

Jacob Morgan 00:00

Hey, everyone, it's Jacob. In 2014, I wrote a book called The Future of Work. And in that book, I created a concept and an image called the evolution of the employee, which looks at how employees are evolving and changing and what organizations need to do to adapt, actually share that image on LinkedIn fairly recently. And it went completely viral, it got over 1 million views on LinkedIn, and 1000s of interactions and engagements and comments around the world. In fact, it became so popular that I decided to expand on that concept a little bit. And I put together a brand new PDF, which goes into more detail, looking at what that evolution of the employee looks like, and also provides action items for what you and your organization can do to evolve and adapt as a result. So if you want to get access to that PDF, go to the future employee.com. Again, that is the future employee.com.

Krister Ungerböck 00:57

And I think that every time a leader says to themselves, or someone says why are you so sensitive? We also need to ask the other question is, why am I so insensitive? Because maybe the problem is not that the other person is sensitive. It's that we're being insensitive. And I would dare to say, as a person who said those words many, many times in my career, that the people who say why are you so sensitive? The problem is not that the other person is so sensitive, it's that the person who says that is too insensitive.

Jacob Morgan 01:38

Hello, everyone, welcome to another episode of the future of work. I'm your host, Jacob Morgan, and today I'm joined by Krista Unger Bach. He's the author of The Wall Street Journal number one best selling book called 22, touch shifts, tools to transform leadership and business in partnership and in life. Krista, thank you for joining me.

Krister Ungerböck 01:57

Thank you for the invitation, Jacob.

Jacob Morgan 01:59

I gotta say it's quite a lofty title. They're transformed leadership, partnership and life. So I'm excited to jump into all these things with you. Why don't we start with just a little bit of background about you? What have you done in the past earlier on in your career that led you towards writing this book? And why did you write it? Yeah.

Krister Ungerböck 02:23

Well, so before starting my kind of life as an author, I was a CEO of a software company, which commenced on we just saw, I'm still an owner in that company, we just sold it for over \$200 million this year. To a private equity firm. And, you know, we are global software company. And, you know, we had employees in six, eight countries, customers in 50 countries. And so I built businesses in you know, six different countries, I actually learned to lead into foreign languages as an adult, which is some of the informs the a little bit of the story of the book. And as a, let's say, I learned a program so I've always been very kind of methodical logical, I, when I want leadership books, I want things that are like practical things that I can phrases, I can start using the, as soon as I close chapter one. And so the the impetus for the book was five, six years ago, I found myself at the YMCA signing up for a gym

membership, and I broke down crying, when the woman asked me, Who is your emergency contact, and I had no one. And I had built this, you know, company worth hundreds of millions of dollars, I had leading hundreds of employees around the country. And in that moment, I had no followers. My I had a breakdown with my business partners, that caused me to decide to leave the company as CEO. And and then two weeks later, my wife walked out on me. And so I was like, my family's not following me. And this was really impetus about tools to transform leadership in the context of business, but also in partnership. A lot of the research that I did was really, you know, at the highest levels of an organization, this concept of partnership and some of the dynamics of fear that enter into leaving, like a marriage or a lifetime career as a senior executive where you're making a significant income. That fear dynamic actually starts to create some very similarities between long term relationships and business partnerships. And that was really the, the emphasis was to try to bring that through that that through together in the context of practical fill in the blanks, communication tools that can help us be better leaders in this kind of new age that we're in.

Jacob Morgan 04:43

So why do you think that that happened to you because I feel like this is something a lot of leaders probably struggle with. So you're building this successful company, but meanwhile, a lot of personal things in your life were falling apart. Was it because you were just so consumed with work that you just didn't see that other stuff where you didn't make time for it? Like, what was it that kept you from taking care of the personal side.

Krister Ungerböck 05:09

So I think ultimately, I was very kind of demanding, like we're going to grow. I mean, my vision when I was 19 years old, I wrote my life mission was to build one \$1 billion company in my life. And that was

Jacob Morgan 05:21

19 years old, you write that down, and it

Krister Ungerböck 05:23

Yeah, and admittedly, if I hadn't left, and, interestingly, the company, but certainly in the next five to 10 years, probably will be a billion dollar company. And so, so the interesting thing is like that vision, what I realized that while I was writing the book is that if you're a CEO, or your top level executive, you have really two tools at your disposal to inspire people to follow you, you have the vision of great things that you want to do together. And I think ultimately, that's why people followed me. But the other tool is, Are you the kind of person that someone wants to follow, and that comes to how we treat people, how we speak to them. And ultimately, what I realized is that I had a vision that people wanted to follow, but I wasn't necessarily being the leader that people wanted to follow. And so here's the thing that's really important, is, in any organization, there's a handful of people, you know, one to five people that actually get to define the vision. Now, every other leader in that organization can only really, for the most part, inspire people, by being someone that people want to follow. And I think fundamentally, you know, the leadership, the aggressive leadership style that I used to, to build this, you know, highly successful company, is the exact same leadership style that's people are running away from these days, you know, as their that's fueling a lot of this great resignation, and inability of, let's say, companies with mediocre cultures, to actually attract and keep people good people.

