

Eliminate Fear in the Workplace | Ryan Holiday Podcast

Self-awareness So this is the one that I'm passionate about Like for me so much has worked for me because I understand myself in space strength weaknesses And also when you deploy empathy with self-awareness by the way being Gary V is all based on this Like I'm aware why somebody be like fuck this dude I'm empathetic to that I get all of it It makes it palpable Here's actually talk about something that's powerful My greatest fear was to create fear in my companies I hate fear You don't want a culture of fear in the business and that's what I think everybody does And I didn't want to rule by fear because I know it's kind of paranoid survive and my dad ruled by fear So I became very visceral to it Um when I had to wake up four or five years ago and finally the subconscious became the conscious and I realized that my lack of candor actually was creating a ton of fear at Vader media because people didn't know where they stood and you would have were telling people what they wanted to hear You're you're avoiding things No I think I was massaging I was trying to coach it through in a different way I would I didn't care about money creates politics right Because people are like we're not getting the truth we gotta do this correct side act correct And more importantly pandering to me because I'm the ruler right And so when I really had that that was a really dark moment for me in my career because when you realize the thing you most didn't want to do was happening And so then I had to market to myself I was like Candor doesn't work for me and literally chipped away at it And when the word kind went in front of it it's been wild And by the way the last 18 24 months where my game has gone from a 10 out of 100 to call it maybe I'm a 60 out of 100 right now that 50 has been monumental in my business success And so that motivated me to say fuck I can't believe how much of an impact this is having because I had a lot of things going for me But man just this one What happens if I actually get people to truly just deploy accountability because everybody that is listening right now has worked with somebody who just blames people for everything It just is with the way it is And like if you make that change everybody around you will adjust very quickly right Um Patience I've come to learn was so easy for me and is like impossible for everybody Mainly This is how I got down the path mainly because I didn't realize how many people valued other people's opinions So of course you want to be successful at 25 You wanna show your mom you wanna show your friends you wanna show the world of course you're lacking patience You want BMW you want a Rolex you want a

blue check mark you want a million followers you wanna be an entrepreneur and all this bad behavior happened in the last decade because of it Well I think it's important to point out how they interrelate with each other because this is so when people hear accountability or humility or candor in isolation they're OK But you can they can also turn into problems right So for the stoics when we're talking courage temperance justice wisdom courage for an unjust cause or a stupid cause right Doesn't work patience for something that isn't working If you're not holding yourself accountable to the patients or you're you're not being empathetic they all interrelated What about this one Because this one is number two no gratitude is everything Gratitude is number one on this list and back for a reason every day is good Of course you're alive you're alive Nobody died You're a black swan of black Swans We should not exist 800 That's right 400 trillion a 1 850 million people on earth do not have access to clean water The fuck Am I upset about this meeting Getting canceled and and how how much would you have killed to be in the position you are in right now and take for granted right Like we would be the Stokes talk about how if we lost what we have we would be devastated and if we saw someone else with what we have five years earlier we'd be insanely jealous of them And then we'd sit around going like being unhappy with what we have It's insane Yeah So no but no self self aware So this is the one that that I'm passionate about Like for me so much has worked for me because I understand myself in space strength weaknesses And also when you deploy empathy with self-awareness by the way being Gary V is all based on this like I'm aware why somebody would be like fuck this dude I'm empathetic to that I get all of it It makes it palpable to me This is why ego is so dangerous right You can't make stuff for other people whether it's art or products Like when you think about Kanye West or Steve Jobs we think of them as egotistical people Not at all They couldn't have been while they were making because it was rooted not just in empathy for other people but an understanding of what where 100% the reverse engineering the consumer they may be audacious they may be aggressive they may be they listen I do it They may enjoy the communication of what they're up to in your face But Muhammad Ali and Babe Ruth did the same thing and people were mad at them until they weren't like like it's not super complicated Like if you're good enough to call your shots So how do you cultivate self-awareness then That's the that's the paradox Well what was funny about this book And I appreciate you reading it You saw I actually took a real stab at it Like I really sat there and said OK great I can put these 13 things down and

what Enjoy yourself right So I did these exercises I I really tried to create this thing that I've replicate because it's been asked of me a lot through the years and the game I won with some people more inner circle occasional fans is sit down 3 to 4 people that are closest to you in the world have a Kumbaya for two hours and eliminate all fear from them on giving you the truth and then create an anonymous structure for them to tell you your strengths and weaknesses And then whatever fe like once you start playing with that whatever is uh resonating or not resonating you start double clicking into right You start challenging yourself to be uncomfortable like like to me uh can I actually I'm gonna go very vulnerable here The candor thing happened very simply I went in saw an interaction between two former employees on some social network and they didn't like me and I love them And I went to bat for them for a long time and I entitled them I over coddled them because I wasn't able to give them feedback And then I got to my wits end and I fired them and I'm the bad guy and I sat there and I said I am a man who long ago became fulfilled financially fucking \$100,000 That was it it all changed after that Not another time in my life has anything felt like anything extra from there All extra from that little of a number Ok It's incredibly nice That's why I've been so happy I'm a man that's not motivated by that I care about how many people show up to my funeral I've got all these things going on I'm talking all these things and why are these two wonderful people who had plenty of love for me at one point Why are they sitting here having a combo shitting on me I'm like it's I'm doing I I pushed myself further I'm like I've got a flaw and I'm gonna fucking fix it and I knew what it was but I didn't couldn't like get it to your you know you can't get it to your fucking tongue I'm like it's fucking candor Fuck And then I started going down Why do I hate it so much And I go into my mom doesn't have it She's my hero She raised me Then I look my dad has it But the way he delivered it was so negative Everybody hated my dad that worked for him I overcompensated like I've come to learn that when something's over here you want to go in the middle not over Like but I went I fucking win That's what temperance is The perfect respect So I didn't have the right temperance on it and it became my half and I'm excited to talk about it and it's so crazy because it is my strength as a public figure I love your no bullshit Like it's like it's all I get And it's because the context of the setting speaking into the ether piece of cake speaking to Sally who I know like has a sick kid fuck me and the over empathy and over com you know compassion and the old sympathy which are nice things I went too far I couldn't find my temperance

