Seth: [00:00:00](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=0.09) This meeting is being recorded.

Cody: [00:00:04](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=4.42) Thank you for joining me on this latest episode of the Mindhack podcast. I'm your host, Cody Mclain, and I have a special guest. His name is Seth Braverman hear from you from a company called Xylem design. Welcome to the show stuff.

Seth: [00:00:19](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=19.25) Thanks.

Cody: [00:00:20](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=20.72) So I want it to start just by introducing how we met. I'm wondering if you're able to recall the, the, the day, the event.

Seth: [00:00:30](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=30.69) Yeah, I actually remember looking at her across the shop. We had a bunch of folks in there, about 64 people from all over the world. Really. We had Australia, a few Europeans and Canadians and of course a bunch of, uh, of us Americans. And it was at our wood shop in Fort Collins, Colorado for a lean summit. It was the third year, a annual year of the summit. We're now into the sixth year, I think. But it was the first year it had moved around. And I remember looking across the shop and, and, and looking down and I'm like, man, that guy's got some nice looking shoes. I wonder who that guy is. So that, that's kind of the beginning of it. Uh, I don't remember. We're, um, a whole lot from that, that the tour itself, maybe, you know, you could in a highlight from your perspective exactly what was going on there or why you came.

Cody: [00:01:22](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=82.78) Well, I, I, I was invited, I think just you, you sent me a linkedin message and I was in my head I was just like, why not my step myself? And so you invite me to, to, to speak at this lien summit and I think that the basis of this lean summit that I think your company has been sponsoring for the past six years has been surrounding this, this Kaizen philosophy, right?

Seth: [00:01:44](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=104.61) Yeah. Yeah. So continuous improvement basically would be, if we had to boil it down to one thing, what brings everybody together? Everybody, there were all leaders of their, uh, their own companies and coming to learn from each other and see kind of what we're all about out. The structure of each of these meetings as it moves around the globe is basically let's go to one a one facility where they've been pursuing continuous improvement or Kaizen or lean manufacturing based on the Toyota production system. Let's see how they've applied it. And then let's spend a couple of days connecting and talking to each other about what is and isn't working for us and learn from each other. And so that that first day was simply just touring our factory and seeing what we have going on. And then the next day and a half I think is where a handful of people, including yourself, we're able to share.

Cody: [00:02:31](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=151.49) And can you tell me exactly what Xylem designs does and also what led to you guys creating this lean summit in the first place?

Seth: [00:02:39](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=159.7) Yeah, so we are a display manufacturer. We've been around for about 30 years. We started building display easels and about 10 or 11 years ago, we started getting calls from customers asking if we could build displays for three d art. And so we developed a, what we think is a fairly innovative approach to a commodity, which is a pedestal, a five sided box. And, um, we built a website and that grew and then we started having

Seth: [00:03:08](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=188.32) businesses and you know, Victoria secret and Ugh, different companies coming to us saying, Hey, can you help us with this launch or with this event, with this trade show. And slowly just learning what their pain points were and what their needs were. We developed a standard product line. So what we do is we build displays and engineer from design to build, uh, for trade shows, events and a lot of our collectors as well. And so we're basically a custom fab shop. We have 30 employees, 20 folks working on the floor. And it was about seven years ago that the owner of the company great Gleed just knew that something was missing, knew he wanted to get some more direction and really focus, uh, the operation. And he had a few friends that were starting to pursue this lean manufacturing thing. And, uh, that was kind of the beginning of it. And since then, it's been a pretty radical transformation for the company in terms of, uh, of course profitability, but really more importantly just the culture. And, um, and so yeah, it, it came down or it started ultimately as really a, what's the best way to do business and it's just, it still isn't engaging and exciting and innovating way to approach the business of building.

Cody: [00:04:21](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=261.83) You know, and I, I remember, uh, what was his name again? His name is Glenn.

Seth: [00:04:26](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=266.91) Glenn Bostok was, was our, the owner of our company, Greg Glee Blend Bostok of snap cab. Uh, he grew up, they grew up together and they were both poor a woodworker's together for years, living off Ramen as they would put it. And he was the first one to discover this kaizen thing, um, based on the Toyota production system. And so he was kind of harping, and Greg's here for a couple of years before Greg came across Paul Akers, who wrote a book called two second lean, which basically took a very complex and sometimes scientists think approach to building and made it very human. And it was once that once he got that distillate from, from makers is when it really clicked for him and he was able to actually apply it in his own operation.

Cody: [00:05:11](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=311.44) Hmm. And I definitely want to get into you kaizen on a little bit. There was one thing I remember at that conference is a, I think it was Greg or somebody else who was saying how when you guys actually implemented the Kaizen system that you had a fire, a whole bunch of employees wondering if you

Seth: [00:05:29](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=329.79) kind of what were the circumstances around surrounding that? Yeah, I mean this really brings in the, this idea which you're well familiar with of the growth for static mindset. And so the most important, uh, piece of any company courses, the people and everything else kind of flows from there. And the idea is that a culture will eat ideology for breakfast and the culture, what naturally happens throughout the day based on that group of people being together. So when the owner of a company comes in and says, okay guys, we're going to do everything differently. We've all been asleep and now we're going to wake up and we're going to be a part of this new thing where every single day everybody's expected to continuously improve the process of building pedestals. And so you're naturally going to have a certain percentage of the people that want nothing to do with that.

Seth: [00:06:17](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=377.27) And I think if a, if an owner does it well, they're going to come in and say, hey, as clearly as possible, this is what we're moving toward and this is what the expectation is going to be. And if that's not you, that's totally fine. If that's not what you want, want from a company, uh, this is what we're going to do and we're not going to stop doing it. And so naturally, and you know, it's really been a five or six year project and using the word weeding out is a little derogatory, but that is kind of what I want to use is the word weeding out or the phrase. Um, and some people naturally weed themselves out because like I said, they, they, they know that the expectation, the bar's a little higher. Uh, and, and then other times it's just a matter of trying to coach people, but you can only coach people so far.

Seth: [00:07:01](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=421.63) And, uh, if all you're doing is coaching them and you're not, never actually managing them, then you kind of have a sit down and say, can we just agree that you're miserable here and they should probably move on. And so, you know, there were, there wasn't necessarily any outright firing across the board, but the story you hear over and over from a lot of these companies that decide to adopt a lean production system is that there's just a bunch of people in the company that aren't, that don't have a growth mindset and very simply just aren't going to stick around whether it's of their own choice or the choice of the management.

Cody: [00:07:33](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=453.69) Right? And so the, so the growth versus the fixed mindset, which is from the book mindset like Carol Dweck coined that term is, is you can have somebody who either believes that their skills are not limited and that they can learn and that they can grow outside of the existing bubble of knowledge they already have. Or that you have the opposite view of somebody who believes that we're born with fixed traits and that we can go and get, get outside of that bubble. And so I guess that that would be a challenge whenever you're trying to implement a system that requires employees to actually be a part of the system, to actually improve the system. I know that's a problem that we still continuously have at my company support and then Jeff and difficult to even try and figure out whether they have a growth versus fixed mindset and the recruitment phase. But when you, when you, yeah. Transitioned to a culture that embodied, can kaizen that embodied this, this growth mindset, what were the factors, if you can, if you can think of any that were, that differentiated those employees or any stories?

