

Announcer:

Welcome to The Carey Nieuwhof Leadership Podcast. A podcast, all about leadership, change and personal growth. The goal? To help you lead like never before in your church or in your business. And now, your host, Carey Nieuwhof.

Carey Nieuwhof:

Well, hey everybody, and welcome to episode 432 of the podcast. It's Carey Nieuwhof here, and I hope our time together today helps you lead like never before. Really excited to have Ximena Vengoechea with us today. And she has worked at LinkedIn, Twitter and Pinterest, and we are going into a really fascinating place because if you've ever wondered, how do I serve people better? How come people aren't buying my product? Why aren't more people attending? Maybe you got to figure out listening and the way she listens, don't draw any conclusions ahead of time when I'm like, "Listening, okay, I listen better." You got to hear this. This is fascinating. This will help you understand why LinkedIn, Twitter, Pinterest, why they have become such globally dominant brands. And yeah, there's clues all over this episode.

Carey Nieuwhof:

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Carey Nieuwhof:

Dave said, "As a young leader, I was recommended the podcast by a mentor. I've been listening now for almost a year and a half. What I find so helpful is that while I've had my fair share of theological training, while I can unpack a text of scripture just fine, and while I can provide a helpful spiritual care, the organizational leadership aspect of a pastor was a real growth area." Dave, that's why I am doing what I'm doing now. I didn't have any training on that. And I went to law school, have a degree in history and went to seminary. Yup, nobody prepped me for this stuff. And I went to good schools too. So I'm not blaming them, it's just it's not what they do.

Carey Nieuwhof:

Dave continues, "This podcast has stepped into this space. As a result not to be too dramatic, I have seen more than ever the critical relationship between my craft and character, my public and private life as a husband, dad, and overall human being. The podcast is one of a kind in that regard. It brings you the best guests on leadership and generously shares with us insights and conversations that are equally formative as they are fascinating. I guess you could say I'm a fan. All of that, keep up the great work team." There's a whole team behind this.

Carey Nieuwhof:

Dave, thanks for your rating and review. Thank you to the constant encouragement. Really got a beautiful letter from James Wentworth in Germany talking about the leadership podcast as well. Handwritten, that's keeper. Thank you so much, James, really appreciate it. You guys really are the best.

We are privileged to be able to serve you, to be with you. And yeah, we just continue to bring you a diversity of guests that I think could really help with what you and I are trying to crack, which is quite the code. Let me tell you about Ximena. Ximena Vengoechea has been a user researcher at Twitter, LinkedIn, and Facebook. She has been published in the Washington Post, Newsweek, Huffington Post.

Carey Nieuwhof:

She's the author of the new book, Listen Like You Mean It, which is actually the most comprehensive and best book on listening I have ever read. If you are a talker like I am, probably good to read it. She is a contributor at Fast Company and the Muse and writes Letters From Ximena, a newsletter on tech, culture, career and creativity. And she's best known for a project, The Life Audit, and wow, she's a fascinating person. And if you think, "No, I understand listening." Well, listen to this interview, it's really good. And I have never listened at the level that she described, so I think it's going to be super helpful. At the end in the Ahat I'm Thinking About segment, I'm going to talk about some things I've learned about listening. So this is a bit of a masterclass in this.

Carey Nieuwhof:

If you lead a team, you probably feel the tension between getting the job done and developing your people each day, who has time for that? It's not easy, but that's one of our responsibilities as leaders and people want to be led, not just managed. So how do we develop leaders at every level with a consistent process and framework? This is what inspired Leadr, the first People Development Software to help you grow and engage every single person on your team. You can never miss a note in a meeting, set clear goals for you and your team and give and receive feedback and a whole lot more through Leadr. So you can get Leadr's easy to use People Development Software, and their free one-on-one meeting guide by going to leadr.com and receive 25% off your first year when you use the promo code CAREY.

Carey Nieuwhof:

Also, what's happening in your city? Barna & Gloo are trying to help you crack the code on that. Last year, Barna & Gloo launched an effort to equip the church through the State of the Church research and toolkit, over 25,000 churches benefited. This year, Barna & Gloo are launching Barna Cities. It's a year-long journey focused specifically on what makes each city unique. With Barna Cities, you get access to local research, you also get full membership to Barna Access Plus with on demand reports, insights and tools. You'll get GlooConnect, cooperative always on ads that run across your city. And you get access to Click To Connect, a four-part course I designed for Barna Cities. And you can go to barnacities.com/Carey to sign up today. You will get so much and you'll understand your city and the nation a whole lot better. Well, without further ado, let's jump into my conversation with Ximena Vengoechea. Ximena, welcome to the podcast. It's so good to have you.

Ximena Vengoechea:

Thank you so much for having me.

Carey Nieuwhof:

Well, you've done an awful lot with your life. One of those really eclectic biographies, which I always find interesting. So you've been at LinkedIn, Pinterest and Twitter, not a whole lot of people can claim that. What were some top lessons you learned working at these startups so far?

Ximena Vengoechea:

I think the big thing for me working in those environments was realizing just how very much relationships matter. I think particularly in the beginning of your career, there's a sort of focus on efficiency and getting things done. And it can feel like the way to do that is by going it alone, kind of taking control. And even frankly as a new leader, it can sometimes feel like that, "I have to do this myself in order for it to get done." But really those experiences have just taught me that you can't go it alone, you need other people in order to see your vision through. And that really requires building relationships because that's what's going to allow you to make that impact, to get the resources you're looking for, to influence the change that you're hoping to see, to drive the strategy in a certain direction. You need to build those relationships so that people believe in that vision and want to join you in it.

Carey Nieuwhof:

Well, it's interesting because one of the patterns in Silicon Valley, and this is almost a rule with some investors, like I think it's a Reid Hoffman rule, it may be a Paul Graham rule, but you don't just start something solo, you have to find a co-founder. And that whole idea of partnership is built right in. Any thoughts on that, co-founding and teams, because we have a lot of young entrepreneurs listening? And outside of Silicon Valley, a lot of stuff's a solo show. I've probably fallen into that trap before where I build a team, but I don't found things together. Anything more on the whole co-founder partner idea?

