

FINDING BRAVE

— with Kathy Caprino —

Transcript

Finding Brave Episode #27

Leading with Emotional Courage, with Peter Bregman

- Kathy Caprino: Hello, everyone. This is Kathy Caprino and welcome to my podcast, *Finding Brave*. I've created this show for everyone who longs to create something bold and brave in their life, to rise up, speak up, and stand up for who they are and to reach their highest and biggest visions. Each week I'll be speaking with inspiring guest from all walks of business, leadership, entertainment, the creative arts, and the entrepreneurial world and they'll be sharing their intimate stories of finding brave and offer their best strategies for building your most rewarding, joyful, and meaningful life, business, and career.
- Kathy Caprino: Hello, everybody, this is Kathy Caprino. Welcome to today's episode of *Finding Brave*. Thank you so much for being here. I'm so excited to share our guest, but you have to wait one minute while I share a *Finding Brave* tip, which I'm starting to do at the start of these shows.
- Kathy Caprino: Very briefly, you know when you heard the last episode, I had a rough week with two knee injuries. Pretty serious, incredibly painful last week and I was not my highest self. I was pretty down, pretty depressed to be honest because my third favorite thing in the world is tennis and if I can't play tennis in the summer with my son, I'm not a happy camper. I know this is a first-world problem, but I was in a lot of pain and so confused because I injured myself. One was pouring boiling water on my knee and the other was tweaking it in a way that hurt like heck.
- Kathy Caprino: In thinking about a week has gone by and I wrote a post on, what is it that I could learn from this experience that I could kind of bravely, as we're about to speak, Peter, how can I feel all that I need to feel here? And what can I get out of this that is going to make me feel like, oh there was a lesson there of use. I found that lesson and I'm going to tease you and have you all link to the post where I talked about that.

But the tip I'd love to leave you with is, how do you make use of all of it? All of it, the vulnerability, the pain, the depression, the disappointment in yourself, the disillusionment in the world. How do you make use of it in a brave way so that you can move forward and make the positive impact you want to, rather than get crushed by it? That's the tip: find a way to make use.

Kathy Caprino: In that vein, I'm so excited to introduce our guest, Peter Bregman today. Peter, thank you for being here and being patient with me with all my computer glitches.

Peter Bregman: It is my pleasure. Thank you so much for having me on your show. You're awesome.

Kathy Caprino: Thank you.

Peter Bregman: And I'm sorry about your knee. Ugh, knees.

Kathy Caprino: So rough. Thank you. All right, everyone, let me tell you a little bit about Peter, but this is only the tip of the iceberg. Peter Bregman is CEO of Bregman Partners, a company that helps senior leaders create accountability and inspire collective action on their organization's most important work. Best-selling author of *18 Minutes*. His forthcoming book is *Leading with Emotional Courage* and that's released, well now pretty much, but July 11th is the official date, right, Peter?

Peter Bregman: Yup. That's right.

Kathy Caprino: Well, you know we've talked about this, emotional courage couldn't be any closer to my heart and you're on the right show for that. Let's jump right in and learn so much from you, what is it to lead with emotional courage. First, can you just define emotional courage for us? Because I think we're all a little confused. What is bravery, what is courage, how does it show up? Let's hear what you have to say about that.

Peter Bregman: Yeah. That's a great question and also maybe distinguishing it from emotional intelligence, which we've heard a lot about and which is different from. Emotional courage is the willingness to feel everything, or if you're emotionally courageous, you're willing to feel. It turns out that talking about bravery, the willingness to feel underlies all of the willingness to act. If you think about a difficult conversation that you haven't had. A conversation you know you should have, maybe it's with someone close to you, maybe it's with a colleague, but it's you know you should have the conversation, it's been on your mind but you have resisted having it. You procrastinated. And then ask yourself why. I'm betting that you know exactly what you want to say, that you had plenty of opportunity to say it, and that you're perfectly skilled to be able to say it.

