[00:00:00](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=0.05) Coaching then doing the directors, sometimes they'll have a company that I'm lead off the ground,

[00:00:11](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=11.39) so it's, you know, I wear, I wear multiple hats when I'm interacting on the leadership front quite a bit and that an issue I was teaching, I was doing a lot of the entrepreneurship stuff. I was also doing. I'm teaching organizational behavior for a number of years. So future students are teaming and leadership. We're going to talk about that first just to make sure I'm picking you up. Okay. What can introduce yourself to me? So I'm, I'm Michael Daretta. I am the director of the Kenan Center of entrepreneurship, a creativity and innovation that Le Moyne college as well as the principal at the leading element. Was that terrific? Looks like it's picking you up. Did that work? You might have get the crinkling if I lose eye contact with you is because I'm making sure the needles are still works fine. Nothing has happened. That's fine. Um, I think I've put them both on airplane mode. You don't have a dummy meter in here and say, well that was stupid. Repeat that. No artificial intelligence isn't there. Would that be, wouldn't that be nice? Well, I think in, I think as you introduced yourself, you probably answered a question I wanted to ask you prefer to go by Mike or Michael. How do you want to be referred to when this was written?

[00:01:23](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=83.78) Good. Michael? Yeah, Michael is fine. Okay. Yeah, but

[00:01:28](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=88.69) usually, I mean people call me Mike. Yeah. Everyone calls me Mike. Yeah. Very few people to comment. I don't know if he calls me Michael Anymore. Maybe a few friends from overseas or something like. Well, I'll do whatever you want. Mike is fine. Mike is fine. Michael. Then we'll go with Mike. Yeah. All right. That sounds good. Well, I'm. When I sent this I said, you know, I wouldn't know that the elevator speech for your company or that I just pasted the uh, the normal questions I ask, um, in Eurobank. Well, I don't. It's. Yeah, I don't think I can, but you have as you were just saying, you're a, you've got a lot of things going on that take your time. So enumerate those. So I have them all listed. We'll start with the high school. You're still a professor at. Yeah,

[00:02:12](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=132.97) I am. I am a professor at the school and I'm teaching within the information technology design and startups minor, the ids minor. So I teach classes. Um, uh, what's the big idea? Class idea to start off with marcy, right? Yeah. So Marcy, marcy is a part of that. John Ladies part of that. Um, and then I work closely with the blackstone launchpad and a lot of students up there, so I plus I'm working outside of class, right with these students and helping them out from the cafe cobol, which is the, the place of choice for allow the meetings, help them out with their businesses and trying to get things off the ground with them. So it's been nice to see the evolution of what's happened there over the years. It's the blackstone was the whole thing. I mean just the quality, the student teams and the quality of the startup community on campus.

[00:03:04](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=184.51) All of it has just continued to really elevate. I mean it's, it's real. These aren't pipe dreams. These students are doing it, you know, they're really launching businesses and blazing trails at a really young age, um, and they're more than capable of doing it, especially given the community and the coaching and the mentoring that they get from multiple sources. Like what, what are the sources besides blackstone in what you do? Oh, there's people, there's people like, um, Linda, but beyond Lynda there's alumni and then there's local community members and from loitering to accounting. Then there's alumni that I'm start to get a relationship with some of the students because they're subject matter experts in the areas that the students are, are part of, you know, and so they take a liking to it and they really have a lot of expertise. And then, and then once they get beyond that, you know, at some point they just sort of leap beyond the university community and they get into what's considered the entrepreneurial community, which is quite broad and I'm highly networked irregardless of, of location.

[00:04:18](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=258.64) So once they get into that network, now they have, you know, all the angel investors and all the other entrepreneurs and everyone else around them to, to help them, um, sometimes in a peer to peer way, sometimes more of a coaching type way and, and that's when they really start to take off. So they're, they're never doing this on their own, you know, the part of these communities, these seamless communities. And that's what Louisa, as they continue to to move along. And the teams that do well are the teams that are coachable, you know, those are the kids that, that do the best, um, because they just continuously grow in the, up, up for the challenge and the rep for the critiquing and they're up, you know, they can talk to 10 different people, get 10 different ideas as you might imagine. Um, and then have to consolidate that and, and kind of figure out how to figure out how to, um, it's okay. It should still be going, I think, and it's still going. But I'd just like to, uh, to see it

[00:05:25](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=325.71) at least until we get far enough along. I'll just assume it's going if the IPAD, because I can get the ipad to uh, not go dormant or you know, blank something, but I, I can't on this program for some reason with the iphone. They don't, uh, I don't know. Maybe the iphone doesn't allowed. I'm sorry to interrupt. Um, and are there any of these companies that you were describing these students startups that we would sort of recognizing our community who have made a mark here? I'm sure.

[00:05:58](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=358.1) I mean, I think there was just one that law that, well, it was one that launched, has been around for awhile, is to brand yourself. It was on shark tank. It was just on Dragon's den. Um, they, I don't think they have much of a presence here in upstate as much as they did before. The other one. The other obvious one is density. Um, it was rounded and then it converted over. Basically they launched density out of that and they have a presence in silicon valley and they have a very strong presence here as well in the, in the city. And, and that was always the idea is to, to launch businesses knowing a percentage of those may stick around because of the community and the support and at the same time they need to go find the

[00:06:47](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=407.18) specific to their companies as well. So some just have to leave. I mean rounded ended up really density ended up moving out to the West because that's a lot of where the Angel Investment and funding and the coaching and the high tech support was for them specifically. So I would like to talk to those guys, I think.

[00:07:08](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=428.78) Okay. That would be great. Interview Andrew would be a great dinner.

[00:07:11](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=431.86) Yeah. Andrew, what's his last name? Farah. Farah. And I'm one of his partners. His um, pass the ball, right? Isn't it or am I thinking of another startup? There's, they, there's a multiple partners. Well, maybe we can talk.

[00:07:28](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=448.37) Yeah, yeah. At the end of I ask about who else I should interview. Um, so that's sort of right. The Su I schools supporting students startup part of your life. Then there's the Keenan, uh, which is brand new. The Kenan Center. Keenan Keenan is new. It's a new challenge, you know, based on what I was doing at Syracuse, what Le Moyne was interested in having me go over and try to build up a presence there in the center. It's a center is, is starting and so my job is to take what others have done and built already there and try to accelerate it too much more of a campus wide presence of entrepreneurship and do similar things. Um, it's down the road, but it's a different culture to different school, different challenge. Um, it's much more local of an institution, you know, the students are much more local so they have many more hooks into the local community which is, which is interesting.

[00:08:28](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=508.79) And, and that's my challenge really is to head that up and try to do something what we did at Syracuse over over at Le Moyne, smaller crowd, more focused, if I understand that right at Le Moyne students will be able to take some classes at Su through the school and vice versa. Highschool students will take classes, especially in medical information. Right. So, so, but that's, that's not something I was involved and that's something that Liz set up with Jim Joseph before I got there. That was a, I think it's a foreign one program and I'm a part of partnership and then also I think they can swap credits and classes in different areas. Um, and then what I'm doing, I do think there's going to be crossover because remember we have the students sandbox, for example, at Syracuse. I think we'll also do a similar thing at Le Moyne and possibly keep it a single sandbox so that there's Syracuse and Le Moyne students in the same place.

[00:09:28](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=568.27) You know, the Tech Garden, you mean? Uh, I don't know the location. We don't know the local. That's where the sandbox floats around in the sandbox. Actually it wasn't in the Tech Garden, now it's back up on campus in the, in the launchpad because the launch pad is there. So that's where he delivers it. But again, a lot of these things, the location is, you know, it's more community anyways. So, um, so we're talking about that now, which is, you know, how do we, how can we do that to get more and so, and I'm hoping to bring lemoine students over to Syracuse for some of the business competitions this spring, um, because they're open to them, their state qualified fires and this kind of system in place. So do you teach classes at Le Moyne also? I do, I teach many classes. Are you teaching this you. So I teach, I only teach one at Syracuse now I wore, I was teaching three when I was there before I was teaching three a semester and two of those were the organizational behavior and one was the entrepreneurship classes.

[00:10:32](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=632.28) And then at Le Moyne, um, primarily teaching allow the entrepreneurship classes, but I'm also involved in some of the organizational behavior stuff. And the home is, are you formerly the instructor for it to two classes? They're. Okay. Yeah. Um, so now just to understand everything, right, there's the high school, there's a little annoying with which is, is it a way a startup with the Kenan Center, right? Because I mean, you're creating that or is that overstating, I think a little over. I mean it's, it's there, it's, there is a presence there, you know, like the first director, I'm not the first director, so John Zogby was, was there before me on a part time basis. So I'm the first full time director. Um, and that's sort of the next step they want to take is that there was a presence, there was some things going on, but if we're going to do this, let's do this.

[00:11:25](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=685.54) And then there's the leading element. When you said when I saw it, I thought, oh, you probably have an office over in the, uh, uh, in the warehouse and then I, I, no wait, that's not there. What, what is the leading element and what is your role there? So leading out prints, founder and principal, leading elements, very small boutique firm. Um, what has been various partners over the years? Um, Katie do set and I have, has been the, the partners from the beginning of this and uh, it's an executive coaching firm. So we do a lot of coaching of executives and leaders. We work on building a bench strength within organizations, for example, helping organizations a transition. Oftentimes we work a lot with um, taffer profits in the area for profits in the area. There's a lot of niche manufacturing companies that we work with in the area.

