

World's Top Personal Development Expert On Mastering Your Emotions

Jacob Morgan 00:00

What if I told you that everything you know about vulnerability in the workplace is wrong? What if I told you that you actually should not be vulnerable at work? Well, I'm excited to announce that my brand new book leading with vulnerability is now available for pre order, you can get your copy by going to lead with vulnerability.com. Now, you might be thinking, if vulnerability inside of organizations is not a good thing, then what is, it turns out, it's leading with vulnerability. And there is a difference between just being vulnerable versus leading with vulnerability. And the difference is that instead of just going to work and talking about mistakes, or failures, you have to add the leadership piece to that, what I call the vulnerable leader equation, competence being good at your job and connection. And that is what the book is about. How do you do it? How do you practice it? What are the world's top CEOs doing? Why don't we have more leaders who are being vulnerable at work? What happens if vulnerability is used against you all of these things, and a lot more are covered. So I hope you decide to preorder your copy by going to lead with vulnerability.com. And you'll get instructions on that page to get access to your bonuses.

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Everything you're doing every day is actually helping you achieve your long term goals.

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I guess if you're not doing that you shouldn't be doing it. I think goals

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are effective, or need to have some kind of vision thing I'm striving for in my life.

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My guest today is Tebow Murray's Best Selling Author of master your emotions, A Practical Guide to overcome negativity and better manage your feelings, almost 10,000 reviews on Amazon? Why should leaders be able to manage or master their emotions in an effective way?

01:47

I think there's two things one is managing emotion and one is expressing emotion. What's the number one thing that hurts a leader? Sometimes you want to be right? This is who I am. This is my belief about the word, my belief about myself. And I want you to understand that I'm right. I'm not really helpful most of the time. Is it good or bad? How can I become better? What can I learn from that situation? What's my plan? That's when you grow the most?

02:11

Hey, everyone, welcome to another episode of great leadership. My guest today is Tebow. Murray's Best Selling Author of master your emotions, A Practical Guide to overcome negativity, and better manage your feelings, almost 10,000 reviews on Amazon, I wish I could get 10,000 reviews for for my books. So clearly a very, very popular book. And it's not hard to understand why. Tebow. Thank you so much for joining me today.

02:39

Thanks for having me.

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So did you know your book was going to be such a big hit when you wrote it?

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Of course not. I think nobody knows. I mean, unless you're really, really famous. For me, I have many, actually many books. And that's was book number nine, but actually wrote, and for some reason, people liked the book, and it starts getting more and more over the years, to the point where as you say, now they are like, close to 10,000 ratings. It's over three or 400,000 copies. So what do I think that's crazy? It just keeps expanding? So yeah, just impossible to predict. Yeah, I wish I could, because then I would do it again.

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Yeah, of course. What is it about your book that you think is striking such a nerve with people? Because, you know, obviously, a lot of books have been written about emotions and feelings. Why is your book in particular, so popular? Do you think and what Has anything happened with your book post COVID. That's really driven up sales over the past few years.

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So what I can tell you about my books in general, is I tried to have a few points in mind as I'm writing the books. So first, I want them to be really easy to read. So that's why everybody can read the books is no trick, no complicated word is very easy to understand. That's the first point. The second point is I want to talk about my own life in some ways, so that people can actually relate to know my story. So I guess if you're a doctor, maybe you have a PhD might be more about academic thing. For me, it's more about having a conversation with my readers. So it's more casual, easier to understand. And what the third point is to make it very practical. So I have no exercises in the books. I have workbooks for each of my books. And people can actually download them for free and start doing the exercises. So that's yeah, I would say the main points in the books, but I'm trying to keep in mind. Yeah. And

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you mentioned you talk a little bit about your your life as well. So what what is it about your journey that got you to the point of writing a book about emotions? Was this something that you yourself were struggling with?

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Yeah, I mean, I think everybody is struggling with emotions. I mean, I don't think it's possible to be you know, happy all the time, obviously. And I think as Somebody's trying to make it as a writer at a time. And as an entrepreneur, you need to be really, I don't know if it's tough to, but you want to be able to keep going no matter what, even if it's taking you months or years. And in that sense, I think being able to stay positive and optimistic every day, as often as possible over a long period of time is what actually would help, or helped me be successful. And you can apply that then to different, you know, jobs or career or situations. But for me, it was kind of what I realized, if I want to be happier and more productive, more creative, I want to feel better, as much as I can. So that's when I stopped trying to understand what can I do to actually feel better? In my day to day life?