Jacob Morgan 06:52

It's crazy how leadership can change so quickly over the years. So it sounds like, at least on the business side at work, you were very good at setting that kind of a vision, you were very demanding. But then maybe in your, your personal life with friends, family. That approach that style didn't doesn't work as well.

Krister Ungerböck 07:16

So, admittedly, I thought I was very different in my personal life than my professional life. But it wasn't until I started to get to the end, I was much more relaxed with my family and whatever. I didn't kind of demand and tell people what to do. Because that, you know, I mean, you don't have to be that smart to figure out that that doesn't work with a wife and the teenagers or something. Yeah. But what I realized when I started looking at my words, and some of the kind of subtext behind my words, is, I was still using aggressive language, but it was maybe more passive aggressive, you know, it was, it was still the underlying things were the same. Yeah, that was why I think this book was so powerful, and so timely, now that the, you know, hopefully, with COVID, and quarantine, like the walls between our personal and professional worlds, kind of for they're gone, you know, you know, you don't need to have your kids crawling around or walking around in the background for the last year and a half to, to know that those walls are no longer there. And I think that what we need, and what I wish I had had five or 10 or 20 years ago was language that works equally well for leading in the context of a business relationship, as well as as a parent, or in a more committed romantic relationship or a marriage. And that was what I wrote the book to do.

Jacob Morgan 08:35

Got it? Yeah, I think my big weakness is around being too critical. And you know, sometimes you can do that in the business world, because you have people who work with or for you, I mean, even then it's not like, great. But my big weakness, I think, personally used to be too critical in my personal life. So I'm, I'm trying to work on that too. Because I totally get that you can't, you know that those two things aren't as applicable in the business world as they are in the personal world. You did mention something that I thought that was pretty interesting. And that is that to separate the vision that you create from the person you are, and I don't think a lot of leaders do a very good job of that. I think a lot of leaders believe that. If they create an inspiring vision, that people are automatically going to want to follow that vision, and the leader just automatically attaches themselves to that vision. It's like you're going to follow the vision, therefore, you're going to follow me. Can you talk a little bit about why those two things are not the same? And how can people want to follow the vision but not the person?

Krister Ungerböck 09:36

Well, I think that this is one of the fundamental changes that's happened in the United States, at least over the last 1824 months is, you know, the following the vision is often it's an financial motivation. It's a career motivation. It's a success, motivation. But following the person is about emotional connection and feeling like the company or really not the company and feeling like the person who is The leader who's most directly responsible for my emotional well being as an employee cares. And ultimately, one of the things I realized on the I did a lot of kind of New Age work as I was trying to figure out the tools

that I was missing all these years reading business books. And, and I never really knew age work. What

Jacob Morgan 10:19

do you mean New Age work? Because people are I know,

Krister Ungerböck 10:21

a lot of people in California, like long haired ponytail people, like the only person with a sport coat, and they're like, What's that guy doing here? And I'm like, and they're trying to figure out like, what have I been missing all these years? But always filtering, I didn't go like drink the Kool Aid or anything. I was always filtering like, what? How can this be used? Not just in the context of family or romantic relationships, but how could it be taken back to the business world? And so the Yeah, I used to call them like, these, you know, New Age kind of woowoo people? And now I just call them people from California. Yes. So

Jacob Morgan 10:54

I'm in California, I know exactly what you're talking about.

Krister Ungerböck 10:58

Yeah, I actually love California. So it's, in any case, the kind of lost my train of thought. So we were, I was going into these rooms, really trying to kind of a lot of times they would say, well, oh, any friend heard this before? Oh, well, if you change what's on the inside, then what you your words, and how you behave will just automatically change? Well, so just like taste a thought, a thought experiment, I changed what's on my inside, and I like totally a different person. But I don't change the words that I speak to you. I still use critical language I still Yeah. So what if we went the other way around? What if I change the words, but I actually don't change? What's on the inside? Do you care? You still you feel right? Yeah. And again, the reality, what I found is that we can actually and this is why I wrote the book is the simple fill in the blanks, phrases, is, when we change the words that we speak to others, it's actually a framework for changing ourselves from the outside, in. It's kind of like just, you know, we're walking through. And and there are a number of examples that I talked about in the book. And we can go into those if you want. But that way, it's actually a much more powerful framework to change from the outside in by simply changing our words. Because it now it starts to give us new information about how people respond to our words, then fundamentally creates kind of a cycle of actually changing how we think and how we feel inside.