Ximena Vengoechea:

I think part of that, particularly in Silicon Valley is there's a really strong desire to have someone who is exclusively focused on the technical aspect and then someone who can bring in the business side of things. And it's somewhat unusual to get someone who is frankly skilled at and passionate about both of those things. So I think that's part of it, but also of course it helps to have another person to toss ideas around with, to brainstorm with, I think particularly when you're thinking about building new products, experiences that might not exist. Some of those early ideas come from things that one individual is really excited about and just having one other voice say, "Hey, I think that might be a niche problem or I think that might not be applicable to most Americans." Having another voice to expand the view a little bit, I think can be really helpful.

Carey Nieuwhof:

So one of your roles has been user researcher. So I think a lot of us we've heard of user interface, et cetera. What is a user researcher?

Ximena Vengoechea:

Yes. So a user researcher, I think of it as one of the most people-centric jobs in tech, because my job is really to understand people. So we call them users when they're using the platform in some way, but it could also be non-users, everyday people who might someday want to use a particular app or website. And really it's about understanding people's routines, their habits, their needs, their motivations, their perceptions of our brand, of maybe a competitor's brand, of our suite of products, competitor's suite of products. And it's all about understanding the psychology of people and what makes them tick in order to build something that really matters and that will really be used. And that is meeting a need, a real one, not what I was talking about earlier, where it's kind of a neat idea, but there's no core need that's being met there.

Carey Nieuwhof:

So this is a little bit different if I'm understanding right, and you have a great book by the way. But if I understand correctly, this is more than I bought a t-shirt, now it's like, "How would you rate our company?" Or it's not like that five star, three star, two star, any other feedback, not like you get from the airlines. Because you got a lot of leaders who are saying, "Well, I do surveys. So I send surveys out to my congregation, to my readers, to my clients, to my customers and I talk to them all the time." Is this different than that? And how so if it is?

Ximena Vengoechea:

So surveys are certainly part of what a user researcher might do. It's one of the many tools they might use. My specialty is more on the qualitative side where we're really having one-on-one conversations or we're having a workshop, a group conversation. I might run a diary study and ask someone to track their, let's say, meal planning habits over the course of a month, and then do a deep dive with them to really understand those routines. So it's not strictly [inaudible 00:11:07] and again, my specialty is more on the conversational side of things. But the key really is that I think surveys sometimes are used at the end, it's like, "I've given you this experience, now tell me what you thought."

Ximena Vengoechea:

User research can be used at the end to evaluate an experience, which is what those surveys do, but it can also be used at the very beginning. So before you even know that you want to create merch to design a t-shirt, you might conduct research to find out how do people decide what their personal style is and what is their connection with particular brands? How is their identity reflected in what they wear? That's a super different set of questions than, "Did the shirt fit? Did you like it? Was the cut good?" And it's going to inform upfront the kind of work, the kind of products you pursue and put out in the world.

Carey Nieuwhof:

Okay. So what you are suggesting is just so different than a lot of the entrepreneurs that I know, because they have this business idea, they have this web service they want to provide, they have a restaurant they want to build, and they have the menu in their head, or they're launching a church and they got the idea of exactly how the church should be and so they're out there in the world. But what you're saying is, "No, you should listen before you launch." Is it more like that, you got to figure out what the market needs? Can you explain more about that? Because I think that's a very different paradigm than a lot of visionaries would normally stumble into on their own.

Ximena Vengoechea:

Yeah. So the beauty of user research is that it can be used at any phase of the process. So it can be used early, it can be used in the middle, it can be used to evaluate or validate the idea at the end. But where I think it has the most power is at the beginning, before you get started. So it's before you hire a software development team to go build out your app or it's before you build out this big team to bring your vision into fruition. It's great to have an initial vision, absolutely, that's the seed, but that's just the beginning. And so you have to be able to spend some time upfront to figure out, are you going to be able to be growing that seed in the right space? Is there an environment that's going to be conducive to this?

Ximena Vengoechea:

Meaning are there people who need what you want to offer? And not want it, but really need it? And if so, how does it fit into their worlds and what does it compete with in their worlds? If you think about our day to day, I think we all know time is a super scarce resource. So whatever it is you're introducing

into the world is going to take up someone's time. That's not a bad thing, but you're competing with all of the other things they could be doing with their time at any given moment.

Ximena Vengoechea:

And so you really need to make sure that you know that and you know what you're up against. And in particular, I think it can be easy to say, "Well, I'm going to launch the next," let's say, "Facebook. So my competitor is Facebook." Well, "Yes, maybe, but who else is your competitor? Well, it's TikTok, it's Twitter, it's LinkedIn, it's email, it's work, it's Slack, it's hobbies." There's so many other elements. And so really, I think the power of bringing user research in upfront is that you're getting a better picture of not just what you're up against, but where you fit in, where do you fit into someone's life?

Carey Nieuwhof:

Do you think, and this is probably not an easily answerable question, but there is a stat that 70% of all businesses fail in the first few years, et cetera. Do you think some of that might in some way be related to a lack of listening, this big bold idea that nobody wants?

Ximena Vengoechea:

Yes, I do. I think that again, kind of going back to what I was mentioning earlier in terms of building relationships, there are these actions that we take as we're building out products or companies. And they feel like the most important ones. It's like, "Well, I'm going to design my brand, I'm going to get that website up, I'm going to claim the domain." And those are things that we can do fairly efficiently, fairly quickly independently. But again, we actually have to slow down and talk to people and listen to them and get a sense of what the real opportunity is. Not the everything's roses opportunity in our head, which any entrepreneur, any small business owner needs that, and that is so important because that is the drive for you to build this thing and put it out in the world.

Ximena Vengoechea:

And that's the motivation that's going to keep you motivated when things get hard. So it's not a knock on that, it's just to say that that's the start. And if you can invest more in broadening that view, it's better for you to find out that there may be stumbling blocks upfront rather than invest time, energy, money, and then realize, "Oh, nobody's interested in our fusion menu option that I thought was really cool, but it turns out people don't want to eat that." So I think it's about doing that investigation upfront to inform your path forward.

Carey Nieuwhof:

That's really good to know. Can you give me an example from your time at Twitter, Pinterest and LinkedIn, where user feedback either shaped the initial product when it was launched or has shaped multiple iterations? Because I think we've all seen as users of those that Pinterest today is not Pinterest of five years ago. LinkedIn today has totally morphed. Twitter, famously said 140 characters, now they're not 140 characters anymore. They're pivoting all the time. So can you give us some real life examples of how user research has shaped the products that we use?