Peter Bregman: What holds us back isn't any of the typical, it's not communication methodology and it's not clarity of thought. It's that we're going to have to feel something if we have that hard conversation. We're going to have to feel the possibility of disconnection or conflict. We're going to have to feel the potential of their anger or defensiveness or passive aggressive. We might have to feel our own anger and passive aggressiveness and discomfort. And so because we don't want to feel those things, we end up not following through on the things that are important to us. That's true about risks that we want to take. If we're not willing

to fail and feel what failure feels like, that's what we're afraid of. We're not actually afraid of failing because everybody knows you come back from failure, but the failure feels bad and so we don't want to feel that, and so we avoid taking risk.

Peter Bregman: Again, if you're willing to feel everything then you can do anything. That's the underlying principle of the book. It's my absolute underlying belief. I've been studying this for 10 years. It's hard by the way. I mean you open the beautifully around the bravery of even dealing with things that are thrown at you that you have no control over. You can't control your knee injuries and yet your willingness to feel what you may feel around that, to feel the sadness, the potential disconnection from your son if you can't play tennis, the anger, everything. If you're not willing to feel that, then you're not going to get past it. Then it's going to stick with you and it's going to leak out in insidious ways and you're going to get angry at your son because you can't play tennis with him. It doesn't make any sense but that's what we do, we're human beings.

Peter Bregman: Emotional courage is the willingness to feel everything. I've been talking for a while but there's one more thing, which is the distinction between emotional intelligence. Emotional intelligence is a very intellectualized conversation about emotions. I've been involved in the emotions intelligence conversation for a while. It's as unemotional as it gets. We've talked about competencies, we've talked about the skills needed, we develop them, but it's not actually about feeling in many ways. If we're really willing to feel, that's a whole different degree of emotional intelligence. It actually uses it. It's an emotional capability. That's what underlies our ability to act powerfully in the world, have hard conversations to—

Kathy Caprino: Peter, I got a million questions and I want everyone to know we didn't script this. I'm going to throw some difficult things at you, but if you can't answer them, it's okay. All right? My world is mostly helping professional women, who wake up and say, "Wow! This is not what I had in mind, but what is ... " And I teach courses on this. What I find, and I'm going to ask you the tough question, for every woman I work with, I want to be careful how I say it, they almost feel too much. By that I mean this, the boundaries required to live a healthy life would allow the experience of, I'm going to tell Peter something that's going to be upsetting and he's going to be mad, but I can do it because I have a boundary that allows me to be separate from you. So many women and particularly the women I work with, who happen to have had some emotional manipulation in their childhood, have almost an intense empathy and can feel what you're about to feel before you even feel. Are you following me?

Peter Bregman: Absolutely. 100% I'm with you.

Kathy Caprino: All right. So now, I don't mean to paint all women with one brush and all men with another but—

Peter Bregman: No, I understand it. I'll throw myself in there with that kind of women.

Kathy Caprino: Oh, good. You were right. You obviously have a highly developed feminine side. I would ask you, I think what's going on for so many women, is they know darn well what they're going to feel and because they feel it so much and in such an overwhelming way, they almost can pick themselves up after it. Here's my two questions, Peter. Do you feel that men have that same boundary thing? And yes or no, do you feel that, how do we negotiate through, "I know what I'm going to feel and it's just too much?"

Peter Bregman: Right.

Kathy Caprino: That's hard. It's like a therapy—

Peter Bregman: No, it's great. I mean it's a deep question, which I love. But I feel like I have a lot of clarity around it.

Kathy Caprino: Oh, good.

Peter Bregman: Here's the thing. So do men feel? Yes, men feel a tremendous amount and actually men are perhaps, I mean again, we have to be so careful when we're generalizing about gender, but I think culturally, men have created stronger walls to feeling things so they can push through. But here's the thing, men feel just like women. And so if I don't acknowledge that I'm feeling something, it still lives inside me. I'm still going to feel it. If I feel anger or if I feel sadness or I feel love or longing. Men feel it just like women. But if men are more guarded against the sense of permission to feel that, then they repress it. They stop at them, but when you repress feelings, they just stay inside.

Peter Bregman: I mean this is sort of the secret about our feelings, which is you can't actually stop a feeling in many ways. Like it comes in and then it settles somewhere in you, if it doesn't move. And so we have to move them. We have to move our feelings.