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Yeah, I suppose it's very hard if you have a full time job, or if you're an entrepreneur, if you're not feeling great to then try to be innovative or creative or to sell or to build relationships, or to do any of those things. If your emotions aren't, you know, in check, I feel that sometimes, too, right? I mean, as a small business owner, if I'm not like mentally there, it's very hard for me to write, it can be challenging to give a talk, it could be hard to give a podcast to create videos, if you're feeling a sense of like stress, anxiety, or unhappiness or just exhaustion. So it really does play a role in on how you work. There's a lot of talk about emotions and feelings, especially now inside of the organizations, but I don't know if we truly understand what what is an emotion? So what are emotions? If you had to explain that to somebody who's never heard of any emotion before?

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Yeah, that's a very difficult question. For me, it would be some sensation that you have good or bad, that makes you want to react in some ways, and can be anger, it can be frustration, and it can be you know, happiness. And then the question is, what do you do with that feeling? Or sensation, sensation that you have in your body? When it arise? arises? Yeah. So it's more of a sensation. And then when you have a sensation, you might have different thoughts, but will arise as well at the same time. That's when you start getting messy. Yeah, the mind? Yeah, the sensation

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is also the effect that it can have on your body, right? I mean, so the actual chemicals releasing in your brain, things that can energize you things that can deplete you. So I don't think a lot of people make that connection frequently between the emotions versus the actual physiological effects that those emotions have on your body. For example, let's say stress, and cortisol, and that how that, for example, could make you gain weight, or make your heart beat faster, or keep you from getting a good night's sleep. Like there's a lot of connection between the emotions and your actual physical body. So it's so so important. Why do you think emotions are especially crucial for leaders? I can share my take on this. And I think it's really interesting, because if you look back over the last, I don't know, 1030 4050 years, it used to be that your leaders didn't need to show emotion, right, I mean, that the leader was kind of like the robot was never right, it was never happy, they were angry, you know, maybe they would throw something at you, maybe they would show the angry emotions, more than the happy emotions, but a lot of the stereotypes of leaders is kind of like the emotionless robot. And that's how a lot of our organizations were built or structured, where your leader kind of doesn't show your, your, their emotions. And this is becoming increasingly more and more what employees don't want, like they want

to work with a human being who they know has challenges and frustrations and hopes and dreams. So for me, of, you know, one of the main reasons why a leader why emotions are so important for a leader is to be able to create that connection with your employees, to let them know that you are a human being. I think it builds trust, I think it creates psychological safety. I think these are good things inside of an organization. But what's your take on that? Why should leaders be able to manage or master their emotions in an effective way?

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I think there's two things. One is managing emotion and what is expressing emotion. So you know, you can manage your own emotions that can also express them in a way that you know, people will feel see you as a human being. And I think I just say this for trust as well, because I know for me as a writer would be if I can, if people can relate to my story in a way they can see Oh, um, I am a human being. I'm part of the same species, right? Then they can relate and they can start listening to what I have to say. And I think it's the same with a CEO or with leader of corporation or company, but won't be able to be trusted. So if you can show people like Oh, I'm human as well, I'm in the sense, I'm like you and try to be, you talk about being a model for a role model for, you know, for your employees or for your family. So I think as a leader, you have to be this kind of person showing the way. In that sense. One aspect would be showing your emotions, expressing your emotions, and also being able to manage your emotions, so that people can know, trust you and see you as someone who will, can lead the team.

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I think a lot of I mean, employees look up to leaders, right. So if you, as an employee, as a leader are not able to master your emotions, it's going to be, I think it creates a hectic environment. I remember I interviewed the CEO of Verizon, Hans Vestberg. And I asked him what's most important for leaders to do, what's the most important quality of a leader and he said, being able to master your emotions, being able to know yourself control yourself internally and externally in the emotional piece is crucial. Because both during times of stress, right, you can't run around the company screaming, oh, my God, I don't know what we're gonna do, the company is gonna go bankrupt. Similarly, when things are going well, you also can't just go crazy, like, oh, we close the deal. Let's go crazy, you know, buy a bunch of stuff, and you know, kind of live in this in this bubble. So it's important to, I think you express those emotions of unhappiness or of sadness, but be able to have that that kind of balance, right, where you get back to a more normal state instead of living in the highs and living in the lows, which I think is very, very crucial.