Ximena Vengoechea:

Yeah, sure. And I think even the examples you've given are perfect examples of when a researcher was probably involved. So that shift from 140 characters to more, they definitely put that in front of users to get a sense of what they thought and how they might use the products differently-

Carey Nieuwhof:

What are your pain points?

Ximena Vengoechea:

Yeah, exactly. But one concrete example I can give, you were mentioning how Pinterest for instance has evolved. And I worked on an initiative many years ago to look at meal planning, so I mentioned this a little bit earlier, where I was trying to understand how do people meal plan? How do they cook? What are their cooking routines? And at the time, so if you're on Pinterest today, you know that when you look at a recipe, you can rate a recipe, you can give it five stars, you can give it two stars. You can leave a comment and say, "I really love this cookie recipe, but I doubled the sugar because I have a really strong sweet tooth and I thought it needed it."

Ximena Vengoechea:

So you get this sort of community chiming in and weighing in and saying, "Oh, don't use olive oil, use this," whatever it may be. Several years ago that did not exist. So pins that had recipes were just that they had recipes, there wasn't that much information. And in fact, you had to kind of scroll through often food bloggers, where they're kind of saying, "It's a Saturday morning and I was really inspired and I wanted to bake brunch. And so, dah, dah, dah," story, story, story, and then there's a recipe buried at the end. So all of those things have since changed where now you've got ratings, you've got reviews, you've got the recipe pulled out much clearer.

Ximena Vengoechea:

You can filter by ingredient lists. You can filter by how much time does a recipe take to cook. And that was the result of this research, where we knew that there was an opportunity to improve the experience in this space for anyone who came to Pinterest with an interest in cooking or baking. But the research that we conducted helped inform what the set of changes should be and how they should be prioritized, how they should be sequenced, et cetera. And in terms of the process and the sort of behind the scenes that got us from point A to point B, it basically involved me talking to a lot of people and going into their kitchens. And I scheduled-

Carey Nieuwhof:

Like literally going to their houses-

Ximena Vengoechea:

Literally going to their houses, yeah. So I did a diary study where I had them track for two weeks, "Anytime you're thinking about meal planning, answer these questions or take a photo of the recipe," so that I could get a sense of how are people navigating their kitchens? What kind of apps are they using? I'm interested in Pinterest, but I'm also interested in all the recipes and Food Network and the back of the pasta box, whatever you use. Your great grandmother's recipe card, I'm here for it all because I just want to understand the bigger picture. And then from that, I had these deeper dive one-on-one

conversations where I went to people's kitchens and we scheduled time together where I could ask them questions and then I also observed them in the kitchen.

Ximena Vengoechea:

And so I could see exactly how they were making recipes and how they were cooking and what else was going on in their world, because it's not enough to just ask someone, "Oh yeah, what is cooking like for you?" You're going to get some version of the answer, but if I'm there in your kitchen and I see your six-year-old running around in the background, or your eight-year-old wants to help you cut the mushrooms and your spouse just got home in the middle of your cooking. And now you're going to hand off, that tells me so much more about what you need in that moment, not what you want, but what you need in that moment. And those insights are really what help create a better experience.

Carey Nieuwhof:

When you say it out aloud, it just makes so much more sense. It makes so much sense, and yet I think 99% of people never do that. We want this to be read in the kitchen, but I will never go to a kitchen. We want this to reach a certain group, but I'll never talk to that group. I guess my question is how does what you're observing, like grandma's recipe, the six-year-old, the dull knife impact Pinterest as an app. Do you know what I mean? Where is the cause and effect? So how do you then modify your product so that it helps the woman with three toddlers running around and a dull kitchen knife and grandma's recipe stuck to the cupboard? And while she's trying to listen to Alexa, give her the recipe list one more time, the ingredient list one more time. How does that impact your app?

Ximena Vengoechea:

Yeah. So the outcome of studies like, "This is that you walk away with a set of insights or learnings where you say, here's what I've learned. These are the patterns that I'm seeing. These are the needs that I'm seeing people have. This is the context of their world." And then you also provide recommendations. So you say, "Based on what I know about our set of features and where our special sauce is, what we're good at as a company, what our mission is as a company, here are the top five things I think we should focus on."

Ximena Vengoechea:

You can't focus on everything, there's always going to be more than you can do. And so you take the first stab at saying, "Okay, given this framework, which is Pinterest as a company and we're trying to inspire people to do things in real life. We're not that interested in keeping them on the platform. We want you to go bake the cookies, we don't want you to just save the cookie recipes." So then that's going to dictate my takeaways, which is, "Hey, okay, here are the areas that I think we should focus on."

Carey Nieuwhof:

"I like the recipe. Don't give me the whole narrative."

Ximena Vengoechea:

Exactly. Or, "I don't think we need to work on an Alexa integration right now because that's not essential for most people in the country, they're not using it that way. Or I do think we need to lean into that because of XYZ." So you're synthesizing these insights and using your understanding of the company and the product and the opportunity to prioritize recommendations, which once you do that, there's a

whole other phase, which is the negotiation phase with your team, where you go back and forth and decide, "Do we want to do that? If so, how and when?"

Carey Nieuwhof:

Well, that was my next question. I think, and this is probably a little bit of projection from my own time in leadership, but sometimes I'm afraid to ask people what they think, because I'm afraid it's going to take me off mission. How do you sort out the raw feedback you're getting, which is probably a mixture of great ideas and bad ideas. And how do you decide, how do you go through that filter process about what to pay attention to and what to ignore?

Ximena Vengoechea:

I think step one is really figuring out your, we call it study design, but essentially what is the data you're going to be gathering? Who is it from? There's this idea of garbage in garbage out. So if I had done that study and only visited houses in San Francisco, I would have gotten very different insights than what I ended up doing, which was I flew to Chicago. And I went to the Midwest and I got that perspective as a counter to the perspective that we already had in San Francisco. And there were many reasons to do that. So the first thing is you really have to make sure that you're talking to the right people and that you're gathering the right data, because if your, it's called your sample, if your sample is skewed, if your sample is biased, well, then so is your data.

Carey Nieuwhof:

Well, and that's interesting because a Louisiana kitchen is very different than maybe a Midwest kitchen is different than a Boston kitchen is different than a California kitchen. So how do you decide, because I'm sure there are Pinterest users in every state. Let's break that down, how do you figure that out?

