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Announcer: The Art of Leadership Network.

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Carey Nieuwhof: Welcome to the Carey Nieuwhof Leadership Podcast. It's Carey here. I am so glad to have you on board for this episode. We have Michael Hyatt back on the podcast, along with Megan Hyatt Miller, and we're going to talk about workaholism, the power of focus and limits, succession, and how to get the narrator out of your head, and a lot more. This is brought to you by the Preaching Cheat Sheet to start transforming your preaching, visit preachingcheatsheet.com to get your copy for free. I've designed this for communicators. And by Generis, if you want a free generosity coaching, call simply visit generis.com/carey.

Well, I am really thrilled to have Michael Hyatt back on the podcast. He is the founder of Full Focus, and the new CEO is Megan Hyatt Miller. We talked about the fallout, actually a really powerful father-daughter conversation, about Michael's previous workaholism at an earlier stage in his career, its impact on family and career, the power of deep focus and having strict limits, and a whole lot more. And man, I'll tell you, for all of us, and you know, the reason I really love this conversation, for numerous reasons, but one of them was, yeah, I was that workaholic too and it had an impact on my kids. So, if you have a tendency in that direction, or someone you care about does, I think you're really going to enjoy this. A lot of you know who Michael and Megan are, but here are the details. Michael Hyatt is the founder and chairman of Full Focus. He has scaled multiple companies including a 250-million-dollar publishing company with over 750 employees, and his own award-winning goal and achievement coaching company, Full Focus. Through his coaching program, Michael has helped hundreds of thousands of achievers reach their biggest goals. He's also the author of several New York Times best-selling books, and we're going to talk about their latest as well.

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And then Megan Hyatt Miller is the president and CEO at Full Focus and the co-host of the popular Business Accelerator Podcast. As the CEO of Full Focus, Megan has developed Business Accelerator into the premier coaching program for small business owners and has grown the Full Focus Planner to sell over one million copies. Megan is also Michael's eldest daughter, co-author of *Win At Work & Succeed At life*, and the architect of Full Focus' award-winning culture, which was named one of Inc Magazine's Best Workplaces for 2020 and 2021.

Well, church leaders, we all know how difficult it can be to keep your sermons fresh and relevant. I just preached actually yesterday, as I'm recording this, and I'm like, wow, that is tiring. I am out of regular practice. However, I've done it for 25 years. And if you want a shortcut, not to excellent preaching, because there are no shortcuts to that.

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But if you want a shortcut to your prep and you want to make sure that you can deliver a message that you're about 99% sure is going to connect every time you do it, before you give it, because sometimes we find out after, oh that connected, or it didn't. I've created a free 10-step Preaching Cheat Sheet. So I would love for you to get your hands and even if you're not a preacher, maybe you're just a communicator. Maybe you're a CEO, maybe you are a leader. Hey, communication is leadership. You want to start delivering great talks, go to preachingcheatsheet.com get your copy for free. We'll also include the link in the show notes. And recently, I also spent some time with Jim Sheppard, the CEO and principle of Generis. And Jim is passionate about helping churches, create a healthy culture of generosity. I asked him, what's the most neglected area of discipleship in the American church, right now? Here's what he had to say:

Jim Sheppard: Carey, you know, the last couple of years covid has really revealed to us, I think, as a consensus in the church that our disciple-making process is broken. We don't want to keep making the kinds of disciples that we saw show up in covid and all the other issues.

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Racial injustice, the election, covid vaccines, covid masks, and all. And so, I think every room that I go in now, I here at the American Church, talking about, right, in consensus, "discipleship is a central main issue for us right now," but what I don't hear them talking about is generosity being a part of that. And so it is the most neglected area of discipleship in the American church. And here's where I think the problem is. And since I'm a boomer, I'm going to call out the boomer generation. I think in our generation we've allowed giving in our churches to become more transactional than transformational. And so that's where it's really kind of led to people having this problem, "Hey, the church is always after my money or the church just wants my money."

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You know, maybe let's clear that up real quick. God is not after your money. He's after your heart and so is the church. And God is not after your money. God wants to see your faith increase. And so does the church. And that's why I believe that generosity has the power to sanctify us. It has the power to transform us to make it more like Jesus, it should be a part of our discipleship strategies.

Carey Nieuwhof: If you're looking to transition your church from transactional giving to transformational giving, I encourage you to go to [generis.com/carey](https://www.generis.com/carey).

And now my conversation with Michael Hyatt and Megan Hyatt Miller.

Well, welcome to the podcast, Megan for the first time, and Mike, welcome back. It's good to have you both.

Megan Hyatt Miller: Thanks. Carey. We're so glad to be here

Michael Hyatt: Thanks, Carey.

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Carey Nieuwhof: Well, I'm really glad you're here too. We're going to talk about a number of things. We're going to talk about mindset because I think leaders have been through mind games like none other over the last three or four years. So, I want to get to that, but you have been through, your company has been through, a really big transition in the last couple of years. As we were talking about before we hit record, they almost never go. Well, this one appears to have gone quite well, and I would love for you to fill us in a little bit.

Michael Hyatt: Well, let me start. Because I've been a part of those transitions that didn't go so well. So, the biggest, ugliest one in my experience, was when I became the CEO of Thomas, Nelson Publishers. And I can tell this story now because my predecessor has gone on to his rest.

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And he was my biggest supporter, super helpful, a mentor, recommended me to the board to be the next CEO, but we were a public company at the time and the board voted unanimously to make me the CEO. And the next day, the former CEO, this was Sam Moore is to use a name. He walked into our offices to our CFO and he said, "Joe if I'm not the CEO, who am I?" And that was a fundamental question of identity. And so for him, because he'd been the CEO for literally 50 years, his identity was so wrapped up in his role, that he couldn't differentiate between the two. And so he just felt like he was out there on thin ice. He didn't have any place to land. He hadn't given really any thought to what he was going to do in terms of once he handed

over, you know, the mantle to me. What was he going to do next? He hadn't given that any thought. So literally, Carey, for two years, he tried to unseat me and get his job back. And so this was all happening behind the scenes. He was calling my competitors trying to hire other CEOs to try to come in and take my place, which, as a board member, you literally couldn't do, as a public company. It was really a mess, but thankfully, I had the unanimous support of the board. And they supported me through that.

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But it was really awkward because I had to shield the employees from all this stuff that was going on behind the curtain because, you know, he was revered and I didn't want his reputation to take a ding as I was trying to protect both him and protect the team from him. And so it was very stressful, and it was a big job for me, and I was trying to get my own sea legs as so it was challenging so I thought I don't want to do that again ever.

Carey Nieuwhof: Well, I wish I'd never heard that story before. Unfortunately, I think it happens a lot. Like, the whole identity, and I want to get into that a little bit more. Megan, I mean, you're the new CEO of Full Focus. And we'll talk about the whole company transition along the way, as well, fill us in a little bit about the transition that you and your dad have done over the last couple of years.