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Would you agree that that's an important kind of lesson for leaders to be able to be in that balance?

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Yes, because I think it would be, you would kind of exempt you would kind of, as you say, people will extrapolate that from it will be become worse and worse if you start being like, too ecstatic or to or depressed. But we'll go through the entire cooperation company now. And I think it would get worse, the entire organization, if you don't know how your emotions, manage your own emotions, and go too crazy in one way or the other, I guess.

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So what's the downside of not being able to master your emotions, and I'm specifically really interested in a corporate environment like, you know, emotions, this isn't something that we used to talk about inside of our organizations over the past few decades, I feel like, you know, for the last few years, it's become much more prevalent, looking at emotional health, mental health and well being. But you know, like, for example, I look at my my dad, and when he worked in an organization, nobody talked about emotions. Nobody was asking, like, Hey, how are you feeling? How are you doing? Are you stressed? Are you happy? Like nobody cared, it was just you show up to work, you do your job, you take your feelings home with you at the end of the day. And so today, there's much more of that push towards emotions. Why do you think that is happening?

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Maybe people aren't less willing to tolerate, you know, being unhappy at a job or in your life in general. And you might be aspiring for more. That sense, being able to, you know, go to work with some kind of meaning or connection with your employees, with your team, with your colleagues. So if you can, if you can express your emotions a little bit, at least you feel like you're part of the team, right? As opposed to being a nurturing any emotions. Because like, Who are you if you don't share emotions, you know, as a human being? No. Good or bad? Right? Yeah. So I think in general, you want I mean, you need, at least to some extent, we have to express our emotions. If you don't want to go, you know, build whatever resentment or depression, sadness over time, frustration, is good to have a way to express our emotions. Do you

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think it's important to have some kind of like a balance, though? And again, like in a, in a work setting, right, like, how do you, like, if you're having a bad day? You know, you still can't just show up to work and just, you know, like, maybe cry or throw things? Or, you know, so how do you? How do you manage your balance that in a corporate environment? Because it seems like it's a little bit different in a corporate environment versus a personal environment? So do you have any suggestions or advice on how to manage your emotions in a business setting? Or should you even be managing your emotions?

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I mean, I don't think you're going to have a level of like intimacy between having a relationship or your family. But you don't want to you know, express your emotions and in a way to not build resentment, frustration, so you can actually be productive in that sense. But if you really need like help, I think it's not we're going to find it partly in some ways, like you might need to see your neighbor therapist might not be the place to be you know, express everything about yourself and I guess crying you know, very all the time. You really could have been, you know, I guess I've been good. I could cry and I guess could could be fine. Could be okay, in some settings. But yeah, I would say if you've got too far I probably need to talk to someone else outside of the work. Race.

15:01

Let's talk a little bit about some of the factors that influence emotion. So I think some of the things, you know, food, sleep exercise. I was reading a book. Do you know who Peter Atea is?

15:12

Oh, yeah, I've been reading the this book out. Oh, yeah.

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So I have that really, really good. Yeah. So I've been reading as well. It's funny, we're both reading at the same time. It's, it's so people not familiar with the book, it's, what does it like, I don't know, 500 pages or something like that. It's yeah, it's a big book. And it's really a book about longevity, how to live. Not necessarily a long life, but a maximum life, like how to get the most out of your years longevity, longevity. And I've become very, very interested in that. And he talks a lot in that book about sleep food exercise, and one of the surprisingly, one of the things that he talks about as being most crucial is this idea of emotional health and the role that that plays on, on the actual the physical body. So for you, when you think about how to manage your emotions, are these other elements important for you for as far as sleep food exercise? Like? What are the factors that you need to have?

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Yeah, I think they are like, I think seven or eight factors, I would, I would think of what I'm trying to tell you now, if I can recall all of them, it will be like what you think so if your thoughts, your environment, the food you eat, sleep, exercising, and probably your environment, in a sense, like who you are hanging out with, what books you are reading, what content you are consuming in your day to day life. So we'd be like the main element, I think in terms of when you want to master your emotions, what you wouldn't want to take into account, and then work on each of them at your own pace. And based on your needs.