Seth: [00:08:43](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=523.34) Um, so some of it came automatically or naturally, some of it definitely had to be trained. And the first thing that comes to mind is simply the sense of ownership. We like to say that it's our company is the safest place to be wrong at. And if you look at, you know, the, uh, the Toyota production system or any lean manufacturing system, the idea is that we are trying to make whatever problems are always there as a parent as possible, as quickly as possible. And in a lot of companies, you hide the problems, you hide the screw ups. Uh, for us, we want to make them, uh, yeah, as visible as possible, as quickly as possible so we can deal with them. So it's a very safe place to say, I screwed up or I'm wrong. And that's, that's obviously a piece of it. So once we created that safe space, it's a matter of whether or not people are willing to come along and kind of raise their hand when they screw something up and then say, hey, I need some help figuring out how to deal with this.

Seth: [00:09:37](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=577.65) And a lot of times it just came from just throughout the day, throughout the weeks. Uh, if, if there were continually issues in an area and somebody wasn't willing to own the issues, wasn't wanting to verbalize them, and eventually they take on kind of a victim mentality. Um, and that, that, that is, that would be one, one approach. And to think of other ways that we've dealt with that and Frey phrase the question again, why wasn't, it wasn't the easiest question. I have to be honest with you. Uh, if you want, I am okay to actually go back because I think we see that we're actually talking about what and actually is also getting on even the production system and just sort of explaining how that ties into what Kaizen is. Yeah, I mean, Kaizen, it has a couple of different translations. One of them I like is, um, is that is continuous improvement by everybody every day, everywhere.

Seth: [00:10:39](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=639.09) So everybody in the entire company is expected, not only work within the company but on the company. And we give everybody the first half an hour of the day to work on some improvement. And really is one of the phrases we feel around is fixed. What bugs you? So if there's ever something that is bugging you, if there's ever frustration, anything that is keeping you from achieving flow, there's probably some waste involved. And so when we say continuous improvement, what we mean in particular is that we were hired by the customer to deliver something of value. Anything that adds cost without adding value is considered waste. So we're trying to train the entire team to learn how to see and part of it is developing literacy around the production floor. Uh, so there is language that we bring into it. Toyota talks about the eight wastes and um, other Japanese terms of inevitably that gets thrown in there and that really develops a literacy and a common language so that we can learn to read the shop and learn to read the processes and identify areas where we're adding costs without adding value and eliminating that.

Seth: [00:11:42](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=702.03) So within the world of our operation, the absolute is the customer. Whatever they value is what we're trying to orient our operation round and anything they don't value, we're trying to get rid of. And that, uh, that orientation is, is I think what toilet means when they say that respect is one of the foundations of everything they do respect for not only the people that they're building the, the cars for, but also the people building the cars, uh, for anybody to waste their time doing busy work or doing something that somebody is not willing to pay for is disrespectful for the workers because they're spending more than half their lives in our shop, uh, building the things that we are trying to sell, if that makes sense. Yeah. And so when it comes to, to differentiating what is a value add versus what, what can you take away from the costs?

Seth: [00:12:34](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=754.21) So if, if we're looking at like paying for employees lunches, uh, that, that is not a cost directly associated with the value that you're offering to the customers, but there's an indirect, perhaps a, an indirect happiness that the employees are able to perceive out of getting free lunch every day. And so how do you determine what is something that you should cut or is a waste versus what isn't? Sure. So the first piece of it, just in terms of the actual building of the of the pedestals would, the way we think of it is if we were to itemize every single cost to build this pistol with a customer feel okay about each of those. Obviously some of the, some of the line items would take a little bit more conversation than others. But if one of those line items is um, 10 minutes and labor to find the tools you were spending 10 minutes in Labor a day to find my tape measure, that's insane.

Seth: [00:13:29](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=809.89) The customer would a would have nothing to do with that. Why are they spending $7? Why are they covering artists function? So that's one piece of it. The other piece is this idea of price, quality, service, pick any two. And for us it really is quality and service and uh, obviously we want to be competitive price wise, but that service piece, we really are a service oriented company, service oriented culture. And part of what that means as you were identifying was that we need to make sure that the people, the quality of life for the workers and the floor is, is high, that they are happy, they're enjoying their jobs and that really does get passed on to the customers. One of the things we do is that with every single order, whether it was your grandmother ordering a pedestal for her, a vase in Florida, which we do all the time, or if it's say Sony ordering a bunch of stuff for their ces booth, every single order gets a video made by the guys on the floor.

Seth: [00:14:26](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=866.5) And that acts as both a quality control where we verify whatever the paperwork says is what uh, was actually built. And also just a way to connect with the customer, show them the shop and ask them for photos of whatever it is that we're sending them. And that energy definitely translates through and we get, we get emails and letters back every week for people saying, oh, that totally blew me away. I wasn't expecting that. That was so awesome. And some that, you know, I think 20% of our orders are taken over, over the internet, over our website. The other 80% people work directly with us for custom needs. And some people are just imagine going and ordering online. It's like, oh, made in America, whatever. And then actually getting a video the day that it's shipping out from the guys that actually built it, verifying that what you ordered is what you're getting and people like that, that accuracy people.

Seth: [00:15:15](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=915.35) We've had people say that you've restored my faith in humanity a, which is a little extreme, but that's people actually writing. I mean, we had Bose, um, uh, one of the, one of the project managers that boasts a couple of months ago and he sent the video to his entire team saying, this is how you take care of people. This is how you take care of your customers. And so that, that for us, uh, means a lot. So if our people are on our happy and obviously they're in front of the camera every day, um, then that means that the customer is going to be happy and that that qualitative humanistic side is, is a big part of the whole thing.

Cody: [00:15:52](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=952.54) Yeah. Happy, happy employees equals happy customers.

Seth: [00:15:56](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=956.99) Yeah. It's, it's not a joke. And the other side of it is we are here to serve our customers, but also as leaders of an organization, we are creating opportunity for the 30 people working within our company and we want to make sure their quality of life is as high as possible. So that's something we're willing to put money into. And not all of that gets passed onto the customer, not all of that, you know, as necessarily considered overhead that's not getting cut out of the gross that might be hitting the bottom line. So we're not, we're not necessarily passing all of that along to the customer. That's a burden that we take on as a leadership of the company because that's the kind of world that we want to live in. So a little bit of the golden rule thing there.

Cody: [00:16:32](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=992.32) Yeah. And even just circling back to a point that you made earlier about the, the first half an hour in the day that you allow them to work on anything that you want. I don't know if there's any restrictions around that, but that reminded me of, of the Google rule where I for for I forgot the exact amount of time that they get every year or every week and Google offers their employees a bunch of free time and a lot of their projects like such as Gmail, Google plus, which is now defunct, we're actually ideas created in that initial free time. Uh, wondering what kind of ideas or what kind of value adds your employees have been able to make in those first 30 minutes of the day?

