what

1392

02:09:19,480 --> 02:09:24,880

he does he's a physician and really talks about in a very practical matter of fact way

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02:09:24,880 --> 02:09:30,200

it's it's it's full it's full of gems so i'm a big fan of of that book for sure on the

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02:09:30,200 --> 02:09:37,120

mindset side i have to throw out uh relentless i like the book relentless um and then i also

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02:09:37,120 --> 02:09:41,960

like the power of habit by charles doohigg those are ones that come to mind that i'm

1396

02:09:41,960 --> 02:09:51,880

a big big fan of brilliant what about movies and documentaries um yeah i'm gonna you're

1397

02:09:51,880 --> 02:09:57,920

gonna again you're gonna judge me i'm not a tv guy i don't i i'm a reader um i just

1398

02:09:57,920 --> 02:10:03,280

don't i very rarely watch anything and i'm sorry to hollywood i'm sorry to the producers

1399

02:10:03,280 --> 02:10:09,520

out there i just i'm the bad guy to ask so yeah no problem at all all right well the

1400

02:10:09,520 --> 02:10:14,760

next question is there a person that you recommend to come on this podcast as a guest to speak

1401

02:10:14,760 --> 02:10:24,360

to the first responders military and associated professions of the world uh yeah i think yeah

1402

02:10:24,360 --> 02:10:30,200

i'm gonna come up with i think david wortsell he's in the book um he's a he was a volunteer

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02:10:30,200 --> 02:10:37,240

firefighter he runs a great organization now out of narberth it's the last name is w u r

1404

02:10:37,240 --> 02:10:44,280

t z e l david wortsell i think he can he can probably walk the walk better than i can with

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02:10:44,280 --> 02:10:48,520

a lot of the obviously the fire and the police and he's he's got some fantastic stories and

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02:10:48,520 --> 02:10:55,840

he's very pro resilience and he he brings up he's just written a book i think on spirituality

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02:10:55,840 --> 02:11:01,200

and that spiritual domain as well but in a non-religious way and really finding meaning

1408

02:11:01,200 --> 02:11:05,480

and spiritual meaning to what you're doing beyond just kind of showing up day to day

1409

02:11:05,480 --> 02:11:11,920

and it's he's a powerful guy brilliant i recognize the name i'm sure i'll pass across i don't

1410

02:11:11,920 --> 02:11:15,640

think it's been for a while but i'll have to look him up so thank you all right well

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02:11:15,640 --> 02:11:20,280

then the last question before we make sure where people can find you what do you do to

1412

02:11:20,280 --> 02:11:26,200

decompress uh we split time in fact we leave on wednesday but we split time we have a home

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02:11:26,200 --> 02:11:29,560

here in san diego about eight months a year and we spend about four months a year at our

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02:11:29,560 --> 02:11:37,060

home in montana um so i'm a big outdoors guy uh i'm a big skier uh mountain biker hiker

1415

02:11:37,060 --> 02:11:43,000

fly fisher etc so we the great state of montana i just unplug get out in nature nature is my

1416

02:11:43,000 --> 02:11:49,560

direct answer to you and specifically montana is my outlet so fantastic well you mentioned

1417

02:11:49,560 --> 02:11:54,080

you're not big in the social media side where are the best places to find you and the book

1418

02:11:54,080 --> 02:12:01,320

online yeah it's uh online is going to be again amazon find me on linkedin um i'm a

1419

02:12:01,320 --> 02:12:05,360

big fan of linkedin i try to post things that i think are relevant whether the research

1420

02:12:05,360 --> 02:12:09,440

articles that i come across that i think can move the needle in performance i'll post those

1421

02:12:09,440 --> 02:12:15,480

or a podcast or something um so linkedin is something i do and i've been told i need to

1422

02:12:15,480 --> 02:12:20,240

buy my daughter that i need to get twitter or an x but i whatever i'm i'm slow to this

1423

02:12:20,240 --> 02:12:23,600

so i'm all we'll see you're not missing much i promise you

1424

02:12:23,600 --> 02:12:30,800

i have i love instagram and my my page is curated um you know we have a pretty pretty

1425

02:12:30,800 --> 02:12:37,000

big community but the moment you put something of value that's unique it's like crickets

1426

02:12:37,000 --> 02:12:41,000

you know but then you repost a kitten on a skateboard and the world loses their mind

1427

02:12:41,000 --> 02:12:48,400

so it's a tool as you said it is a tool but you know right sometimes it's uh i think there's

1428

02:12:48,400 --> 02:12:52,560

a lot of a lot of value put on social media there's this kind of facade that if you have

1429

02:12:52,560 --> 02:12:56,260

a large account that you just have to tell people that you bought this thing and they're

1430

02:12:56,260 --> 02:13:01,240

all going to buy that thing and yeah no this is this was my point earlier man there's a

1431

02:13:01,240 --> 02:13:06,920

lot of noise out there and very little signal right so i think that um you know keep staying

1432

02:13:06,920 --> 02:13:12,360

true to what you do man i think uh again i need to give you kudos thank you for a thank

1433

02:13:12,360 --> 02:13:17,640

you for having me on and b i think this is this is the important stuff again i i know

1434

02:13:17,640 --> 02:13:22,420

that a lot of the men and women who listen to this are doing this for a living but there's

1435

02:13:22,420 --> 02:13:27,480

very little that i'll absolutely drop what i'm doing for and it's going to be the people

1436

02:13:27,480 --> 02:13:33,320

who run towards the gunfire run towards danger uh run towards fire and i think that's a different

1437

02:13:33,320 --> 02:13:38,680

breed of human that i think we owe it as a nation we owe it a society to really think

1438

02:13:38,680 --> 02:13:42,760

differently on how we're bringing the best to bear to make sure that they can continue

1439

02:13:42,760 --> 02:14:04,120

to do the work that not many people want to do because it's hard work