Ximena Vengoechea:

Yeah. So part of it is we did go broad with the diary study, so that was across the board national. So we had a national view from there. Part of it is also figuring out, "Okay, who is my sort of ideal customer or who is my, another way to think about it is who's my most loyal customer or who is using this set of features the most?" There's different ways that you can kind of segment and then decide, "I'm going to get the most bang for my buck by talking to people who really love food, as opposed to talking to people who occasionally look at food things, but they really love fashion is the thing that they love the most."

Ximena Vengoechea:

And so part of it is just being strategic about, okay, you can talk to everybody and that'll give you one view, but then also the area that you're trying to really move the needle on. Well, that's the area that you need to make sure that the people you're talking to are either invested in that because they're going to be most enthusiastic about it or open to it. And this is one of the big challenges I think with running any research study is you have to get that recruit right, because if not, the data's useless.

Carey Nieuwhof:

Okay. That's good. No, that's super helpful for me because I've always been a little bit wary of just asking everybody what they think, but I think narrowing your target a little bit, the people you're trying to reach, the customer you're trying to keep or the customer you're trying to attract, that makes a lot of sense. And then I love the, it seems to be a best practice, Ximena, from a lot of CEOs, particularly, this is

not statistical, but a lot of female CEOs will spend time on the line. Spend time to listen to Sarah Blakely. A lot of male CEOs often are sitting behind a desk somewhere in meetings and boardrooms. But I noticed that as a tendency it's not, this is just anecdotal, but some of the very best will go out into the field and will spend their time listening as much as directing. And that's kind of what your book's about, it's about listening. You dedicated your book, Listen Like You Mean It, to your parents. What did you learn from your parents about meaning, about listening rather?

Ximena Vengoechea:

So I grew up, I'm one of four girls. So we had a lively active household. There was always something going on between the four of us. And I think some people could find that chaotic to a certain degree of, "Oh, there's never any space for me to have time to myself or just be alone," or whatever it may be. But I remember really loving it so much so that when I went to college, I requested my freshman year I wanted to be in a suite. I did not want a single, I was like, "I don't know what will happen if I have my own place." So I really loved it and I think that it would have been really easy for me to feel unheard or ignored or left out in that environment when there is so much happening, that could have been an outcome.

Ximena Vengoechea:

And I really credit my parents with this is I never felt that way. I always felt like, yeah, there was always a lot going on. And we were all to some degree distracted at any given moment, but when you sat down with them and needed to connect with them, they were there and they were present. And any of those concerns just sort of like washed away. And I think it's because they were really good at making space, even in a crowded household making space for each of us and really deeply listening to whatever it was that was on our minds.

Carey Nieuwhof:

What are some of the listening mistakes you see people make?

Ximena Vengoechea:

I think the biggest one is that we often think that we're listening when we're not. Many times we think, "Okay, we're here with the other person, I'm picking up what they're putting down," but instead of really deeply listening, we are at the same time winding up a response. So we're getting ready to say something, we've got a question that we want to ask and follow up with, or we have a brilliant idea that we are just so excited to share. Or we think that what the other person is saying is boring and we want to change the subject, there's a lot of reasons. But often in that process of queuing up our response, that means we're not listening anymore. We are listening to our own inner monologue as opposed to what the other person is saying. So I think that's a really big one.

Carey Nieuwhof:

Can you train that out of yourself? Because I was reading that and as you're describing that, I'm like, "Yeah, that's me." And I'm trying to get a lot better at listening, but sometimes it's really hard not to have the next question or to change the subject. So is that something you can train yourself out of or what is that?

Ximena Vengoechea:

It's very common and it's very human, it's the sort of blessing and the curse of having this amazing brain that can process things so quickly. But you can work on that. I think ways to work on that are building awareness of it. So as your thoughts come into the picture, just labeling them as thoughts and saying, "Oh, I'm noticing that I'm getting distracted here, I'm noticing that I want to chime in." Just noticing that and letting it go. That's a very meditative exercise. So building some mindfulness around it I think it's one thing that you can do to sort of identify it, see it and let it go.

Carey Nieuwhof:

Self awareness.

Ximena Vengoechea:

Yeah. And then the other thing I would say is oftentimes we build up what we want to say next in part, because there's a fear that if we don't say it right now, we're going to lose it, whatever it is. It's like, we want to hold onto this idea, we really want to share it. And so it starts to crowd everything else out. But what you find when you start to let that go and just loosen the grip a little bit on that, is that if it's really important, it's going to come back to you. That's the way your memory works is the really important things will come back. And so when you start to trust that process and let it do its thing, it becomes easier to say, "Oh, there's a thought that I'm holding onto, I don't need to hold onto that. If it's important, it's going to come back. And if not, it wasn't that important. So I can just be here now."

Carey Nieuwhof:

Can we talk about interruptions? I have found myself, I have been on a multi-decade journey from learning how to not interrupt people, because I always feel I have something to say. And honestly, it's a challenge 450 episodes into this podcast, I'm trying to get better at not interrupting. What is the problem with interruption and how to get over it?

Ximena Vengoechea:

The big problem with interrupting is that you lose out on what the other person was going to say. Some people will never recover from being interrupted, you interrupt them and that's it. Wherever their train of thought was going, it's been shut down. Or they may be unwilling to go back or they may just forget. So I think the biggest risk is that, especially if you're trying to get to know someone or understand them better, you kind of had an in and now that door is closed. So I think one thing that you can try when it comes to interrupting, and I can really relate also to what you said, I'm trying to work on this because this is my sort of Achilles heel being patient in that way. But one thing you can do is just to count to 10 in your head, just wait it out.

Ximena Vengoechea:

And think about, "What can I glean through observation rather than interrupting?" Like when I was talking about those cookalongs with you earlier, I wanted to chime in and ask, "Oh, why did you use that pasta box recipe? Or, oh, why did you pull out your iPad, what for?" But if I had done that, I would have stopped them from sharing either verbally or non-verbally just through their actions and behaviors from sharing with me what their actual routine and process was. And actually, I might've made them nervous by asking them that, by interrupting in that way. And so I think we sometimes don't realize that when we interrupt, we lose out on what can come next and we can also make the other person uncomfortable in some way, especially if there are cultural differences in terms of you and I might think interrupting is sign of enthusiasm, we're so excited we want to just chime in. And someone else might feel really

disrespected by that and be like, "Wow, I thought we had a different relationship. I'm not sure what's going on here."