Seth: [00:17:12](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1032.37) Yeah, so going back to kind of this literacy around the production and looking to Toyota, they identified what they call the eight wastes of manufacturing, eight process wastes. And there are things like transportation, inventory over production, human motion, a lot of these obvious, some of them not so obvious. The eighth waste they call unused employee genius. And part of that is whenever the employee is working on something that is wasteful, they're not working on something that is value added. The other piece of that, uh, not inviting them to use their creativity and their imagination to solve problems that we may not even be aware of. And the reality is that the people on the floor, they call it the Gemba, where the value is added. It's a Japanese word Gemba. Uh, if you were watching a news show, this is what Wikipedia tells me in way if you're watching is what news in Japan, and they say we're at the Gemba.

Seth: [00:18:12](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1092.54) It kind of means we're at the scene of the crime. So we're at, we're, we're where the actual value is being added. The thing that the customer is willing to pay for. This is where the magic is actually happening. This is where the panel is getting cut and glued and finished. And so the people at the Gemba are the ones that really know what the opportunities for improvement are. It's not the managers and the people in the office and so on that that really have developed an acute awareness and appreciation for, um, what needs to be improved. So giving them that space every day is, is that really is where the most brilliant, um, improvement ideas come from. And they're not always necessarily at a strategic level or a shop wide level and there are other layers to it. Uh, of course. But you know, the part of the idea with two second lean is that everybody is trying to shave two seconds off of a process every day. And that could be something as simple as moving where the drill, is it real? It used to be up here, but I realize I'm reaching all the way up there every 10 minutes. If I put the drill right here and I'm only moving a foot versus four feet. And it's something,

Cody: [00:19:18](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1158.27) a sense of ownership over that process.

Seth: [00:19:21](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1161.33) Yeah, sense of ownership, which is good and bad. Of course there's always unforeseen consequences. So if somebody stays in one area too long, they become siloed. So part of the way we combat that is we put a premium on cross training. So we move people around as often as possible. And that also keeps it super collaborative because we have the guy that had mastered that area, moved onto a different area and the uh, the guy that's green behind the ears or gal in that area, uh, is now referencing and discussing and talking with the person that had mastered that area

Cody: [00:19:49](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1189.24) improvement ideas. So, um, there's definitely a balance. I know that they've done studies and showing how, uh, say if you become a photographer and then you also a programmer, you know, these are two completely unrelated fields, but getting expertise in different fields, no matter how far away they actually may seem, can give you perspective on how to actually do your core job or your hobby or your passion better. And it gives you a unique perspective versus if you're just like, example I use is if you're just a developer and that's all you know, but say you become, you also do a little bit of design. So UX, you know, the other side of that job. So that when you do the development, you know how they're going to process your code and display it for the customer. It gives you a better understanding how that works at Alizea be more creative and at the end of the day I think probably enjoy your job better but also produce better work.

Seth: [00:20:42](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1242.92) Absolutely. And so we were talking with this guy, Norman Bowtech and very old fellow at at this point, I think he's late eighties, but he was the one that translated a lot of these Japanese uh, texts into the English maybe 30 years ago where and, and, and because of that, a lot of the lean stuff started matriculating over and he has become somewhat of a friend to the comp, the owner of our company, and I was in on a call with them a few months ago and he was talking about it, I don't remember it, it was Honda, but one of these major auto manufacturers, what they're starting to do is instead of a worker being static on the line and the line flows past them and whatever part of that process that they've been trained on, they do like putting the wheels on or the hood on, they actually aren't approving platform that moves with the, the car and they build the car from beginning to end so that the materials are what they float past and materials are static, but they in the car move with it and their whole focus was trying To improve the quality of life or the worker by giving them a diversity of training.

Seth: [00:21:48](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1308.97) So that even goes above and beyond. Um, just simply whatever the gains may be in terms of, uh, systems awareness and that, that, I mean that that's definitely a decision made by the management there to improve the quality of life of the workers. I don't know in terms of productivity what the gains were, but that's pretty cool. That's encouraging to me.

Cody: [00:22:09](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1329.73) Yeah. I think, you know, if, if you go to any employer and they say that, you know, not everybody fully embodies the kaizen philosophy, it means a lot and it can mean different things to different people. But I think a part of it is a sense of ownership, a sense of, of responsible ethics. And when you actually, the management where you are not always just focused on what's your bottom line, but you're focused on your employee happiness, you're at your employees, uh, meeting their purpose even. And that goes, I think at, at a spiritual, at a very deep level that a lot of us don't necessarily get from our jobs. So I would hope that most companies who embody Kaizen to some degree have happier employees.

Seth: [00:22:51](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1371.69) Yeah. If not, then they're not doing it right. And that speaks to kind of the other piece really what, what supports or undergirds this whole continuous improvement project for us is based on, you know, Patrick Lencioni's book the advantage, this idea of organizational health at a company of people that get along together and trust each other are going to outperform a company of people that might be, be smarter when they might have smarter people within the company, but that are just functional and don't get along together. And a lot of that just comes around clarifying exactly what we're about and exactly what our values are and then leading from those values and making decisions based on them every day. So that is the work that's been happening in tandem with this continuous improvement piece. So you have the actual production side, but then you have the people piece and without that focus on the people, none of the other stuff really works.

Seth: [00:23:44](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1424.33) Nobody's going to buy in. Nobody's going to really care. And, uh, I couldn't speak, I couldn't over emphasize how important that piece is. So you don't just get to apply the tools of the Toyota production system if you're not actually actively working on the culture and the people and developing your people and getting real clear about what division is. And especially for us because we, we have and have attracted a lot of millennials. So almost everybody on the floor. I think as a millennial Xsa for maybe two, two of the workers. And part of what I think they love about it is this deep sense of purpose and that how they see their own values in life aligning with the values of the company and they are able to, um, to engage with that. So it's that, it's that personal and how do they put it?

Seth: [00:24:31](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1471.61) Um, it was like for, for our parents, for the boomers, they were just all about work and personal life was completely, that was pleased, separate and almost subjugated. And then for the gen x or is they wanted a balance. They wanted equal parts work in personal. And I think for some of these younger generations, they want this blend. They want the two to uh, inform and influence each other and they want some fluency of personal and business. Those lines aren't quite as a clearly defined anymore. So we've, we've, we've, yeah, that's been good for us.

Cody: [00:25:05](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1505.28) Hmm. There has been, uh, in, in recent months, I think it's spawned by an article on buzzfeed and it was talking about millennial burnout. And I personally just related to that article so much about, about my own feelings of feeling burnt out consistently and feeling a lot of the stuff that I do isn't deeply connected with a sense of why. And there is another article, I think two weeks ago that was actually about this discussion about what Gary Vaynerchuk is all about, the hustle culture and you go to any, we work office and they have these signs saying like, you know, I'm not going to sleep. I'm going to hustle all night and it's

Seth: [00:25:43](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1543.85) got to work.

Cody: [00:25:46](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1546.6) Or it used to before in the, in the maybe 10 years ago, you walk into an office, you tell somebody, oh, I only got five hours of sleep. And you know, every, it was something that you both sit about. But as I think articles and sciences has caught on, it's no longer something you boast about. But in a sense, it's still something where millennials, millennials are actually boasting about them hustling, even if it's not 40 hours a week for our company. But if you're a startup, then I think it's acceptable to do that. And I'm curious if you have any thoughts on, on that. Like, do you guys limit the time that your employees can work? Do they ever ask for overtime? Do you have any idea about this, this connection between hustle culture and, and what millennials should be working or what their view is?

