

Amy Hutchins: I love, love to share with leaders really concrete tools that say, let's up the ante, let's really show people how to play better so that we can drive the business forward faster. And it starts with the way that we think.

Bob Glazer: I'm Bob Glazer, host of Outperform, a podcast about people and companies who are outperforming in business and in life. What they're doing, challenges they've faced, and what they've learned along the way. I talk to industry leaders, company founders, entrepreneurs, experts, and big thinkers about what it takes to perform at a high level and build capacity in life, business, and marketing partnerships.

Bob Glazer: Welcome to the Outperform podcast. Today's quote is from Paul Tournier, and that is, nothing makes us lonely as our secrets. Our guest today, Amy K. Hutchins, knows a thing or two about secrets, especially the innermost secrets and fears of today's leaders. She's the author of *The Secrets Leaders Keep*, and the Founder of AmyK International, an executive development firm focused on leadership development and creative and innovative thinking.

Bob Glazer: Amy is also an energizing keynote speaker and creator of Dynamic Think Tank program for CEOs and C-Suite individuals. Welcome, AmyK.

Amy Hutchins: Well thank you for having me, I'm totally honored to be here.

Bob Glazer: So one of the things I'm always interested in is that the folks we have on this show typically started in some place in their career that is totally different than where they ended up. And you started your career as a teacher I believe, so I'd love to hear about your journey going from teaching kids to teaching leaders in the business world.

Amy Hutchins: Yeah, you know it's so funny, it's a little bit circuitous but there's definitely this thread that is woven through everything that I've done. So if you had said to me when I was 18 years old, someday you're gonna end up working with a bunch of wild CEOs and doing leadership and innovation I would have been like, never. I'm going into the elementary school teaching world. And that is where I started, elementary school teaching. And then it morphed to teaching teachers, and then really training entire organizations to think about how we teach critical thinking, and not just teaching to the test and that automaton mentality. And then it went to brain-based methodologies in classrooms to, hey you know what, this might actually work in the corporate world. So I became a Corporate Sales Trainer, and

then it kind of morphed into opening up my own training company. And then here we are 18 years later, and yeah I'm standing on a stage and I might be speaking to thousands of people, or working in an intimate think tank environment. But at the end of the day Bob, I am absolutely still a teacher.

Bob Glazer: And who is easier to teach, business leaders or elementary school students?

Amy Hutchins: You know, they're both a conundrum, they really are. But I will tell you that some days I do think that my fifth graders will a little easier.

Bob Glazer: They had fewer bad habits.

Amy Hutchins: You know, when you're little it's really about ... it's kind of funny because some things just don't change. And a lot of that is the ego, and the achievement, and what is this really supposed to be about. And so back then what I will tell you what was harder, were the parents of the kids than the kids themselves. And now you've got those individuals that have grown up, and some of that baggage is with them, and so you're just trying to undo it.

Amy Hutchins: But at the end of the say, when I was teaching, I wasn't trying to get you at age 10 any further than loving to learn, staying intellectually curious, staying open minded, challenging your beliefs and assumptions. And I am still doing that with 40, 50, and 60 years olds.

Bob Glazer: Our guest actually, on the last podcast, had a phrase. He said, it's not kids these days, it's parents these days. So very aligned to that. So what are some of the things that you focus on teaching leaders to do in your practice?

Amy Hutchins: My number one goal is to raise the level of critical thinking across the enterprise. My goal is to teach leaders how to really harness the collective intelligence in the organization in very practical non-theory ways. So everything from how we go about introducing a framework, to strategic planning our operational initiatives, to just running a meeting that everybody goes to on a Friday morning that they're entirely sick of going to. And so I love, love to share with leaders really concrete tools that say, let's up the ante, let's really show people how to play better so that we can drive the business forward faster. And it starts with the way that we think.

Amy Hutchins: And so it's kind of that, and it sounds really simple until we realize that, okay it's fundamental, but it's actually hard to do. And it is the idea though that it's also measurable. So if I said to

you, everybody in your organization, starting tomorrow, is a better critical thinker, a better problem solver, a better decision maker, a better communicator, a better collaborator, we could actually measure. Six months down the road we would actually measure tangible results from that. And so that's what gets me jazzed.