Peter Bregman: Now that said, acknowledging them, feeling them is in and of itself moving emotions. If I'm willing to feel sadness. In fact, it's actually interesting. I'll share an interesting story that happened to me yesterday, but maybe I make my point first, which is if I'm willing to feel all of those things, then they don't get stuck with me and they don't come out in these sort of sideways, insidious ways.

Peter Bregman: Now, here's a distinction I want to make for women and men and for boundaries around feeling. I am a strong advocate, obviously, of feeling everything. I am not a strong advocate of expressing everything that you're feeling. You do not need to put out in the world everything that you're feeling, but that doesn't mean that you shouldn't be feeling at all. In fact, you have to feel it all, otherwise it does come out sideways. I'll give you this example that in truth I should think of an analogous example so it doesn't sound so weird. But this is just the truth and what happened to me, which is I was at a funeral yesterday. And there was ... people were talking about things and talking about the deceased, who was actually an amazing person. But the way the funeral felt to me, felt off and I found myself in the funeral having all sorts of feelings. Like even kind of feeling a little crestfallen. I didn't really understand everything that I was feeling.

Peter Bregman: Here's what I knew. I knew I could do two things simultaneously. I could feel everything in all of its complexity that I was feeling. And I could choose to act in whatever way was appropriate for that situation. So I had no need to express everything that I was feeling. I could just feel it and go, "Wow, that's interesting." You know, probably something for me to look at later, something for me to understand better what's going on for me, it could easily be 90% about me and 10% ... it could be 100% about me and 0% about what's happening in the funeral, except that it's triggered something in me. I don't know, but here's what I do know. I know how to act at a funeral. And it's not fake. I'm not being fake.

Peter Bregman: I'm showing up in the way that I need to show up while feeling everything that I haven't yet unpacked. If I try not to feel it, it will come out in some sideways comment I'm making in inappropriate way. I'm not going to not feel it, but I'm also going to make choices about how to act in the world that moves me and the people around me towards the outcomes that we're trying to get to. I can do that skillfully because I'm willing to feel and when I'm willing to feel, the feeling doesn't take over and doesn't leave me to do things that I wouldn't want to do otherwise.

Kathy Caprino: What a story. That's about the most illustrative I can imagine. All right. I'm going to ask one more deep question and then we'll come up a little for air.

Peter Bregman: I'd love deep, so we could stay in your—

Kathy Caprino: I think that there's like 10 books in one sentence that you said which is, there's one thing to feel everything, there's another thing to express it but you need to move emotion. Here's my question to you, what I work with, it turns out, is emotion that hasn't moved because let's say it's women like me who've been fired or let go and it was so traumatizing that we understand how to feel it, but we don't know how to process it. Do you know what I mean?

Peter Bregman: Yeah.

Kathy Caprino: Do you have a tip? It sounds like you're a therapist as well. Were you trained in therapy, Peter?

Peter Bregman: I did a four-year program with an amazing woman named Ann Bradney, who runs a school that is now in L.A., that is now called Radical Aliveness Institute. It's based in core energetics therapy.

Kathy Caprino: There you go. That's why you're so— That explains it all. Wow. We'll—

Peter Bregman: I am technically ... I'm a certified core energetic practitioner.

Kathy Caprino: We'll link to that too, to that institute. That sounds amazing.

Peter Bregman: Yeah.