Seth: [00:26:36](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1596.19) I mean, part of it, especially from a management perspective, is feed the hungry. So if somebody is coming to US hungry, we're, we're going to feed them whatever that looks like. Um, the other, the other thing for us in particular is that we're, because we're a manufacturing facility, there is safety and safety is always first. And of course there's the piece of it where emotional safety of course, but the other part of it of course does physical safety. So working more than 10 hours, um, is a bad idea if you're working around table saws and chop saws and all that. And the other piece of it as well for us is that if we're a systems oriented operation, Toyota says that the system is the solution, then there shouldn't be any heroes and there shouldn't be that much opportunity for heroes. Uh, the system at shell should be taking care of the customer and taking care of, of the employees.

Seth: [00:27:27](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1647.78) And part of what's different, I think for us is because we're not necessarily a tech company, we're not getting to find some sort of 10 x, you know, for us 10 to 15% growth year over year is sustainable and is in line with our vision. And it allows us to take care of our customers and take care of our employees without burning one group are dropping the ball and the other. Um, so it is definitely is different in that regard, but it does come down to feed the hungry. We started a book group about seven months ago and initially was for the leaders in the company, but it was open to anybody and it's been really interesting to see who ends up coming to this. It's everyone's Day. We buy free pizza, we buy the books they have to read on their own time and it's off the clock when we all meet and we have about eight to a dozen of the employees will show up for this.

Seth: [00:28:13](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1693.95) The last book we read was the seven habits, uh, which is a really long book, uh, brutally long before we'd done things like extreme ownership. We did, um, oh, what's the Ryan holiday on the stoics? Uh, the obstacle is the way a crucial conversations, one of the best books you could give one of your, your employees highly recommended. That's the story, right? We're in the boardroom and a consultant comes in and then you have all the different characters. So No. So he, he traditionally does that type of of a book. But this one actually is just him writing about, um, oh no, it's actually a group, sorry. That's I'm seeing at Lindsay Yani. No crucial conversations is really this idea that the quality of your life is determined by what they call crucial conversations. And there are conversations where there's one of three things. One of them is that a, it's high stakes and other one is that people will disagree with each other.

Seth: [00:29:12](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1752.72) And the third one is that it's an emotionally charged naturally and, and their, their thesis is simply that you can improve the quality of those conversations by training. And they walked through a list of tools for how to have better crucial conversations. And I don't know if any book has had more of a more dramatic influence on the company then that one in the last three years. We are our lead engineer. He's a late, um, definitely an engineer love the hell out of the guy. He said something to the effect of, I wish I would have read this book in my twenties, uh, because it, it, it improved his [inaudible]. It improved his ability to have conversations with people where there are emotions. And, um, so anyway, so what we've, that's been one of the areas that we've opened up for people that are hungry to come and feed on great conversation. And, um, we, we, it's not exactly answering, uh, your answer, but it's totally fine. That's been an important piece of, um, creating opportunity for people to grow. Because once again, we're a manufacturing operation and you look at the bottom line of most manufacturing facilities, it's not the same as the bottom line for a SAS, uh, operation. And so the opportunities for growth, yes, there, there are financial, but a lot of them really are our personal and intellectual, emotional, relational.

Cody: [00:30:40](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1840.26) Uh, and it's a lot of what we focused on. I wanted to ask you about growth, but I also just wanted to touch that. The book that I was describing, it's called the five dysfunctions.

Seth: [00:30:48](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1848.89) Oh, yes. Yup, Yup. And that that's a Lindsay really, I think, right? Yes.

Cody: [00:30:53](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1853.43) Yeah, that was a great book as well. And I think it's an interesting variation of a business book because it's actually details, a fictional story of a consultant coming in. And I, the part that I remembered the most is the how the CEO at a founder, the founder actually is sitting there on his laptop not paying attention to the whole meeting. And then that forces him to put the laptop away. And that is, that is so me, I feel, I know I shouldn't, but nobody else has the heart to always speak up. Sure. That, that I'm trying to improve upon on myself is especially those interpersonal skills and how can I come across to my employees without them feeling so threatened because I'm the founder of the [inaudible].

Seth: [00:31:35](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1895.51) Yeah. Any opportunity to practice presence, you know, and whenever you're having to leave a meeting or be a part of a meeting, um, it's a great opportunity.

Cody: [00:31:45](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1905.12) What, what does that look like to you? Presence?

Seth: [00:31:50](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1910.16) Oh, that's a big question. Part of it. So I think you say presence, I think of mindfulness. MMM. I think of, I went to a poetry reading with one of our employees. He studied at, you got his MFA is masters of fine arts at risky, which is apparently one of the most prestigious art schools in the country. He studied sculpture and poetry. Um, and he's in our cooks department. He's been with us for about 18 months. He's become a dear friend of mine. We went to a poetry reading in town at a CSU, Colorado State University and afterwards we were having a similar discussion about mindfulness and presence and we're walking out to the car and it was snowing and it was just beautiful out. And, and I, I said, Jeff, we are in the parking lot of CSU and it is a January 27th, 2019 and it's 13 degrees out and it's snowing and it's gorgeous.

Seth: [00:32:49](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=1969.99) So we'll never be here again. Let, can we just appreciate this moment. Um, which is to say, I suppose the ability to call each other into presence, uh, and, and simply the idea that that's really all we get. And that's where the magic happens is now it's not some plan or making it in the future. Not that we shouldn't plan and it's not something that happened in the past. Not that we shouldn't have gratitude for what, what has happened, but it's really about being able to be as a, in the moment as possible. People have been thrown around though the phrase real time. I've been making fun of it and lately what does real time actually mean as opposed to fake time, you know, uh, which I guess the Internet gives us fake time, which is why we need the phrase real time unfortunately. Um, but it's, yeah, it's a collaborative effort I think.

Seth: [00:33:37](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2017.35) And if you're as a leader, if you're able to call people into presence, for example, we have an operations meeting this morning, which I lead and one of the sales reps was getting all flustered talking about this problem we have with shipping stuff to Canada and being able to kind of calm her down and bring her back in the room and, and affirm that it's great, she cares about this problem and that we will get it solved. A was a powerful movement in, in, in actually moving us towards some progress instead of everybody just getting pissed off

Cody: [00:34:06](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2046.68) each other. How did you recognize that? Was, was she showing signs of anxiety or was with somebody else getting heated and, and how did you handle that? Like did you get her out of the room and then have a conversation with her, like,

Seth: [00:34:20](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2060.82) yeah, so she was, she was obviously getting flustered and um, and I myself was getting annoyed actually. That's how I knew initially was I was getting annoyed and that's part of the problem. You gotta deal with your own shit and then you gotta like stop and reset. And then you got to find a way to lead the person back into the room. Um, so we didn't go, we didn't go out of the room, we just kind of dealt with it in real time. Part of it was just affirming her concern and then putting in more clear terms what the problem was more clearly than she was able to cause ideally in these meetings what we're doing is we're identifying, discussing and solving problems that's based on the Eos model they call it ids, the entrepreneurial operating system. And so

Cody: [00:35:04](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2104.08) great system by the way that my company adopted and really that's not something we fully adopted word by word and I think that there's like this unknown thing but they don't tell you about the eos system is that it is an organization that they are trying to sell you to have your car, they're consultants charge you 10 why that thing? You read the book and you're like, oh my God, this is amazing. But then you try to apply it and it's nearly impossible if you already have a functioning business with people are within the roles. And so there is a value to it. Don't get me wrong, but I realize that going into it. Okay.