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Megan Hyatt Miller: So it really was an almost five-year process in the making and I think that's a big secret to the success of our succession transition is that, long before it ever happened, we were talking really openly and really deeply about the transition at a practical level. You know, for example, what would I need to learn to be prepared for that, those kinds of things, but then also more at an existential level of what was next for my dad, and what was he looking forward to, and what was he afraid of? And vice versa. And I think that that was really helpful because it enabled us to work through all that instead of it being on the backend, it was on the front end and I think the nature of our relationship as being very open and collaborative and high trust set the stage for a great transition. But I also have to say and, you know, my dad won't say, this of himself, but his humility and his courage in that process, I think, were unusual contributors to the success of the transition. Because he was willing, one, to not see himself as the only person that could lead the company. Which I think holds a lot of founders back and a lot of CEOs that need to make that transition, this sort of thinking, "I'm the only one that could ever do this. You know, all the best ideas are from me." And I think he's just collaborative by nature. But then I think he also took a brave look at his future and started to think about what

could be next and how might he want to contribute if he wasn't gonna contribute operationally to the business. How else would he want to contribute? And he really had to think through that and kind of work through the challenging emotions that can come as a part of that. And I think a lot of people just avoid that altogether. It sort of becomes, you know, this whole existential threat of your mortality, and nobody wants to face that.

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And that's a big challenge. And in our case, that wasn't a part of it. So we worked through that for several years. I was the COO for a number of years, really incubating the CEO position and that was intentionally a part of the strategy that we came up with, and then in 2021, January 2021, I stepped into this role. And it's so funny because if you had been a fly on the wall, or if you had asked our team, they would have been like, "transition? What transition?" you know, it was so unnatural at that point, was just like one more step. It wasn't a big leap. Even though it probably seemed like a big deal on the outside, it was really not a big deal on the inside because of all that preparation.

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Carey Nieuwhof: I'd love to ask you a little bit more about identity, Michael, because I don't think your predecessor was alone and I imagine you probably had some moments where you were like, what am I doing? And when I stepped out of the Lead Pastor role at the church I founded back in 2015, I thought I was good, I got a lot of counseling and a lot of mentoring, but then I realized, wow there really is a lot of my identity tied up in that. But I had this to go to, so I think it was an unfair test. Like I think like maybe one day I won't be doing you know quote "anything" in the future. How did that play out in your life?

Michael Hyatt: Well, I mean the sounds, maybe trite, or maybe formulaic. But you know, obviously, as a Christian, my identity is in Christ. You know, start with that. And I'm not saying my predecessor wasn't, and I do think it takes a little bit more of that in terms of implementing it.

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But that's where I started. You know, that I'm a whole person in who I am. I don't need my company to make me whole. I don't need my work to make me whole. And I think that another thing is, you know, one of the things that we're all about at Full Focus is something we call the "double win," which means to win at work and succeed at life. And one of the things that we advocate for is that you have to have

work-life integration. There has to be more to your life than just work. The problem is, is that for the generation that my predecessor grew up in, work was pretty much everything. You know, that was the number one thing, and everything else took second fiddle. And I've known lots of pastors that have had the same regard. They'll quote the Bible verse, you know, "he who does not hate his father and mother and so forth is not worthy of me." And that's their license to put the church and their ministry above everything else. And so for me, I've got five grown daughters that I dearly love, and all of them live within thirty minutes of me.

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And I have 10 grandchildren, all of them, Megan has five of them, so she's got the bulk of them, but they all live within five minutes of my house. And so, I have a rich full life apart from my work. And my work is very important to me, and it's meaningful, but I think that it's a real danger for a leader to build their life on one of those domains of life and not be able to have kind of the resilience of having multiple domains that they're working on. And you know, there's times when my marriage is not as not to the place where I'd like it to be, and same thing with my relationship with kids and all that, but I'm working on all of it all the time. That's the totality of my life and that's my identity, not just what I do work.

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Carey Nieuwhof: You're extremely driven though and I've been following you for probably a dozen years or so, it might even be a little bit longer than that, to be honest with you, and you've got this deep drive and a lot of founders don't know what to do with that when they step back. Was there a wrestling? Was it a gradual thing? Yeah, you've got this meta-vision, like you know the double win, and integrate work and life, and you've got to have goals beyond that, but I'm just wondering whether there were, you know, a couple of twists in the road or anything like that that you ran into.

Michael Hyatt: Well, let's start with the fact that I'm the adult child of an alcoholic father.

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And so, in my background, it was pretty chaotic. I can remember one time when I was eighteen years old, I was still in high school. I was a senior in high school. My sister was sixteen. We came home from a party. We weren't Christians, our family wasn't a Christian family. We came home from a party. Our friends dropped us off on the curb, but they didn't leave right away. But we noticed immediately, our dad

had passed out drunk on the sidewalk. And so we were mortified. We were so embarrassed with our friends. And we went and picked him up. And my sister ran into her room crying, and I stood in the shadows, and I remember thinking to myself, "I will never be like that. I will make something of myself." And so there was this drive to not be my dad. There was this drive to establish order over chaos. There was this drive toward achievement.

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I don't know if that was because I'm an Enneagram 3, or if that turn me into an Enneagram 3. I'm not quite sure how all that works, but I'm definitely achievement-oriented. My top strength on Strength Finders is Achievement. But this all came to a crisis in about 2003, so 20 years ago. So, I was working at Thomas Nelson Publishers. I was managing one of our divisions that division was dead last in every metric imaginable. That's how I got it. That's how it was handed to me. And so I didn't fully realize that when I took the job, but I quickly from eyes that we were in deep trouble as something changed. So I went over went out and kind of cobbled together an off-site, a vision of where I wanted to take this division, and I told the CEO would take about three years to turn the division around, and I had no idea, Carey, what I was talking about. I had no idea how long it would take but he wanted a number, and so I gave him one, and I thought allowed myself plenty of buffer.

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Long story short, in 18 months we went from number 14, in revenue growth to number one. Number one in profitability, number one in employee satisfaction, every metric possible. I got promoted from there. So, when we first turn the business around, and we completed that first 12 months cycle, I got the biggest bonus check I'd ever received in my life. It was bigger than my annual salary. I could not believe it, and I could not wait to get home to show it to Gail, my wife. I've been married to her for 44 years, but at the time I thought, she's gonna be, she's gonna go crazy. She's gonna flip out over this. So I got home and I showed it to her and she kind of was nonplussed. And she's very positive. She's like a cheerleader, so encouraging, and so she said, you know, "honey I so appreciate everything you do for us and I love you to the moon and back but we got to talk."

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And so I thought, whoa, what's up? So she said, let's go sit down in the den. And we did. And she started to tear up a little bit. She said, "you know, here's reality. You're never here. I mean, never. And even when you are, you're not fully present. Your head's always somewhere else. And this is the time when your daughters need you

now more than ever.” And then she started to cry. And she said, “if I’m honest, I feel like a single mom.” And that gutted me. I mean, that was not what I was going for. And it was a huge wake-up call. And I, you know that at that point business coaching, life coaching, was kind of a new thing. And nobody had really heard of it.

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But I called John Maxwell who was one of my authors that I was publishing, and a friend of mine, and I said, look, I didn’t tell him the whole story. I was a little bit too embarrassed by what had just happened, but I said, “I think I need a business coach or a life coach or something.” He said “I know just the guy,” and so he hooked me up with somebody. And so that was Daniel Harkavy at Building Champions. And he said to me in the first call, he said well, “tell me about your life” and I said, “well, I basically work as long as I need to work to get the job done.” And he said, “so you don’t quit.” I said, “No I usually go home at the end of the day, have a quick dinner with my family, prop open my laptop and get back to work.” And he said, “what about the weekends?” I said, “Yeah, I usually work through the weekends, at least Saturday morning, and Sunday night.” He said, “what about vacations?” And I said, “well, I’m always up early in the morning going through email while, you know, the family still sleeping and frankly, my head’s not in the game for the vacation because I’m dealing with stuff back at work.”