Bob Glazer: And what is it that you mean when you said you help leaders align their brilliance?

Amy Hutchins: So too many times you'll get phyllos or factions, or you'll get hidden agendas, or you'll get people driving in one directions and others driving in the other. And so what I really like to do is to help leaders say, okay you might have marketing operation, you might have a small startup and people are wearing a bunch of different hats, but at the end of the day there's a common goal. And we have to have unity of command. And unity of command is this brilliant concept, I have no ego around it, I take it from our United States Army. Unity of command means that we are loyal to one vision, we are loyal to one mission, and we are loyal to one message.

Amy Hutchins: So we don't sit in a meeting and nod at each other and give lip service, and then go back and really debate it or undermine each other back in our departments. But when you're at the leadership level, we have each others backs. So we have really good, healthy debate. We ask questions like, what am I missing? What are we missing? What are the unintended consequences of this decision? What would be the impact on our value added resellers, or warehouse, or supply chain? And we have this really healthy dialogue so that when we go back to our peeps in our own department, we are still aligned about where we're going. We might have an individual role or a departmental role, but we share a common goal and we're in this together.

Bob Glazer: So it's really, and there are a lot of systems built around this, but it's organizational alignment from the top, the vision and the values and getting everyone on the same page with a company first viewpoint on everything.

Amy Hutchins: It is, and I think that we could probably even take it one step further, we could expand it a little bit to the whole idea of how we breed a culture of alignment, and how we breed a culture of trust. One of the things that's kind of my trigger, a little bit of a bugga boo, is that so many organizations will say, trust is consistency of behaviors. And because my background is in education and science and behavior, at first that sounds really slick. Oh yeah, it's consistency of behaviors. Until it's the wrong behavior, and then we're like, this definition doesn't really work.

Amy Hutchins: And so where I point it out, it's kind of like if John Doe or Sally Smith is a jerk last month, and they're a jerk last week, and they're a jerk this morning, I trust them, but I only trust them to be what? A jerk. And so it's not consistency of behaviors, it's about vulnerability.

Amy Hutchins: Now, here's another technical foul. A lot of people say, oh well who wants to have therapy at work? It's not that kind of vulnerability. Vulnerability means that we've created an organization where it's safe for people to ask for help. Where it's safe to reach across the aisle. And that's how you start to get alignment, is that if I come to you and I said in the real world, Bob help me with this, this is not my area of expertise, you don't roll your eyes, you're not protective of your ideas. You're like, absolutely AmyK, we're in this together.

Amy Hutchins: And so a lot of it is teaching people to drop some of their bad habits, to drop some of their assumptions and their stories, and create an environment where we can collaborate, and harness ideas, and build relationships in seemingly unrelated areas of the business to really forge better problem solving, better thinking.

Bob Glazer: Yeah, I wrote an article about ... that went out this morning, about friendly fire in the military, and it's sort of equating it to businesses. And it came from a story someone told us when we did our cultural onboarding that I do every two weeks. And the person said, everyone's been super helpful to me and reaching out to see how they can help. The place that I came from, if you knew something you kept it to yourself. It was a competitive advantage. And I was thinking, well that is not gonna be a high functioning organization, if somehow the leadership has allowed a culture to foster where it's literally everyone for themselves.

Amy Hutchins: Yes, and what you just said is absolutely spot on, you just nailed it. It's what leadership allows. And so sometimes it's pointing out to leaders that they've done it unconsciously. The way that they reward, or the way that they recognize, they've actually been encouraging that behavior. Or, I'll look at a leader and I'll say, there might be a competing commitment here. You might be doing it unconsciously because you're actually ... you're getting a win from these bad behaviors. And so you have to figure out how to get the win with better behaviors, and that can be a transition.

Amy Hutchins: That can be a real, oh my gosh I never even saw it that way before, aha moment. But what leadership allows really goes to a phrase that I tell leaders all the time. And sometimes they love to hear this and sometimes they don't. But Bob, I will look them

in the eye and I will say, you have the team you deserve. And they'll be like, oh.