Seth: [00:35:39](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2139.57) Yeah. And that's always mixed. It's like is the message pure? I Dunno. Uh, the reality is every, every business has an operating system, whether they're aware of it or not. And a, whatever you need to wake yourself up to whatever your operating system is, as Shitty as it may be is, is worth the wake up call. So you can start working on it then. Right?

Cody: [00:35:59](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2159.55) Yeah, it was double for us that, that the biggest thing is giving us a structure for the weekly leadership meetings that we have. And then also being able to identify a problem that somebody brings up. Because before somebody would bring up a problem and then we would spend the entire rest of the meeting talking about that problem. Right. And then people are sitting on the line, it's not relevant to them. And now we add it to the ids list, which was the identified aside, solve and so relevant. People will then have a conversation at some later point to actually discuss that problem. But we don't spend the entire thing talking about it.

Seth: [00:36:31](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2191.35) And for us just evolutionary, evolutionarily as, as an operation, what's funny is as much as you try and break out of it, you're still subject to group think. And so we're all part of this same dysfunctional system called Xylem design. And we're all trying to evolve together. And one of our current states of dysfunction is that we move right into solving it before we've really done a root cause analysis. You know, the, the Toyota calls it the five whys. Ask why five times, Peel back the layers, get to the real root of the problem. Once you've clearly identified the problem, I think it's a Steve jobs quote. If you can clearly identify the problem, you've already, uh, gotten 90% or 80% of the solution. But we, we gloss over that. Even this morning. I was part of what I was trying to bring us back to you.

Seth: [00:37:18](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2238.27) So what's the problem? So what's the problem? So what exactly is the problem? And even as a leader, I, I sense right feel that we are wasting time and we are not having a productive conversation, but I don't know what I need to do to rein us in. And obviously I could just say, okay guys, let's sidebar this and talk about it later. But that might make people feel disenfranchised and it won't obviously solve the problem. So I was trying to remain a little more present, bringing it back to the idea of presence and invite her into a different kind of conversation by engaging in our way that I haven't engaged her because we have about eight people in this meeting and there's one person in particular, this woman that tends to um, open up the conversation a little longer than might be productive. So I challenged myself, the rain her in, in the sense of of way. And also, uh, not just dismiss it, but try and affirm that there is a problem here. Try and clarify what the root of the problem is as far as I see it in the movie conversation towards that clarity.

Cody: [00:38:22](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2302.04) Yeah. Yeah. It can be, it can be easy to get stuck on a problem, especially as a, as a sole employee, but to offer them, uh, support from an emotional sense as well as the rational, this is how we're going to solve it. Uh, I think is important, but also, uh, as an employer to make sure that you're, you're offering that emotional support. Sometimes you have to offer that prior to talking about the actual problem at hand so that they can have their feelings settle and we can then have a rational conversation about it.

Seth: [00:38:54](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2334.23) Yeah. People, people, they say, people want to know how much you care before they care how much, you know, and that that comes partly out of reading one of the seven habits, which is seek first to understand. So I've been trying to apply that in particular and that's actually a freed me up cause it gives me an objective way to approach something that is highly subjective. Uh, it gives me a way of almost resetting and doing kind of a stoic reset and then approaching them and say, okay, on one side you are really annoying the hell out of me right now. But on the other side you obviously care about this issue and there is an issue here. And so I'm going to try and first understand what the issue is before I respond to, um, my frustration with how it's been

Cody: [00:39:35](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2375.74) dealt with. That reminded me of, I was watching this Netflix show called brain games. Fantastic show. The guy who guys on there, I forgot his name, but he's, he's a very smart person who, who, who became popular on Youtube by having these, these flow moments where he would just talk about the universe or science and an amazing kind of flow that he has. But in the, in one of the episodes he was actually talking about the differences between male and female brains. And there was a contest where actually he had either, there was all these lists of instructions and then you had a couple of male or female actually try and follow the instructions and the male would always read from the top, bottom or you'd have to dance like a chicken. He'd have to say as part of this go round in circles on the floor. And the most of the time the woman actually read the entire list of instructions and at the very bottom it said all you have to do is sign your name and you don't have to any of the other steps and you have completed all the instructions. And so that, so that women tend to read all the instructions before they even start the actual process itself. And so they, they were the winners by default most of the time. But I found that quite interesting.

Seth: [00:40:49](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2449.05) Yeah. And whatever the difference is, man, woman, whatever that, that the other, the distinction may be realizing that, okay, we have a system, we have an operation, we have an ideal of what we're trying to achieve and how we think we're achieving it. But at the end of the day, it's just a bunch of people trying to figure their shit out and trying to become better. And you can't get around the human aspect of it. So that requires a good dose of humility and patience with yourself first and foremost.

Cody: [00:41:14](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2474.63) Most. Yes. I remember when I was a kid and I looked up at all adults and I thought, wow, they're so smart. They, they all know what they're doing. They become an adult and you're, nobody has any idea what the hell they're doing either. So, uh, it's, it's an way of perceiving the world knowing that honestly, even the most successful people really don't know what the hell they're doing. Everybody in some sense is faking it and they, they have to have some level of blind confidence in themselves because that's how you become successful. That's how you get out under the, the, the, the bottom swells where maybe you're too good or something tragic happens to you. You just have to keep distracting yourself with something new.

Seth: [00:42:00](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2520.81) Well, and for me ultimately comes down to a, um, you know, whether it's a belief in the self, I think I just a belief in life, life is so beautiful. Um, and if it can't sustain growth in this area or if we can't sustain this narrative, then really what is it? And so for me, it really is coming back time. And again, not so much to putting myself on the line, but putting, it sounds a little lofty, but kind of putting existence as a human on the line, what is possible? How far can we take this? Um, and realizing that life is both short and long and pushing on both of those ends of the spectrum, uh, and trying to figure out what the next step should be.

Cody: [00:42:40](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2560.26) And, and earlier after you were mentioning poetry there, there was like, quote, I remember, um, dice a little bit, uh, that, that Confucius said that if you're living in the past, you're depressed and if you're living for a year, you're, you're anxious.

Seth: [00:42:56](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2576.31) Exactly. Yeah. I was thinking of that same quote. Actually. I gotta use the restroom real fast. I'll be right back. Okay.

Cody: [00:43:04](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2584.62) Yeah, sure. Okay. One moment. Okay. Yeah. Okay. Okay. Okay. Can you hear me

Seth: [00:45:04](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2704.93) okay, Great. How are we doing in terms of time, tone, arc?