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Do you find that a lot of people neglect those things? Like they purely just think of emotions is kind of its own? You know, its own bubble that's disconnected from all these other elements?

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Oh, yeah, yeah, sure. Yeah. Like even like, working out, it's, as you know, now it's really effective to improve your mood. But not everybody, like realize to what extent is kind of help them to feel better, for instance, or food, food as well.

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Yeah, it's crazy. Like exercise, I start pretty much every single day, maybe with the exception of one day a week with exercise. And it makes such a huge difference on mood. Like if you're having a bad day, you exercise for an hour you get on the treadmill, you go on the bike, and by the time you're done, you get all those happy chemicals floating around in your in your brain. And it's a completely different mood. Even my wife after she exercises, our if it's cold outside, she'll go jumping in the pool, like a 60 degree. Oh, yeah. And it completely transforms her if she's having a bad day. Even if it's cold outside, she's like, Alright, I'm going to the pool. I'm like, oh, man, that's pretty damn cold in there. Yeah, but she comes out and I mean, different person.

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Yeah, I mean, the cold cold shower and cold swimming, I think it's quite effective in a way. It's almost like it's shut down your mind. Because you're so cold, like you have to be, you know, to have to be re in a sense, be out of your body or out of your mind. In your body. Yeah.

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I'm really fascinated Behind the Science of emotions, because I think it used to be thought of and I'm even talking to like my daughter about this Niomi and she's, she's turning seven this year. And you know, you you read these, like kids books, about managing your emotions and stuff like that, you know, little kids, sometimes they can get angry or unhappy. And they have a difficult time managing their emotions. But there's like this whole science behind it of of what to do and how to do it. Whereas I think in the past, we used to just think of it as Oh, you know, just go like, close your eyes for a minute or go, you know, tell yourself that you're happy. And it's not quite that simple. Like, there are all these other elements in there that plays such an important role that I think are huge. What for you has been the most effective thing as far as managing your emotions?

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Yeah, so one would be I think workout would be big, exercising and working out. And any kind of meditation as well, we didn't talk about that yet. But also meditation is was one of the elements I didn't mention previously. So meditating, because in a sense, you want to be able to observe your thoughts. So that you know what you're thinking, you know, not mess up. I mean, not always, but not most of the time. Because most of our emotions as well come also from what we think. I don't think people realize So to what extent but what they think is so bad. And that's really helpful. Most of the time. Yeah. So for me, it would be you're working out any kind of routine you can do every day, I think to structure your day as well. I think structuring having structure in your life is really important. And every time I go out of a routine I go, I don't work often do something for a few days or a few weeks, I just start feeling bad about myself. So at least for me, it's I need structure and I think that's what most people need in their life. So somebody can do that habits, daily habits they can do every day. Meditation can be, you know, working out working, working is great, too. Yeah. So yeah, that's what would be, I would, for me the most effective.

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So it's interesting that habits, so why, why do habits play an important role in any motions? Like, Yeah, cuz that's, I think that's a very interesting point.

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I think it's conditioning. You know, like, if you condition your mind, like, if you do some gratitude exercises every day, for instance, focusing on what you're grateful for, then over time, that's what you're going to find out in your life and what you focus on, you kind of attract or you, you begin to think of more. So that's more of a conditioning thing. So if you keep focusing on what you want, what you like, what you're grateful for, on a day to day basis, over time, it becomes kind of your baseline or what you're used to do. So I guess would be, technically speaking might be some kind of neuroplasticity, like reprogramming your mind your brain, physically, by your no action and conditioning every day over time.

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So what is your your routine look like?

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Are you the standard? These days, I was to be honest, I was kind of out of routines for a while I was traveling. And I truly felt that it was I wasn't at my happiest, let's say, because of a lack of routine. But before that Visscher I had, like I've gone to a cafe ATM in the morning, doing some writing. And going back home at 10, grabbing a salads, eating the salad for very healthy, working again until four or five. Also going out going to the gym three times a week, which I'm doing now as well. So yeah, and writing, you know, writing my goals every day, I would do in the morning for goals for the day, starting my day writing.

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And you found that sort of thing. Yeah, that's, that's made a difference for you.

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I mean, for me, every time I have a routine consistently for a long period of time it I am more productive. Yeah. But at some time, you know, you feel sometimes you want to do something different for a while, or experiment. So what I would do, and then come back to some routines, or maybe change a little bit over time.