Jacob Morgan 12:27

No, I think that that does make a lot of sense. And I know this might sound like a weird question, but why is language so important? And ask that because I know there's a lot of like, tough love people out there. You know, I come from a Russian family. And they're very, like, you know, I wouldn't say, at least culturally, that that side of the world is, is as loving and as open, right? It's very, like tough love. If you have a problem, suck it up. Like, I'm not going to sugarcoat things for you. There's not there's not a lot of that, at least in you know, like the Russian culture. And there's some leaders out there who just might say, Well, I I show who I am by my actions. And you know, maybe I might say things the wrong way. Or maybe I might come off the wrong way. But I show people that I value them just by my actions, right?

recognizing them giving them gift cards, or whatever it is. So why is language actually so important in? Does it matter? Like, or is language more important than action?

Krister Ungerböck 13:24

I believe yes. And there's two reasons why I have story. I was doing a CIO event a couple like last year during and I interviewed a bunch of CIOs of pretty large companies. And I asked them, What was the time where you really were impacted by a leader like, you know, the Compassionate Leadership. And one of the people told me a story of a person who said, this boss was terrible, I happen to be a woman and so demanding, so and, but I stuck with it, because I enjoyed the job. And he was in healthcare. So there was a lot of purpose that he got out of the role. And, and about two years after he started working for this CEO, she did something like maybe a fundraiser or something had like a really touching moment. And he was like, wow, I saw that person in a completely different light after that. Well, what about the what about the two years before that? Those were her words, right? So I mean, it's just a, you know, it's a little bit higher risk way of leading like, Well, I'm just gonna wait for them to see that one touching moment that I may or they may or may not see. Or I can use more compassionate language, like on an ongoing basis. And in today's in today's difficulty retaining and hiring employees, like the, you know, the risk tolerance or the how do you say the, the margin of error of leadership, that basically if I'm the leader that tells my best performer, I use the phrase that they're like, that says, All right, yeah, that causes them to leave and switch off at the end of the day and say, Today's the day, I'm going to actually update my LinkedIn profile, and I'm going to start accepting emails. All it takes. And this is another thing, I'll mention it. One of the things that was really powerful, and this is one similar bridge between relationships personally and professionally, is we need to stop asking employees why they left our organization, we need to start asking them what what what happened the day that you decided to look, because great, great leaders don't stop people from leaving the organization. They stop people from looking. And ultimately, the same thing happens in relationships. You know, after I got divorced, I would ask women, you know, I would frequently asked once, I got to know Yeah, like second day question would be like, so tell me about the day you decided to leave your last marriage. Every single person knew exactly a story. And usually that story was two, three years before they actually left the marriage. Yeah, the same thing happens with employees. In organizations, it's maybe just they may not stick around for two or three years, because the risk of leaving a company is a lot lower, of leaving a relationship.

Jacob Morgan 16:09

Yeah, I mean, even for my wife, and I, you know, we recently relocated from the Bay Area to Southern California, because COVID We were there, all of our friends moved away. And there was a specific moment when my wife was basically like, That's it, you know, we never thought we were going to relocate to Southern California ever, because this is where we're from originally. And, yeah, there was a very clear moment where, you know, we we just remember that, like, we decided this is it, like we got to get out of here. And I think you're right, there's a lot of those types of moments for people where they just, they decide, either this place isn't for me, or I could see myself here long term, or I'm going to start looking. And it sounds like language is a big part of helping make that decision of what that moment is.

Krister Ungerböck 16:56

Yeah, and usually it was the I don't know what it was like moving to a different city is one thing, but moving to a new job. It's usually in our research, and a lot of the other research supports this. It's usually because someone, their boss says something to them. And they're like, that's the last straw. Yeah. And you know what, the boss almost never, ever, here's what that is. So it may be a year later, I had one employee who he's like, Oh, I believing I got an amazing, amazing opportunity to be a director of marketing at a software company in San Diego. And yeah, I was like, Oh, well, we can't compete with that. We're in St. Louis. He wants to move to San Diego. And then when I asked him, like, so tell me about the day that you decided to leave. That's what he said, Oh, yeah. I had a rough, he told me a story of like, a rough time that he had with his boss. And so that was the thing that he said, I'm gonna, I'm gonna start looking.

Jacob Morgan 17:51

You know, it's interesting. And you're right. I think a lot of a lot of leaders don't even know, they never hear this from their people. Like it, which is insane to me, now that you mentioned it that, that we don't know, as leaders, why people actually leaving, like, what was that moment?