- Kathy Caprino: That's why you can answer these questions. Can you give us one tip? I think it's going to be life-changing for people. Look, I feel it. I'm processing it, no, I'm feeling it and I know I can express it, but what do I do then instead of it hitting our—
- Peter Bregman: You know, I want to tell you a story about meditation. I have always meditated but I've recently been doing a new meditation style and it's very simple and very straightforward and very process oriented. Actually, we can link to this too. It's run by a woman named Emily Fletcher called Ziva Meditation. Maybe I can send you a link so that we can link that to your program because she does online courses. I have found it to be transformational. It's very simple and people might think this is a lot of time, it isn't. I'm a very, very busy person, but it has not been hard for me to fit it in because of its impact. It's 20 minutes in the morning, 20 minutes in the evening.
- Peter Bregman: Here's what I want to say. I've been doing that meditation and my life has been changing, but I can't explain to you what the connection is between the meditation and my life changing. I can't even be sure that there is a connection. All I can tell you is, I have seen things change from when I started meditating in this, you know, it's a very simple method. I mean you're just sitting in your mantra and you're letting the mantra go. Then you're picking it up again. It's not magic, but here's the thing, if you can trust a process, you don't need to figure it all out of your head. This is something that has taken me a very long time to learn. I went to Ivy League schools. I've got a master's degree. I'm very intellectually oriented, which is why it's very easy for me to be in the emotional intelligence conversation because it's a very intellectually oriented and I want to understand emotions intellectually.
- Peter Bregman: The thing about emotions and moving through emotions is, it's not an intellectual process. It is not a process. What we do usually, when we're trying to process our emotions is we seek our, “Ha! Why do I ... that funeral thing. What's going on for me? Why do I feel that way? Like, what happened? Maybe I should go to therapy and figure out what happened when I was a kid and maybe I should understand better what the person said and how that triggered ... ” There's nothing wrong with that but that's not moving your emotion. Moving your emotion is feeling it. There's two questions that I always ask and I always ask this, we're doing an emotional cards challenge, it's like a 30-day emotional courage challenger, where every three days, I send out a little video saying, “Try this.” And to grow people's emotional courage.
- Peter Bregman: The two questions that I'm always asking in that challenge is, what do you feel and where do you feel it? Where do you feel it is a very important question. Because if I'm just feeling then I think I am feeling. Our language supports this misunderstanding. When we say, “I am angry,” we don't say, “I have anger.” In other languages you say, “I have anger,” but in English we say, “I am angry.” Like the anger has encompassed all of my being and who I am and this is who I am. Well, at that point, we are taken over by this emotion. But if you say, I have anger, well then you can go, “Ha! Where do I have it? That's kind of like right up here, in my upper left chest is where I feel it. Let me breathe and see where it goes. Let me actually feel it.” And you will literally feel the emotions move because emotions are physical sensations.

Kathy Caprino: Oh god. I love it.

Peter Bregman: We're watching the physical sensations move in our bodies. There's like what I'm going to encourage listeners to do and what I talked about in leading with emotional courage, is to trust to the emotions in a certain way, in a way that you don't have to figure everything out with your head. Figuring out with your head keeps the ego in control in a certain sense and actually stops the emotion from moving on. But because we don't want to lose control so the ego is all about sort of maintaining control. Actually, if you just sit and watch, you're not in control of it, then you realize that the emotion has a life of its own and it can move through. If you're not willing to let it move through, then you stick it somewhere in your body and it stays there and soon enough you're walking with a limp. Because it's actually—

Kathy Caprino: I couldn't agree more because just what I wrote in this post, the body will say what the lips cannot.

Peter Bregman: Right. Exactly.

Kathy Caprino: The body will you know. When I look at burns, which I burn myself, it's anger. When I look at my knee, it's about bending with the fluidity of life. You are on it. Oh, I love it. These are so helpful. All right now—

Peter Bregman: Thank you. What I want to say too, I don't want to denigrate the mind. Meaning I think the mind is very important but where the mind comes in, and that's that distinction in the funeral to say, "I'm feeling this and here's what I'm going to do and say." They may not be connected and that's not inauthentic. Meaning I could feel something and then say something different from what I'm feeling and as long as I can hold both as true, that's okay and they can't even be contradictory.

Kathy Caprino: That is brilliant.

Peter Bregman: Rest myself messily, all over the place because I think that's what's authentic.

Kathy Caprino: That's a whole lot. We'll have to have you on and talk about authenticity because I don't think people really ... we've made it kind of bubblegum. In other words, there are many things we experience and feel and know and many of them collide with each other. It's not some simple linear, right?

Peter Bregman: For sure.

Kathy Caprino: You're being authentic, choosing one in that moment. Right?

Peter Bregman: Yeah. I talked about this. There's two different chapters in the book. One, where I talk about the inauthenticity of learning. But if you're actually going to learn something, you're going to feel inauthentic because you're going to do something differently than what comes naturally to you, which is the definition of learning and change. If we seek to change, then we're going to seek to feel inauthentic for some period of time until the clothes fit. I talked about that in the book.