Cody: [00:45:09](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2709.88) Yeah. Everything. Everything is going really well. I would say my, my criticisms are just really on myself if I'm, when I have an internal thought of like, Oh shit, right?

Seth: [00:45:22](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2722.63) Yeah.

Cody: [00:45:23](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2723.02) And sell it. And actually one of the biggest things I've learned just simply by watching other people's is that one of the people speak, they might say, oh, sorry, I didn't have enough time to prepare, or sorry, hold. And really it was totally unnecessary because it starts us off with sort of the negative view. And then you were judging this person off base of what they said. Uh, his interests sort of sticks with you. And so now I know whenever I'm talking or even on the podcast, if I mess up, I try not to take it out of my internal head and verbalize it because I know the chances are of you or anybody else noticing my screw up is very little.

Seth: [00:46:01](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2761.31) Yeah. I mean that's back to this idea of presence, really the power of presence. It's more power. You know, they talk about over preparation will make up for lack of skill. But I would say being super present helps in either scenario.

Cody: [00:46:16](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2776.69) Hmm. So for the last I would say maybe 10 minutes is, or 10, 15 minutes is we, which over to poetry since we haven't cool to get to that before. I'm wondering if you have anything in particular, like a, a place that you know to start from? Uh, well basically I was thinking, yeah. Like let's talk about the benefits of poetry. Why should people read poetry? Is it, how can people apply it to their life? Uh, do you tree? If so, what do you write about? What are some of the things that you've created or are you, you've had epiphany's from poetry, if, if so, what were they?

Seth: [00:46:55](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2815.25) Yeah, I mean, the, the, the answers that I, I kind of had wrote out for, we have a simply, what is a poem for you? I kind of answered that. Um, why are poems important? Um, and, and then this idea of, of resources around poetry.

Cody: [00:47:13](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2833.06) MMM. Okay. Yeah. I am not very good at going off. He's outlines.

Seth: [00:47:19](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2839.95) No, I haven't been looking at it at all, but, but those are some areas and like I said, anything that you find interesting or worth diving into, um, by all means kind of Piquette.

Cody: [00:47:31](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2851.64) Okay. So let's, I'll mark the time. I won't get up. Go ahead and get started again.

Seth: [00:47:36](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2856.92) Mm.

Cody: [00:47:38](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2858.89) So I want to switch gears a bit and actually talk about your interest in poetry, which is something that you've had for a long time now. Uh, wondering if you can tell me where, where you've gone to this interest and basically what it means to you.

Seth: [00:47:56](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2876.07) Yeah, I, I guess I, I still don't really know what poetry is a ontologically as a thing in the world. I still am asking what is a poem, but it's, uh, the interest has been there for, for years and years and years. It's only in the last three years that I, there's been this intensified focus on writing poetry and poetry as a pursuit to a certain ends, but it's always been around. It's always been a thing. It would almost be for years, probably since one of my first memories is 2004 when I was living in Hawaii. I remember reading Dante's inferno and just feeling in flow, feeling like I was just in flow with the universe or whatever. That was just a sense where, you know, I lost time and I've never been a big hobbies guy. Uh, I was never an athlete. Um, so for me to find that flow, it took a little longer and to develop kind of a, an understanding or an internal literacy of flow.

Seth: [00:48:54](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2934.05) And, and so it was a few years ago when I started looking back on, well, I had such limited resources, so busy at work, so busy at home, I have a little girl, a family, and asking myself, okay, with my limited resources, what, what do I fill myself with? And I thought, well, what's the most sustainable resource on the planet? And at the time if I was, I think it's joy and as opposed to say happiness or or whatever. And it's like, okay, what, what brings me joy? And one of the things that brings me joy was poetry. And so I was like, okay, I'm going to try and do that every single day. So I started waking up an hour early, uh, which at the time from you is four 30 and and read poetry and then it started writing it and that was my way of kind of refilling a my source. Now in terms of why exactly, that's a little different, but that's how I came to what I would call a love of poetry

Cody: [00:49:53](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=2993.86) is, is would you say you had a lack of meaning or purpose and other parts of your life that caused you to start waking up an hour earlier to start pursuing this?

Seth: [00:50:05](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3005.11) I wouldn't say so much a lack so much as simply not having a vernacular or a form. Like there was a substance, but there was necessarily a form or a medium. And so something like poetry gave me a medium through which to start working out and exercising and understanding some of these things. It could be any number of things. It could be painting, it could be, um, you could be counseling, it could be running, whatever that form is. I needed something to give body to some of these emotions and experiences. And, um, and it's been, it's been very fruitful ever since.

Cody: [00:50:44](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3044.52) Can you give me some examples of, of poems edited that you've read or you've wrote and what they mean to you?

Seth: [00:50:51](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3051.35) That's a good question. In terms of particular, so I, I grew up in kind of a, I guess you could call it, oh, even gelical world and there was a lot of ways of approaching life and approaching yourself and a lot of which has been deconstructed and kind of thrown off. Uh, but some of the ideas are still there. Like this idea of, of a prayer or a meditation. And there's a poem by Osap system called, and I was alive as translated by Christian Wiman. And that was the first poem I ever memorized. This was about four or five years ago. And I memorized it and took it into myself. And whenever I was stressed, whenever I needed to call myself into presence and to reinvigorate a sense of gratitude, which for me is always kind of the starting point. Just stop and acknowledge that you are alive and it is good to be alive and it is weird and wonderful to be alive. And this poem and the recitation of it was a way for me to call myself back into that presence and really ground myself at the very core of my ethic, which would then inform anything, whether it was talking to my parents, talking to a business associate, talking to a friend, making a difficult decision. This was always the best and strongest place for me to move out from. Um, so that is an example of, of of poem that was allowing me to do a meaningful work in the world.

Cody: [00:52:17](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3137.43) That's very powerful. I know it's, it's talked about and stoicism about having a way to take yourself out of the situation about when you have either anger or you're emotionally charged feelings, how you can separate from that. There was actually one interesting thing. I sponsored a Kickstarter project a while ago and it's called the thinking egg. And despite it being, it's terrorism, you can buy a very small eggs made out of different materials. And so I bought this eight that was a made out of lava rock. And so I don't carry what it where, but I've done a few minutes of trying to associate those feelings of gratitude, of love, of, of serenity. And sometimes I'll put it into my egg when I know I'm going to be interest somewhere. And just having it just whenever I put my hand in my pocket, you know, if I'm reaching for my wallet or my phone or just out of comfort and I feel that aid, it's this reminder about those, that serenity, that happiness, that feeling. And I'm able to try and pull myself back if I'm in a bad situation.

Seth: [00:53:19](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3199.1) Yeah, almost. You know, it's, it's something, it's some little feature that catches the light that reminds you of the beauty of the world. Right. Um, it's a short poem. I'd be glad to read it. Not that you'd have to use it, but, um, he might appreciate it. There's actually probably a better reading than this online that comes from the actual translator. Christian Wiman, who's a poem that had a, a poet I'd highly recommend looking for. He was the editor of Poetry magazine, which is, I don't know if you'd call it the most prestigious publication in the poetry world. I don't really know the poetry world that well, and I don't particularly care for it. And the deeper I get into it, the less I love poetry. So I'm trying to find a balance there. Uh, but he was a particularly gifted a, or is a particularly gifted editor and poet and, um, and so he teaches, I think at Princeton or Yale, maybe Yale now.