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He said, “Would you be willing to put boundaries around your work?” I said, “What do you mean?” he said, “is there a set time that you would commit to me, that you’d be willing to quit and night and not pick up your laptop again?” So I took a deep breath and I said “Yes, 6 p.m.” He said, “Okay, I don’t care what it is. I just want you to have a boundary. Are you willing to not work weekends?” And I said, “Yes,” he said, “Are you willing to not work vacations?” And I said “yes,” and then this was the kicker. He said, “I suppose you won’t mind if I call Gail periodically to check in on how you’re doing?” And he did, he called her several times, which really kept me honest in the process, but it had to come to a crisis, and I think would we call that the impossible choice, you know, is it going to be your career?

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You know, if you’re gonna really make a dent in the universe, you have to be like Elon Musk and work 120 hours a week. Or are you gonna apply the ambition brake and throttle back your own aspirations for the sake of your family and your health and all that. I felt like it was kind of a false dichotomy. I thought, what if there’s a

third way? Where you could win at work and succeed at life? And that's really what I spent, really, the next 15 years trying to figure How could you do both?

Carey Nieuwhof: Wow. Megan, what was that season like for you? I'm sure you have memories of it. Your dad before that moment in 2003, and your experience of your dad since then over the last 20 years. What did that feel like for you as a daughter? Yeah.

Michael Hyatt: Don't make me cry.

Megan Hyatt Miller: It's gonna be an Oprah moment here. I can feel it coming. No, I'm the oldest of five kids. So at this point, I'm in high school And kind of at the end of high school.

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And I think it was simultaneously two things, you know, my dad and I had always been close. We'd always just naturally connected so much of my success at this point is because of his investment in me, personally and professionally. And like, the first business trip I ever went to was a Christian Booksellers Association Conference when I was 8 years old, with my little frilly socks in my little dress and I went and sat in the meetings with him, and I loved it. So there's that part, but then there was the other part of just the sadness of, I wanted more of him than I got. I wanted him to come to my school things, not just my mom, you know? And they kind of had a division of labor where anything kid-related was mom's and anything you know providing for the family related was dad, and it was just like a real clear line and so there was definitely something missing. And I think it felt like I was competing for his attention which I didn't like, you know, and I think my sisters would probably say something similar.

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And so, part of the great thing about being the oldest is I got to see that transformation first-hand, you know, I didn't maybe benefit from it in my growing-up years like some of my younger sisters did, because they were at home longer than I was, but I got to have a front-row seat to what the before-and-after was like, and to see my dad, you know, create a life plan and create a vision for his life and his career and ultimately later, you know, for a number of different businesses that aligned with his most important values, which didn't really happen in the earlier part of my life, was pretty compelling, and I think ended up inspiring my own story, you know, where my husband and I have five children, I married into two and then we adopted two boys from Uganda in 2011, and then four years ago adopted a baby

domestically. And our middle boys came home with a ton of trauma and they needed to have a really present set of parents to enable them to heal and move on, and at that time, our business is taking off. You know, at that point I'm working with my dad inside of what was formerly Michael Hyatt and Company, now called Full Focus. and I had to make a choice as I was stepping into that coo role, how am I going to do this? And I had, in the background of my mind, my experience growing up of the before and after of my dad. And so I knew that it was possible to set boundaries on your work and still achieve big things. And so when my dad came to me and said, you know, "Can you become the CEO? I really think that's our next step." And we started kind of thinking about the succession and all that this is actually even before that five-year period that I talked about. I said, "yeah, but I need to be done every day at three o'clock because I've got to pick my kids up from school." Frankly, childcare is not an option for them. They need me and I'm not going to be able to do stuff at nights or on the weekend except occasionally. You know, I really have got to be home when I'm home and I've got gotta be at work when I'm at work.

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And to his credit, he said you know, "If you can if you can deliver the results in that period of time, that's what I that's what I care about. I don't care about how long your quote-unquote 'on the clock'," and so that really gave me extraordinary freedom to, again not compromise the business results, but also not compromise, my family in the process and I don't know that I would have had a framework for doing that had I not gone through the difficulty of seeing the workaholism and then the kind of turnaround and redemption of that. And I think about his life and what our work is able to do in the lives of other people who come to us. We have clients all the time who come to us and are working 70, 80, 90 hours a week and they're able to find a path toward this double win that would never have been possible if his story hadn't played out like it did. So from my perspective, nothing's wasted.

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Carey Nieuwhof: Michael, I just want to say, I really appreciate you going there and opening up the conversation. I had my moment not in 2003 but in 2006 where my workaholism got called out and my family paid a huge price. And when I'm sitting around with my sons, it's still emotional for me. Not really for them, but it's still really emotional for me. And I want to pick up, because you're talking to tens of thousands of leaders right now who just got owned, and maybe are still opening the laptop past 6:00, or on vacations, or finishing that message on a Sunday morning, or getting ready for the week on a Sunday night, and who really don't have boundaries.

I want to drill down with both of you on the “do less accomplish more” paradigm, which I know is out there. Everybody's heard it, this is not news, but I think workaholics don't believe that it works. So if you would talk about life, and Megan, I'm very interested, because I had a 3:00/3:30 cut off at one point in my life because my wife was working. I was a pastor's salary, so we had to incomes. She's a pharmacist and a lawyer. So at times, one season she was in pharmacy, and others she was in law. But it's like if I don't get home by 3:445, they're gonna call Children's Aid right on me.

Megan Hyatt Miller: There's gonna be some sad kids on the front porch.

Carey Nieuwhof: There's gonna be some sad kids and I'm going to jail or something like that. I would walk out of meetings at 3:00 or hang up the phone and just go, “I gotta go or child services are coming to my house,” and I don't think I lost anything. And you could argue you gain, but for people, and I'd say the majority probably still don't understand how that works. And I'm still trying to get my head around it. What are the benefits? Like, how is that paradox actually true, and what did you discover after you implemented it?

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Megan Hyatt Miller: Well, first of all, it's not magic. It's not like we have some secret formula for how you can magically fit 70 hours of work into 40, or something like that, you know that. I think that's where people are thinking to themselves, “There's no way this can be true, because it seems like that's what you're saying. And I'm smart enough to do the math, and that math doesn't work.” Really, when we say you're going to achieve more but do less, or really in our world, by doing less, what we mean is you're going to achieve bigger results by doing fewer things to accomplish those results. And I think that's an important distinction. It's not about accomplishing the same amount of tasks in less time, and basically, I think that's kind of the fallacy of productivity is just, how do we get this all to go faster? Which is exhausting, and there's really no end to it because then you just put more stuff on it.

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It's really about the process of gaining clarity around, what is my unique contribution to the results that I'm responsible for. And also, what's going to drive results in general. What are the high-leverage activities that I can do that disproportionately drive return on investment? And when you get clarity on that, then the time doesn't really matter. You know, you can do it in less time.