Krister Ungerböck 18:09

Because we don't ask the questions to find out. And those are some of the examples in the book that, you know, it's about how we ask questions, how we create safety for people to give us real, honest answers. And how we listen, and kind of deepen the conversation when we sense that they're kind of, they're just kind of tiptoeing around something that's probably deeper. And so that was, that was one of the biggest tools that people often comment on the Amazon reviews about the book,

Jacob Morgan 18:37

do you have some common examples of where language tends to get in the way? And then we'll look at the flipside, like, Where does language tend to get in the way? Or where do we use it incorrectly? And then we can go over a couple examples. And then we'll look at how to actually fix that and what the right way is to use language?

Krister Ungerböck 18:56

Well, I think there's two things as leaders that as well, in any relationship personal professional, is we need to look at stopping the things that cause people to want to leave their jobs or relationship with bosses, and doing more of the things that cause people to want to stay. And so you mentioned criticism, for example, criticism is there's actually two or three chapters in the book about some words to avoid when using criticism when doing criticism. There's actually some very simple language techniques, like just not using the word you when you're having a conversation about someone's performance. Now, that sounds like how would you even have a conversation about someone's performance? Without saying, Jacob, you did this? Well, if you simply take that and you start saying, Well, how would I say it if I didn't say the word you, you now start unlocking different ways that are kind of a little bit more indirect, but they're less likely to put someone into that state of like, you know, I'm shut down and all I heard was the negative thing you said and I never heard the positive thing, because of the way that negative thing was said. So these are the kinds of things The simple rules that we have in the book. So criticism, but interestingly, criticism, a lot of the research in the book criticism is one of the four predictors of divorce.

Jacob Morgan 20:12

Oh, my God, don't tell me it freaks me out.

Krister Ungerböck 20:16

So there are others. But interestingly, when I went through the journey, it was actually shortly after the book was published. I, I had suspected this all along, and I was always looking for I was always talking to a lot of like marriage counselors and thinking like, what's the what are the things that are similar between marriages and relationships between bosses and employees? A lot of it is fear and silence, because of a power dynamic. But the interesting thing, I asked these two marriage counselors that had been counselors, like their husband and wife, marriage counseling team, and I think they had like 75 or 80 years of marriage counseling, they're retired. And I said, What have women and men been sitting on your therapy couch for decades. And they said, he doesn't listen, he always solves my problems, always criticizing me and values, the work more than you know, he loves work more than he loves me things like no. And men have basically very similar wording. And so the interesting thing is, this is the same things, essentially, that people say about their bosses, when they're frustrated, their bosses, he always solves my problems, never lets me, you know, have my own ideas, you know, cares more about the work than he cares about me personally. criticizes me, you know. So there's actually a lot to be said that the behaviors that create unhappy employees also create unhappy spouses and unhappy children.

Jacob Morgan 21:40

Yeah. Well, I love so one of the, I guess the media tips there was when you're kind of doing performance reviews are any kind of discussion to avoid seeing you? Do you have any others like that, that you can share with us? Because I think those types of like, very simple, practical tips for people would be very, very helpful. And maybe you can also explain, what do you do instead of saying you

Krister Ungerböck 22:07

that's a little that's probably a little bit more involved. Because it's, there's really more nuanced one thing is, you know, not using judgment words, or even adjectives like you are lazy you are, you know, I really try to speak in very fact based terms like things I can observe and hear and see. Another simple tool that I had is one of the other simplest talk ships is just when you ask questions, starting with the word what or how. So often, if we don't start start our questions, because this is one of the simplest ones you can observe in your meeting. What kind of questions is someone else asking? And when it doesn't start with the word what or how, you'll notice that most of these are solutions, or they're closed ended? Like, have you called the customer? Like, why didn't you do this? In fact, why questions is one of the other things that we generally say, just avoid why questions you can take a why question. And you can convert it to a less aggressive question by saying, I wonder, yeah, I wonder what happened here? And so rather than Why did you do that? Why does the customer upset? Yeah. And so that's one of the other kind of examples of how we can just change and substitute a couple of words out.

Jacob Morgan 23:27

I know some people and I know that like, if my dad were listening to this, he'd be like, I think he'd be thinking this as well. Does anybody ever say what the hell is going on with the business? Why are people so soft? Where they can't handle these types of questions? Because I know that if I was having

a conversation with my dad, former USSR, and I said, Dad, you know, you should use words like this, because they're less aggressive, his immediate response to be like, What the hell are you talking about? Like, if you can't handle me asking, Why is somebody upset? I don't know what to tell you. And I'm sure there are a lot of leaders out there. Maybe they're old school leaders, who knows, that are probably thinking, why do I need to soften my language to talk to my people like, what is happening where we can't have just direct conversations, and you know, there's, you know, all this conversation about things like radical candor, and being direct and open and upfront. And then we see this kind of flipside of changing how we think. So I'm curious to hear your perspectives on that. What why this change? And is it just because we can't, can't Are we becoming just softer as a society?