[00:12:24](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=744.42) Um, and so a lot of it is, is coaching literally, um, a lot of behavioral coaching. I've also been doing more, um, business development work with organizations now similar to lot of the stuff I do with the students on the startup side out to get something off the ground, how to formulate it, how to start thinking about it. It's very much similar to the coaching I do with the students in the startup side. So then you're the coach is, is that the right title for the national, the technical now high performance, um, director, really technical director, depending on which one you want to use of the Portuguese national rowing team. So I've been doing, I was, I got, I've been coaching rowing for decades and ended up in soon after I got my doctorate. I ended up actually in Finland for a couple of years.

[00:13:18](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=798.97) I'm starting up a university program and coaching their national team there. And um, what was the university program with the university was theirs. So it was, there was a, it was in the town of Turku, so it was three different universities that combined to create a rowing program. One was Obu academy and I, you know, I forget the other one who is spelled how t u R K you. And that was the town it was in Turku, Finland. Um, and so we started a college, a collegiate program there and I believe I was the first Khaleed paid collegiate court, a coach there. So we had sold the universities on the benefit of sport and identity at universities because they don't have that culture, you know, the student athlete is something that's foreign. It's foreign over there. Um, so we, so we did that and then we started other than other programs and we helped other programs startup in Helsinki and tampered a which are two other towns and we had a triangular meet amongst the three.

[00:14:27](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=867.25) And then I also coached the national team and you know, at the time when I arrived in Finland, there were probably a hundred, hundred and 50 people rowing in Olympic style boats at that point. The, there was a legend, a parody carpet in who had been there for many years in the eighties. He won three Olympic consecutive gold medals across three Olympics. I think he was in five total in rowing. He does, he spelled his name, carpet in his, you'd have to look it up. Well, it's Kate, k a R P I n n e n t carpet in p e r t t I think is what, that's close enough. So he would go up, you'll find it. Yep. I'm one of the greatest ever is a legend, you know, and when I still remember the first day I met him and I remember sitting in his house and talking to them, it was um, it was hard for me to wrap my head around honestly.

[00:15:23](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=923.21) Um, so, uh, we started there and you know, there was history there, there was definitely history. It's just, it was, it wasn't as strong as other nations or anything else. And so we, we, I assembled a small group in the town of third q and a. We ended up winning four World Cup gold medals and we had a world champion within like eight months and it was the first woman to win a medal in finished rowing as well. Are these teams, like when I think of crew here is that there's different events in rowing. So there's, there's singles, there's doubles, there's quads, there's eights and so you. So the smaller countries have a harder time assembling the larger crews because they don't have a lot of people. So they tend to focus on law, the smaller boats, which is what we did in Finland. So I had a, um, started off with a double and then we ended up in singles and um, you know, this woman Laila and her name was [inaudible] at the time I left.

[00:16:23](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=983.27) She um, was, you know, just good and she didn't show up in shape, you know, she was sort of on the sidelines. She had had a child and she would road, she had been in the Olympics in the, in the nineties, and she stood on the sideline, sort of launched the American guy for a few months and then she decided to jump in and said, I want you to coach me. And um, so from there I created a core of a team that included another, a finish. I'm scholar, a couple others, one of which, uh, was very, she was very young at the time, uh, isn't, she's now the head coach of Finland and then another American named Nico named De Martini. He's actually lived, he lived in Finland. Um, he was there at the time and we could row and world cups as he could row as a club member, but real for Finland in the World Cup.

[00:17:20](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1040.57) So we know the more team I could create the better. Um, yeah, we just had a fun ride. And then when, when did you arrive in Finland? What year was that? That was 2000. 2,000. Okay. But at some point then you became the performance director of Portugal. So. So what happened? So it happened in Portugal, so it's a bit of a long story, but the short of it is we had success in Finland and it caught people's attention in Portugal and they needed to win medals in a very short amount of time. Specific events. We Limpid Committee was just going to cut them off from funding. They only won one metal and their entire existence back in, I think it was 94. Don't quote me on that though. They'll be, they'll be mad at me. It's 93 or 95 [inaudible] 94 in Indianapolis, the World Championships in Indianapolis. Um, and they didn't want a metal there, but that was it.

[00:18:18](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1098.02) And there are tire 100 year history. And so that was the challenge. Like, okay. So we've got two years, didn't really know what I was getting into. I knew the weather was warmer, asked about it, um, and went down there. Um, and we had, we achieved our goal. We won a silver medal in the under 23. Um, it's called lightweight men's double, which was an Olympic event at the time. And got these two guys into the Olympic system there and then also won a couple of medals and world cups with another scholar named Luis Text, Sarah. And the only reason I mentioned him, because he goes at the time, he was a veteran rower and he was sort of on his way out and I said, you know, trying to keep them in and I give it a couple of more years, give me a chance.

[00:19:11](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1151.07) And I'm. So I coached him during that time in 2000. That was 2003 and four and 2000 for a new president came in to the federation in a very machiavellian way. They cleared everybody out, including me. And they went across eight years of turmoil and, and, um, a whole bunch of other bad things, money being embezzled and everything else. Literally bankrupting the federation. And then after it as that, they came out of that period, that row or Luis text, Sarah wanted to become the president of the federation to help bring them out of this hole and get him back. And he called me up and said, I want to be president, but don't worry, I'm going to do it as if you come back and help us rebuild this backup to what we were doing in 2003 in 2004. I said, okay, we'll try it. What year was that? That was 2012. So. And I didn't ended up touching ground there I think until like 2013. Maybe halfway through through town, through 2013. And you've maintained this relationship with the Portuguese team since then. Now. How does Lou Louis Louis Text Sarah? Does he spell his, his l U I s t e I x t e I n e I r a like the Yankees, like the Yankees Baseball player, you know? Yeah.

[00:20:41](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1241.46) So, and at the same time, during those years we kept in touch because he built up a training center in this town called [inaudible]. And it's become now the world's premier training center. All the top cruise go and train there. It's a four star hotel. I mean there's also a four star hotel. So he has a business model where there's crews going there through the winter and training and then there's people that come and fill in all the other. So he's got a really interesting business model and you know, he's a pure entrepreneur man. And so he, he got that off the ground as well. So it's a very interesting place. So we train there and oftentimes we're there with all these other top crews and coaches of the world. They're all friendly, everyone's friendly talk. We have lunch together, dinner together, train together sometimes and um, it's that type of environment that was created there.

[00:21:36](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1296.37) He's an interesting guy. When did you arrive in Syracuse? So I was, I lived. I grew up in Syracuse, so I was glad I was born and raised. Then in Syracuse, ended up getting my degree from Le Moyne. What undergraduate degree in [inaudible]? Ninety two. I got a degree in physics, physics. And then I got my phd in cognitive psychology from Syracuse University and 98. Was that through the school or? Nope. Nope. That was through the psychology department. Okay. Yeah. I ended up in the I school, uh, because of a gentleman who's still there named Steve Sawyer and Steve was a rowing coach, so not people don't know, but steve was a pretty good rowing coach out of Riverside Boat Club in Boston for many, many, many years, many years. Um, so, so we had known each other through the connection of the sport and everything. And um, I just gotten my doctorate and they needed people to teach like organizational behavior and teach different classes up in the high school. And I said, I don't know, I'm going to do, you know, it was kind of in this transition. And he said, why don't you come and teach in the school?

[00:22:44](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1364.95) So I was 98, 99, 99 and then, and rave and Joanne was the dean there. And then, um, and then in 2000, um, you know, I saw the thing from Finland and I thought, let me just try this and you know, that, that one step by step there was some kids to put something on the Internet saying we need to coach and they from Finland and okay, I need to make sure I know exactly where Finland is. Right? And then I replied and then I got a response back from someone who was a vice president of Nokia who had, who was an American guy over there who had wrote at Princeton and he was sort of back. He was backing these students and so he said, just send us some information. So I sent them just a brief information, some of the things, because I had been coaching in the nineties, I was a graduate assistant under Bill Sanford at Syracuse University for a number of years.

[00:23:38](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1418.89) Um, and so you wrote it Su as an Undergrad or. No, I didn't, you know, Le Moyne des, the point did not have a crew team, however. So I wrote, I wrote in Liverpool High School for four years and I went to University of Rochester for a year, only a year and then I ended up transferring to Le Moyne from University of Rochester and I was still growing and training while I was at Le Moyne. Uh, and actually ended up going to a regatta as a Le Moyne athlete. I think I'm officially the first. That was the first crew team Le Moyne had because I had two outers ever got, I wanted to go to and need to be affiliated with the college or university. So I walked into the [inaudible] office and said, there's this regatta but I need to be affiliated. Can I be Illinois rowing team? Said, yeah, go ahead here officially lemoine drilling team. And um, so I ended up that the.

[00:24:39](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1479.24) So I ended up doing that. So I was training in the, in the single and I had a doubles partner for a number of years. And then eventually I broke that off because I was doing a lot more coaching with bill at Syracuse. He offered me to graduate assistantship up there, which helped pay for Grad school. Um, so, um, and then also what happened is that then through the summer as I started coaching some US development teams and doing different things in the nineties and then also started a, uh, um, a sort of a fledgling rowing centers here. He's rowing center here, recruited a bunch of guys to come here for the summer, um, and trains about 12 or 13 of them and I'm still keep in touch with, with some of them are great guys and not on the top of the list of all the other clubs.