Bob Glazer: Right, the team you deserve and team you've built. I mean, there's a great phrase that we use a lot, which is you have a culture by design or default. So either you've designed it as intentional, I could talk to your people and I can tell you what the culture is, and you may not like it, but it's there.

Amy Hutchins: Absolutely. And that's hard, that takes a pretty mature leader to be able to say, okay I own some of this. I gotta take a little bit of responsibility for resetting what it is that I want and playing better myself.

Bob Glaser: Yeah, I just finished Extreme Ownership, I don't know if you've read that yet.

Amy Hutchins: No, I haven't read that yet.

Bob Glazer: I think it's a number one bestseller, and the premise, they correlate their experience as Navy Seal commanders and Iraq, and then in their business consulting. And it's just, you always take responsibility. If you're the leader, you take responsibility for everything. If you're boss didn't understand what you were doing, you take ... just the empowerment that comes by not looking to anyone else and just taking responsibility.

Amy Hutchins: Well I at the end of the day that starts a whole different tone and tenor of a conversation. If we start with excuses, even at the top which I find fascinating, well so-and-so didn't do this and I didn't know anything about that. Okay, you might not have known anything about that, some organizations and enterprises are enormous and you really don't, but that's not how you respond. It might be how you react, but your response should be, all right so now I'm responsible for solving this. And I am gonna take ownership of finding the right solution, and responding in a way that's appropriate, and then moving forward in a direction that actually is better, or improves the process, or does right by the wrong.

Amy Hutchins: But I do think it is our first reaction. Do you want to blame somebody, or do you want to say you know what I own this? I didn't know about it and I still own it. I own that I didn't know about it, so let me own the solution.

Bob Glazer: Yeah, and it happens a lot in communication, I think, particularly with founders or visionaries, where they assume that people understand what they mean. I was coached on this a long time ago to say, any communication failure, just blame yourself first

and you'll fix the problem. Going back to someone and saying, look I must not have been clear about this, but here's what I was looking for, rather than, you didn't understand me.

Amy Hutchins: Yeah, and I think sometimes too, it helps us. One of the things I really believe in, I'm an absolute customer evangelist for self-aware leaders. I just believe self-awareness is the number one differentiator between a great leader and a brilliant one. And I think sometimes we have a lot of myths around what that really looks like. And sometimes it's just owning that you were a part of the mistake.

Amy Hutchins: I find myself sometimes I'll be like, oh my God, how did that happen? And I can't believe that happened. And then I realize you know what, I'm actually angry at myself. Because there might have been a decision that I've made now that's contributing to this. And now yeah, this is where I'm actually frustrated with, I'm frustrated with myself because I have to own it, and I have to be self-aware that I missed it, and I have to be self-aware that this might be one of my weaknesses. And it's not weak to own it, it's weak to keep ignoring the fact that you're not willing to admit you're not perfect.

Bob Glazer: Yeah, and it's liberating to take control of what you can control and not pretend that you're at the whim of all these external forces.

Amy Hutchins: Correct.

Bob Glazer: And I think I agree, self-awareness for me ... in picking friends, in picking people I would want to serve under, or people on my team, self-awareness is the number one thing to me. Because without self-awareness you just can't accomplish, feedback and all these things just don't work, they just go right out the window.

Amy Hutchins: I agree, totally, amen. Preach it. Preach it, Bob.

Bob Glazer: So what, from your perspective or experience, really makes a high performance leader or differentiates the most successful leaders you've worked with from folks who are really average?

Amy Hutchins: You know, I think that ability, from a self-awareness perspective, it leads us into emotional intelligence. The idea that you understand your triggers, that you understand your own wiring, where your own stories come from, so that you can change that story, so that you can choose it. I think that when we know what makes us tick, when we can kind of move from a place of reaction to response and realize we're the witness to who we

are, like we're not our thoughts, we're not our actions, we're bigger than both, we're bigger than a reaction, and we can actually respond, that's an enormous differentiator.