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It's funny, because, you know, my wife and I travel frequently for work. And we were recently on a trip for for eight days, we went to New Orleans and Austin, Texas. And, you know, when you're traveling you you don't have a routine, like it's everything is kind of all over the place. You know, the only routine that we tried to do is try to exercise in the morning. But beyond that everything is just kind of crazy. And I remember towards like the end of the trip, my wife is just like, wow, you know, this feels chaotic. I'm excited to get back to our home. Yeah, not just for our kids and our dogs and everything. But also for our routine, like the routine is very important. As far as what our day looks like, like starting the day with exercise, and I take the kids and you know breakfast, like it's very, you feel good when you're kind of accomplishing those things. So for people out there, you know, who have full time jobs, they don't have as much flexibility as you and I do. Do you recommend for them to create a routine for their daily lives?

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Yeah, I think it's good. Yeah, I mean, in a sense, if you have a nine to five job, you've already had a routine in a sense that you have a structure week, which is I think, good in some ways. Provide if you'd like to Job is better. Whichever routine, you can add, like in the morning, if you want to do some like meditation, or it doesn't have to take a long time, I think it's good to start with something small and be consistent. And over time, you should like it, you can build up from that, you know, can start with five minutes meditation and 1015 20, half an hour if you want. Same of working out going for a walk could be writing your goals every day. So I will be able to encourage people to think of maybe two or three habits we can start implementing on a daily basis and in pray, like do it for 30 days and see you know, if you like it or not, but what I do, like I like 30 days, like kind of 30 day challenge. I think it's good. Yeah.

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You know, one of the other things you talk about is the role that ego plays in emotions. So can you talk a little bit about the role that ego plays and why why is it good or bad?

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Yeah, I mean, I would define ego was in that, in that case, anything, how you build your identity as a person, so how you, for instance, your name is part of your identity, your nationality, your body. Know, your job, your friends, your, your mindset, your thoughts about the world, all of these are kind of your ego, so your identity in a sense. And based on that, if you have like for instance, if you have specific thoughts about the world, we'd have to split in a specific way. So your thoughts are like the OS operating system of your of your brain. I like to like to say that. So based on what you're thinking you're gonna act a certain way. So if you like these empowering beliefs, wrong beliefs about the world about yourself, depending on maybe have we get in trouble over time. If you feel like I'm not good enough, I'm not smart enough. And all these kinds of beliefs you have, I think we all have to some extent. And you believe in to that you bind to it is going to create some issues on your emotional state and also the results you get in life in general, with each other believe that, oh, I can learn anything I want, I can become better. I can ask for help. It's okay. My emotions are in our comes in come and go. And it's okay. If you have these kinds of beliefs, it will help you thrive and feel better about yourself. Yeah. So in that sense, it's important what you believe in or what, what, what I do what you believe about yourself, you know, what is your identity, your sense of identity coming from? It's important,

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is that related to self confidence?

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Yeah, I mean, yeah, self confidence, in a sense, yeah. Because like, the more you the more things you do, and you will achieve in a sense, the better we tend to feel about your ability to do things. So you will be will feel better about yourself, in a sense. So yes, I would say some extent,

Jacob Morgan 26:05

I want to read you a another endorsement, that I received this one from the CEO of Panera Bread and Panera brands. He says leading with vulnerability is a superpower that many leaders struggle with. It creates human connection, trust, and unlocks the potential of those around you. This excellent book teaches leaders how to do just that, filled with stories and research. This is a must read for any leader. So I hope you decided to pre order your copy at lead with vulnerability.com. Why is vulnerability so important for leadership and for work

26:40

vulnerability allows you to delegate allows you to let go allows you to let the experts make the call on decisions

26:49

don't add is that I was miserable. But I would hide it to everyone. And I think it's a mistake, I think it's important to open to others. And I was trying to hide it because I didn't want to appear as weak.

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It's funny with ego, right? I mean, when I interview CEOs on this podcast, and oftentimes when I asked them, what's the number one thing that hurts a leader or keeps them from becoming more successful, most of the time they point to ego, right? When your ego gets so big that you can't keep it in check. And that it's, you know, it totally gets out of control. Do you have any suggestions on how to manage that ego? Like how do you keep that from happening?