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There's such a phenomenon right now and there's been some amazing research, actually, my dad and I were just talking about this before we got on, around the four-day workweek. And that's not what we do at our company, but it's something we're certainly open to considering.

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And one of the interesting things about the studies on that, is that it actually drives net income increase in companies.

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So even when they're decreasing purposefully, the amount of time that their employees are working, the well-being, the work-life balance that their employees have, the creativity and innovation that they can come to the table with because they're rested, creates bigger results.

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And I think that's pretty compelling. And I think that's what we found in our business. To me, this is not about just advocating for better work-life balance. It's really a performance strategy. And if you want to make your highest and best contribution like never before, putting constraints will force you to make better decisions with how you invest your time and really bring a lot of clarity to what you're investing in. Where, when you have totally open-ended edges on your day, you don't have to have those conversations with yourself. And you can end up spending tons of time on things that ultimately are not driving results or that someone else could do, and so a lot of our work centers around that.

Carey Nieuwhof: Super helpful and clarifying.

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Mike. How about you? What were some of the big "Ah ha" moments as you went from that, always on, to, here are my boundaries, and obviously accomplishing even more?

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Michael Hyatt: Yeah, well you know Parkinson's Law says that "work expands to the time allotted for it." I sometimes jokingly call this Hyatt's Corollary, which is "working contracts to the time allotted for it." And so, one of the things that happens with boundaries, it's kind of like if you're going to go on a one-week vacation to a destination you really don't want to miss, that Friday before you leave, you're über

productive. Because you've got a hard stop and you don't have time to mess around. So, one of the things that happened to me was when I put those boundaries on my work day and I realized that I couldn't work in the evening and that I really had to focus, I couldn't say in the middle of the afternoon, like, well, you know, I'm not quite done but no problem, I can do this tonight, or I can do that this weekend. That was off the table.

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So, I had to force myself to focus on those high-leverage activities and I think one of the things I realized, Carey, is that not all work is created equal. There's some work, that's frankly busy work. We do it because we have this psychological need to be busy, you know, maybe it's our own anxiety about the future, and this is one of the ways that we deal with anxiety. Maybe it's because we're an adult child of an alcoholic parent, maybe it's something else that forces us to work. I'll tell you, one of the things that I think is a big factor is that when we're at work, more often than not, we can measure the results.

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When we're at home and we're dealing with unruly kids and in a relationship with somebody that's not us. And they just, you know, they don't think like us, maybe the exact opposite of us. Because opposites attract. That takes work. And it takes long work over years, and you don't see the results and the fruit of that for a long time. So it's just easier to say, you know, I gotta go to work. You know, I got things I gotta do. And you make excuses for yourself. And I lied to my wife for years. I didn't know I was lying, because it made sense to me. It's just like babe, I gotta be doing this thing, you know, this really requires...and I convinced myself that the situation was temporary.

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And so I'd say, you know, as soon as I can replace this Director of Marketing, then things will normalize, then I can give you in the girls the time you need and deserve, or once I get acclimated to this promotion, I'll give you and the girls the time and attention you need and deserve. But the problem is you string those temporary situations. One of them bleeds into another, and pretty soon, it's a life like that. And it's self-deception, and at some point, we have to just take a hard look in the mirror. Or the hard look in the eyes of our spouse who lovingly confronts us, and just say, something's gotta change. Because what I'm doing now is not sustainable, and it's going to lead to a bad end.

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Carey Nieuwhof: You know that's so good. And life is longer than you think it is. I don't know, but when you're in your 40s you're like, oh this is zero-sum game. And then you get a little bit older in your like, this is a long runway, man. Like there's a lot more to life than just the last quarter. Okay. So obviously you have a relationship that allowed you to work together and now enable a succession plan. Megan, from where you're sitting, talk about some of the good decisions you made along the way to facilitate the succession and then maybe some of the surprises, good or bad, that happened along the way as well.

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Megan Hyatt Miller: Well, I think the biggest thing is that we did, and do, invest in our relationship. You know, we have lunch together every Monday, and I look forward to it every week. Sometimes we talk about business. Sometimes we don't. Usually, it's in there a little bit, but we do prioritize our relationship, and we prioritize good communication. And so, what that looks like practically, is that in a succession, there's a lot to figure out about, okay. Well for the person who is being succeeded, how are they involved or no longer involved in decisions, when do they need to be consulted, what do they want to have their hands in still, and all that kind of has to be negotiated. And a lot of times, you try to foresee that. And I think we really did. But there are times when, you know, I might make a decision that my dad wished I would have consulted him on first for whatever reason, or he gets involved in something that I wish he wouldn't, you know? And thankfully, those have been few and far between because we did a lot of communicating on the front-end about it. But they do happen from time to time.

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And probably happened more frequently right after the transition happened, and I think that we have both done a good job of quote-unquote, "keeping short accounts" with each other. We talk about it, I'll just call him up, or he'll call me up if there's a problem about something. We're both willing to be wrong. We're both willing to grow and learn from mistakes, and I think we also assume the best about each other. And so that keeps us from having sort of this laundry list of offenses that were small, but it all of a sudden mounted to the point that they kind of, it's like water in a bucket, kind of overflowed. I don't think we have those moments and I'm really thankful for that in our partnership. And then I think that my dad has done a great job, it even happened today, we were talking about something when he was here for this off-site, of believing in me and communicating his confidence in my leadership

and really backing me whether it's with the team or just wherever, you know, in my own confidence.

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And that's meant a lot too.

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Because I think, he's got his own way of doing things, and he might do things differently than I do, and yet, he doesn't, he's not controlling. He doesn't try to dictate those things, and he really wants to be a cheerleader for me while he's also coaching and mentoring me. And I think that that's been super helpful for us. So, from my perspective, the communication is so critical. And then, when you can have the person who is being succeeded, really be the champion of the successor and mean it, and mean it for the long haul, which is very different from his past experience at Thomas Nelson, that goes a long way to making this work. And I think finding that balance of being the cheerleader, but not interfering in a way that undermines that leadership. I mean, that takes a lot of sophistication and maturity. And thankfully, he's done a great job of that.

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Michael Hyatt: Can I just say something, Carey, related to that? You know, I think my view of leadership has had to evolve. And I think early in my career, and this was back when, you know, Peter Drucker was like the biggest name in leadership and management. But everything was sort of framed up as management. You know, not even leadership; management. And that was kind of the command and control model, you know, monitor and correct, and all the rest. And then there were other people that came along. Maybe Jim Collins, maybe John Maxwell, that talked about leadership, Seth Godin, the difference between management leadership. And so I moved into that. You know, being sort of that visionary leader that could articulate the destination, and inspire the team, and get everybody aligned, and get them to execute, move towards that. But I really think there's a stage above that, and it's being a coach.

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And I think that to be able to coach the leaders on your team, and I think that there are a lot of leaders that if people aren't performing, they say, well, get somebody else, and they go through a lot of people. But the real superpower, I think the thing to develop that takes you to the next level as the leader, is when you can take sort of the raw material of humanity that walks in your front door to work in your

company, or your church, or organization, and develop that. And to me, fundamentally, that is an issue of stewardship. You know, for me, being a steward means that first of all, everything is on loan from God, and ultimately, I will return it to him, everything is temporary. But the key is, I've got to return it in better shape than I found it.