Peter Bregman: I also talked about. There's a story I tell about Hurricane Sandy, where it was Hurricane Sandy and it was devastation. I mean I live in New York and where we live was fine, but in Staten Island, not more than a few miles away, people's houses were devastated. The land was devastated et cetera. On the one hand, there was this hurricane that created tremendous damage and pain. On the other hand, my kids don't have school for the day and couldn't be more excited.

Peter Bregman: It's like on the one hand, we could connect with the pain and devastation of this event. On the other hand, we could actually connect with the joy that the event brought. It's really hard to hold the complexity of both of those at the same time. We don't want to say, "No, no, no, no, don't be happy that you don't have school because this has created a lot of damage." What we want to say is, "Be happy, you don't have school because that's fine and we can run outside and kind of play and we're going to take the day off, et cetera." At the same time, we can also feel the sadness for this devastation and that enables us, by the way, to both go and have a great time on that day and as soon as the roads are open, fill our car with 20 garbage bags filled with things that people need and spend four hours driving in non-stop traffic to Staten Island to deliver it to people who need it, which is what we did. You can hold both of those and you can act powerfully in the midst of all of that emotion without shutting any of it down.

Kathy Caprino: That's so gorgeous. You know the way I would say that is, I say to women, "Don't make yourself wrong, make yourself right." It's the same thing. It's wrong to feel any kind of joy. All that's going to do is suppress you and thwart you, but make use of all of it is what we're talking about. I love it.

Peter Bregman: That's right.

Kathy Caprino: All right. Let's talk about your book *Leading with Emotional Courage*. Can we really get real about, you work with the highest-level leaders, right? Can you tell us, from a perspective that a leader will be listening but also people that are being led by this leader, what is missing in leadership today? Why is so much of it going wrong, yet some of it is going very right? What's wrong? What's the gap? What's missing, do you think?

Peter Bregman: When I wrote the book, I broke it up into four sections. These four sections are the four elements of leadership. It's confidence in yourself, connection to others, commitment to purpose, and emotional courage. Really successful, powerful, strong leaders have all four of those elements.

Kathy Caprino: Say them again.

Peter Bregman: Confidence in yourself, connection with others, commitment to purpose, and emotional courage. Most people have one or two of those and not the others. That creates problems. Actually, I'm just going to mention this and maybe we could put a link to this also. We've created an assessment that is connected with the ... so every question of the assessment, there's 48 questions and they relate to one chapter of the book. You can both sort of understand your leadership gap and also point you to the place that's in the book that could be most useful or helpful.

Kathy Caprino: Fantastic.

Peter Bregman: Most people are strong in one or two and not strong in the others. That imbalance creates a problem. I'll spend just a second talking about each one. Confidence in self is true confidence. I don't mean arrogance. Arrogance is actually cloaked insecurity. People are arrogant because they're insecure and so they have to be better than everybody and they have to think highly of themselves and they can't not know things. That's not confidence. True confidence can be sit and not knowing. True confidence can be okay failing and not being perfect. True confidence can sit with a group of people who are really smart, way smarter than they are and feel perfectly fine about themselves and learn and connect and grow and work. True confidence is hard to come by.

Peter Bregman: Then the second piece is connection to others, which is I can trust you and be trusted by you and appreciate you and I'm connected with you and you feel it. That's the empathy peace. Now, and you do I think, although I haven't done the research, but sort of in my anecdotal research, think that you have more women, this is not all women and we're generalizing about gender, which is very dangerous, but you have more women who tend to be higher in connection to others than they are in confidence in self. When that happens, they give themselves up to the other person. Meaning that's a point in which you're doing things to please other people that betray what's most important to you. That's a problem in leadership by the way. If I'm going to betray myself in order to support others, then I'm not going to be a very strong leader. The opposite is also true, which is that if it's all about me and I'm not caring about other people. That won't be successful.