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I would notice whenever I become like defensive, for instance, you know, sometimes you want to be right, no, you always kind of you want to be right, like, This is who I am. This is my belief about the word, my belief about myself. And I want you to understand that I'm right. So what can I help? I think it's to see yourself as as a work in progress, like always evolving, and that you want to learn more. So you're not like fixed, you want to learn more about yourself, you want to become better. And in the sense, you want to learn as much as you possibly can, as opposed to being right. So I'd like to say, you can either be right or you can learn. So sometimes you just want to Oh, okay, I was wrong. Sorry. I don't know about it. Tell me more about this. And to use it to improve. And to base your sense of self competence, in based on how much you can learn or how fast you can learn, or how well you can learn. Which is helpful, I think,

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yeah. Sometimes my wife tells me she's like, you can be right, or you can be loving. Yeah, whenever we whenever we disagree on something, or if we argue about something, and she's like, I can tell you're trying to be right. And in this situation, you could try to be right, or you could just be loving, and I'm like, dammit, how do I argue with that?

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And you can't do it? Maybe you're right. But it doesn't work. I mean, you know, sometimes you have to? Yeah, it just works

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a lot of times, yeah, it does. It doesn't work for me. It doesn't work for me at all. Okay, so it's important to keep your ego in check for, for basically everybody if you have, you know, if you're in a professional setting, because it can get a little bit out of control. Let's talk a little bit about how the thoughts that you have impact your emotions, because I don't know, can you control your thoughts, right? I mean, you could be scrolling through the news and all of a sudden you have a bad thought and all of a sudden your emotions are like out of whack. Like how do you actually control your thoughts so that you get to those positive emotions.

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So I don't think you can control like all your thoughts all the time, because you have too many every day that you can watch it, one thing you can do is condition your mind. So as we mentioned before, if you condition your mind to be more grateful, or focusing on what you want, as opposed to what you are afraid of what you don't want, then by default your your mind is changing. So you will have more

positive thoughts, because you change the system, right? If you change the system, then you will have you will attract or we have different thoughts. So that's one thing you want to do work on. Okay. Do I have a good, good beliefs? I'll be serving me. Are they working against me? Yeah,

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maybe we should talk a little bit about that, like, how do you actually do that? Because you know, a lot of people what if you have a full time job or even not, you're probably, you know, some of your negative thoughts might be, maybe you have imposter syndrome, maybe you feel like you don't have a good relationship with your leader, maybe you feel like you hate your job, maybe I mean, you know, the typical negative things that a lot of people get for their corporate jobs, I think what is it, the latest number, like 30% of employees only are engaged in their jobs. So most people actually out there don't, you know, don't really like their jobs. Which means that you probably have a lot of negative thoughts and emotions and feelings about the work that you're doing. So how do you change that operating system.

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But for me, I just quit my jobs. That's how I solved the problem. I don't know if I can no defense, obviously, I don't know if you're supposed to know. Just accept everything and stay where you are. The first of us being just being aware, if you're already aware of what what what your limitations are, what beliefs you have, what negative beliefs you have, based on how you feel, when you can start thinking, Okay, what would be the opposite? What can I say about myself. So you can be affirmations, you can think about something over and over again. It's kind of silly, silly, in a sense, but it's like, if you see your mind as a kind of a computer, then you just reprogramming your mind, okay, I can do this, or I'm good enough, or I can learn anything I desire. If you keep thinking about weight acting the same way over time, just because, actually, it's true, because I've done the here once time to twice, three times. Now it's working for me, so I start believing it. So in a sense, you can do that with affirmations, changing your beliefs, repeating the same thing to yourself, actually do auditioning. Yeah, I

31:35

do the affirmations every morning with my two kids when I drive them to school. So I have a three year old and a seven year old. And first thing like right when we get in the car. They know that before I turn on music for them on the way to school, the first thing I ask them, I say, okay, who's ready to go first. And then they both say their affirmations together? And they say, what are their affirmations, they say I am strong, I am confident. I love myself, lots of people love me, I and I can do anything, you know, something along those lines, I am strong, I am brave, you know, they kind of go through those emotions, my three or those affirmations my three year old and my seven year old. And it's very funny to see my seven year old kind of like coach my three year old, she'll say, No, you should do this, it's gonna make you feel better. It makes me feel better I do it. And it's funny, because I asked her about that too. And I say, do you, you know? Do you do this? For some reason? Like, do you notice that you feel a little bit different? And she says, yeah, it makes me feel better. And I say great. You know, and then they asked me, I do my affirmations. And I say things like I'm patient and loving and kind and optimistic. And then after we're all done, then we all kind of clap for each other in the car has we're on the way to school. And I think it's a great way to start the day right at eight in the morning. 730 in the morning. That's kind of the first thing that you're doing. I think it makes a difference.