Amy Hutchins: And I think that where that takes us then is to a quote that I heard, and I have no idea who said it, but it's definitely not mine I just love it. And it's that, energy, not time, is the fundamental currency of high performers. And I love that. I love that we're focused on energy, because energy can be interpreted and defined as so many different things from spiritual, and mental, and emotional, and physical. But when you are fueled, when you are pumped, when you are fired up in those four areas, it shows.

Bob Glazer: Yeah.

Amy Hutchins: And so a lot of times, and I don't know maybe it's me, I am efficient, I'm orderly, I'm a little type A, but what drives me crazy is when people are like, you just need time management skills, you just need to get a hold of your time. I'm like, you know what? Everybody's got the same 24 hours. Let's stop talking about time management and start talking about what energizes you, and what fuels you, and then priorities. And then you'll find that those 24 hours, you can do amazing things in them.

Bob Glazer: Yeah, and the reverse is there's stuff that really drains your energy, and particularly in people that really drain your energy. I also heard a great quote lately. Someone said, show me your schedule and I'll tell you your priorities. So it aligns a little bit with that, but you can see where people are spending their time, even if it's not totally correlated with their energy.

Amy Hutchins: Yeah, and there's a lot of noise out there. And the problem is, is we get a lot of conflicting messages. We spent a whole decade on finding balance and gratitude journals and all that, and what we realized in hindsight was that the more you pursue balance, the more cray cray you get.

Bob Glazer: Balance is impossible, yeah.

Amy Hutchins: It is. It's a myth. And what happens is, is you'll get a lot of stuff out there that then supports it, and so we start to believe it is truth, until we realize that balance balance isn't the goal. It's not supposed to be about that. It's supposed to be about finding connection, and finding purpose. And there is not balance in that.

Bob Glazer: Yeah, we don't let the word work-life balance appear in our company. We say work-life integration. And we say, we want you to have great home experiences and great personal

experiences, great work experiences, and have those all sort of fit together in a puzzle. But you're gonna have a week that's more work, and you're gonna have a week that's more family. And I think you have to deal with those oscillations. I'm not gonna remember it correctly, but with a couple of our management team members we saw Randy Zuckerberg speak, and she has incredible stuff and unlimited money, and there were five things. And it was like, exercise, eating well, work, this whatever. And she said, each day I can do three out of the five, and to think that I can do more than three out of the five so I alternate. It was really nice to see someone who had unlimited means talk about how you just can't do it all. So she's like, don't be guilty about the two you don't do, just do it tomorrow or do it the next day. But you can't do everything all the time.

Amy Hutchins: It's good, it's a nice dose of reality.

Bob Glazer: So let's talk a little bit about your book, *The Secrets Leaders Keep*. Tell us a little bit about what inspired you to write the book.

Amy Hutchins: Well, I'll be vulnerable for a second, it's definitely not the book that I set out to write. I ended up writing a book, full manuscript, 16 thousand words on the ten steps to be a great leader. And the truth is that when I was done I was like, you know what this book, it stinks. And it's not different enough from any other thing that out there, there's thousands of books that we can all read about playing better. And what I realized is that I was kind of listening to the noise. Everybody's like, you should write a book on leadership, you teach leadership. And what I realized is that what I'd rather write on is how hard leadership is. You don't just wake up one day after taking a class on leadership and find yourself in this guru situation. It's a constant journey, it's a constant learning curve, and it's really, really hard. And we have to fail, and we have to make mistakes, and we have to learn the hard way.

Amy Hutchins: And I was like, let's talk about that. Let's talk about the secrets that we're keeping. And the secrets that we keep, ironically are really not all that secret. And you realize when you start sharing them that everybody's kind of going through the same thing, we just don't want to admit it. We just don't want to say, I'm really struggling with this, or I have this fear. And so what I did, after working with leaders for over 20 years, is I said okay I'm gonna show the secrets. And so I wrote creative short stories, seven men, seven women. And they're just amalgamations of all the secrets that we keep.

Amy Hutchins: So some of the stories our a little closer to some real life experiences that I witnessed in other leaders, but most of them

are entirely made up. They're just this incredible blend of, we're all suffering from this, so let me make a character that suffers from two or three of these secrets.