Peter Bregman: Then there's a third piece where if I'm committed to purpose I have sense of what we call the big arrow, which is the work that we do in organizations. The most important outcome you're trying to achieve and rallying everybody behind it. That's part of the subtitle, where it is sort of inspiring people to move forward on your most important work. That if I'm totally committed to purpose but I'm not confident in myself or connected to others, then I'm going to betray myself and everybody else in order to get to some outcome. We all know people who do that.

Peter Bregman: You need emotional courage, which is the fourth element in order to be confident, connected, and committed. You need emotional courage and by growing your confidence and your connection to others and your commitment to purpose, you're also growing your emotional courage. You both need it in order to build it, you need some degree of it and when you build it, you get even more emotionally courageous.

Peter Bregman: It's where I sort of in the book, we've really worked towards ... I've written every chapter where there's something you can do that slowly, little steps that build your confidence in yourself and your connection to others or your commitment to purpose. Because in many ways, the book came out of a leadership program that I've been running, that has had tremendous impact. I'm sort of thinking, how do I take this leadership program and put it in the book. The book is not just intellectual, it's a book that actually gets people to feel things, it gets people to grow in certain ways and gets them to build their emotional courage and build their confidence, connection, and commitment.

Kathy Caprino: Oh, wow. Fantastic. All right. I'm going to ask you a tough question.

Peter Bregman: Sure.

Kathy Caprino: I feel in a lot of ways I'm doing this for women, mid-to-high level women as well. There will be times when no amount of an exercise I can give is able to shift the person towards ... I mean I would even say love, self-love, which you have to have, you know it fits in kind of all of these. I don't mean narcissistic love. I mean I thoroughly love and accept myself. Flaws and weaknesses and all, whatever, but their confidence is so flattened that the exercises that you could give someone who's highly functional and not flattened, not destroyed by what happened, work. Have you ever sat with a leader where you think, "Oh boy, this is going to be tougher than I thought." Then what do you do?

Peter Bregman: Yeah. I mean I've often been in that situation because I think especially for mid to senior-level leaders, especially if they have some level of insecurity, which everybody has some level of insecurity, they tend to cloak the part of them that feels helpless or that feels unsure or that feels unemphatic for themselves. I'm using that language specifically and I'll tell you why. One of the things that they need to learn, and I have actually found that women have a harder time with this than men, in some ways, is that expressing and exposing vulnerability is a strength. It's hard because there is a sense that if men express vulnerability, that's seen as the strength. But if women exposed vulnerability, that's seen as a weakness.

Kathy Caprino: Interesting.

Peter Bregman: Yeah. It depends how they do it, how the person does it. One of the reasons I said empathic is one of the things that I do as a sleight of hand, which is a lot of people who are not empathic for themselves are overly empathic for others, which is, "I'm not going to cut myself slack but everybody else, I'm going to cut slack for." That's where I think first of all just recognizing that and then asking the question and there's a chapter in the book about me. I mean a lot of ... I kind of use myself as an example on a lot of things, but there's example of me where I was trying to make this decision and I just felt so lame. It was a stupid decision. It's about the color of a bicycle. Like the dumbest decision, but I was going back and forth and I was suffering when I bought the color and then I returned it. I mean it's just ... I felt so lame.

Peter Bregman: There was some lesson for me, and you talked to earlier in this call, about in this conversation about lessons you get from these things. There's a lesson for me about, can I just accept that I can have some compassion for my process and for myself which is like, yeah for whatever reasons, I'm a little uncertain with some decisions. Some decisions I can make, great. But other decisions, I'm actually insecure about in, unsure about and especially decisions something do with design and what things look like. It tells me, "Ha, I have room for growth here." I wonder what that is. Now I can sort of first of all feel some compassion for myself the way I would for anybody else. If anybody else were doing that, I will say, "You know what? You're going to live with the bike for a long time and you'll really like something that looks nice and you enjoy looking at things and you have an aesthetic that you want to sort of get pleasure from that. And so it's hard to know and maybe you have parents that didn't let you make decisions and so you don't trust yourself

in making decisions. Whatever the reasons are, it's hard, but it's okay." Some things are hard, some things are easier.

Peter Bregman: To have that compassion for yourself and to just recognize it's hard. You're not lame, it's hard. It's hard.