[00:25:27](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1527.71) And they came here for the summer and we just had a nice metal winning fun summer. Um, number of those guys went on to the national team and everything else. But it was, it was fun. I mean, we, you know, I branded it orange, we rolled out of the Syracuse boathouse. They literally had orange uniforms, bright orange uniforms, and they were embarrassed to put out first when I first took them out of the box. Like, we're not going to wear that. I'm like, yeah, you're going to wire these. Um, so I had been doing that and in parallel to I'm getting my, getting my doctorate and my doctorate was in um, you know, expertise and learning and other things. So the cognitive side of the sport was always fascinating to me and that, so I had an ability to sort of study it and then I actually go out on the water and see it through sport.

[00:26:17](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1577.51) So that was my, that was sort of a decade of my nineties. And then what year did you graduate from Liverpool School? 80 eight. 80 eight. Sorry. Um, and then, so then I ended up in, in Finland. So basically I sent my information over to Finland to go back to that story. The, the, uh, the guy said a over for a week, I'll send you a ticket. Worst case, you get a free vacation and family for a week. All right. Deal. So I ended up going for a week and by the end of the week I said they wanted me to help get this university program off the ground. And while I was there, I saw some other people running, I said, you know, what's your national team like, like, well, we don't really have much of a national team. And I said, well, make that part of the deal and I'll come over and um, and that was so they said yes, and that was the deal.

[00:27:09](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1629.12) So we ended up going, I ended up going over there and it was really only a couple of years. And then, um, then I ended up in Portugal, then I had coached a athlete in Guatemala for some time and then Lewis called me up again to come back to Portugal and that's where I've been since, since 2013 or so. When did you join the faculty? At smu. So I, so Finland, so what I, I was a faculty member in 99 in the I school just before and, and for the fall semester and now through. Yeah, through 99, including the fall semester because I didn't want to leave ray hanging in the fall. So I taught through the fall and then, you know, ray was great. Ray was said, you know, look, you come, you want to come back, you know, we're here, you know, that, that type of thing.

[00:28:02](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1682.34) So, okay. So I ended up leaving Finland and then coming back and when Portugal asked me to coach, I said I would coach for them, but it wasn't, I, you know, they didn't have money to fund me for a full time gig there or anything. So I ended up teaching at the. I came back to the high school then and ended up teaching at the high school and then going back and forth between Portugal, similar to what I'm doing now when I was looking up online, which of course there's another company I don't think you mentioned or maybe we just haven't gotten to it yet. That sells rowing equipment. Am I right? That's. Oh, that's. Veda made a sport. So I've invented a rowing machine, have a patent on the rowing machine. Um, uh, that's, that's Vega Sport and I have partners, ed baroody and Rafe also.

[00:28:51](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1731.33) So as rudy is the, these are local guys, local guys at broody runs guard. I'll save a company. Okay. You know, if you know about it. Yeah. What's his, how does he spell his last name? B. A R o o d y. look that up. Yeah, it might be funny. I never think I've seen his name in print. Yeah. So Ed and, and re Falso, right. It's spelled like the fall. So the heating fall. So heating exempt. Similar. Same family somehow. But he does. I'm fabricating. So Veda is a rolling machine that you invented and patented where they made. How are they sold? They're not. So right now we're, we're frozen because of, because of financing. Right. So we've got, we got, you know, ray at Nih, basically re owns a fabrication shop. I mean he's a, he can do fabricating and Ed owns a safe distributed, um, guard all safe company, which is a safe distribution company.

[00:29:48](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1788.61) So he assembles and distribute safes around the world. So we were in the back and have raised for a little bit and then we moved over to, to eds so we could fabricate and build and do things, um, with just the three of us to try to get this thing going. And we ended up building prototypes and getting this thing, you know, move in, I don't know if you've seen it, if you go online, if you motivate us or the. Oh, okay. So you saw the website, so you saw those are older, um, you know, older versions of, of the product. And then, you know what, I forgot there's a twitter stream as well. If you go to Veda, Veda, sport, Advaita Sport, you'll see the twitter stream, which has a pretty, pretty long story line there. You'll see kind of what we did and as we tried to get out, we know we have.

[00:30:39](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1839.96) Well we had a problem doing was getting a product that was, that was a reliable out in the marketplace. People loved it. Like they wanted to use them, they want to take them on. But I, we couldn't create the reliable thing. We needed a lot of time. Most of the reason is, is funding. We needed the proper funding to get that going. Um, so, so are there any other companies or irons in the fire or not? Not here. So Faq. We had four machines in Connecticut, so I was on my phone here. I wasn't checking my.

[00:31:12](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1872.67) Yeah, email.

[00:31:17](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1877.84) Yeah. There's a crew in Connecticut. Turn there, turn a little garage. They were training and into a. So there's four of them stacked.

[00:31:26](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1886.38) Is that online somewhere that's not online link to it when this. Because there's, you know, the high school kids and everything I always get worried about. Yeah. Um, so, um, so yeah, so that's Veda. And, and I'm still, you know, I haven't dropped that because we have something, you know, that, that the market wants. I think. I'm not think, I know, you know, people have used them, we've had them in different places, different universities testing on the whole the whole thing. Um, and the other company I had for a few years was his motto analytics. So it was an analytics company motto, How's M O Z, z o uh, analytics. And um, it was started in 2012 maybe. Maybe that's when that was started and we were doing, uh, you know, trying to create a scalable business in the analytics world and ended up becoming more of a job shop projects and things that we were doing and you know, basically the founders, the four founders, four of us and everyone just felt like, all right, we don't want to do a consulting business.

[00:32:40](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1960.46) How do you manage your time? I mean, you have so many irons in the fire. How much too much? Um, well, a lot of people who read this have too much

[00:32:50](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1970.26) going on. So what's, what, what, what, what, you know, it, it's, it's sort of, it's sort of up and down. So the way I do it is I, I, I try to go and spend time where I'm going to get the biggest bang for my buck at the, at that point, you know, um, so, you know, it sounds like there's a lot going on all at the same time, but it's really not. Some things are a little bit quieter and some things are

[00:33:11](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1991.94) well, you know, I'm, I'm more time on other things. Um, and you know, we

[00:33:17](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=1997.69) moving that into a university life is a little bit easier because you have classes and things, so it's, you're, you're flexible there, um, with time and when you have a consulting,

[00:33:29](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2009.61) um,

[00:33:32](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2012.11) Gig here where you're doing, you can schedule your time as well, so you have some flexibility. So a lot of it comes down to how you schedule your time on other things, but it's hard. I mean I have a nine and four year old at home and so, you know, my wife gets tired of it after for sure. She is awesome. Um, what's your wife's name? Christine. Christine Polis though. It's not the same last name but po po u l O U s and p o l o u s Christina's c h r I s t I n? Yes. Yup. Yup. And I have to, we have a nine and a four year old at home and she's, she's a senior economist at the Research Triangle Institute, which is um,

[00:34:13](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2053.54) a company in North Carolina. So she works for. She works virtually from home up here. Well, terrific. Well that was quite a long detour. Most of what Sarah, anything published, but it will help me provide context where they are.

[00:34:28](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2068.83) Yeah. So you get, you get the idea, like all these things are sort of leading, starting, creating, you know, that's where I find myself inevitably.

[00:34:37](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2077.7) And it's not always by choice. It sometimes I'm the one that just, I stepped into it, you know, and then there I am. I'm so it. Yeah, it gets tiring after awhile while we might have. You can imagine honestly, admittedly it gets tiring. Well you're, you're, you're leading in a lot of endeavors and in a lot of ways. And there's a lot of people. Yeah, there's a lot of, it's hard to explain that are hard to describe that but there's a lot of dynamic in my life, you know, and, and right down from like classes to coaching to these other things and consulting, you know, I could have like, I don't run a company but I could have over 100 plus people or more that are dependent upon what I do in some way, you know. And so I'm trying to manage that dynamic all the time across these different fronts that

[00:35:38](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2138.1) have different demands at different times and things like that so it can keeping the temperature of everything and making sure that things are going in the right direction all the time can get, can get tiring because you sorta get spread across all of that because you're not in, you know, you're not always in control of that dynamic. There's all these external factors that come into play that you have no control over and you need to prioritize and address things in that way. So it's, you know, it's hard to say that I'm leading a class, but it's just the classes become part of that dynamic. And then of course you have the dynamic of the institution that I'm at. Right beyond that, you have the bureaucracy of higher education that you needs to work within and if you're building up the building up a program within these bureaucracies, it becomes another juggling act of how to, or I should say maze of some sort. I know what the right metaphor is, but it's a bureaucracy, right? You're trying to be creative and do something new, so if you're pushing the status quo and these bureaucracies, sometimes it's, it's hard, uh, as you navigate a whole nother dynamic, right? Which is basically your employment of sorts that you're pushing, you know, you're sort of poking the bear on, on purpose to try to initiate a change and that's, that just stimulates a whole nother response at times. Um, if that makes sense. Yeah.

[00:37:14](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2234.52) Well, let's kind of flip maybe to some of the questions I was to ask to find is as, as you might already know, of course, that, uh, things like leadership or entrepreneurial instincts or other related things, often, first of all, it's a lifelong process, but oftentimes our influences in childhood that begin these. So tell me about growing up and leadership roles or entrepreneurial endeavors, or what were the options?