Krister Ungerböck 24:36

So I have a lot of comments about that. So what this is one of the things that I used to say as a leader as well, I mean, I didn't turn like all like, you know, touchy feely, like overnight, you know, so yeah, it was like a six or seven year journey. So I'm gonna answer that a couple different ways. One, practically speaking to the leader who says, Why do I have to do like, Well, do you want have, do you want to keep your employees? Do you want to have employees that are engaged So that's why you don't have to do it out of some kind of altruistic or whatever. The second thing that I think is embedded there, and admittedly, this is something that I found myself saying is like, why are you so insensitive that I need to kind of like, teach, you know, treat you with kid gloves or whatever? And what I would flip around that, and this is something that I've kind of evaluated my own self is sorry, I, as we say, Why are you so sensitive that I need to kind of, you know, you know, treat you with kid gloves and use all these soft words. And I think that every time a leader says to themselves, or someone says, Why are you so sensitive? We also need to ask, the other question is, why am I so insensitive, as maybe the problem is not that the other person is sensitive? It's that we're being insensitive. And I would dare to say, as a person who said those words many, many times in my career, that the people who say, Why are you so sensitive? The problem is not that the other person is so sensitive, it's that the person who says that is too sensitive. Interesting. I think that I think the other thing is, you know, we we've been talking about millennials and wanting positive feedback. So I think that this trend has been brewing for a long time now. And COVID, and the quarantine kind of pushed it over the edge, what I what I moved to Europe to found, you know, our businesses in France and Germany and UK and you know, one of the things that in anybody who's worked outside of the United States would know this, they would say, Oh, you Americans live to work. But everyone else in the world works to live outside of maybe China and Hong Kong, and India's maybe a little bit different. But if you go to Australia or UK, there's there's much more work life balance. So I believe that we are not in what I'm seeing for the first time is that that work to live mindset is actually seeping pretty seriously into the US. So this is like this is not a great resignation. It's a great renegotiation employees are actually rehabber, actually employs them many replace have already renegotiated the fundamental work contract in America. And we're just as leaders, we're just hoping it's going to go back to the old way. But the people who don't adapt the companies and leaders that don't adapt, are the ones that run the risk of getting into a kind of a death spiral. If you if you have a team of 10 people and you lose two people, and everybody's already stressed out as is, then that means the other eight people are now carrying the workload. But who did you probably lose, you probably lost the two best people because they're the ones that can actually go find another job. Yeah, so you didn't just lose 20% of your workforce, you probably lost 30 to 40% of the output, if not more of that team. So if we don't change what I see my company, for example, despite my you know, kind of

difficult ways, I had a great team of much softer, more compassionate second in command people around me to kind of soften, soften the I was like, Bubble Boy, you know, like, they would, yeah, whatever, soften my words after I left the room. And so but we had like 99.3% level employee engagement, I mean, are interesting, I asked a CEO of the company who I hired, you know, six years ago, said, How are you guys doing with the whole designate great resignations, like we're doing great, because we have a strong culture, we aren't losing people, we're going and picking off the people from the mediocre and bad places to work. So we have this kind of winner takes all situation, that the mediocre and low yield not so good culture, teams and companies are losing at a significantly higher rate. And the companies that are changing the game are winning.

Jacob Morgan 28:45

Yeah, I mean, one of the things that I always tell companies is that the great resignation is actually the great opportunity, if people are willing to take advantage of that opportunity. And if you do change and create that culture where people want to show up, then yeah, you're not going to have those problems, you're going to be taking the people from those companies that are having the problems. So it's it's interesting. It's this

Krister Ungerböck 29:07

flight to quality. I mean, I talk to some commercial real estate people and I'm like, where are the office? But why are these office buildings being built? There? Say it's a flight to quality? Are you are the best restaurants that everyone loves to go? Are they are they going out of business? No, they're doing great flight to quality employees, flight to quality and companies that aren't changing. And specifically, the individual leaders who aren't changing are the ones. You know, you can have a great company with a great company culture. But if you have a leader who doesn't have good, strong emotional bonds with the people, then the company itself is not going to necessarily keep someone there working for a mediocre or bad leader.

Jacob Morgan 29:47

Let's talk a little bit about one of the things that we mentioned earlier the difference between creating a vision that people want to follow versus being a person that people want to follow. What did you learn about how to become that person and how do you separate Write that from from the vision like what? What makes you a leader? Who people actually want to follow?