Bob Glazer: That's interesting. And so are there ... what are the most common secrets that you see in talking to leaders?

Amy Hutchins: Okay, so in the book there's 14, but let me share a few of the really ubiquitous ones. So the first one that we hear a lot about is imposter syndrome. And imposter syndrome is something that Cheryl Sandburg brought a lot of attention to in her book *Lean In*, which was fantastic. So she started to shine light on that. And what's sad and both fascinating to me is that imposter syndrome has been around a really long time, and we've created it with labels and hierarchies. And so, if we go back over 15, 20 something years when I was teaching elementary school in Washington, D.C. politically incorrect, but at the time I had fifth graders that were labeled gifted and talented, and learning disabled. And I was fascinated that these kids could have brains that were both incredibly gifted, and yet even though they might have been reading Vaclav Havel's *The Velvet Hangover* when Czechoslovakia became the Czech Republic, they couldn't add two plus two. Or the inverse, they were sending me back to my college textbooks but they were brilliant in algebra.

Amy Hutchins: And so I was fascinated that these kids could do that and that they had such a dichotomous brain, and that's sort of what sent me on my journey in studying the brain and going to grad school to study the brain. But what was fascinating at the time was that those kids, way back in the 80s, they were suffering from the imposter syndrome. Because they were learning disabled and they weren't quote unquote, "perfect", they felt like the label gifted and talented wasn't deserved. So they were always looking over the shoulder with these fears of, oh I'm not good enough, and I'm not smart enough, and I don't belong here, and I don't deserve this. And so we just fast forward to today, and we have a lot of people that are suffering from the imposter syndrome, low self-esteem, low self-concept, not feeling worthy of that. And so we talk about that in the book.

Bob Glazer: And you know what's really interesting, is that I had written about imposter syndrome and I told a story about a CEO at a program at I was at who was the smallest person in the class, and felt like she should go home the first year of the program, and ended up being the billion dollar business to come out of that class. That was a pretty amazing story. But you have the people who really have worked hard, and gotten there, and never feel like they're good enough, and then you have the people who are in the right time and the right place, or were given a ... and they're totally over confident and have no qualms

about over deserving what they have. So it seems actually that it's an advantage to have a chip on your shoulder, than to be overly confident and take things where you probably were the success of a hot market or a hot time, and think that you're a lot smarter than you are.

Amy Hutchins: Yeah, as long as we don't let that chip cripple our potential. As long as we don't let that chip prevent us from believing in ourselves enough to take that really risky step. And so that's what I kind of talk about in the book, and we have questions that we want people to do, exercises in the book, to realize that ... we joke too, Bob, same joke, the rockstars of the world, the overachievers, the go-getters, they suffer from imposter syndrome. Your mediocre C player that shows up, that lazy louse, they show up and they're like, hey I'm amazing. And everybody's like, not so much dude.

Amy Hutchins: But it is that sense of, when you are trying really hard, when you are putting in the blood, sweat, and tears, you are also likely to suffer from the imposter syndrome. And so we want you to just be aware of it, that you don't have to go out and become this overly confident, arrogant jerk. But you just might need to believe more of yourself, that we're all struggling, we're all trying to figure it out, and nobody has all the answers.

Bob Glazer: Yeah, my career started in 1998 right in the middle of the internet bubble. And for the next 10 years I had a term, and some friends we use the term, people we call them sort of 99ers. Where they had had some incredible success in 1998 or 99 because they started something that had no customers and no revenue, and sold it for 10 million dollars. And ten years later they hadn't done anything of meaningfulness, and they still had this reputation from having created something in the most ridiculous bubble ever, and we're not able to really achieve anything since then. And they're still trading off their 99 credibilities. That's the types of thing that I think we see a lot.

Amy Hutchins: Well and you know what's so goofy, is that they're again, serendipitously, the world synchronized in such a way as that they were able to maximize an opportunity, and that's awesome. But they may not have learned the skills that are required to then go out and actually pull yourself and do something from scratch that takes more effort and more work. And so sometimes, we talk about this in the book too, you'll get a competency addiction. You'll be like, well I was just so amazing in the 90s, let me just live off of that for a while. And it's like, dude you're addicted to something that you exceeded at a long time ago. But what are you doing now, and how are you defining yourself? Because it's awesome, nobody's gonna take away your win from 10 years ago, but how are you contributing to the

world now? And it doesn't have to be the same win, but it does need to be significantly meaningful to you today.