[00:37:39](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2259.83) Um, interestingly, you know, I never really thought too much about it because it was just sort of part of my life, but, you know, my grandfather came over from Italy, Italian American on both sides. Um, and so, you know, growing up I would hear, um, a lot of stories of, you know, how my grandfather came over and then he started a cigar shop on the north side of Syracuse. What was the name of the cigar? I think it was Tony's, Tony's cigar shop or something. What was his name before I forget that he was Anthony Doretta called your paternal? Yeah, they call them Tony. Um, yeah, my paternal grandfather. And um, and then my father had multiple businesses while I was growing up. And then, um, my mother was a nurse for a number of years. Um, what were their names for? I forgot to ask.

[00:38:37](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2317.75) I'm sorry to, my father's name was moral m, a U R O and my mother's name is Connie, CEO n n I e my father is deceased. My mother's still still living. I'm enjoying the grandkids. Um, so eventually what happened is my soul, my father had multiple businesses growing up and then employment, but he had an employment business and I think it had some. We had like a, he also had a smoke shop and cigar shop. Even actually down here at some point, and then um, my sisters, two sisters opened up a store up at Sera. I called the loft at Syracuse University. It was right above crop was pizza and it was a clothing store so they would go down to New York City and get a bunch of New York City fashions and bring them up. And the students loved it, right? Because it was a lot of the students were from Long Island in New York and so they love what they were doing.

[00:39:30](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2370.64) And My mother at some point said, what if I started putting some gift cards in your store and started selling gifts and to see. So the, she took a corner of the store and over time that part of the store continued to grow and grow and grow. And then eventually they decided to do was to move down here. So they became an anchor tenant. She, my mother ran what's called the added, what's called the added touch. It was right across the street from the blue task, um, for many years actually. They also had, the store was also on West Fayette for a number of years and Bob do sat was the developer at the time who was interested in getting businesses that could draw people down here, down here at the time. And so they were here through much of the eighties and the nineties. And so my mom's side grew to the point where it became the added touch and then, um, the loft, the other side of the store or my sisters.

[00:40:31](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2431.21) So it was literally one store with a walkway into the clothing side. And then my mother had the gift shop for a number of years and my father basically, um, was around, you know, to, to help and became a spouse at home in the sense cooking dinners and doing other things. It was great. Um, so, so I had a lot of that, you know, it was all, it was sort of around me growing up, this entrepreneurial instincts and running businesses and yeah, trying new things, trying new things and do, I mean, you know, my mother was a nurse and then she was running a store, you know, my sister got a degree in psychology and then she ended up, they ended up opening the store and my other sister, my brother has, um, he always had businesses growing up from lawnmowing, different things like that.

[00:41:20](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2480.92) But um, but then eventually what we ended up getting his law degree, but then started to get into the business side of medicine for many years. So he became, I'm a consultant to hospitals and practices. He would help physicians start Pratt medical practices and got very much involved in management leadership side of medicine and everything else. Are they all still around here? Uh, my sister Theresa is still here. My brother is in Washington, is in Virginia, DC, Virginia DC area in Vienna. Um, and my other sister Maria is down in a town called Western Connecticut in um, in Connecticut. So if I happen to use their names, Maria spelled the usual way. Teresa t h e t h and your brother's name is Anthony Anthony after that, after he was the older brother after my grandfather and my wife laughs because there's an anthony everywhere. Like my name is Michael Anthony, you know, so when we had our kids, she said their middle name is not going to be an a or a Michael.

[00:42:31](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2551.22) Um, so it was there, you know, that it was always sort of there. And my father also, you know, for my brother was growing up, he would coach every once in a while and do different things. So I would kind of see that and like it the youngest, I was the youngest by many years so my brother and sisters were one year apart and then it was a six year gap and then there was me. Right. I'm the mistake, I slipped on the mistake. Um, so I was, I was a six year gap, so, you know, I was always, you know, my dad would, we'd always be watching sports and you'd be talking about more or less the playing side and much more of the coaching strategic side growing up for years. Um, I don't know how much that influenced me or not. I never really paid much attention to the metal level of that.

[00:43:22](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2602.37) I was just sort of part of it. But then, um, as I started to get into Sport, I started coaching quite early. I started coaching rowing quite early because, you know, in the chargers what you do is you, you grow and then they have these learning programs are really small kids and so you, like the high school kids even help with the learner real program. So you start coaching really helping the little kids learn, learn how to row really small, even a middle school or younger. And uh, but then over time what happened is when I came back, we moved back from Rochester to here. I ended up coaching the freshman high school teams and helping out at Liverpool, at Liverpool, helping out Paul Sanford and this was, I was probably 19 or 20 at the time. Um, and loved it, you know, just really love the coaching aspect of it. The dynamic, the leading, all of the things that you need to manage. What does it take to be a good coach? What, what qualities work in coaching? I think um, I think it depends, right? So it depends on a tough question. I was thinking

[00:44:32](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2672.13) about this earlier cause because there's, there's so many different environments that you can, you can coach in from real high performance to, you know, high school, uh, or, or even something even before high school too, just recreationally and, and I think, you know, in an environment there are certain attributes that I think cut across all of them, you know, one of which is sort of an acceptability or an acceptance, a better word of the athletes in terms of who they are. Right. As you, um, you know, you're not trying to change people in a sense, you're trying to help them grow. So you'd become champions of them, you know, you, you, and oftentimes you see more in them than they see in themselves, right? Which is the really fun part where you start to see this growth, um, and you recognize it and they may not or maybe they don't believe necessarily, but you, you sort of set up those conditions to help them grow and achieve.

[00:45:36](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2736.39) So I think, I think that's a real asset for a coach to have, is to, to basically meet athletes where they are and start there. I'm not, not trying to start where you are, but start where they are and try to bring them along a, in a, in a, as much as a transformational way as you possibly can. Um, and so I think that's, that's a real strong trait. The, the other one is steadiness as a coach that there's, as I said earlier, isn't it, there's a lot of dynamic that takes place and you have to be the steady aspect of all of that to keep things as even keel as possible over time and then, but also know when to rock the boat a little bit. You know, so you're, you're very much in touch with this abstraction above these individuals, which is this dynamic that's going on amongst the team at the same time.

[00:46:42](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2802.27) Your tuned into the individuals is well, if that makes sense. And then beyond that you're also tuned into how your team fits into the larger community and competitive landscape that's out there and you're always thinking about all of those levels, the individual that team and that community level as often as you possibly can because even as you talk to an individual, if something happens there in that conversation that impacts the dynamic and that dynamic of your team starts to impact their performance out in the larger landscape of the, of the competitive landscape. So I, you know, that that's a real challenge, you know, when it comes to the coaching.

[00:47:31](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2851.21) And another interesting thing when it comes to coaching, and I think it's similar that we find with leaders in organizations or other efforts as well as that, you know, you have all these technical skills and all these other things in terms of what people can do and capacity and all that other stuff. But that's not often times what makes the difference. It's a lot of the behavioral stuff is one of the coach and the coach, you mean the skills level of the coach per se, not the skills level. Right. And it's not even the skills level of the team necessarily, right? Because because that stuff coaches can work on and people can learn in and do these and do that, but those often times aren't the difference maker. Right? The difference makers often happen. That often happens from the neck up and even in sport.

[00:48:23](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2903.5) Watch the playoffs this weekend, the commentary will be focused on people making plays or making mistakes, right? They're not going to be focused on explosive this or the technique of this guy or that. Every once in a while you might see a comment in there, but in the end that game is gonna come down to execution and what's happening from the neck up and all of those players on the field and how they're interacting with each other and what's that dynamic like and how they're playing together and who's doing their job that they should be doing versus you know, all of that. It's highly behavioral and a lot of that can get lost I think in the end, but as you move up in, in sport, as you get up to a higher level, higher level, that becomes paramount and it's only the people that have the full package, not just the body in the capacity, you know, but everything else from the neck up included that puts them over the top and those people that can consistently, when they are really the exceptions of, of being able to to stay up there and I think I've seen the same in, in business, I've seen the same.

[00:49:37](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=2977.54) Whether it's for profit and not for profits, you name it. It's a. it's a mentality. It's an attitude and it's a. it's a highly behavioral element of all of it. So understanding that is, that's what I get most excited about in, in sport, is that it's raw. So you really start to see behavior. He started to see people in that environment for who they are because they're challenged. And um, the other thing I, you know, I say a lot when it comes to leadership is that we're people, right? So, but there's all these environments that are brutal. They're heartless. I say this about competition all the time. Competitions, heartless. It doesn't care about your story. There are winners and losers and there's a, a level of competition and standards that people need to achieve. And if you don't achieve those, you're out. And the, the marketplace or the competition doesn't care about where you came from or your story or any of that.

[00:50:49](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3049.31) But the coach should, you know, the leader should and, and so the, you know, the word I come back to a lot is dignity and you need to make sure that, you know, after all of it, win, lose or whatever, that the dignity of the individuals that are involved is preserved. You know, um, because there's, there's only one winner, you know, when I, when the scholar won the world championships in 2000, for example, when Laila won the world championships, I said, do you do the math on this? How many world champions are there in this event over the last x number of years, right? It's like 20 or 30. That's it. In fact it was last because some people want it a few times. I said, that's it. Now tell me how many people are trying to win this gold medal, right? So only one wins it, right?