Carey Nieuwhof:

A recurring question on my podcast, probably because it's an observation and a bit of a pet peeve is my perception is that we're not as good at listening to each other as we were perhaps 10 or 20 years ago. That a lot of dialogue isn't really dialogue, it's me telling you what I think, it's my download. There's no question, there's no interaction. And then you tell me what you think, again, no question, no interaction just a dump. Have you seen that? Is that something you've identified? Is the art of conversation dying? I'm curious for your take on that.

Ximena Vengoechea:

I think it's certainly under strain given a lot. I think I don't love the argument of technology is destroying everything, this is all technology's fault. I actually think that the challenges that we have with listening have been there for a long time. Technology maybe exacerbates some of those, or gives us new ways to undermine our listening skills. But a lot of what we're talking about here, they're pretty human instincts of interrupting or winding up to say what you want to say next, or you wanting to share a story and not being able to wait somebody else's story out. Those are very human impulses. I think that technology has certainly reinforced those impulses to a certain degree. And it has for sure changed how we communicate with each other.

Ximena Vengoechea:

And do you know there's research that even just having a phone out on the table while we're having a conversation, decreases your ability to be empathetic? So certainly all of that is part of the picture. But I think because there's human element to it, that's actually what gives me hope that listening is under strain, but we kind of have what we need in order to regain it. We just have to do a little bit of that inward, self-reflection thinking of what we're trying to do, what we're trying to get out of these relationships, but some intentionality behind it. And that's what I'm hoping to do with the book is sort of resurface this lost art that I think many of us can intuitively connect with. We just kind of need a little bit of a nudge.

Carey Nieuwhof:

Yeah. In leading people, you pointed out something I found really helpful, and I work with some pollsters on some projects on a pretty close basis. And one of the problems is self-reporting. So I say I'm in great shape, but I can't really run a mile. I say, "Oh, I eat super healthy," and as soon as we're done this call I open a bag of Doritos, "But though they don't really count." "So I drink one glass of wine," but it's actually three. You give some examples in the book. How do you get through that to really listen well enough. And the way this shows up in leadership is, "How are you doing today, Ximena?" And you're like, "I'm great." Meanwhile, you're crumbling inside. And I'm like, "No, Ximena is great. She's awesome, let's move on." How do you learn to train yourself so that you can actually see how people are really doing?

Ximena Vengoechea:

Well, I think you started talking about it just now in terms of seeing how people are really doing. So it's not just hearing what they're saying, but it's observing them as well. So you're bringing in the listening elements of trying to listen for not just the literal what's being said, but also the subtext, the meaning,

maybe what's not being said, that's something to pay attention to, the emotion behind what is being shared. You're listening to all those things, but then you're also observing and you're paying attention to what is the tone of voice? What is the pitch or pacing that is happening as this person is communicating? What is their posture like?

Ximena Vengoechea:

These nonverbal gestures can tell us a lot about a person and how they're really feeling. So if they're like, "Yeah, everything's fine," but they won't make eye contact with you, okay, what might that mean? Or if you're talking about pairing a set of teammates on a project and you're like, "Yeah, this is going to be so good. It's going to be such a fun collaboration for you." And you notice that they start to kind of pull away from the table, or lean back or start to speak really slowly or really quickly. If there's some sort of shift there, those are all cues that there might be more that needs to be said.

Carey Nieuwhof:

So when you see that kind of, I don't know what you call it, cognitive dissonance, but that disconnect between what people are saying and what you think might be happening, what are some good ways to get under that without being like, "Are you lying to me?" The three glasses of wine is a great idea. Let's say you're a doctor or whatever, and you're like, "Really one glass of wine," but you kind of suspect it's three because you've run the blood work and everything like that. A lot of people are very afraid to sort of challenge the surface answers. So any strategies on how to do that?

Ximena Vengoechea:

Yeah. I think there's a few. One, in the case of something like lying to your doctor or misrepresenting the truth to your doctor, I think this is why what you'll probably find is that a lot of doctors look at your routine more broadly. So they ask about your exercise, your diet, all of these other things that it's not specifically about, "Hey, I think you're lying about the glass of wine. Let's go back to that." It's like, "Okay, tell me how does this fit into everything else that you do? And what's a normal day look like for you. Okay, and what kinds of settings does this occur in?" That kind of thing. They go a little bit broader, frankly, in part I think to not push us away or make us feel caught in any way.

Ximena Vengoechea:

I think in a work setting when you're trying to suss that out, going bigger certainly helps, but also you can sometimes sense when someone has something more to say, and they might give you little openings if you're paying attention. And so I like to follow up on those with really gentle nudges because I don't want to push anyone too far, but those gentle nudges sound like, "Tell me more about that." If someone says, "Oh yeah, I think I could work with that person. Yeah, I think so," where they're kind of a little bit-

Carey Nieuwhof:

Convincing themselves in the moment.

Ximena Vengoechea:

Yeah. I'd be like, "Oh, say more. Just tell me more about that." Or if someone says, "Well, I think that'll be an interesting challenge, but I'm up for it." Then you could just say, "Oh, and that's because dah, dah, dah." You're just teeing them up to say, "Well, because blah, blah, blah." And so they're very small

nudges. And that's why they're effective is because you're cracking the door up to just a little bit and letting them kind of go at their own pace by asking questions like, "Oh, what else? Or tell me more."

Carey Nieuwhof:

Yeah. What are the advantages to better listening? For a leader who is like, "Okay, I get it." But what is the payoff?

Ximena Vengoechea:

Well, I think the payoff is you're building much better relationships, you're collaborating better, I think you're able to align more quickly on goals. And ultimately you're going to produce better work. If you know what someone is motivated by, if you're managing somebody and you know, "Oh, they're really motivated by public recognition, they actually don't care that much about money," whatever it may be. That's super useful information for you as a leader to figure out, "Okay, how do I set them up with the right opportunities, help them grow, et cetera." It's the same idea, it's just that you're doing it in a way where you're understanding, "Well, what makes this person tick?"

Ximena Vengoechea:

Like I am through listening, able to learn more about you as an individual or about this group and their group dynamics. And the more I can spot upfront, the more effective our one-on-ones are going to be, our team projects are going to be, the more belonging people are going to feel within your organization, which I think is not to be underestimated. So I just think it's the sort of quiet, super power that it really boosts your relationships in a way that just can open up so much in the workplace and at home.

Carey Nieuwhof:

So sometimes you get into a conversation, you feel like you're listening, but it stayed fairly shallow. How do you have deeper conversations? What are some keys? And this is true in life, but also in leadership, I love deep conversations, they're my favorite ones. So how do you go there?