Amy Hutchins: And that kind of goes back to, that leads us then to this other secret that I talk about, and probably one of the scariest right now that's going on in our world today. And that's the comparison condition. I don't want this to sound judgmental, because it's not. This is just a fact. We are number one in the world as the United States of America, we are number one in anti-anxiety prescription drugs. And we beat most other countries by a mile. And so I'm not judging you or anybody who's listening if you're on them no, it's just a fact. But there are a lot of really profound reasons that are leading, this confluence of events that are contributing to all these anti-anxiety prescription drugs. And a lot of it is that our young generation, our millennials and the ones that are coming up through high school right now, they're suffering enormously from the comparison condition.

Amy Hutchins: And I'm a huge fan a social media, I want to be really clear about that. I think social media is amazing. And we have more access to more information, and we can respond better and faster to causes that need our attention so that we can change the world for the better. The dark side of social media though, is that I go on and it just exacerbates my feelings of insecurity, my feelings of self-doubt, of low self-esteem. And so we really have to help these generations right now to get really secure and healthy on the inside so that they're less influenced by social media.

Bob Glazer: Yeah, I read a great article someone wrote a few years ago, it's really stayed with me. It said, the problem with social media is everyone is projecting the best 5% of their life, and they're not talking about all the other stuff. So you're comparing your actual life to the 5% highlights of everyone else's life. And I continue to ... my wife and I joke about this, but we see these people writing pretty much their anniversary cards on Facebook, talking about other stuff, and those actually probably tend to be the unhealthiest marriages. In fact, those people are actually having problems, they're over compensating by projecting positivity on social media, and that's what people sort of watch and go, what am I doing wrong?

Amy Hutchins: Well it's the classic, what I joke, and it's the same thing, somebody takes a selfie, I can guarantee you most times it wasn't the first take. Somebody's gonna do, oh my chin, oh my neck, or oh my. And then you get that quote unquote, "photoshopped look", even though it's just let's do this til it's perfect. You've got somebody toasting champagne in Lake Como, and then you've got somebody riding a boat off of a lake. You very rarely, unless it's a comedian, do I see the picture of

somebody like, hey here I am, scooping poop off the kitchen floor. So it is, it's that highlight reel to your daily grind, and then you think everybody else's life is better. And it's not.

Amy Hutchins: What's happening too though is we're constantly moving outside of our lane. We're looking at somebody else's lane, and we forget ... Teddy Roosevelt said it years ago, comparison is the thief of joy. And it really is. You were fine, you were fine this morning until you started comparing yourself to somebody else, and then you felt like dog doo. And so, there's a great visual example of this, do you remember when Ryan Lochte had that kind of whole summer Olympic in Brazil craziness about the burglary?

Bob Glazer: I wrote one of my Friday Forum posts on that picture of him looking in the lane. Yeah, I know exactly what you're talking about, yeah.

Amy Hutchins: Okay, so that's kind of, to me, the story. And I'm so glad we're talking about this, because when I go around and I talk about it, most people remember Ryan Lochte and the made up story of the burglary. And I'm like, no. Remember the picture of him where he goes and he looks at all of the other lanes? He is so enormously suffering from the comparison condition. And what the analogy that I love about this, is that every time you come up above the water and you look in somebody else's lane, whether it's left or right or both, you're slowing yourself down.

Amy Hutchins: And then one guy, when I was giving a speech at a conference we had Q and A afterwards, and he says, but shouldn't you know what the competition is doing? And I said, yes, but not in the heat of your swim. Not when you're in the middle of your lane. I said you can get up, you can drive off, you can go back to the hotel, you can watch footage to see what the world is doing. But you don't see what the world is doing to compete with them. You compete with yourself. And the only person that you should be focused on when you're swimming the meet is you, and where you are in your lane.