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And so that requires coaching. It requires personal development, and that's so much more economically viable. It's a lot cheaper, and better, to do that than just keep running through people hoping that you find that unicorn that can do everything right. And so often, when you fire one person and hire somebody else, you're basically just trading one set of problems for another set of problems, but you develop people and see yourself as a coach, it's a big deal. I really see that as parenting too. You know, I saw that the goal of parenting was to de-parent. To get my children able to survive and thrive in a world without my constant involvement. And that meant that I had to progressively let go. And so now I see myself with my kids, Megan you can tell me if this is right or not, but I'd like to think that I'm more of a trusted advisor, and friend, and coach.

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You know, I can no longer command and control or get them to do what I want or correct them. I don't try to do that. They've got their own lives. But I'm a coach, and I have to treat them with the same respect and dignity that I treat my coaching clients.

Carey Nieuwhof: Yeah. I appreciate you saying that. And I think that's very true. Although I think every founder and every former CEO, Lead Pastor, has opinions. It's not like, okay, here's the magic day where all of a sudden, I'm the founder, and you're the CEO, and your brain turns off, and you no longer thing think about the company, you no longer have opinions. And that's one of the hardest things to navigate. It looks like it's gone quite well.

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But what do you do in those moments, where you're thinking, Mike, Okay, I'm not sure Megan's making the right call, or if our company only did this like I see this opportunity nobody else sees," but you're like, yeah that's not my job right now. First of all can you relate to that? And secondly, what goes on inside you to modulate that?

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Michael Hyatt: Well, I'm enormously opinionated. And that, coupled with a lot of experience, is a dangerous combination. But I think that's where you really have to be self-aware in your thinking, and apply some humility, and realize that there's more than one way to accomplish something. And maybe Megan will do something that's not the way I would do it.

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But that doesn't mean it's the wrong way. It's just a different way and as long as she gets the result, I don't care. So I kind of have to have the self-talk to myself. That look, how she gets it done is her business. I'm holding her accountable for the results. And if I intervene at every juncture, or I insist on my way, then all of a sudden, we have two Skippers on the boat, and who's going to be responsible if it doesn't work? And so I'd rather have one person responsible, and I think of myself almost as reporting to her, you know, in a sense. I don't want to do things in the company without her permission. So I think that the humility part is a big part of that. Be humble enough to realize that there's more than one way to get to the destination, than the way that worked for you, in probably a different context, a long time ago, it may not work today.

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Carey Nieuwhof: Megan, what's your take on that? I'm sure you have things you want to say as well that probably are not appropriate.

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Megan Hyatt Miller: Yeah. Well first of all, because our communication is good, I can say to him, like he got involved in something recently that felt like it was gonna be a good thing for him, it was something operational. But he was gonna be, you know, helpful with at the beginning. And then as time went on, I realised, oh, this is not helpful. This is actually unintentionally, like he and I weren't necessarily conscious of it, but it was undermining some other people that actually had responsibility for this project. And he just had a unique expertise in this area. And so it was like, great, this will be awesome. And I had to go to him last week and say, you know, dad, I've been thinking about this, and these issues have come up, and I've got to ask you to step back from this now. Not because you don't know what you're doing. You do.

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But because of who you are, it's actually too much power. Like it's too much horsepower here, and it takes power away from the other people in a way that's

disempowering, and ultimately, is going to undermine what we're committed to with this project. And I knew that he and I were aligned on that the outcome that we wanted, and you know, that doesn't happen very often, but I've had to do it a few times, to just say, hey, I don't think this is working like what we thought, or like what you hoped it would. And so I need you to take your opinion outside on this one. And on the other hand, I try to be good about asking for his input and feedback where I know it's going to be useful. And to me, the difference-maker is where those opinions, or where that feedback happens. If it happens in a one-on-one conversation with us, it's great. There's no problem. Like, he doesn't come to our executive team meetings anymore, but if he did, or if you were in some context where I had my executive team, and he and I are both there, and he disagrees with me and proposes a totally different solution in front of them, and now they have to choose, who are we going to go with, that would be a really bad setup. And thankfully, that's not happening, but I think those would be some real pitfalls. It's not so much what you contribute, it's where and how you do it, and I think that that can make all the difference.

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Carey Nieuwhof: Michael, what's your role in the company right now? How would you define it?

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Michael Hyatt: Well I think, first of all, content creation, content delivery, and then some limited coaching. So I have a few clients that I work with and we have a quarterly group coaching program called Business Accelerator, also includes one on one coaching, and so I'll usually speak at that quarterly coaching intensive, is what we call it, and then I do a little bit of coaching with one on one clients. But yeah, it's very defined. And we have a whole framework for that called the Freedom Compass where your passion and your proficiency come together, we call that your desire zone. And it's really good if everybody in the company knows what their desire zone is, so they can stay in their lane.

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And our theory is, or our premise is, that we do our best work when those two things are aligned. And so I know what my lane is, and if it's something else that I'm getting out of my lane, then I won't do it unless I'm invited to do it by somebody else. I may offer but we're often, as founders, unconscious of this authority that we carry. And so I'll have to remind people that look, what I'm suggesting to you right now, I'm not speaking as a Founder. I'm speaking as a peer, and I'm just throwing an idea

out there, and it won't hurt my feelings if you guys think this is bad, because honestly, I have 10 ideas a day and 9 of them don't survive 24 hours with me. I'm cold in 24 hours, so if the team activated on every idea I threw out, and if I didn't exercise some discipline in keeping some of those things to myself and let them marinate for a while, the team would just be going off in a thousand different directions and, I know that. So again, I just want Megan to lead. I don't want anyone to ever wonder who's, in charge because that's her.

Carey Nieuwhof: Any final advice on succession for leaders who are listening, who may be in your shoes, Michael ,or your shoes Megan, because it goes both ways.

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Megan Hyatt Miller: Yeah, I think you've got to talk about it, you know? And if you're in my seat, that's difficult if the other person doesn't want to talk about it. Which we have heard from so many of our clients, and others kind of in our world, that oftentimes what happens is the founder doesn't want to talk about it. I can think of a situation right now that's like this, where everybody knows but the founder, it's time to move on. But he doesn't have a vision of his future that's bigger and more exciting than what he would be leaving behind, and consequently, just doesn't have the courage to make that jump because it's a perceived loss instead of a perceived gain. And so I think that's a big thing on the Founder side. But the conversations, the more candid, the more open they are, the better. And then those need to continue through the transition, and depending on what the nature of the relationship is, if the founder is still the owner, then probably need to continue afterward, you know, and I think that has been our secret to success is really open communication and a lot of trust.

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Michael Hyatt: My advice, and I do give this to founders many times is, Dan Sullivan says, “you’ve got to make your future bigger than your past.”

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Another way to say it is that your current behavior is going to be either informed by a memory of the past, or a vision of the future. And so, initially, when we started talking about succession, I was all for it because of all the reasons I shared about Thomas Nelson, my negative experience. But then, as I began to reflect on it, I kind of got scared, and I thought, wait a second, what am I going to be giving up?

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And so I was totally focused on the past, what I was going to be losing, and it wasn't till I pivoted to the future and ask myself, the question of, what is this going to make possible for me in the future so that I can make even a bigger, better contribution the future, because I really don't believe that it's helpful if we think our best days are behind us.