Krister Ungerböck 30:09

I think it's probably more than anything. Well, it does come down to communication, I believe. And and it's just how we A good example is the more autonomy and space for real conversation. We mentioned candid candor and candid conversations. The 22 Talk shifts are tools to have candid conversations just in a more compassionate way than an aggressive way. So I mean, there's no one who reads the book and says, Oh, yeah, those are really easy conversations. And like, you know, they're actually tools for having very difficult conversations, possibly. Many readers say, I would never ask that question of my wife or employee, because I'm afraid to ask him. Well, that doesn't sound like a touchy feely kind of tool. But we give tools of how to have these conversations, I say that the, in the in the preface of like I said that we need to start talking about the words, our words, the words, we're saying, the ones we're choosing the lens we're using, and the ones we're saying and most importantly, the ones we aren't.

Because it's the fear fueled silence, that is actually causing our relationships at work and at home to end in silence. And so I think when you come back to that kind of being a person that's on lots of follow in a car in a corporate setting, I think it's very, it's a lot, it's about autonomy, and having people feeling that they have a little bit more control over their work. And so a simple example that we talked about in one of the talk shifts is the difference between requests and demands. I'm the boss, Jacob, I need you to get that project done. And it needs to be done by Thursday at 5pm or whatever. Well, that's the demand. Now I can say, Hey, Jacob, here's this project, when do you think you could have it done by it? And you know, what, if you say, Thursday at 4pm, you actually committed to do it one hour earlier than I was going to tell you that it needed to be done. And if you say Monday, if you say Monday at 5pm, I can still come back as the boss and say, Jacob, you know, unfortunately, I do need it by Friday at 5pm. But simply changing that 30 seconds of me asking you first, you're going to be more committed to your deadline if you decide, and I can still come back and just say, you know, I need it sooner. Yeah. And so it's a subtle change in how we obviously in the book, we go into much more, you know, situations of how to use it and how not to use it. And that I think it's just a simple difference between aggressive leadership and Compassionate Leadership, that gives people a little bit more control.

Jacob Morgan 32:44

Let's talk about a couple of those examples. Because you have 22. In the book, I think maybe we've talked about like three or four of them. Are there a couple other favorites that pop into mind? Maybe we can go another? I don't know, another three or four. So?

Krister Ungerböck 33:00

Well, the one that is probably his most, his most commented on by readers is we call it a scale of one to 10. I remember that one. The end. So I'm sure many people would not be like, you know, like, say on a scale of one to 10. So let's talk about communication. And this could be communication in a worker professional, like I'm a boss and say, Hey, Jacob, how do we have good communication? And like, is there any other answer than Yes? For you? Yeah, no. So Oh, yeah, we have good communication. Or I could say Jacob on a scale of one to 10. How strong Do you think our communication is? Notice that the question is actually a how question or what or how question. But then what we do is, so now, you could say seven or eight or nine. The next tool we do is we've said You exaggerate the scale. I said, Jacob, on a scale of one to 10. You know, 10 being we have the best relationship of any, you know, any, you know, coworkers that you have ever heard about friends movies, you've seen one being ours is the worst. Yeah, worse than any, like worse than office space. Yeah, whatever. Where are we on that scale? Like, now you're like, Well, seven? Like, well, that's a lot more room for honesty, because seven on that scale is not overly bad,

Jacob Morgan 34:19

right? Yeah. No, I like that one a lot. I think that makes a lot of sense. Because you're right. I mean, the way that we frame questions to either be yes or no, really doesn't give that much useful information. But as soon as you throw that scale in there, I think it gives a lot more context.

Krister Ungerböck 34:37

So interestingly, like one of the things that readers most frequently comment, is that, that they they use this tool with their kids at the dinner table, and they say like, I have totally different community

conversations with my children now, because I say on a scale of one to 10 How did your day go? And oh, it was a seven. What what's the difference between a seven and a nine? Yeah, and then it creates these much more much more powerful conversations.

Jacob Morgan 35:01

I'm gonna try that with my daughter today when we pick her up from school, she's five and some change. And we're gonna we're gonna see how that works out with her.

Krister Ungerböck 35:11

Well, so this was one of the reasons why we like my French teacher when I learned in 2001 Night, funny story where I was basically kicked out by one of our customers was the Pelita Festival, the con, the con Film Festival. And I went down there, and I did a three day workshop, and I thought I did okay, they called our team and said, Don't ever send Krister back here ever again. His French is terrible, oh, my God. And I have my French teacher. And he basically I told him what he said what I said, and he goes, Ah, you said you must do this, you should do this, which by the way is two other simple talk shifts is removed the words you need to you must or you should from your vocabulary. And you can replace it with simply with the word please. You should get that project in on time. You should have gotten it in earlier, please get the project in early. Yeah. So. So the I asked him when I was learning French and how to use French in a business setting. I said, How do you learn a new language quickly. And he said, Christa practice it everywhere at work at home, on the streets everywhere. And so when we were formulating these talk shifts, he specifically chose words and language that could equally be used in a professional setting or in a personal setting so that you can basically practice them the same language stems in all walks of your life.