32:50

Yeah, I think I wouldn't say it's like is what is sort of your problems? You know, right. Yeah. But I think I think you just want to you have a more many, many others. Like, once you will be obviously you want to actually take action toward what you want, you know, like, in some ways, but then as a tool, you want to use affirmations to help you change your beliefs and become better and move faster and improve your life. It's not it's not like there's one tool. Yeah, that's just one one of many tools.

33:11

What's another tool that you think is effective? Besides the affirmations?

33:16

Yeah, I mean, daily habits would be a saint like conditioning, I guess. I mean, taking action, just you know, I know it sounds simple, which is taking action towards something you're afraid of is kind of the hardest thing to do. But we know like, often know what you have to do if you can, if you can actually do it just one time and you have the belief. Oh, I can do it one time. So then I can do it again. So let's I did cold swimming in winter, in a very cold outside. How

33:42

cold are we talking about?

33:45

I don't know about the Fahrenheit thing. So I don't know how to calculate it would be like, outside was minus eight CC's minus, and water was like maybe one or two degrees that we can calculate maybe later. Yeah, so

33:57

I just put it in the calculator here. So one degree Celsius is around 34 degrees Fahrenheit that That's damn cold. Yeah.

34:04

So it's not like I love to do but I know I can do it. But the thing you know, I didn't want I can do it again. So I always say to people do something one time, do a speech, do write a book or do something one time because then you know, and you can build the belief that you can do it again and again and again. Because you did one so why not? Yeah, that's a good that will shift your mindset in some way. Yeah.

34:27

So I like that tool. So do the thing that you're scared of even if you just do it once.

34:32

Yeah, and it's even if it's small enough, or small when something okay. I don't know what I can do with a speech of another speech, but maybe I can do a five minute speech for my next meeting or something. Yeah. And from that you build the belief. Oh, okay. I'm a speaker. I can do it

34:46

or raise your hand speak up in a meeting. Yeah. Something asked for the raise, ask for the promotion. Do that do the thing once. I like that a lot. What about the role that the environment plays on your emotions I also I find that this is an important factor too. And I know you talked about this in your book, the environment, kind of your surroundings, things of that nature.

35:09

I think it's the biggest formative and the biggest factor. Okay, let's say for me, like, let's say your, your kid stuck in a ghetto somewhere, I don't know what to do. I mean, if I could, I would just leave, you know, I will just go somewhere else better environment, because that's going to determine so much in your life. And it's super hard to fight against your environment. I mean, like physical environment. Also what whatever you reading. So what you can do. For me, there are three things I think, the physical environment, basic people, people environment, who are your friends? Yep. Then you have the physical environment. So your office, how is designed, or maybe you have some nice, nice design or some affirmation somewhere I know, something inspiring. And then you have what you consume. So your your internal environment, dialogue, what you read, what you watch, in order, these three things are really important. And if you're in a bad people environment, you're going to try to, you need to compensate by having, you know, the other two in place, or to move or to find your friends. But I think it's really very important for people to try to do what they can to be in a bit of a better environmental burrowed.

36:16

Yeah. So the it seems like who you surround yourself with the information that you can assume, and also your actual, physical, physical and physical environment. Yeah. And so it sounds like the advice there is, if you can't control one of them double down on the other ones, like if you can't control your physic Yeah. All right.