Ximena Vengoechea:

I think part of it is reframing or revising some of the questions that we ask. So sometimes we think that we're asking good questions that are going to lead to a deeper conversation, but they're actually not that great. And so we often ask questions that are leading in some way where we kind of want to hear a certain thing. And so we lead someone to give us a certain answer or they're biased in some way. And if we can shift our questions to be more open-ended, that makes a big difference. So even, let's say you're asking someone, "Hey, are you worried about that big deadline coming up for that project that you're working on?" In that question, intentionally or not, you've baked in the idea that this person has reason to be worried about this big deadline.

Ximena Vengoechea:

That either the project is so big, they should be worried, or they're running out of time they should be worried, or they're in over their heads, they should be worried. And the other person maybe is going to read into that and be like, "Whoa, should I be worried?" Or even if they don't, which I think is the best case scenario is they don't really hear all the subtext. They give you a yes or no answer. They say, "No, I'm not worried." Or, "Yeah, I'm kind of worried." If we ask questions, instead of starting with are, or is,

or do, if we shift those questions to beginning with how or what, so, "How are you feeling about that deadline coming up? What do you think about that?"

Carey Nieuwhof:

Much more open-ended.

Ximena Vengoechea:

It's much more open-ended and so then you give the other person the opportunity to step in and say, "Well, I'm a little bit nervous because of X, Y, Z, but overall I'm feeling okay about it," whatever it may be. And that changes the nature of your conversations when you're able to shift your questions in that way.

Carey Nieuwhof:

How does silence play a role in a conversation?

Ximena Vengoechea:

Silence is crucial in conversation, but we are so uncomfortable with it that we often don't let it shine and do what it needs to do. So silence in conversation I think many of us have had the reaction of, "Oh my gosh, I've bored the other person, they have nothing to say in response." Or, "I've alienated them in some way." Or, "We just have no chemistry, oh, it's going to be terrible reporting to this person, they don't get me." You can go a lot of places with silence. But silence doesn't have to have that sort of negative connotation. In fact, I think there's a lot of good that comes from silence, which is that you give people the space to process, to think, to gear up for sharing something, especially if you're trying to go deep.

Ximena Vengoechea:

Sometimes people have heard your question and they're still working on it, or they've heard your assessment of a situation and they're pondering that. And they're thinking about, "Well, how am I going to respond? How do I share my opinion?" And so I think we really need to be a little more comfortable with this idea of silence and let it work for us rather than against us. Because often what happens is at the edge of silence, there's an insight. There's something really valuable to learn, but because we get so uncomfortable, we shift gears, we change the topic, we end the conversation. Often we don't get there because we are trying to ease our own discomfort rather than just saying, "Oh, this is a little awkward, but I think there might be more here to say."

Carey Nieuwhof:

Yeah, that's really true. I find even in interviewing, sometimes it looks like a guest will be ramping down with the question. I'll just kind of leave it there, and then they drop something that's pure gold. I'm trying to implement that more and more in my life. So we're listening, we're not interrupting, we're allowing silence to happen, we're letting the other person speak. How do you not end up in an open rambling conversation that goes nowhere? Can you guide it? Is it just, "No, I let the other person drive the bus," even if it goes off a cliff, what do you do with that?

Ximena Vengoechea:

You can definitely drive... I'm laughing because I'm also thinking of when we do research sessions that are 60 minutes long, if I let the other participants just lead the way, we might never get the answers that we're looking for. So yes, you can definitely guide the conversation. Part of making sure that you're not just kind of ping-ponging at the surface and going all over the place. Part of it goes back to some of those encouraging questions that I was mentioning earlier, where if there is an area that you want to go deeper on, that's the thing that you say, "Oh, say more about that." You can let the other stuff go, but you pinpoint that and say, that's where I'm going to go a little bit deeper. So part of it is that I think the other part, and I think this is a little bit, sometimes we feel uncomfortable redirecting, but it can be really valuable.

Ximena Vengoechea:

Part of it is acknowledging what the other person has said and then redirecting. So especially in, let's say a meeting or a business setting where you have a set amount of time, you need to come to some sort of agreement or align on next steps, you can't really afford to just be all over the place open-ended. And so if someone is taking you off track, you can say, "That's a really interesting perspective, I want to come back to X, Y, Z now." Or, "Thanks for your input there, what do other people have to say about this topic?" And so I think the sort of like finesse there is you're not ignoring someone in conversation you're saying, "Huh, okay, it's interesting that you feel X or I hear your perspective." You're giving them some way of saying, "Yes, I hear you, I'm not ignoring you and here's where we need to go."

Carey Nieuwhof:

Right. How do you know when a conversation is over? Because your book made me ask a lot of questions. Sometimes I'm like, "Oh, I probably cut that off too early." Or it's like, "Wow, that's a dead horse," we cut off that a while ago. Are there any clues for like, "Okay, we're finished here." Other than, "Hey, we're out of time," which is some meetings. But if you just got a natural open conversation in life or in leadership, when do you know it's kind of coming to a close?

Ximena Vengoechea:

Part of that is when you start to hear repetition either in language or the same idea being repeated multiple ways. That's a sign that you've probably covered this ground already. It's kind of an interesting sign because it tells you that the other person thinks something is unfinished. And so maybe you have to figure out what that is. There might be something there, or maybe they are just a verbal processor and they're just going to keep going there. And it's fine for you to say, "I think we've kind of covered everything we needed to tackle, let's try and pause here. And why don't you come back to me with next step after you've thought through that more since we've talked about it already," basically. So repetition is definitely one to keep an eye out for.

Carey Nieuwhof:

Yeah. And I'm glad that you talked about all the other things before you started going to conflict because the books on conversation often are around conflict and how to have good conflict. So I think a lot of people have training in that, but what are your tips on hard or conflicted conversations for people?

Ximena Vengoechea:

I think there's things that you can do at the beginning of the conversation before, during, after. So it depends on the topic, but I would at least think about it, sequentially of, "What do I need to do to

prepare, what do I need to do during and what potentially do I need to do afterwards?" One of the things I think that you can do to prepare, especially if there's some sort of power dynamic in play, like let's say it's a leader in their direct report, something like that, is to do what you can to reframe the conversation that's going to come so that it's less tense and conflict filled already. It could just be a performance review, where it's just there is a power dynamic there, but so if you're in that case, then as the leader, you can try to even things out by modeling vulnerability.