Jacob Morgan 36:27

All right? Well, let's go over maybe one, one or two more, I really like that one, one to 10. That actually one that popped into my mind. And I can't remember if this was a specific talk shift, or if this was a concept that you had in there, but it's something that a lot of therapists always say is that when you're talking about a situation that comes up to always use the words, I feel instead of like, you did this, right. So instead of saying, you know, I don't like that you're doing this, you say, You know what, when you do this, I feel like, or I feel like when you do this, and it's something that I'm trying to get better at myself, because sometimes I'm very quick to like, whether it's my five year old, or my wife, or maybe friends to say some, I don't know, something like hey, like point out things that people do, instead of pointing out how I feel or how it impacted me how what somebody did impacted me. And that's something that I'm at least personally trying to work on.

Krister Ungerböck 37:25

So interestingly, you actually use you actually did one of the whatever do not say talk shift. So yeah. So when you when we use the word feel in English, and I wonder what it is in Russian, it's it is similar in French and German. If you look up the word to feel English thesaurus, you'll see that the word think is a synonym for feel. Well, if you were to look up the word, salt here, which is the French word for feel, if you look it up in French, the source you will not see the word Ponce, which is the word for to think. So in many real word. Many other languages, though, the thought of feeling and thinking is just totally separate words. It's not overloaded like it is in so and so here's the simple antidote, when you find

yourself saying, I feel like I feel that you're actually talking about thoughts. And so what happens often is I say, I feel like you did that on purpose, Jacob, or I feel. So I often I feel that we end up saying, you know, actually, I'm actually putting a judgment on you.

Jacob Morgan 38:38

So to save emotion. I think it's the emotion,

Krister Ungerböck 38:41

I feel afraid. I feel sad. I feel hurt. And then the other thing that happens is that actually, I had read all these books on emotional intelligence, and I was using the word I feel, but I was using it in I feel like I feel that now I thought I was so I've read all this emotional intelligence. I've talked about my feelings all the time. I don't talk about my feelings ever. Yeah. Like, it's so it's much harder as a leader to say, hey, when you turn that project in late, or, you know, the the quality of that proposal that you gave that huge deal, we were trying to win. I feel afraid, I'm afraid. I'm afraid if we lose our largest customer. I don't know what that's going to mean for our jobs or our raises or our financial futures. Well, that's, that's not an easy conversation to have. But if we start having that conversation, you know, rather than criticizing someone for doing a bad job, if I say yeah, I'm your boss, and I feel afraid, or I am afraid of saying I feel afraid is too vulnerable or sounds too soft. If I say I am afraid. If assuming you like me, and you're not enjoying the fact of like watching me be tormented as this afraid person. then you're probably going to be much more interested in helping to resolve and remove that state of fear that your results or your actions have kind of started to create on my side, right?

Jacob Morgan 40:12

Yeah, no, I couldn't agree more. And that's, that's the big thing that I'm trying to work on is to save the emotion after I feel because you're right in. I've done this for many, many years, as I would say, I feel like you. And it's like, wait a minute, you didn't actually explain? You totally avoided the emotion part there at all. It's very sneaky.

Krister Ungerböck 40:31

One last thing to there's one last thing to watch is, if the word after I feel ends in Ed, I feel judged. Well, this is actually kind of a, this is what I call a false feeling in the book, because if it completes the sentence, you judged me, when I say I feel judged. It's the same thing as saying, I feel that you are judging me. It's not a feeling. Yeah. So you need to make sure I recommend in the book. Oh, yeah, go ahead. Go ahead. I recommend the book to just start, when you're trying, especially I've not very in touch with my emotions. I start with just the five or six core emotions. And it's a it's a multiple choice question. There is no none of the above. I feel sad, I feel mad, I feel glad I feel hurt, I feel ashamed. Embarrassed is another word. And we just pick whichever one are afraid. And I pick whichever one is closest to what I'm feeling. And then I can say I'd feel mad, well, I'm enraged, or am I anxious, or you can pick softer variations of the actual feeling or, or, or more, you know, fear can be I'm afraid I am anxious, or stress is just a form of fear, that's maybe a little bit more acceptable to talk about in the corporate environment. But you know, I feel terror. Terrified, right? That would be you'd never say that to your boss. But so you can just but you need to know that you're actually in the fear family. Yeah. Because otherwise, you don't really know how to get out.