you know No that makes sense I'm in this writer's group Uh like James Clear Mark Manson we get together once a year we sit around and everyone gets to talk We we all take turns we get to talk about the person as if they're not in the room and they can't say anything All they can do is take notes and it's super powerful because you get to see how people you actually care about Not just random people on the internet or whatever about you and your like everyone's caught good candor and and but because they are in the room you're still going to be kind Right And so you can't go all the way there right But you can you can plant the seed of what they can take back and go you know what they're right I am doing too much of this or not enough of this or why am I being held back here And then you take take that back and you work on it You it's ironic because we're talking about self awareness But one of the best ways to get it is from other people I would say a spouse being the primary way because they know you better than anyone And uh they can also speak to you the most directly I think that it is just a big goddamn deal and all of this is and it's really time that we actually talk about it as like the like the alternate title to this is the Soft Skills are hard That'd be a good title Thank you You know And so that to me is what Um Right because it's a double cut right Oh Fuck Anyway I uh I'm just ready for this because I know it to be true I know it to be true Of course you can build an empire by not being nice A lot of them are that way of course But if you're on the other side of reading it wouldn't it be nice to enjoy it Like have you met the 70 year old Titans that did it the other way They're just like they're just that person's fucking life blows Like I love that You put these people on a pedestal they're not happy they're not as happy as you think Like for real No no it's uh you would if you actually knew what it was like in their head you would not trade places with them for all the money in the world It's why I always get crazy about that I'd rather cry in my Ferrari than but like how about not crying How about smiling in your fucking whatever for or you're jealous of this person who's traveling on a private jet to some exotic What what if you had a life that you didn't need to run away from Right Like like what are we talking about Like yeah All right A couple more quick Riffs Mark Crius says uh strict with yourself tolerant with others How do you like that a lot Yes I would actually argue that that's where I need to find a little bit of balance My strictness with me is such a healthy one and my tolerance with others may be too extreme back to lack of candor I'm trying to get a little better coddling entitlement Um but my strictness with me is really cool Uh it's not like I eat a five or wake up at it's it's this ability to not compromise

on a couple of things And the biggest one is kindness Yeah Or it's like if you're driven and ambitious you work 15 hours a day it can be really easy to just expect that from other people One of my favorite videos you're talking to someone they're like you're like the other people they're not owners of the business You can't expect what you expect of yourself of them It's absurd I I once said to somebody I'm like you're talking as if we're talking about slavery like the fuck are you talking about Um Yeah my I have zero expectations of others If I'm being really honest I take it you're always pleasantly surprised Yeah Like and I'm accountable It's like look I mean yeah I I love that and I'm a believer of it Yeah And look it's called self-discipline right Not not you know nothing else A lot about why people point fingers why people have fallen in love with judgment of others And I've come to realize it's because they're practicing on themselves You know my inability to over judge myself is exactly why I don't judge others We're we're holding ourselves up to we're the judge and jury and we're putting ourselves into jails Right Right Like it's nice to have as for I mean I'm ambitious as fuck It's nice to have standards I'm not saying that but like this notion of beating yourself up when you fall short on something that is a standard or an ambition is incredibly unhealthy Well it's like you would never talk to someone else the way that you talk to yourself But what's funny is mine is actually slightly twisted on that I talk to everybody the way I talk to myself which is why I talk so nicely to everybody but that's how you want it right But most a lot of people talk to themselves in a way that they would never tolerate because most people try to prop themselves up by tearing everybody else down Right All right So Mark CRE again uh the best revenge the best way to get even is to not be like them My I think there's something that like that uh My version on revenge is a little bit more like the inability to even care about their action to shrug it off in in a more audacious way Not only shrug it off recognize that you're about to actually stick it to them by not even acknowledging it happened It's it's an extreme version of cutting them out of your ecosystem That's how I've dealt with like people that have done really not nice things or trying to go like it's almost as if it didn't happen It like goes on this nice little shelf I'm like that's nice You can play with yourself in that cocoon of like whatever you feel about me you've now become a energy that is just like not a good use of time and even giving it time and to be frank I've evolved a little bit from that I'm now receiving that energy and kind of deploying really deep sympathy The thought at this point in my life that you want to spend any of your time hurting somebody else's feelings seems outrageously foreign and

really just makes me feel compassionate The ultimate person who suffers from it is them 100 all that we're doing out here is somebody said something to me yesterday I did something kind of cool giving away some stuff and and and they were like kind of asking I was like late I was getting home I was just replying I'm like it's just because I have so much love to give I don't know what to do with it all And I really think that that's that a lot of people live the reverse They have so much pain they're trying to get it out You know for me it's an abundance of love I'm like fuck it Like I don't wanna like what am I like This is like I better do stuff Um I think that's how hate works