Ximena Vengoechea:

And that's saying things like, "When I was in your experience, I had that challenge too," or just reminding yourself that what does it feel like when your boss evaluates you? Oh, you get a little nervous. Okay, I'm going to try and be extra kind with my person today, because I know what that feels like. And if you're on the other side of that, then I think reframing how you think of that other person less in terms of title, which I think we can all get hung up on and more as they're a person. This is not me having a one-on-one with the CEO who I'm super intimidated by, this is me having a one-on-one with someone who happens to be a CEO, but is a human first. And so therefore has flaws just like me.

Ximena Vengoechea:

So I think that's part of it. I think also at the beginning of a conversation setting an intention of, and I mean for yourself but also with the other person and saying, "Hey, this might get a little uncomfortable, this conversation that we're going to have. I want you to know that my intention isn't to push or prod, my intention is really to understand you. And so that's what we're here for." And so having that shared intention I think can also diffuse some of that tension of, "Ooh, what am I getting myself into?" And then the last thing that I'll mention during the conversation is I think that it's really helpful to know what are your personal, I call them hotspots. So what are those sensitive areas that you are likely to be activated by? Some of those are really obvious.

Ximena Vengoechea:

Some of those are we feel super strongly about politics or religion or whatever it may be and it's hard to have conversation with this person because we don't see eye to eye. Some of those are not obvious at all. And it's like talking about our parents or talking about, "Oh, we're having a first day of school moment. And we moved around a lot as a kid." So it's being aware of those and then recognizing in the moment, "Oh, you know what, I'm feeling a little bit of tightness in my throat, or my heart is starting to race. I'm actually sweating a little bit, I'm feeling uncomfortable and recognizing that in the moment so that you can say, I think I'm actually having trouble hearing you because I'm having an emotional response to what's being said right now."

Ximena Vengoechea:

Can we take a break? Is it okay if we take a break? That I think is something that you can share, particularly if you have a strong relationship. If you don't have a strong relationship, maybe you're noticing it and you just say, "I think I could use a water break or should we do a bio break?" Most people are not going to be like, "No, you cannot take a two minute restroom break." They're going to be like, "Oh yeah, of course." And so you can at least get that break to recenter yourself or to say, "You know what? I realized this is too much for me right now, I need to hit pause and let's come back to it."

Carey Nieuwhof:

The other thing I thought was so helpful in your framework is you talk about we all have natural limits. We are not robots, and there's some leaders listening who have eight hours of meetings a day or four meetings in a row. That kind of thing, where it's people, people, people, what is the role of rest, recovery and relaxation in the role of great listening?

Ximena Vengoechea:

It's so important. And I think culturally, for many reasons, we don't really pay that much attention to rest and relaxation. But it's really important because if you charge through and if you say, "You know what, I'm tired, but I've got four more one-on-ones today. And I just need to crush them, I need to get through them and then go home." What's probably going to happen is they're not going to be very good one-on-ones because you're really tired. And realistically, you're kind of only half there, you're getting a fraction of what's being said and what's not being said. And as a leader, your time is really precious. So you kind of can't afford to be half there and get half of the data, half of the information during these conversations.

Ximena Vengoechea:

So it's really important to know your limits, to know about yourself. "You know what I can do three back-to-back one-on-ones and then I'm toast, and then I need a break. Or, I can do four and then I'm done." But it's important to know what those limits are so that you can be intentional and thoughtful about how you design your day, because it's going to make you a much better listener and more effective in that relationship. On the other hand, I know that there are people who are listening, who are going to be like, "Yeah, but I don't control my day."

Carey Nieuwhof:

Right. What would you say to them? It's like, I'm in meetings and by four o'clock I have toothpicks in my eyes, I can't even see anymore.

Ximena Vengoechea:

Yeah. And I totally get that. I do think if that's your situation, part of it is finding ways to micro rest. So you're not taking that you don't have three hours in the middle of the day where you're doing your deep work and what have you, but you can take two minutes in between one-on-ones for yourself. That is a thing that you can do. Just take two minutes, do some deep breathing, close your eyes, listen to something calming, remind yourself that everything you heard in the previous one-on-one, that's where it belongs. You don't have to carry it into the next one-on-one and try and start fresh. Those micro moments of rest, it's not ideal, but that can help you get through those periods and help you be more effective in the moment.

Carey Nieuwhof:

Yeah. It's such practical advice. I find the older I get and the more I know myself, the more I realize, well, I have real limits. Like I have two podcasts in me a day at the most, because this takes a lot of energy to really listen, be engaged, not just thinking about my next question. So after this one, I'm going to have a big old nap and then I'll have some food, there's nothing wrong with that. Ximena, this has been so helpful. Anything else you want to share? It is a great book, it's the best book on listening I've ever read. It's long too, it's not like a 50 page read. So if you want to really study this and I was telling you, I interviewed Greg McKeown from Essentialism and Effortless. And he says listening is a super power that

it can 10X your influence, I couldn't agree more. And we're all in a culture where very few people feel heard. So anything else you want to share with us as we wrap up today?

Ximena Vengoechea:

I think the only thing that I would add is just I think a lot of people think about listening as a skill that you either have it or you don't, someone's naturally a good listener or not. And I really want to debunk that and say that there are tactical things that you can do to improve your listening skills. And that the number one thing, if you take nothing else away from this conversation, the number one thing I would say is building self-awareness about yourself as a listener and what stops you from listening, whether those are distractions or topics or people that you find it harder to listen to, that's worth paying attention to. And that's really step one for starting to reclaim and rebuild.

Carey Nieuwhof:

Wow. Well, tell us about the book and where people can find you.

Ximena Vengoechea:

Yeah. So the book is called Listen Like You Mean It. And it's available on my website, which is kind of my hub. So if you want to follow me on social and my newsletter and all that good stuff, and that's XimenaVengoechea.com.

Carey Nieuwhof:

And we'll link to everything in the show notes. Ximena, thank you so much.

Ximena Vengoechea:

Thank you so much for having me.

Carey Nieuwhof:

Well, that totally was a fresh take on listening. Can you imagine going into a kitchen and just watching how people behave and then going back and redesigning the product. I think that's brilliant and there's a whole lot more. We have it for you in the show notes, you can find all of that over at CareyNieuwhof.com/episode432. I have a near final What I'm Thinking About segment coming up and I'm going to talk about what I'm learning about listening. But we're switching it up in August, starting next month, which is right around the corner. We're going to begin a brand new segment called Ask Me Anything About Productivity. I will be taking questions from you and answering them on the show.