Jacob Morgan 42:04

No, I love that. I think that's great advice. And again, it's something that I'm trying to work on, not just personally, but also professionally as well. And I think it's actually very, it's part of being I guess, a little bit more vulnerable as a leader is trying to use those emotions instead of, you know, putting it that stereotypical wall, the office space wall, as I like to call it, we only have a couple minutes left. So maybe we can spend just a minute or two talking about how people can start actually making this shift. So where where do you start? Do you have some practical tips? How do you keep people accountable? Like where do you begin with all this?

Krister Ungerböck 42:40

Well, I mean, the simple is to get the book, I mean, the book gives tools also to like how to ask others to hold you accountable. All of these issues are kind of addressed. We do actually, once the my company was sold this year, I decided that 100% of our profits are actually given to charity, I don't take any compensation from this effort. So we actually are giving the we give the book away just for you know, cover our printing and shipping costs. And you can get that at talk shift.com. Of course, if you would prefer to give Jeff Bezos a little bit more of your money, you can pay twice as much and get it on amazon.com. But you know, and then there are other tools for leaders. And, you know, if you want to buy extra copies of the book for your team, it's all you know, we have discounted pricing to kind of get the word out.

Jacob Morgan 43:27

Okay, very cool. So grab the book. And

Krister Ungerböck 43:32

there's one other thing on that is that we created one of the first ever video books, purposely with the intention that a lot of these tools are much more powerful. If you actually experience them together with someone, you're not going to, you're not going to pull your team in unnecessarily, you know, each of the chapters is about 10 minutes long. So you could actually watch a chapter with a team to get kind of a shared understanding of what it is like watching a TED talk if you're done that as a team. But it's even more powerful to do with family with teenagers, adult you know, your parents or spouse to actually just truly get on the same page by watching on television or on the computer, the actual tools, and then start having a conversation about, Hey, Jacob, this is something that I'd like you to practice a little bit more in our communication and let the other person help you help each of us to prioritize which of these 22 tools would be the one or two or three that we could, you know, start with?

Jacob Morgan 44:29

Now, I like that approach. And it's simple and straightforward. And I guess the probably the easiest thing for people to do is just to start right I mean, just start making some of these talk shifts. It's not that complicated. Just change the way you talk.

Krister Ungerböck 44:42

If you every everybody who's picked up the book and said, you know, literally, if you pick up the book within the first 20 minutes, you'll already have one thing that you can start asking people differently like each chapter is has say it this way instead of that way, and you can choose which ones are more

powerful to you or you More importantly, ask other people around you, which ones do you think would be actually the best for our communication? Or ultimately, I always say if you, if it's too uncomfortable to ask someone about your relationship, just ask about your communication, because the answer is the same. Ah, I like if you ask your wife, Hey, honey, how do you think about our communication on a scale of one to 10? If she says seven, her answer to how do you think about our relationship is probably going to be pretty close to seven as well. Yeah, no, you're probably right. Should we? We won't let her listen to the episode before you ask them. No, I'm

Jacob Morgan 45:32

absolutely not definitely not going to listen, though. The secret? Yeah, I'll do that as a test later. I'll let you know how it goes. Where can people go to learn more about you? You mentioned where people can grab the book. It sounds like it's available anywhere and everywhere. But is there anything else that you want to mention for people to check out?

Krister Ungerböck 45:51

I do a lot of keynote speaking, you can at Christa calm Krista with a K. That's my personal website that talks about some of the things I do on that kind of the corporate side. But for the most part, for me, it's much more about the book and share the book, give it to as many people as possible because we're really trying to I really do believe that this book could change the words of the world at some at some level.

Jacob Morgan 46:15

Yeah, no, I love it. Well, thank you so much for for joining me today and sharing your insights and stories. I had a lot of fun talking about some of this stuff, I'm sure. Or I hope people who are watching and listening, got something out of it and have a little bit of fun too. And thank you again. Thank you very much chicken. And thanks, everyone, again for tuning in my guest again, Krista Unger Bach, make sure to check out his book. It's called 22 tax shifts, you can get it wherever books are sold. And I will see all of you next week. Thanks again, for tuning into today's episode. Please remember to rate and review the podcast on Apple podcasts or whatever your preferred channel is, I cannot express how important those reviews and ratings are to the success of the show. And they keep allowing me to bring back amazing guests. Lastly, don't forget to check out the brand new PDF that I just put out, which looks at the evolution of the employee. In other words, how employees are evolving and changing and what you as an organization should do to adapt, you'll get a complete breakdown of what that evolution looks like as well as action items that you can and should be taking that PDF is available at the future employee.com And if you want to reach out to me for whatever reason, whether it's inviting you to speak sponsoring the show or just giving me some feedback, you can always do so my email is Jacob at the future organization comm again, that's Jacob at the future organization comm thanks again for tuning in. And I will see you next time.