Seth: [00:54:12](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3252.99) Anyway, this is a translation by him have Osap Mandelstam uh, same as Russian poet. This as, as Christian Wiman says, this poem was written, uh, within the last year of Mandelson's life. He was on the run from stolen for the last four years of his life. He'd written a poem about Stalin that, that, that was very unbecoming of stolen and he got put on the naughty list and was basically outcast and you lived in transit camps, which is more or less like a concentration camp in Russia, um, for the last four years of his life. And they say, this is one of the last poems he ever wrote. So imagining the situation he was in for him to be able to come to this level of presence or consciousness, uh, and gather that up is part of what makes it so powerful. I think so this is called and the, I was alive, I OSAP Mendelson and that was alive and the blizzard of the blossoming pair myself, I stood in the storm of the bird cherry tree. It was all leaf life and star shower unerring self shattering power. And it was all aimed at me. What is this dire delight flowering fleeing always earth. What is being, what is truth, blossoms, rupture and rapture. The air all hover and hammer time intensified and time and tolerable sweetness raveling rot it is now. It is not well and even at the very end they're like, it is now and it has all that side of the four corner negation, you know. Um, and tying this, the not of of consciousness is helpful as well sometimes.

Seth: [00:56:15](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3375.34) Is that something that you had memorized and that you bring up in this situations or was that a different poem? Which part? I was alive. Yes. So that, that was, yeah, that, that was the kind of the first time I ever memorized. And that's a poem that, yeah. Like I said, I, I

Cody: [00:56:31](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3391.69) kind of use to

Seth: [00:56:33](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3393.75) bring myself back into a kind of recalibrate it recalibrates kind of the very central Rod,

Cody: [00:56:39](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3399.66) my being so to speak.

Seth: [00:56:43](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3403) Do you hear you're a dog in the background?

Cody: [00:56:45](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3405.59) Yes. There is a diet. That's totally okay. Fucking die. Dammit. Let me, let me throw up a little thing here. One Sec. Okay. Okay. Yeah. I could throw the white on it matters in my [inaudible] that, um,

Seth: [00:57:09](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3429.74) okay. Whatever it is, the white noise affecting the quality of the sound.

Cody: [00:57:13](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3433.77) No, it really wasn't. It's something that was in the background, but I didn't really think about until you actually brought it up. Just like, okay. Like, or I didn't know. Right. So yeah, there we go. I broke the spell. Dammit. That's okay. I write notes and so I said the Audi, your editor will know exactly what to edit out and whatnot. So, uh, while you were actually reading that poem, I have to admit, I was like frantically googling what you were saying. Just try and find the poem myself so I can read it and add something to add on top of it. And I wasn't being present with actually what you were saying has,

Seth: [00:57:54](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3474.59) there we go, man. We miss the opportunity. Yeah,

Cody: [00:58:00](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3480.17) that's funny.

Seth: [00:58:01](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3481.05) Ironic, not ironic. It's a if it would be, it'd be ironic if you weren't aware of it.

Speaker 4: [00:58:04](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3484.92) Hmm.

Cody: [00:58:07](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3487.5) Yeah. To hindsight is an interesting,

Cody: [00:58:12](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3492.72) I don't, I don't know what it is, but it's interesting. So always look back on it. I think a lot of people don't reflect back on their, on their past life. And in some ways I think, well, I think everybody should have a therapist. I think a therapist is a glorified wait to talk with yourself. It's just time where you're, you can't be distracted and they ask you questions that dig into your own psyche. And, and I get back to part of my vision, part of what I try and help people understand about me is really what helped me is meditation and journaling on a regular basis. Constant reflection that allowed me to, it's like not my own past in history, my own traumas, those own feelings that now maybe I lash out on somebody. But then understanding that is connected to perhaps that an incident with my dad earlier when I was younger in life. And yet we don't always understand those, those psychological traumas here. There's triggers. And that's where I think journaling is so important.

Speaker 4: [00:59:11](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3551.75) But

Seth: [00:59:13](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3553.69) yeah, and that's, you know, that connects to something we've talked about before, which is this idea of what are those feedback loops? And it's one thing to discuss a feedback loop with an an an operation within a business. Um, it's, it's another thing to discuss it within your personal life and people will talk about hacks or apps or all these different tools and uh, and there's whatever it is. You just got to have something that's, that's telling you back whatever it is you're saying. And, and so for me, of course, back to this idea of poetry that really is, um, that really is one of the mechanisms. There's a quote I have here from my mentor and Poetry. This Guy Dan beachy quick poet, and he's a professor here in town. Best teacher I've ever had. Um, and we've been working together the last couple of years. We'll meet once a month and we'll read through my work and I'll ask him my questions, my questions like, what does a poem, what is a poet?

Seth: [01:00:10](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3610.92) Uh, what's the difference between prose? Uh, oh, it's true. And when we first met, he said, it's a tenure process. And he says, it's a 10 years for you to go from being inside of the, of what you're writing to be on the outside of what you're writing. And the reason why you would meet up with somebody like myself is, is because I'm going to help you see your work from the outside. And in the interview he was talking about, um, well this quote here, he says, I've, I've long been of the awful suspicion that each of us has to create their own epistemology that we must in the end explain to ourselves how we built our own minds, how we constructed our own hearts. And in this way, each of us is a philosopher. Of course, I love most that agent confusion where, what is poetic and what his philosophical aren't so easily told apart until the poem becomes the testing ground or is it the threshing ground for the minds question?

Seth: [01:01:06](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3666.72) It must ask itself. It means or might mean that the poem is a mind outside the mine, a heart outside the heart offering back. It's questions. So for some poets, the work that they do as a way of reflecting and gaining more insight into their own perspective on the world. I agree it's similar. It could be counseling, it could be charcoal still life, um, whatever that may be. But for me, really it's ultimately learning how to see, I'm learning how to see the world as it really is because I realize I have my ideas of what's going on out there and it's completely separate from what might really be going on. So it's definitely a life long process.

Cody: [01:01:48](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3708.9) And so for many people, including myself, I primarily try and understand myself and my views, uh, through, through simply reading nonfiction and poetry is, is an added thing on top of that where I think you can apply a life lesson, but in many ways it's like art and that it can mean different things to different people. And for me, if I, if I happen to read a poem, my instinct is to go and Google and be like, what does this poem mean? The meeting, what is the definition? What can you out of it? Just trying to get somebody else's point of view. But in many ways, that's not even the point of poetry really to reflect on it and try and understand the emotional, emotional triggers from what you're reading, how that connects to you and to try and understand it yourself. So in some ways, as I, as I understand it, you really can't have somebody else tell you what it means. What is your, what are your

Seth: [01:02:41](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3761.98) no, that is exactly it. That is, that's a profound insight. Is it? Exactly. Not The point to see what it quote unquote means. Uh, so I had asked my, my mentor day and I asked him what is the difference between prose and poetry? And his answer was simply that within pros, the epistemology or the, um, how we know what it is we're meaning and how are we know what it is about, why we're using language, the way we're using it has already been established and agreed upon. That would work is already done. All we're really doing is a transference of ideas. And sometimes it's a little more lyrical. Sometimes it's interesting, sometimes it's dry. You'll find that in fiction, nonfiction. Whereas within poetry, the epistemological claim is wrapped up within the language of the poem itself. And so the poem itself contains the whole universe of itself.