Carey Nieuwhof:

So if you have productivity questions, head on over to CareyNieuwhof.com/podcast, click on the start recording button, just scroll down and then ask me a question about productivity. What are you struggling with? Time management, energy management, having other people hijack your priorities, being fully present at home, getting stuff done at work, what is it about productivity? I will be coaching you starting in August. And next episode, we have Alan George. For a decade, he led church online for Life.Church and saw it grow to one of the largest online churches in the world. We go all over the place with that. If you subscribe, you'll get it automatically. And here's an excerpt from the next episode.

Alan George:

My mom for many years lived in India, she's here in the U.S. now. But for example, if she would call on FaceTime video or something and say, "Hey, I want to talk to the grandkids, put the kids on the phone." If I were to tell my mom, "Mom, I know you miss the grandkids, but you won't have the best experience through a FaceTime video call. Let's wait for six months until you're here in person and then you can talk to them." She would slap me through the phone, that's just how she is. It's like get the kids on the phone.

Alan George:

And so really a lot of things that I was experiencing with regards to community, we have family that lives all over the world. Would I just say, "Hey, online is not the best and so I'm not going to engage in community?" No, I'm going to leverage every tool and every platform there is to connect with the people that I love and connect with the people that God's called me to connect with. And so I stopped trying to go, "Is this better? Is this the same?" It's different, let's just embrace it and understand it for the technology it is and let's leverage it the way we can.

Carey Nieuwhof:

Okay. Also coming up, we've got Louie Giglio, who's coming back." Horst Schulze founder of the Ritz-Carlton, Chris McChesney from the 4DX, Kendra Adachi, The Lazy Genius. David Allen from Getting Things Done, Jessica Jackley the founder of Kiva, and so many other things. Very excited for this season for you. And now it's time for What I'm Thinking About. And I am thinking about listening and I got to get better at that. It's been a lifelong journey for me, I'm a talker by nature, a filler in of all gaps by nature. And so I get asked all the time now about how I go about interviewing. And one of the things I've learned is that to me, to my mind, the best interviews are when I listen the best. So I prep, I'll read a book or quickly read a book to get ready.

Carey Nieuwhof:

To interview a guest, I'll search their bio. I'll do lots of research and I will pre-write some questions and share that with them in advance. But often in these interviews, I don't even use the questions that I prepared because what I'm doing, I'll get us started and then I'll just listen. And if I'm really listening well, I know 99% of you watch via audio or listened via audio I should say. We do have a YouTube channel, but even before we started a YouTube channel, I always did the interviews either by video or in person, wherever possible. There's only a handful that were audio only. And I do that because I'm a better interviewer when I can see the person and I want to pay attention to their body language, I want to see what is unspoken. I want to see if they get uncomfortable or if I sense that, "Hey, there's something else there."

Carey Nieuwhof:

And then I do what I call following the curiosity trail. What I try to resist unless I'm doing a round table or I got a really good friend on and it's a dialogue, is I try to resist inserting my own opinions. I try not to like, "Oh yeah, that's exactly what we did, that's what I do in my company." That happens a lot in interviewing. And it's very natural and very human to want to talk about yourself, but I find the better interviews is when I let the guests have the microphone, when they do 95% of the talking. If I talk too much, it's not as good an interview. And that really allows people to be heard often in a way that they don't get heard elsewhere.

Carey Nieuwhof:

A lot of people who do this for a living, if you get interviewed by the New York Times or on CNBC or on Fox News or something like that, here's what happens. You have like three minutes to make your point. Well, here you've got an hour or 90 minutes to make your point. And often stuff will come out that you don't hear elsewhere. So give them time, really pay attention to their body language. And then the other thing I find is I will go down the curiosity trail by saying things like, "Tell me more," or, "Hmm, what did that feel like?" Or, "Is there anything else there?" Questions like that, and that really draws people out and that's often where the gold is. And you got to be curious.

Carey Nieuwhof:

Now, the other thing I would say is really helpful if you want to be a better listener is you have to get comfortable with silence. And for years I was the person the second that there was silence, I would try to fill it in with words. And somewhere probably at year three of doing this podcast, I learned, "Carey, just shut up, don't say anything, be quiet." And sometimes there's an awkward pause. We don't edit them out. And the guest will then kind of pick up on, "Oh, you want me to keep going?" And it's like, "Yeah." And then they will tell you something. And again, that's often where the gold is.

Carey Nieuwhof:

So I am learning by being quiet that I become a better interviewer. I often joke with friends, it's like it's funny that I'm best known for the format in which I speak the least. I'm a public speaker, that's what I do. But what am I known for? Podcasting and it's where I actually talked the least during the interviews, which is okay, that's fine. I love being an interviewer. Now, what I need to do and what I'm working on right now is to translate that into real life at a dinner party, be more interested in the other person than you are in yourself.

Carey Nieuwhof:

Try not to insert your own opinion into everything. And that is a much harder discipline. But as you've heard me say, if you're a longtime listener, I am concerned that the art of conversation is dying. And that basically conversation these days is people throwing status updates at each other. And it's not particularly helpful. Like we do on social media, "Hey, did this today." And then someone else says, "Oh, I did this today." Blah, blah, blah. What is that? That's not a conversation. And so I really want to get better. We're heading into the peak of summer. By the time you hear this, I will have finished a month off, just be winding down a month off. And I hope in this month off where I'm connecting with people, we're seeing people again socially thanks to the end of the pandemic or the near end of the pandemic, or at least being in this phase of whatever we're in.

Carey Nieuwhof:

I want to get much better by the time you listen to this at listening to other people in real life, not just on this podcast. In addition to that, you picked up a lot of stuff from Ximena along the way as well. Hey, we're back next time with a fresh episode I hope this helps. Hey, make sure you check out CareyNieuwhof.com/podcast, leave me a question about productivity, time management, energy management, priority management, whatever. We got a lot of great stuff on productivity coming because I got my new book coming out *At Your Best*, which is all about getting time, energy, and priorities working in your favor. We have a ton of free stuff for you too coming out with that book launch, including some coaching. So let me coach you CareyNieuwhof.com/podcast. Thanks for leaving ratings and reviews really appreciate you. We'll catch you next time. And I hope our time together today has helped you lead like never before.

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Announcer:

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