[00:51:43](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3103.76) So you, so you have this aspect of trying to help the people around you make sense of the effort, you know, and often times there can be this, this deep, deep layer of, of dignity that is part of, part of that equation where you're helping them understand that it's okay that you tried and these are the levels of it because competition doesn't care that does that. Does that make sense to you? It's something that I, I, it's honest. Um, and you said something that I've never quite heard in these five years of doing these leadership conversations or in my own 40 year career, um, and that is that the competition or the marketplace does not care about your own story. Anything but the coach or the leaders should. Yeah. Why? Tell me more about that because, because in the end, we, we have emotions, we have stories, we are people, we have all that, right? And that's empowering. Um, and it's, it's part of who we are, but it, but it, it's, it's, um,

[00:53:10](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3190.47) it needs to, it needs to be, let's say, aligned with that landscape and the challenge that's out there. And, and that's hard to do sometimes. So another word I use a lot, you know, beyond acceptance, I'm a dignity is honesty and in deep honesty that, you know, for example, people don't win until they truly believe they can win, that they're honest, you know, and, and honestly, people don't lose until they truly believe they can win and lose, then they've lost. Right? And that's okay. That's okay. Um, and so, so there's this whole self reflective aspect of this that, that, where people are finding meaning in what it is that they're doing through the sport. It's not always just fun at a certain level. It's beyond fun. It's, this is, this is who I am. I need to do this. Right? I say this to athletes all the time.

[00:54:18](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3258.18) I asked this question often and entrepreneurs as well, do you want this or do you need this? Wanted means, yeah, I want this, this would be great. Okay, that's what I need is people are gonna call you crazy for the amount of time you're spending on this for how much effort you're putting into this for your capacity to manage the failures that are gonna come across all of it. But for you it's going to all make sense because you need this. You don't need to explain it to anybody. Right? And, and so that's the difference between want and need and, and the people that are achieving at these high levels and these highly competitive spaces. And I would also say even in an entrepreneurial spaces, because if you've listened to enough stories, you hear it, um, are people who need it and at some level that they needed to make this happen. Um, and so, so these are all behavioral aspects of it that, that come into it. So you can't, you can't eliminate the human element in, in any of this, um, with, with, with people in the end of this, these are people and there's meaning here and there's dignity and self worth and identity and all of these things that are there. You're not going to erase that. But when you start competing, just that whole act and level of competition and marketplaces that, that's just outcomes. Those are just environments and outcomes. And those outcomes oftentimes don't depend on that.

[00:56:08](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3368.76) Does that, does that make sense? Absolutely. This is fascinating. So, and it's a, it's a big deal. Even. So, for example, when I go to Portugal, one of the, one of the greatest opportunities I have is going to the training center because I get to train with teams from Norway, Denmark, Great Britain, Germany, you name it, right? All these different countries, so now you have this whole cultural layer and you're watching and seeing how do they do it, you know, and um, there are threads through all of it that you start to see some of which are ones that I've just mentioned that the, there's, these are individuals and coaches regardless of, of culture and other things who recognize the honesty of it and recognize the dignity that needs to be preserved in all of this, but also recognize what people are up against, you know, in terms of this challenge that can be utterly demoralizing.

[00:57:10](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3430.39) I mean really demoralizing at times and recognizing how to confront challenges like that, you know, and in go into them. Um, how does a coach or a leader, whether it's in coaching, in athletics or coaching and leading in business. Yeah. Help somebody overcome that. The moralizing feeling. Everybody gets down. So you, so part of that is, um, let me see. Is that coming? That's blind. That's all right. I'm going to just move or a move here or let me, um, which words are coming this window? Oh, great. There are some blinds. Yeah, the low this time of year, I don't want to block out the sun, but. Right, right. Oh, that's perfect. Um, so, so that's, that's the tricky part, right? Because there is this and this is where I think need comes into it if, if they need it, they're not happy with how they're feeling.

[00:58:14](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3494.37) Right? And they just thinking about how do I get for how to move forward, as uncomfortable as it seems, and if they want it, they start thinking about is this worth it? I couldn't be doing the right opportunity costs. There's all these other things I could be doing, right. The person that needs it isn't giving that much thought. They're thinking, how do I get myself back together and move forward, right? They're not thinking about all these other options. Right. At that point. Um, and so, and, and this goes back to what I was saying about, um, honesty, because, you know, I've learned, I learned a ton from the athletes I coach, you know, and I learned a ton from a executives I coach and people I'm around. And, and one thing, um, one athlete said, and this is something that Laila said years ago in Finland, she was the finished scholar, she said, you have to learn how to lose before you can win, right?

[00:59:17](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3557.83) And in a lot of that comes down to going in with the belief that you're going to win and, and learning how to lose means you're comfortable with the belief that you're going to win knowing that it's possible you might lose dee dee, dee dee, you know what I mean? Compared to thinking I lose this. And giving yourself that out, really honestly going in saying, I think I can win this. And having the courage to say that and having the courage to believe it and to be all in on that outcome, that potential outcome that can happen and do what needs to get done to make that happen. And then you lose and it doesn't happen, right? That outcome doesn't happen at that point. You've really lost, right? You've, you've been beaten at that point and it can be crushing at that point. I really thought I had this, you know, and that's, you know, from a coaching standpoint, that's what you're doing along the way is you're helping athletes.

[01:00:33](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3633.34) Um, and I would say, uh, leaders in organizations and other places as well in a very self reflective way, be honest about the honest with themselves of where they are and what they're believing in and what's possible and where you can go and that it's not, um, we'll make the paper, but you know what I say in Portuguese, say it to in English, no bullshit, because if there's bullshit, there's no chance because competitions too honest and it, you can't have it. So the people that win don't have that. It's clear right there. Minds are clear that they've taken care of all their demons and doubts and all these other things. And that takes time. So as a coach, what you're doing over time to, to, you know, answer your question is you're, you're reading the athlete, right? You're looking at the reactions and responses to these things.

[01:01:30](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3690.86) You're helping them set expectations, you're helping them prepare and then there's an outcome and then you're helping them make sense of what just happened, right? In a way that's going to allow them to grow and perform again at a higher level the next time. And that's, that's part of the process. It's what I know. And even in literature, it's sensemaking you're helping them make sense of all this as they come off and, and figure out what happened and what does it mean about me and what does it mean for my capacity to move forward given my goals. And, and you're, you're adjusting and readjusting and you're constantly trying to help the help the athlete do that. It takes time. You know, it really takes time. So for example, in um, in rowing you're seeing is that you're starting to see us in other sports as well.

[01:02:23](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3743.58) The the level of competition is getting so high that the neck up is beginning to mean so much more that you're seeing champions at older ages and because the demand and the cognitive side right on the behavioral side is so high, it's continuing to go up and up and up and up. So these are, these are the, it's high because they have all these years that they're learning out how to how to do this and it goes back to the honesty thing. It needs to be there. All of it needs to be there or it's just not gonna happen. So leadership also doesn't just. It's not like somebody can lead, can, can go to one seminar or be appointed lead. No Way. So now I'm a better leader. I think similar to an athlete or anything else, I think leading is it's a learning process as well and you know, which I think what's.

[01:03:26](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3806.11) What's tricky about leading is you're always in different contexts. So you have to. This comes back to the sort of the acceptance aspect of it. Trying to listen and accept what's there at first, as best as you possibly can, um, can be. It can be hard. I mean, I've made those mistakes over the years. Many, many times just haven't listened well enough and I don't mean listening to people talk. Really listen like what's happening here? What's the bigger picture? What storyline in my part of here and given what I want to do, what am I doing this storyline? Am I making a 90 degree turn from this storyline? What am I up against? Right? Um, what's gonna Happen? And I think you just learn over time and I think a lot of what happens with really good leaders over time as they learn and understand themselves, right?

[01:04:24](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3864.42) And they understand their own strengths and weaknesses. And then what happens is they get better and better at understanding that really basic word called fit. They understand who their optimal around, similar to to athletes as well. Um, or even, um, organizations and others. You're recognizing the type of individuals that you start to thrive around, the types of individuals that can help you grow and the type of individuals that you potentially could challenge and help grow as well and, and, and that becomes part of it I think is you just get better and better at knowing yourself and your own limits. I don't think it's any different than any other individual in that, in that dynamic. And I think, you know, inevitably over time, a lot of, especially here in Western cultures, people put a huge

[01:05:18](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3918.07) emphasis on leader, you know, the leader and the leader is part of the dynamic, right? And the leader is not always the coach at every time. There is that player in the locker room that's leading the team, hopefully in a good direction. It could also be in a bad direction, right? You have those types of dynamics going on. Where who's doing the leading from a verb aspect of it can, can change from time to time. And I think I'm over time, you know, which you start to recognize that you may be the formal leader, but you recognize that sometimes you're leading, sometimes you're following, right? You just sort of feel that out depending on, on how the dynamic is, is working out because you can muck it up if your, if your goal is to be the definitive leader and to let everyone know that you're a definitive leader every moment of the day.