36:31

Let's say you're stuck in, in a bad environment. People are like, a criminals and you, when you were back at back at home, you just consumed like inspirational books. And just for as many hours as you need, you know, just try to change your mindset, the best you possibly can. Until you have a choice to leave and to do something else, or maybe to find new friends. That's yeah, what I would do,

36:52

yeah, no, I think that's good advice. And you're right, the environment does make, I think this is why, especially over the years, right, we've seen a lot of companies move away from like, traditional cubicles, they've been trying to create these, you know, more beautiful spaces where employees actually want to show up to work, you'll see them investing in like natural wood and greenery, you know, creating these spaces, because there's also a huge connection between your physical environment and also the, you know, the emotions and how you feel. Getting back to something that you mentioned earlier about the role of emotions at work. And I can't remember if you talked about this in your book at all, the role that vulnerability plays, and I'm asking you this selfishly, because I have a book coming out in October called leading with vulnerability. So I'm curious to hear your take on being

vulnerable at work, because part of me thinks that, like, if you're sharing your emotions, you have to be vulnerable in some way, right?

37:48

Yeah. Yeah. Yeah, I don't I don't know. Anything about that. My book. I mean, next one. But yeah, I mean, I, I mean, vulnerability is like the only way I think to even to build intimacy. So I don't know if you have to do that. In the workplace. I don't know about that. But I think you need to have you need to be vulnerable in some ways, I guess even at work. At some point. Yeah. If you want to build relationships, yeah,

38:14

no, it's important element. Yeah. Okay, maybe one more question. Before we jump into this leader toolkit section, you talked about this concept of the hedonic treadmill edit patient, can you explain what that means? And how that works with emotions?

38:29

Yeah, I mean, you often believe that if one day we're going to have something bigger house, a bigger car, better job making more money, like ideal partner, then we want to be always going to be eat, that's it, or reach a point, I'm happy forever. We just did how it works. It never works. It doesn't work like that. It's, for me, it's everything is about, it's about what you do every day. It never stops. So you have to keep building, nurturing your relationships every day. You have to keep working on your business every day, ideally. So all you have to keep meditating every day, you can just have one day and I'm done. Yeah. So I think it's just just how it works in VR, it's a myth that you can reach some point in the future, but you got to be happy. And you might be ecstatic for a while, you know, you have a new car in your house nice. But after a while is going to be boring, and you got to be back to your same level of happiness than before. So it's really hard and says, To change your level of happiness by through external things, you know, or people, I guess that's work you have to do on yourself to be happier, I think. So inside job.

39:31

So is the hedonic treadmill, it sounds like and I talked about it a little bit too in the realm of kind of employee experience inside of organizations. So it's this idea that you you're pretty good at adapting to stuff. And so if you, like you said, you buy the new car, you buy the new house, you'll be happy for a little bit, but then you're gonna go back to your baseline of what you're used to. And you're going to start to look for something else, kind of the next adrenaline shot so to speak or the next you know, dopamine boost You know, what can I buy next? What new house what new car and then again, you'll get that little bit of a spike, and then it's gonna go back down again. And so the analogy I like to give, it's kind of like changing the facade of the car without changing the engine. It's, it's not. Yeah, it's not a deep, serious change.

40:15

It's like, it's like trying to get high. And it's like excitement seeking excitement, as opposed to fulfillment, which is more long term, you know, working on yourself trying to be a good field, peaceful content most

of the time, as opposed to trying to get something new, exciting and shiny, but not going to really fulfill you in a way you think it will.

40:35

Okay, so let's shift a little bit to a segment, I like to call it a leaders toolkit, where we talk about some action items here. And the action items are going to really be focused on how to change your emotions. And there were a couple things that you talked about in the book, I'm just going to list them here, letting go changing your interpretation. condition yourself to experience positive emotion, changing emotion by changing behavior, changing motion by changing your environment, and then you also talk about short term and long term goals. I don't know if we'll get to all these things. But at least we can start with some of them. And why don't we begin with the first one, which is this idea of letting go. So how do you actually let go and how does that change your emotion?

Jacob Morgan 41:17

MY CONVERSATION WITH Tebow, Maurice continues for subscribers at great leadership.substack.com If you head over there right now and hit the subscribe button, you will get access to the rest of this conversation, where Tebow shares specific strategies you can use to change your emotions, including letting go, how to change your interpretation of something, how to condition yourself to experience positive emotion, and several other things as well. Again, that's only available for subscribers at great leadership.substack.com. And when you subscribe there, you'll get access to one of these bonus episodes every week, a weekly five minute leadership hack that you can implement right away inside of your organization and during your leadership journey. And you'll also get access to a weekly leadership guide that I personally write. Again, all of that available only by going to great leadership.substack.com Thanks for tuning in. I'll see you next week.