Amy Hutchins: And then he was like, I don't know. And I was like, well it's just a story, it's just a story in your head. But I will tell you, you don't want to give your power away. And Ryan does it all the time, it's why he's never number one.

Bob Glazer: Yeah, I could not agree with you more on that, and I think that I see more companies fall from within, the just failures from within in leadership, that really being beaten by their competitors. I think it's actually much more pervasive to sort of have a company fall on itself than to just be beat by competitors. But I think the competition is about elevating your own game. We all

need to compete, no one wants to work for the 5000th best place to work, and no one wants the employee that no one else wants. But I think it's really about elevating your own game, and that actually is the root, the Latin root of the word compete. It's not about win or lose, it's about how do you grow your own capacity and elevate your own game.

Amy Hutchins: I totally agree, I totally agree. And that's the amazing thing too, is that when we stop looking out and we start looking in, and we become better, the ripple effect is enormous because we're modeling that for others, we're interacting, we change the tone and tenor of our conversations, we change the way that we respond. And that's really all we can do, really and truly. I can't ... so here's one of my little quirks. I go around making a "living", quote unquote, by being a motivational speaker. So here's the irony, I think it's bullshit. I am not a motivational speaker. People call me it, I'm like yeah that's great because you understand the box that I play in. And if that's easier for you, that's great. But you can not motivate anybody, full stop. They have got to figure it out for themselves. I can trigger, I can be a spark, I can share really cool insights and information. But at the end of the day, the only person that can motivate Bob, is Bob.

Bob Glazer: Yep, I'm a big fan of Dan Pink's work around ... and we built a lot of our culture on developing intrinsic motivation and not extrinsic. Because if you're just using a carrot and stick all the time, it's not gonna work. It's only gonna work in a very limited set of circumstances where it's stuff that people don't want to do and they just have to get it done.

Amy Hutchins: Absolutely. And usually what happens too is that, the carrots and the sticks, it just gets old, and people get tired of it. And so instead of changing their behaviors, they actually just leave.

Bob Glaser: Right, yeah. Creativity or anything else, it only works in really repetitive stuff that people don't want to do to kind of make it more interesting. Well, we usually end with a question, so I'm gonna give you a choice of the last two questions. What's a mistake that you made in your career that you've learned the most from? Or, what's a secret that you kept in your career that held you back?

Amy Hutchins: Oh my God, do we have hours for both? I'll go with the first one. Let's be honest, we all make mistakes, we all misstep. And one of the biggest ones that I made, for probably the first half of my entire career, is that I settled. I believed the story that I should be grateful. I believed the story that I should be so appreciative of anything that came my way, that the universe could serve me up crap and I'd be like, oh thank you so much for the beautiful poo, thank you so much. And what I realized is that I was

watching all these other people around me say no, no thank you. I want better, I'm not settling for mediocrity and you can't treat me that way, and this is not acceptable. And I was like, dude, you can do that? I was like, that's an option?

Amy Hutchins: And so I think that one of the things that's really cool is for, whether you're in Corporate America, or you're an emerging entrepreneur, or you're a seasoned entrepreneur, I would look around in your life and I would say, where am I settling and what is the cost of that, and how do I not settling going forward?

Bob Glazer: That's powerful. Yeah, you were the opposite I think, it sounds like. Too grateful versus not grateful enough.

Amy Hutchins: I was. You walked all over me? Thank you for treading gently. It's like, I took it to the extreme of the wrong. So yeah, that's definitely a mistake that I made for way too long.

Bob Glazer: Well thank you for being vulnerable and sharing that. Well AmyK, it was wonderful to have you on Outperform to chat with us today. It really sounds like you're doing some amazing work with leaders and entrepreneurs to help them both be and do better in life and business.

Amy Hutchins: I love what I do. I feel blessed every day. I love it, I love it, I love it. I'm passionate about it.

Bob Glazer: That makes it easy, and that's probably what you coach people on. So to our listeners, we'll include links to AmyK's website, book page, and coaching resources, and also the imposter syndrome articles that we talked about during the episode. So thank you so much for listening, and until next time keep outperforming.