[01:06:17](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=3977.11) It's just, it's not gonna work because that's not what the dynamic needs at times. So, um, sometimes that means you're more upfront, you're the visible leader. Sometimes that means people didn't even know you were leading anything that you were even involved in it. And you know what I mean, depending on the different types of efforts and the different types of things. Um, one thing I have found in sporting environments, for example, as well as in other environments, um, I mean you see this at a national level, you see this at a local level, is that when stress hits, if there's an external stressor on the system and it creates confusion or some chaos, you know, rattles, rattles things a little bit, people immediately look for the leader, right? And because what they're looking for is stability. They're looking for to make sense out of this, how do we make sense out of this?

[01:07:12](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4032.64) And in those moments are, so those seem to be really definitive moments where, where the leader matters because that's where everyone's really looking towards in terms of, of guidance in that single moment, whatever that single moment might be. And they need to be there to make sense of it for them to help them make sense out of what's going on. But I don't know if that makes, if that makes sense. Um, so yeah, that's an factors of, you know, if I, if I say stay steady and it allowed people in Portugal, granted laugh because that's sort of one of my lines that I just stay steady. We're going to stay steady. Like you say, it's a long game here that were, that were part of and if you're not in it for the long game, you're not going to get meaningful results in the end because the person that is is, is in it for the long game and you're going to shoot for this moment without recognizing that there's all these other people that were in it for the long game. And if this is their moment, not yours

[01:08:16](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4096.48) right there ready, because they've done all those things that we've talked about already. You know, they've, they're, they're ready to win or loose, really loose. Do you know what I mean? Right. So does that help? Is this too? Oh yeah, yeah. Okay. When you're talking about the long game, then you're also tired. You're not talking just about sports, you're talking about life, business and life. It's life that absolutely you're running a business if you're just looking for the short term, if you want to be that person in charge and I'm the leader and everybody must know it, you're not going to. But if you're in it for the longterm. Yeah, and truly letting others lead. When you know you gotta follow you no matter what your title is, right? Um,

[01:09:04](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4144.18) that's right. Because you're inevitably, we're all part of a longer story line, right? There's a, there's a bigger storyline then you, something's preceded you. Even in a startup seemingly you say, well, there was nothing here before know there was stuff here before they were marketplaces. There were dynamics. There are other things going on. You're just dropping yourself into the storyline and in recognizing, you know, your impact on that storyline and then setting expectations up and setting some goals up on that, you know, do you want to just run the storyline or do you want to create a different trajectory of the storyline? And, and you know, those scenarios are gonna Change Effort and change what you're up against. You know, in all of those cases, as I said, you know, you want to change the storyline, 90 degrees that's be ready, you're going to have to be ready for something like that.

[01:09:57](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4197.14) So let me ask a question. It might not even need to be asked at this point, but because we've been talking about already, but if somebody were to come to you and once your advice to be an effective leader, especially perhaps somebody who aspires to take on greater leadership roles, what would your advice be? Boiled down? What we've been talking about are enumerated in some way. All right. You know, and I know you can't just check it off, but what's your advice to be that effective leader? I think I'm

[01:10:31](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4231.9) so you have to ask. I think you're going to have to ask yourself why you want to be the leader if that's your ultimate goal. Right? So for example, a lot of times allow the executive coaching that we do, we manage a reluctant leaders, people who, for example, the family business owners know they're second generation something happened with their parents and they had their run this company. Right? And oftentimes they can be the best leaders because I think the, the most um,

[01:11:06](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4266.6) know poignant thing you could say, and it's hard to, I always stray from giving one line advice but beat be true to yourself, you know, and I think in what that encompasses and what that assumes is know yourself and continually explore who that is and also understand it's not just you, it's your part of a dynamic. So also recognize and expand your capacity to see dynamic, not just see individuals, but see what's happening between the individuals. See what's happening even at layers above your organization or above your team to recognize the community that you're part of. And recognize that when you talk to an individual about something or work with an individual on something that you are impacting the dynamic and then you are impacting that community always. And so be able to extract across those levels and try to get, try to get better at it.

[01:12:12](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4332.42) It's, it's Kinda like, um, it's probably not the best metaphor, but you know, you look at a Christmas tree and then when you squint, I'll use, you don't see the Christmas tree and where I sort of see as the lights, you know what I mean? It's a, it's a similar thing when it comes to dynamics. She got to be good at seeing that because not everybody sees that and especially people for example in organizations are coming to work, they're doing their work, they're doing things and they're stressed and they're not thinking about all the time about how they're impacting the rest of the organization or the rest of their team or if they're not always thinking about that. But as leader you are and, and your one thing I say to leaders all the time because ultimately a lot of this comes down to this dynamic or culture, if you want to use that word that there's, there's one formal job, right?

[01:13:11](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4391.94) There's one formal job that mandates and has the responsibility of culture and dynamic and it's the primary responsibility of that job. That's leader, right? Everyone else's job doesn't have that. He said, no, it's important for people to know how they're impacting. Yes, they need to be good team players, but that's not in the job description, so to speak. Right, but the leader's job description, it's right up top. That is your primary responsibility. You are the steward of the culture of that organization. You are the steward of the culture of that team. Doesn't mean it's all up to you to create it, but it is up to you to pay attention to it and know where it's going, how it's moving, and working on coaching that as best you can in the direction that you want to move it in. That's. That's one of the sole responsibilities of, of a leader that no one else has necessarily.

[01:14:16](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4456) Does that. Does that make sense? Yeah. It's profound in a way. Yeah, it. It's a lot. A lot of times we are recording the bureau like, well, that's not my job. Like that is your only job, and they said, well, that's not my only job I got was one of the things. You know what other people have those other things too. In the organization whose job is to oversee the culture of your organization? Well, it's everyone's job now. If it's everyone's job, then it's no one's job. Whose job is it to oversee the culture of the organization? It's me. Yeah, it's you. You're at. That's what you need to pay attention to every day. You need to get a feel for that and understand what's happening in my organization, where is it, what are people, and in that that's, that's where you start. I think a lot of times it's hard.

[01:15:04](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4504.3) So for example, some of the coaching we do is with highly technical individuals, so for example, they're highly technical. They're really good at what they do and because they're good at what they do, they keep getting promoted, promoted, and then suddenly they're not solving technical problems. They have these people to manage, right? Because they get promoted into a management position and they're very used to getting their head into the weeds and solving problems and it's very hard at times for them to pull back and say, I need to pay attention to this. Strange dynamic thing that's happening that's ill defined and ambiguous and moments and I just sort of need to feel this dynamic in terms of what's going on. And so you take this highly technical individual without lab is experiencing. Try to get them tuned into what that is with that even even looks like.

[01:16:02](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4562.38) And those are fun coaching engagements, you know, because you sort of unlocking capacity and people that um, but I didn't know they had, you know, and, and so that's, that's an example of, of how you start to see people grow because then they start to recognize culture and all these other things because from their perch, now they're seeing it, right. They're not in the weeds anymore of probably daily problems that they're solving, if that makes sense. Terrific. So I don't know if that was, this is one of the business. There's no right or wrong. That's my, it's my take. It's not my problem because how do I condense all the newspaper? Um, well actually I'm open to after having done this for about five years now and having, you know, I played 250 of these types of. Awesome. That is great. I'm trying to figure out how do I turn that into a book.

[01:16:57](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4617.37) So if you're going to write a book about this, what would you, what would the chapter titles be? Or you know, I'm, I'm getting free consulting here, a chap on, for, for um, um, um, leadership on leading, so to speak. Yeah, it's hard to say, you know, because, you know, I had um, and I'll give you an example. I had a thoughts of a, of a book and the book was going to be called the [inaudible], which is the, the training center of the town, the training centers. And, and when I was going to do is write a chapter on interview and write chapters on each team. Right? So you have, so for example, you're getting regular as the head coach of Great Britain and he was the head coach of East German for a number of years. He's won a gold medal, won at least one who's won multiple gold medals in many cases in every Olympics since 1972.

[01:17:50](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4670.78) He is the most successful Olympic Olympic coach, period. He's beyond, right? So I've, we've gotten to know him quite well, quite well, but we've gotten to know him, um, because, you know, we're, we're meeting at the training center and Luis the loose the SEC cetera. The guy that owns a training center knows him very well. They became very close. So I've got to spend time with him, you know, and ask them questions and get candid responses back. Individuals like that, that would be a chapter in there, you know, and I think, I think people when it comes to, to these types of things, you know, advice is everywhere. People are going to give you advice. I think, um, you know, one of the, one of the things I've heard in the past that I like is, you know, don't listen to advice, listen to stories. And, and I think a book like that

[01:18:49](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4729.17) where you're potentially facilitating storytelling in some way, um, could be pretty informative to people because everyone draws and make sense of those things in their own right, their own ways, you know what I mean? Yeah. Advice sometimes can be, can be pretty hard to deliver and incorporate and make sense out of, you know, let me sort of turn that a little bit. What do you think people want or perhaps need to put it in there? What do people need from their leaders?

[01:19:26](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4766.21) Um, yeah. So

[01:19:36](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4776.03) it's going to vary, right? I'm going to give you the, it depends answer, but you know, whether there's one or two things that they need. I think, um, stewardship, you know, and I think the stewardship of dynamic and culture is something that they need because oftentimes individuals are not in a position to be the steward of that culture, right? It's, it's peer to peer and so it becomes awkward. Do you know what I mean? They need someone to make sure that that's okay. And um, when it's not, you know, when, when it is, you see those examples when it is and it's empowering, you know, and, and you know, you see sports teams that have it and you're there, unbeatable, you know, they're all there, they got it. But then there's the flip side when it's not there and, and you have potentially poisonous cultures or other types of things that need to be changed or addressed and um, people want that steward stewardship because there's only so much an individual within a team or an organization on their own so to speak is going to be able to do and to get collective buy in or collective change.