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You know, I think that if we're still on Earth, if we're still breathing, God's not done, and, in fact, our most important work may still be ahead of us. So once I made that pivot and started to embrace that, and it got really practical because I listed on a piece of paper, I just said, look, you know, what is this going to make possible for me? I went through the exercise, I took about an hour and I wrote down all the things, then I was excited about it. And in fact, Megan didn't say this part of the story, but I had taken a 90-day sabbatical kind of to stress-test the company and just see how it would do without me and let Megan run it, but I did that exercise, and when I came out of that exercise I called Megan and I said, let's move the timetable up a year. You're ready, I'm ready, I'm ready to get on to the next thing, and you're ready to take the reins, so let's do it. She said yes, so we did it.

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Carey Nieuwhof: Some good practices here. Well, I do want to spend some time on your new book. Mind Your Mindset. It's about the science that shows success starts with your thinking, and kind of, if you look at what you do, what I do, what a lot of people who listen to this podcast do, we're our heads. We basically live by our words. What do you do? You have physical products, the whole thing with what used to be the Michael Hyatt and Company. Now Full Focus. I mean, yeah. You have physical products, but really, you're playing with your brain. You're playing with your imagination. So it's our greatest tool and also our greatest enemy. And I was just reading today like, you look at mental health stats now, particularly with Gen Z, it's off the charts. So, let's start here. Why did you pick this subject?

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Megan Hyatt Miller: Well, I think in a way it's the prequel to all of our other work. So much of what we are coming to people with, particularly people who consider themselves to be growth-minded. And they probably got too much on their plate but they have big things that they want to accomplish.

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What we're proposing, whether we're talking about productivity strategies, or leadership strategies, or goal achievement strategies, or strategies for small business owners, are a paradigm shift, you know? We're basically saying you can do this thing that seems impossible if you do it this way. And in order for people to even open their mind to that this idea of, for example, the double win, winning at work and succeeding at life, and not choosing between your professional success and your personal success.

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That requires a certain mindset, and it requires a certain awareness of what's happening in your own head, if you're going to ultimately get a very different kind of result. Because what we know about the brain is that what we believe, the stories that we're telling ourselves, we call them narratives, in Mind Your Mindset, really kind of predispose our brain to a certain set of actions, which ultimately lead to the results that we're getting in our life. And so if you don't like the results you have, for example, you're working too much or something in your business, or your ministry, or your organization, isn't going the way you like. All of us are wired, especially in a Western culture. If you're an achiever at all, just action, right? What different actions do I need to take?

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The problem is, those actions come from our thoughts. And so the real secret to success is having intentional thoughts that queue your brain up to find the kind of solutions that ultimately are going to lead to the results you want. And so we felt like we needed to kind of back up a few steps and take people back to the beginning upstream so that they could really change their mindset to really implement the strategies that we teach most effectively.

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Carey Nieuwhof: How has mindset shown up as a significant factor in each of your lives, Michael for you? We touched on it a little bit. There was that huge paradigm shift, but I'm sure it never stops. Like you're always retraining your mind. So give us a couple of examples of how this would be a regular moment for you in your life, an old mindset, new mindset?

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Michael Hyatt: Well, I would say that first of all being self-aware as a leader about our thinking is most of the game, because you're thinking is 90% of the results you get. And so whenever I'm getting a result that I don't want, I go back to my thinking.

So this could have been a whole thing we talked about, but I had a heart attack in September of last year.

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Carey Nieuwhof: I'm so sorry to hear that. And so happy to see you're doing. Well, I remember well, thank you heard that.

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Michael Hyatt: Yeah, it was like most adversities in life. It turned out being a gift, you know. It's like, thankfully I survived it, but I went through rehab. So cardiac rehab is a thing that you have to do when you go through a cardiac event like that. You got to get your strength back and monitored exercise, make sure you don't kill yourself, and try to get better. And so, I remember in the first cardiac rehab session, we did exercise. And then we got in a room, and there was an educational component, and the nurse that was leading it, the first thing she said was, "What does your heart attack mean to you?" Great question. And I as a coach, I loved it. So the guy right across from me said, "Well it means a) my best days are over, b) I'm on the downhill side, and I don't know if it's gonna be short or it's going to be long, but basically, I'm going to be going downhill from here to the end." And I thought, wow.

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And so, I had the good fortune of my doctor saying to me, when I was in the hospital, he said, "Look, I know how you've taken care of yourself. You been really vigilant about your nutrition and your exercise, and this was a genetic thing that was kind of out of the blue, but it's going to be really easy for you to focus on the past.

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The land of coulda, woulda, shoulda. You should have done this. You could have done that, but that's the past. You can't change it." He said, "This is like a reboot. You're going to be in better health twelve months from now than you've ever been in your life. Because you've got these blockages cleared up. You know, you're going to be reinvigorated. I can't wait to see what you do next." So that has huge implications. That mindset vs the patient that was sitting across the table from me. Because if you really feel like that a decline is inevitable. Why even try? Why even exercise? Who cares what you eat? But on my side of it with my doctor coaching me, I felt like my whole future's in front of me. I've gotta take care of myself. You know, I still want to accomplish big things in the world. So it's those little moments to be self-aware of that thinking. And one of the ways with my coaching clients I try to access it, I listened to their language.

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Their language will reveal their thinking. And so if somebody says to me, for example, “Well, I’m just not good with technology,” well, that’s a story that they’ve told themselves probably based on a limited fact set, and so I’ll just repeat it back to them. “You just said, you’re not good with technology. Is that helpful?”

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You know, just to try to unpack that with them where they can take that sort of limiting belief and transform it into a liberating truth. They may not be good with technology, but the truth is they can learn technology. They can grow in their awareness of technology. And so, you know, it’s those kinds of everyday shifts when you’re not getting the result or when you think there’s a barrier.

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More often than not, it’s only in your head. And I never say that because it sounds a little bit condescending, but often it’s in our heads. And if we can clear that up, we can get a breakthrough.

Carey Nieuwhof: Well, the book is so much more than that. But I remember when the pandemic hit and you know, a lot of us, I do a lot of speaking, and I had 100,000 miles of trips lined up for 2020, and the world shuts down. Literally, en route to Australia, I was two days away from flying out to Australia for a cross-country speaking tour. World shuts down, and you’ve talked about this for years, Michael. And I believe it’s in the book because I think I saw it there. It’s the question, “What does this make possible?” I just went back to that, and I gave you a credit, shared it with leaders.

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What does this make possible? Because one way you can say, wow, I just lost all this money. I lost all these opportunities. I had a book launching later the next year. Wow. This is a disaster. Or, and you know what we did, we thought of some new things. And within a week we had replaced the revenue I lost. And we had the best year we ever had, to date. It was incredible. But it’s all question asking. For you, Megan, how has this shown up in your own life, your mindset, negative vs. positive. And again,, I want to be careful with cliches, because what you’re writing, and what you’re arguing. I said to you, there’s a lot of mindset books. I get a lot of books sent to me. Yours has actual really helpful research in it. So congratulations. Take it where you want, but how has this impacted your life?