Seth: [01:03:36](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3816.62) And you are then invited in to do a type of work that is not afforded within, uh, within prose. And so people then we'll read a poem and be like, I have no idea what the fuck that poem means. And it's like that. My experience of it has been like, and this isn't a great parallel, but the feeling has been like coming upon a dark forest and looking at the dark forest, which is the poem is saying that was, it's freaky. I, I, it's a obscure to me and it's so Pakan I can't enter it in. I'm not going to enter in. That's a bad thing. Or I'm, I have nothing to do with that. But, uh, I would say if you ever read a poem, uh, and, and make sure you're reading good poems are great poems, you know, don't read any phone, don't, don't, don't spend, don't waste time.

Seth: [01:04:20](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3860.13) There's so much frigging poetry out there right now. It's insane. Um, you want to find great poems. Um, do you recommend people look for that? Um, you know, I'd be happy to recommend a few starting points, but it kinda comes down to whatever you love. Like I said, only read really great poems, um, that you, that you, that you love. But the other answer I think is simply just people in your own life. And that then becomes a sort of social experiment because who really reads poetry? Right? Uh, and, and it's not as easy as can the link. Uh, but I've had this thought and I'm sure there's, have shared it as well as that we were once in oral culture. And then when the printing press came along, we moved into a written culture and, and that we somehow with the Internet transition back into an oral culture.

Seth: [01:05:14](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3914.68) Um, it's obviously different than the last, that we're an oral culture, but there are definitely some rich similarities that I think are worth mining. So one of them being that there's no longer this hierarchy of thought as there was 30 years ago with three new stations and mass media, there's no more mass media. It's been so d compartmentalized. Uh, there's a million different voices now. So, um, we're kind of back to the stage of stitching together our reality together rather than simply just receiving from some authoritative I'm divine source, whether it's God or cvs and, um, there's always there, there are still voices that are authoritative to us. Uh, so I think part of it is just simply challenging, um, what that eclectic resource is and understanding that it needs to be positioned within more of a myriad eclectic, robust dialogue with other traditions and perspectives.

Seth: [01:06:13](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=3973.72) Um, but that kind of then brings us back to poetry, which is understanding that it is this epistemological work. So we are, it causes some new and awareness of how it is that we built the mind that we're using and, and it makes us more keen on our, our, our sources. So you Google something and you'll click any number of links. Do you really know the editor or the curator of that website and what they're all about and what their vibe is, obviously. No. Uh, but I guarantee you there's somebody in your life or a few people in your life that like poetry and you're going to have a much richer engagement with it. So once again, it's not just a matter about, of, of getting or achieving, but it's this really process oriented pursuits. So I would say the best way to to, to find poems in, in the way it's going to be meaningful to you ultimately is going to be to ask people within your community if they read poetry and if so what they like and then start a dialogue with them.

Seth: [01:07:09](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=4029.13) Find that poem and read it, read it four times the first time, read it straight through and, and just listen to the music of the language the second time. Really pay attention to each line. Almost apply. Leibniz is Moana doll. Look at, there's a moon analogy to a poem. So every line is its own poem. Uh, and then obviously a each word, if you really want to dig into it, can become it. So little poem or read it and that kind of way and really apply that level of pressure. If it's a great poem, then there's going to be something to push on. Um, and it really takes three or four readings until you kind of enter into the forest of the poem and, and you're surrounded by it. And I guarantee you, you read a poem three, four or five times and read it out loud cause most issues with meaning is simply that we're not hearing it and we forget that there's a music to it.

Seth: [01:07:58](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=4078.15) So you have to read it out loud and three or four readings in and you're going to start to feel something forming or informing within you in terms of meaning. And I think that, is that part of the gift of what poetry is? It's not that it's packaging up some esoteric meaning. And this is, this is the, uh, vehicle to get you this idea. It's really this process of how you engage with and understand, um, language. And you look at any other art form. Poetry is the only art form that you have to use, the medium. It's have to discuss the thing. You don't, we don't talk about painting by painting at each other. We talk about using language and, and so with poetry it is unique and that we have to use that the very, um, the essence of, of the medium itself to discuss it. And, and ultimately if, if it's, if poetry is and bringing people together in a meaningful dialogue that I don't really know, it's, it's um, if it's worth it. So as long answer to a short question,

Cody: [01:08:59](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=4139.71) that is powerful stuff because I think it's so easy to grow up and, and you read an article online and then you form your opinion based off of what this one editor at this large media news outlet who has biases and fallacies within that organization and you just accept it and you create your own internal opinion without really digging into it. And, and poetry. It forces you to be conscious with your own internal feeling, with, with yourself in many ways. Uh, since you can't just derive an opinion and a belief even from reading poetry. So, uh, you, you've actually taught me a new way of looking at it.

Seth: [01:09:38](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=4178.79) Good. Well, I look forward to hearing from you in a couple of months on how it's been.

Cody: [01:09:43](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=4183.08) Yeah. And, and, and on that note, I think it's a good time to end, uh, wondering if you have any, any last words, any, anything that you wish to leave our guests with, either about poetry or Kaizen or what happened?

Seth: [01:09:57](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=4197.29) No, I mean, in terms of Kaizen, ultimately it comes down to people, whether, you know, lean, Kaizen, scrum, agile, any of those things. Uh, if you don't really love and respect humanity then, then I don't know, don't waste your time with it. Um, and then in terms of poetry, you're supposed to be, I think you're supposed to be frustrated. Poetry supposed to move you into a place where you have an experience of not understanding that is the natural experience of it. And it's doing exactly what it's meant to do. And all you have to do then is just spend a little more time with it. And, uh, and learn to cultivate a presence. It's wet, Keats calls negative capability. And, um, you know, if you have show notes, you could put a link to negative capability in the show notes because those will speak to it much more eloquently than I will. But it's the, it's the ability to be within the presence of, of a binary and I have to reach after one or the other. I think really what it teaches you then to do is to live in non-binary non-dualistic a way. And I think that's profoundly important politically, socially, relationally. And I, I, I really think, you know, poetry is one of the things that can help save world.

Cody: [01:11:14](https://www.temi.com/editor/t/KlENTtlcbcuWMRD_aNuHkdCZ8y-7APo_mGtzX0Rdo1aFCbcyvWCFdejk3t_Bnd32gvUiXzNosQjhlguxgomKSCVikkA?loadFrom=DocumentDeeplink&ts=4274.33) So with that, cheers to that. Thank you. Thank you again. So if it's been an amazing having you on the show, thanks for having me. Appreciate it. It's good. And as a last note, and all of the books, links, quotes, and poetry resources will be linked to you in the show notes.