[01:21:06](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4866.99) Well now you're, what are you doing? You're asking people to what create a cooler or something or what are you asking them to really do within that organization. And you don't want that to be part of your culture either. Right. You know what I mean? So I think, you know, stewardship of, of, of the culture, the stewardship of that dynamic I think is probably across the board with a lot of people ultimately need. Because that's the platform for a lot of the behavior that's going to be taking place for everybody. It's pointing people in certain directions, right? That's what some of these strong teams that build these different types of cultures, like you look at the New England patriots for example, they've got their system in place, etc. And when someone walks into the new england patriots organization, and I don't know anything about him, it's just this is all based on just sort of reading and seeing what they do from the outside.

[01:22:03](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=4923.92) There Are a lot of pointers to how to behave what's expected and it's not below check the head coach saying you need to behave this way. Right? It's all these other things that are part of that, that dynamic and that culture and everything else that are pointing them in that direction because it's so clear. Right? And, and I think that's, that's what ultimately I, I think that stewardship of that dynamic and culture is what really it. Whether people would articulate that. I think that's sort of the baseliNe of what what thEy're looking for from the, from their leader's leader has challenges. You were describing earlier like an external stressor and other sorts of crises or just challenges of running during another. Right. Um, so tell me about a time when you faced that challenge and how you lead through it and overcame it. Yeah. Um, so, so actually I would say I guess I'm going through it, right? So, so in Portugal right now, I'd say I'm going through it and we're starting to slowly get the other side. We're not quite there, but we're getting there and I'm

[01:23:22](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5002.92) basically, you know, coming in and trying to create a culture of expectation, a culture and an expectation of performance that you're going to be winning here, um, is hard if there isn't a long history of that, right. There could be spotted history of it where you have individuals who have exceeded certain things, but it's not an expectation of the culture. Do you know what I mean? Yeah. If people say, oh, that's a superstar, they can do that. I could never do they. Exactly. Yeah. That's how people are a team or an office. Exactly. Exactly. But no, if you're part of this team then know you, you the expectation is that you're going to be performing here and, and, and then, okay, so that means if I'm part of that type of team that I need to raise my level of expectation as individual to get on that team to become part of that team.

[01:24:17](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5057.04) And so that means there's no standards and there's a system and there's a systematic way of approaching it. And um, there are pieces in place as you start to move that forward. And when you do that within a, a culture, try to create that within a culture that hasn't had that. It's, it's oftentimes a blank slate for people. I'm not blank slate, I should say. It's like a, um, it's just a new concept they don't have that. They don't have experience with it. So they're really uncomfortable with it, you know? And, and so pacing that change is difficult to try to figure out how to pace that. And because you have, ultimately you have external pressures on you, right? If you're a new coach, for example, everyone gives you the few years of grace period of, oh, they're building the system operate, but then eventually that wears out, right? So there's a clock on you at the same time in an organization, it's the same thing. You're bringing in the new leader to do x, y, and z, or you're a promotIng people and you're seeing how they're doing, right? There is a clock externally and so yet when you're starting to talk about, I'm changing something in that way,

[01:25:37](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5137.4) it

[01:25:38](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5138.25) oftentimes that clock is more internal than external, right? Given this sort of acceptance of where, where are people while they're like way over here and we need to get them way over here. So

[01:25:52](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5152.75) being real machiavellian about it, you would say all these people are gone and we're just gonna start with a whole new group of people. Well that doesn't always end up well, right? Um, oftentimes because of the cultural ramifications of that. But because people don't have to say the culture is, oh, watch your back. Exactly. No, exactly. So how you get there and how you do it in the process of moving that is, is tenuous, right? It's always fragile. That's fragility, that's, that's there. And you're trying to eliminate the fragility of it as you move and you're, you're really tuned into how fragile is it? Like, oh, we did something that we shouldn't have done and then it just, things started to crumble and you realize, ah, it's more fragile than I want it to be. You know what I mean? like, it couldn't withstand it.

[01:26:44](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5204.48) And you start to see the cracking and you're like, all right, that's where we are. It's just, it's too fragile. And so, so that's what we're trying to do, for example in Portugal now is a create a system and create a training center where we're athletes need to go and train, which is, which is new and different for a lot of the athletes in the, in the rowing side and in Portugal. And so, um, so if I want to be on the national team, what do I need to do? Well, you need to move to a town called queenborough. That's part of the decision, you need to make the, you need it or do you want it, you know, and um, because the demand at the high level is so high that you can't have these high performers in different locations. You need to create a high performing team in a center.

[01:27:36](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5256.07) Um, so, so that's one that I'm actually in right now that we're trying to, to move through. The tricky part is the president is elected every four years, right. And he's elected by the clubs and so you have all the politicking and external side of it in terms of expectations and results and when you're going to get the results and how is it going to come and everybody has better ways of doing and the whole thing. Then he got the internet, which, you know, opinions just get blasted out there. And um, so, um, so that's, that's one right now. But we're starting to slowly come out of that in a, in a nice way. You know, I have a great coaching staff now. I have, we have a center, we have a place where they can train their in queenborough their athletes living there. They're training their daily with each other.

[01:28:33](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5313.63) Um, sydney, c, c, o, l I, m, b r a. Yeah, sorry. It's an academic center and actually it was, I think it was the first was the first library in europe. So really interesting. Interesting town. Um, so that's. So that's one, you know, where I sorta had to work through and we're working now. In fact, I just, we just brought on my coach from university of rochester way back when I was 18 or 19. Andy metcalf who I'd worked with over the years on and off. I just brought him back into the fold and the reason is fit, you know, are we technically we aligned and our training philosophies are similar, but he's a fighter, you know, he doesn't care where you come from. Can I interrupt her? No question about that. Yeah. If I'm a leader responded and I want to make sure I'm surrounding myself with people who fit, I can learn from them and they can learn from me.

[01:29:40](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5380.57) RighT. There's a danger in that, isn't it, that it becomes very inbred that it becomes very homogenous that all of a sudden total women don't apply or don't apply or. Absolutely so that everybody was, oh, you don't work there. They're all just like, stand. Yeah. Well, fit, fit doesn't fit, doesn't necessarily or so what is assessing me state like me, right? Fit means, as I said, knowing who you are and then knowing who you need to compliment yourself with around you. Right? And so, so the people you know, for example, in Portugal, the people I need around me are people who are, are, have the courage to believe, right? Regardless of where you come from, they can just see talent for what it is and say if we get on the starting line next to that other country with these people, there's no reason why we can't win.

[01:30:35](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5435.16) There's nothing here that I see, right? It's those, those types of things, right? Those types of people that you start to surround yourself with that. That's a core element. For example, of something. For me, it's what I like. Those are the types of individuals I like around me, you know, the, the big challenges, you know, that I don't need to look to my left. Like I know they're smiling, you know, like they're, they're not sitting there in fear, there are actually smiling. They want to try this and the probability of success is really low and they want us there smiling even more. You know, as you, as you start to lay the challenge on them. Um, those, uh, for example, that's an example of people that, that I know fit well. I'm around me. I, I liked that. I liked it is more. How, how would you define fit?

[01:31:30](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5490.09) You've been describing it. I think that, I think it's a, it's a mindset inevitably, you know, there's a, there's a core and base mindset that were in it at a, at a pretty fundamental level, you know, like, like I said, people for, for me for example, people who have the courage to believe are, are part of that, um, would, would be an element in that, uh, that would be a significant element and it would be a top of the list. And in my mind, um, courage to believe that they can, they can do this, that they can succeed, right? The courage to the courage to really lose or really when. Do you know what I mean? Yeah. That we're describing earlier about what an hour is exactly right. That, that type of courage that they, they do, they can be all in and they're okay, you know, with outcomes, they're not thinking much of, of the ramifications of losing all they're thinking about is what we need to win.

[01:32:41](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5561.2) So what's the, you know, believing that this is going to happen because then that helps, you know, in terms of culture and, and infusing that in, you know, a lot of my efforts, a lot of things I've been involved in have all involved building things up, you know, so a lot of that time is spent building mentalities up and building cultures up. Um, and, and trying to make something happen that hasn't happened before. And in that, that's something that always catches my attention is what I tell people all the time. Like when laila won her medal and in 2000 we had a portuguese, a rower when the first international gold medal for Portugal ever. Right. And that matters. Right? And when I tell them is your first don't underplay that, right? There is something that has not enabled anybody else before you to do what you just did and many have tried, but your first, right.

[01:33:39](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5619.14) How do you transfer that mentality to business or other endeavors that are not athletic or insight? I think it's similar. I mean, you're in a competitive marketplace, right? So you're, you're competing, which you just need. What's different are the metrics and the playing field. So you'Re, you're looking at performance and how you're measuring that performance in that, in that metric. Um, I think ultimately that's what you're doing. And I, and I, I think that's whole. I think that organizations need to do that. They need to recognize what their goals are and because those are, those are things that keep you honest, right? It's like in competition, we think we're great. We know we're doing everything right in. Okay, great. What happens on race day? Well, we lost. Okay, so right, so, right. The honest outcome is that you're not as great as you thought you were.