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Megan Hyatt Miller: Well, that was really important to us, because we had experienced the same thing. This is a topic that matters a lot to us and has been very personally impactful, but a lot of what has been written is not rooted in the science. And it turns out there is actually great science to support mindset. That this is not some kind of woo-woo practice. What we now know about the brain confirms what many people have thought all along. And so that's exciting to me. So thank you for pointing that out. I think one of the biggest things with this topic of mindset, is this awareness that my dad was talking about between, there's what happens in our lives, that could be in a police report or a medical report, truly the facts that anybody off the street would agree on, and then there's what we say about what happened and that's the narrative part, or the story part, that our brain layers on top to make sense of what we've experienced, because our brain is a meaning maker, it like certainty, and it likes to understand what happens, because it would rather have any answer, even if it's wrong, than no answer at all.

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It does not like liminal space. In my own story, when I was probably 16 or 17 years old, I was in high school and I was watching a friend deliver a presentation in front of the class.

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And she became overwhelmed with anxiety, kind of a panic attack, I think.

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Mid-presentation and ran out of the room, the auditorium into the bathroom and I found her in there kind of curled up in the fetal position, crying and just totally humiliated.

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And so, you know what happened is, she had an anxiety attack. She ran out of the room.

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My brain, unconsciously, and this is kind of how these stories tend to burrow themselves in our brain. My brain said, ooh, speaking is dangerous. Speaking could lead to total humiliation. You could lose control of your body. You should avoid this at all costs. Now, I wasn't conscious of that happening, but over time, what became

the actions that followed, or to avoid speaking. No matter if it was literally speaking in front of a crowd or it got to the place where even my small group Bible study, I didn't want to read passages of Scripture out loud because I was so uncomfortable with my voice out loud. I mean, it really became kind of absurd. And so this is now, you know, in my twenties, and then my thirties, a lot of professional opportunities, I just passed on. It's like, "We need you to make this presentation to the board." Well let's let this guy do it instead. You know, I think I've got some other stuff that day or whatever.

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Just really undercutting myself all along the way, and finally, fast forward to my time here at Full Focus. I think I was the CEO at this point already. And my team came to me and they said, "it's the funniest thing, you know, we wanted this big conference this summer and we never had you keynote, I don't know why, but we just never had you keynote" And I'm thinking, this is my worst nightmare, you know, speaking in public and this person's telling me, we're probably going to have about 800 people at this event. It's going to be amazing. And I'm just like oh my gosh. And so that was my fork-in-the-road moment. I ended up on the phone or rather texting, a friend who's a speech coach.

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And just saying, "I'm not willing to live small to play small anymore. I've got to confront this story. I've got to look it in the eye, and if it kills me, I'm going to get on that stage in front of 800 people in at least not die." You know, that was my low-bar moment. And so I had about six weeks of preparation before the event. I hired a speech coach, an anxiety coach, a life coach. I had medication for anxiety for my doctor, but I was determined. And I literally rewrote the story of what speaking meant, and what it would be like to step on stage, and it wasn't like I'm a TEDx speaker, you know, that's not what I was saying to myself. It was things like, you know, "I deserve to take up space on the stage and I have something important to say to the people that will be there, and they need to hear what I have to say, and I'm going to connect with them," you know? I was just literally rewriting it and I read it every day for six weeks.

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Soundcheck the day before, I had a total panic attack, like literally a panic attack, hyperventilated. The next day was the day to do the event. Got up in front of eight hundred people, it was awesome. I loved it. I had a great time. That was gorilla mindset work is what that was, because I had this story that told me to feel very true

that this speaking thing was dangerous. And I knew that I wasn't gonna be able to continue with my career unless I faced that demon. And finally, overcame it. And so, I worked on the story. And you know, now in some version or another, I speak all the time. And I'm so thankful for these tools that we really talk about in Mind Your Mindset, because it changed my life.

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Carey Nieuwhof: The stories we tell ourselves are pretty incredible, huh? And if we took that internal narrative, and just put it out there for people to see, we'd say wow. Who told you that stuff? Like you have terrible friends. You need new friends. Like no, wait a minute, that was me. You do make the link, and I appreciate the research in it, between how we think, neuroplasticity, and future outcomes. Can you tell us? Because we've learned so much about the brain in the last 25 years. Stuff nobody knew, the way God wired us, I think we're all coming from a faith perspective on that. What is it about how we think, neuroplasticity, and talk to the 60-year-old leader who's like "too late for me." That guy I had at rehab, you know, how do you tell a guy like him, who's basically waiting to die, that he's got to change his mindset because there is neuroplasticity, right?

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Michael Hyatt: Absolutely. I mean we've got billions of neurons in our brain with trillions of connections, in fact, part of the research we have in the book is that we have more connections between our ears being than the entire world wide web. And there are a lot of different ways to connect those neurons together. But we've all heard this phrase, that the neurons that fire together wire together. And so, what happens is, as we make stories and as we repeat those stories then it's like a groove being cut in a record. For those of you who remember, or are into vinyl records, it just cuts that groove deeper, and deeper and deeper.

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So in order to rewire your brain, you've got to have new neural connections. And as you said, Carey, the the brain is wonderfully plastic, which means it's moldable. It's shapeable. We can think new thoughts. We can take those thoughts like Megan had where speaking is dangerous, and you can cut a new groove, where it means to you now, speaking is an opportunity, you know, speaking is an opportunity to contribute, to make a difference, to put a dent in the universe, so to speak. So, I think that that's what we've got to realize about the brain. And God has made us, you know, wonderful in that way, we are fearfully and wonderfully made. And one of the things that's fearful and wonderful is our brain, because there's so much capacity.

And for anybody who's studied it, we're just scraping the surface of what's possible. But that rewiring can really happen. And part of the book in Mind Your Mindset that we try to do is to provide the practical tools to enable people to, first of all, identify those neural pathways.

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And then to be able to cut a new neural pathway that better serves what they're about and what they're trying to accomplish in the world.

Megan Hyatt Miller: What I love about getting clear on what are the stories you're telling, and that's really step one in Mind Your Mindset is identify the story that you're telling, is that we don't ask you to just leap frog to kind of telling some rah-rah affirmation story, like I'm a TEDx speaker, you know, if you're afraid of speaking, like I was. Because your brain is going to miss that. Your brain is going to say yeah right. So step two in our process is to interrogate the story. And this is one of those things that most of us were never taught to do. We probably haven't seen somebody else do, but to identify, here's the story I'm telling, and then start to loosen the connective tissue between what were the facts, versus my interpretation or my story about the facts, and what else could be true? What might other people think, what might somebody else in a very similar situation have come to believe that would be different than this? And you kind of have to prime your brain to be prepared to accept the final step of our work, which is to imagine a better story.

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So that when you give that to your brain, and you work to cut those grooves, build those new neural pathways, it's not immediately rejected because it seems like such a jump. And so for those of you who are skeptics who are listening and you know you're thinking yeah well I just can't tell myself how great I am, and I'll believe that. That's right.

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You kind of have to go through a process of loosening up those connections between the facts and the fiction before you can ultimately adopt something better, but then it really is possible. And you can actually train that storytelling mechanism in your brain, which we call in Mind Your Mindset, the narrator.

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You really can train that narrator in a way. I just got a new puppy two days ago. And, you know, I'm working with that puppy on all of his obedience commands that he

learned at the trainer, because we just want to reinforce those pathways, and our brains are very similar to that.

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Carey Nieuwhof: So is it a little bit like, I've heard it described as discovering the lie. So for example, part of my workaholism was a performance addiction and Michael, you touched on it like, yeah, you get respect and raises at work, and at home, it's "take out the trash." Right? So it's easier to keep working. It's easier to do that kind of thing and home is obviously a lot better than that. But it's easy to fall into that trap. And for me, I had to understand, and this was so helpful for me, that when I was young, I confused performance with love. That when I do well, I am loved. And of course, that wasn't true. My parents didn't really operate that way, God doesn't operate that way. My faith doesn't operate that way. My marriage doesn't, but I had misdiagnosed how that works. Once I untangled that, and that was counseling and therapy, it became much easier to say, "I can close the laptop, I can take a day off. I need a hobby." Is it similar to that, or nuance it. Feel free to take it in whatever road you want.

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Megan Hyatt Miller: I love that because I think that what great therapy does, and a great coach will do, whether it's a life coach, or business coach, or some combination of the two, is they really act as interrogators of our narratives. And they help us, we talked about this in Mind Your Mindset, that sometimes there are new thoughts that we can't think for ourselves, you know, because of our history, often times these lies, as you describe them, get kind of born out of trauma or loss or some kind of pain. And so they feel very true, and that's where we can use other people. And sometimes this is a friend, or a spouse even, but somebody outside of ourselves can see the lies that we're telling ourselves in ways that are difficult to see ourselves.

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They feel so true. And I think thinking about it like 'lies' is helpful, because those are oftentimes the most insidious and the most powerful in terms of directing our behavior that ultimately drives a results were getting

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Michael Hyatt: And sometimes it's a little shift, Carey. For example, I can remember, this is probably about 10 years ago. I had just started the company and I really wanted to be out speaking. That was primarily the way I was driving cash flow and so I had just sat down on an airplane and we were still at the gate and a friend of

mine called, and he said, "Hey what are you doing?" And I said, "Well, I have to go to San Diego, to give a speech." And this is where my friend interrogated my response, and our language is access to our thinking. And so, he said, "Wait a second, you just said you have to go to San Diego to give a speech?" He said, "It seems to me like you get to go to San Diego. Because San Diego's amazing. Number one and number two, this is what you said you wanted to do all your life. You're living your dream so you don't have to go anywhere. Nobody held a gun to your head. You get to go." Well, now whenever I'm faced was something that I chose, I say, I get to, and that little shift, one word, makes all the difference in how I approach it.

Carey Nieuwhof: That's another Michael Hyatt-ism I have adopted and give you credit for often, because I'll hear people that are close to me. Say oh, we have to go to so and so's house for Thanksgiving, or whatever I'm like. No. You don't. You get to go, or at least you chose, right? You chose to go, you made that decision, own it. And if you find yourself in a place going, "I have to go."

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It really surrenders agency to everybody else, right? It's like actually you made that decision. Maybe right now. You're not enjoying it. I get to go feels like a stretch. Maybe you need to re-evaluate your criteria. Right? So good. Hey, anything else you want to say on mindset before we wrap up? I would encourage people, it's a great book. Congratulations.

Megan Hyatt Miller: Thank you.

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Michael Hyatt: I think if you're struggling in any area of your life, where you're not getting the results you want, whether it's your health, your marriage, your business, your ministry, any other area. I think the first place to look is, how am I thinking about this? What is the story that I'm telling myself about this, and interrogate that story, and see if you could imagine a better story, because the story is going to inform the actions, and the actions will deliver the results. So you've got to get upstream to the thinking if you're going to make a meaningful change in the results.

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Carey Nieuwhof: Megan, anything else?

Megan Hyatt Miller: I think this can be the difference maker for people, you know, I think that if you're an achiever of any type, you probably are used to the brute force method of just double down and work harder, and that's the secret. And oftentimes

the real secret is to go further upstream and that can be a lot easier and a lot more profound in its impact. And this is an amazing tool to have in your toolbox, especially if you're a leader.

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Carey Nieuwhof: So the book is called Mind Your Mindset, widely available everywhere, and where can people track with you each these days, and Full Focus online?

Michael Hyatt: Our site is fullfocus.co and you can find everything, we have two different podcasts that our company does, we've got blog posts, we've got our courses, we've got the books, we've got our coaching program, everything is right there.

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Carey Nieuwhof: That's great. Thank you both so much.

Megan Hyatt Miller: Thanks for having us, Carey.

Carey Nieuwhof: I really appreciated the vulnerability and the emotion and the rawness of that conversation. Michael. Thank you so much, Megan. Thank you so much. And it's a joy to see father and daughter working together. So well.

So if you want more on this, because there was a lot that we shared, I would love you to check out the show notes. They're free. You can go to careynieuwhof.com/episode571. You'll find them there along with the transcripts and everything we talked about. I use show notes a lot from my favorite podcasts and I'm always checking out what the guests are talking about. And I know you enjoy doing that as well. Also if you enjoyed this episode, please leave a rating and review wherever you listen. And if you'd be so kind, share it on social ,text it to a friend, get the word out there. The more you share, well, that gives us permission to keep doing this day after day after day. And we love doing it.

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Well, I love talking to founders, I really enjoyed that next time. We've got Mike Evans. He is the co-founder of GrubHub and we have a fantastic conversation about startup life, a two billion dollar IPO, biking across the country, and a whole lot more. Here's an excerpt.

Mike Evans: And this is probably true with any business that's innovating, not just startups. It's experimental by Nature. If you never fail, if you never hit a dead end, then you're not innovating, you have to try things that you're not sure are going to work, but that you kind of have a gut feeling that probably will work, And you're wrong sometimes. And so, the dead ends are not, I don't look at them as failures or things that I wish you could go back and try again or do differently, because the path from Point A to Point B for an innovative product is never straight. It's a drunken stumble. And so you have to be willing to fail. And you have to be willing to abandon the failures as well, when you realize that they're not working.

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Carey Nieuwhof: That's next time on the podcast. Also coming up, Horst Shulze and Seth Godin. I've got Henry Cloud coming back. Katelyn Beaty, she's gonna kick off a mini-series for us, by the way. Paula Faris is going to be on the podcast,, John Acuff, Richard Foster, and Judah and Chelsea Smith, and a whole lot more. I'm very excited for what's ahead on the show. And, I want to thank you so much for listening. Hey, if you have any interest in moving beyond the podcast, I'd love to meet you on my weekly newsletter. Every Friday I send out a short email, easy to subscribe, also easy to unsubscribe, so you can just check it out. Try it out and go to ontherisenewsletter.com to subscribe for free. We send that out to over 85,000 church leaders every Friday. And here's what you'll get; you'll get a summary of the most interesting, curious, and I hope helpful things that I've read in that past week. It covers the gamut. I do everything from photography to preaching to stats, to AI, to whatever. Is on on my mind. If I think it'll be helpful to you, I share it with you. And maybe I will introduce you to a few new voices and a few new perspectives. You can check it out at ontherisenewsletter.com, again, easy to subscribe and if it's not for you, that's okay. You can unsubscribe, too. So check it out and visit me over there ontherisenewsletter.com, thank you so much for listening. I hope today's episode helped you identify and break a growth barrier that you're facing.