[01:34:38](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5678.26) Right. That's, that's the honest outcome. And that's okay. And, and I, and, and so because so it has this external honesty check, you know what I mean, where I'm in business, there's an external honesty check as well and it's not just revenue, it's also metrics and how you're comparing to others and in other things and that, and I think keeping yourself honest is something that's really important. The startup effort at syracuse university, it was very much an athletic model that I had in mind. It was student entrepreneurs. It was coaching and helping these teams and helping these students and not doing it for grades, but the external check is this marketplace, are they successful? Right. We don't have any control over that, you know, and it, it, um, it keeps it honest and, and what do those metrics look like while their metrics? We're actually starting to look pretty good. You know, these companies are generating real dollars in revenues and raising real dollars and doing, um, that to me are that, those are the spaces that are most interesting to me because you can have, then you can sit down and coach people through or at least have those honest conversations. In fact, that was just important to us with was with my old coach, will andy metcalf, the guy hired and I said, you know, you gotta

[01:36:10](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5770.5) you got to be aware. I said, have the mentality and the culture and everything else. And um,

[01:36:19](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5779.62) you know, you and I said that there can be people around that want to believe they're more than, than what they really are than what the results are telling them, you know, and he, and he said, look, I'm, yeah, you know, it's tough, but you know, if you finished the season and you're eight and eight, an eight and 18, and that's it. That's where you are. That's who you are. Like, that's, that's what you're doing right now regardless of how well you think you're doing it, regardless of what you're an eight and 18. That's the reality. And you know, he basically was saying to me what I was saying to you that I believed for three years that it's honest and there's an outcome and you need to look at that outcome and say, okay, that's where we are now. You're going to do with that and when the outcome is not what you want, whether in business or sports, what do you do?

[01:37:13](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5833.64) Then that's where you, that's the self reflective moments there. You start to make sense of that and you start to figure out what we don't want to be eight and eight, you know, we want to be 16 and l. Okay, so if you want to be 16 and l, which you may not need to be, you might mentally, you might be able to say, well, it's not so bad. Exactly. So what exactly exactly, uh, my point, you pulled it out. That's where you start to really get down and have those honest conversations with people and you start to start to feel that to say, are you really disappointed in that? How, what, what's, what's the impact of that on you? Well, this next season, right? Those are that, that's what you're trying to to figure out and you're trying, just as you said, you got it, you understand it. That's, that's, that's it, right there is what you're looking for that you're looking for those responses. So, so ultimately, you know, even as a coach when there's a, there's a performance and the performance is not up to the level that I'm. Anybody wanted it to be the coach or the athletes would, it happens, um,

[01:38:34](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5914.7) you, the first thing I do is look at, look for the reaction. Like where are we starting from?

[01:38:43](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5923.65) Have you moved that from, well we don't want to be eight and eight, we want to be 16 and now how do you change that to become nice? People want to need yeah, they need, they need.

[01:38:56](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5936.23) so, so what happens over time? I think it's a, it's a mix of transfers being transformational where people are changing and growing and then transactional as well where people are self selecting in to a system, right? And others are self selecting out because they realize it was getting too serious for me. You know what I mean? Like eight and eight is good enough foR me, like I don't need this extra practice or I don't need this. I don't need that. No, you don't need that. They do. And, and that's. And so that's what would happen. So as you start to get turnover over time, so it becomes this, this mix of transformational and transactional and that's when, when you start, as you start to change

[01:39:42](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=5982.17) and that turnover, if I understood what you were saying earlier, is not that the leader, the boss, the owner of the coach, what however you want to define that position doesn't just say you're outta here. It becomes a self selecting. So that ideally feature ideas absolutely is becoming more of a need based people rather than

[01:40:04](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6004.38) ideally that's when you know, that's what I look for is how much is happening without me saying it. Right. And, and that's for example, in, in portrait. So I'm starting to see a little bit, I'm seeing athletes self select out or saying, I don't think I can do this. Like, okay, you know, and you feel it out. You say, well, why don't you think you can do this, you know what I mean? Is this A transformational moment or are they really, are they right that, that they really don't think they can do this that they want, maybe they won't. Um, and that's what you're lookIng for is this the self selection in, into self selection out. One thing that, that coach has talked about, you're a controller, talks about a lot is called freewill, the freewill of the athlete and how important that is that they are there because they need to be there.

[01:40:49](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6049.8) That's why they're there and they have free will and lets you know inevitably that's what, that's what you're looking for. And, and these, these are gauges, right? These are all gauges on the culture that you're building these types of decisions and these types of things that are happening. These are different types of gauges and metrics that you're looking for in, at that cultural ambiguous level as a leader to say, oh, we're goIng in the right direction. So said, well, gIve me the number and well I can't give you a number. I can just talk to you about the behaviors. So another thing I talk about, for example, we talked about this in Portugal all the time, is the level of the conversation. what is it that we're talking about? Like are we talking about this like you and I are talking or are we talking about something really low level?

[01:41:35](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6095.44) That's right. And, and so your monitor, I'm monitoring that all the time. I oftentimes I could care less about the conversation and more about the level of the conversation and because I'm the steward of that culture. Right. And what is the level of that conversation and is it going up and everyone agrees the level of that conversation is going up. Oh, I'm gonna have a disappointed. Oh, I'm sorry. no, no, that's okay. I had, I was going to say we can begin to wrap up also. Yeah. I got to get my kid to karate. Before

[01:42:10](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6130.1) we wrap up, is there anything I uh, or you hoped I'd ask but didn't or that you wanted to talk about but didn't have a chance?

[01:42:19](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6139) You know, not really. I couldn't really think know, like, oh my goodness, you've lost me to like talk about lamps. Am I going to get it all out? Like, is that my goal here? Um, no, not really. I mean, I, I, is there anything more? It's hard for me to know what you, the types of things that you want to assist said there's no wrong answers. Pull out all sorts of conversation every time, but you kind of got, you know, my take on it. It's a challenge. I love it because it's a, it's an emotional all encompassing behavioral challenge in the end.

[01:42:57](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6177.09) My last question then would be, so we don't hold the tube. It would be who else should I feature in one of these conversations?

[01:43:05](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6185.55) So I think you mentioned andrew ferris would be an interesting one. As an emerging leaders are rounded. He's at a density density. Yeah, he'd be an interesting one. Um, because he's from syracuse and noW he's out in silicon valley, but he has ties here and who else has been recommended to me a few times? Um,

[01:43:26](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6206.24) who else would be. And it might even be a leader you've coached, you know, not that you would divulge anything proprietary or private.

[01:43:34](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6214.85) Yeah. You know, another interesting one, um, interesting guy is joe bouffant. No, no. If you know who he is. So he became the president of the syracuse chargers rowing club, a younger guy, um, but did a really nice job of, of stewarding

[01:43:52](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6232.52) that club forward. They got a new boat house and they had whole bunch of it. And I've been involved in that club for many, many, many years. And he's done a, he's done a good job of leading, leading the cats. Let's say. What does he do for his livelihood? He works for him. I think he's the lawyer, the chief counsel for both these, um, who else? I don't mean he's an interesting. he's, he'd been an unexpected one, right? Jim joseph will be an interesting one. Do you know jIm? Jim? I've done jim. Um,

[01:44:24](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6264.01) try to think of, of other people. I tell you what, I really want leaders, other people that we've, um, there's a company called cryo committing a crime. If you. Kelly, kelly, you. No, but uh, peter gifford, I did him before he passed away, so the woman that took over for kelly, she'd be an interesting one. Kelly, what's her name? Whippets. It's kelly webpage webpage. If you have a contact and can send that to me while we're a, that would be great. I've never gone back to a company, but I've never also had somebody I featured. Yeah. Pass away. And now there's new leadership. There's new leadership.

[01:45:06](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6306.74) She, that's why it'd be interesting, I think. Yeah. And different styles. Complete immune when you introduce like, wow, you are nothing like Peter Wright and uh, which may not be too difficult to find. Right. Peter was a, he was, he was an interesting guy. And what? talk about need, you know, if you listen to the story of crown mech and how they built that thing, that company, it's 100 percent grit. You think this is a high tech? Yeah, but that's not why it's here. You know what I mean? They didn't just build a better mouse trap. There was a whole bunch of other stuff that, that story of, of why it's here. And peter's main reason why it's here, just in his father, right, his father. So his father put that grit into him. Absolutely. And then he kind of came into that to, to try to make this thing happen and just the story and I can picture the stories of, you know, pushing stuff and carrying props on the subways and, you know, just doing things that other people wouldn't, wouldn't do. Um, things like that. So I know, let me, let me give that some thought of dave if interviewed day. He's the rowing coach at syracuse for many years and he's an interesting guy. he'd be an interesting one. Soc two.

[01:46:20](https://www.temi.com/editor/t/X4R_voPv_bIIZDiZTCwhaAJgPPS-sZBDPzKzod_eBRfnwyKRyXHwLcrdmhlTPmG5WvDW_NaO_TgIG-IpaRbko7Sl8vs?loadFrom=DocumentDeeplink&ts=6380.36) Well good. I also need to take your picture. I'm okay. No, that's fine. And I asked my, my wife's is dropping my son off so I can go meet them there. Then we can keep going. Yeah. But no, I said, well we've gone quite a long time. Um, yeah, that's a lot. Yeah. Um, there's also another. I have another interview on. Someone interviewed me about approaching it talked a lot about systems in my focus on systems and building systems.