Kathy Caprino: My god. I love it. How old were you when you were deciding the color of the bike? I'll tell you why I'm asking this. Like yesterday?

Peter Bregman: This was six years ago. It was not long. In fact, I just bought another bike. It was very interesting for me because I sold that bike and I was buying a new one which is just the same one and I had a little bit of the same challenge. I was choosing the color, but it was very interesting this time because I guess I've done a lot of work and I noticed that I was going back and forth like that. I noticed I wasn't sure and I picked out a color and I asked different people and I asked my kids who really wanted the orange and black one, which is like I went to Princeton and those are the colors of Princeton. So they kind of like that. And they like the color and it was flashy. I almost didn't ... It wasn't sitting right with me and I said, "I don't know why it's not sitting right with me and I hope I got scared. Like I hope I'm not going back in that whole thing I went through, the rabbit hole." I just gave myself some space and I said, "I'm just not going to get it yet. I don't need to get it immediately. I'm just going to sit with it."

Peter Bregman: Then I found another color that I fell in love with. It was like this raw lacquer cover with these exposed moldings. I was like, "Wow! I really like this." It was interesting to me because I showed it to my kids who were like, "No, no, no, we like the orange and black one better." I had to sit and go, "All right ...

Kathy Caprino: Well, who's riding the bike?

Peter Bregman: I get that. You know what? I actually, and this feel ... "I mean this bike seems so stupid to your listeners and they might be thinking like, "Oh my God you know he really is lame." But for me, it was this moment of just being like, "Wow! I can actually trust my own view like other people can disagree with me, but I like this color and I'm going to get it. I'm going to get it with a leather seat too because I think it looks really good with a leather seat." Now, I have a new bike just the way I like it. It was just as important to me to make that decision with their disagreement as it would have been anything else because it allowed me to sort of find my ground. Like find that because that was like ... It allowed me to increase my confidence in myself without necessarily losing my connection with others. We talked about it. But I didn't prioritize what they thought over what I thought and I was able to find what I thought, which I had a hard time doing before.

Kathy Caprino: Wow! I love it and I love it's so simple and it's something we go through every day. Should I buy the cabbage, or should I make steak or whatever? Why I asked you how old, when you said it, and I can see your face, our listeners can't, I felt like you were a little boy. What I felt is when you spoke to yourself it was what real good parenting is. Like I could just see the whole thing that you're actually parenting yourself. Which so many people need and didn't get. If that's another way that helps you think of it, be the parent to yourself that you didn't have.

Peter Bregman: I love that Kathy. I love that and I think it's like ... I work very hard on being the kind of parent that I want to be, and I've learned and it has taken and continues to take me a long time, but it does help to think, "Okay. What would I do if I were parenting, you know, around this particular situation and let me do it to myself." I love that, Kathy. I think that's 100% right on.

Kathy Caprino: Oh, good. I'm glad. I could talk to you for another hour, Peter, but what's the most ... this is a hard question I think. Your book is amazing, every word. I can't wait to just read it again. What is the one thing that you would be sad if people did not get out of this book? The one most important thing.

Peter Bregman: Wow. That is the hardest question that you've asked me.

Kathy Caprino: Oh no. I didn't prepare you either.

Peter Bregman: I think the one thing I want them to get out of the book and okay, it's going to be more than one thing, but it's basically one thing, which is certainly this idea that I think is a seminal idea, that if you're willing to feel everything, you can do anything. That it really makes a difference. I want the value of feeling feelings, not knowing about them or understanding them or analyzing them or criticizing them, the value of feeling feelings is in and of itself a very, very high value and to have compassion with themselves as they feel. The reason I wrote the book the way I did is because it's a step-wise development to increase that capacity, which allows you to increase capacity to act.

Peter Bregman: Be compassionate with yourself as you're learning and it's in many ways, it's like, "Oh, we all know how to feel. Like we feel everything in every day." But in my experience the people who have said that to me are the ones who are most detached from really their feelings and most blocked from their willingness to feel things. I recently run a program and I had someone who in the middle of the program said, "This isn't for me." Which is fine because not every program is for everybody. When I spoke with him, it was like, "I don't want to feel that stuff." It's like, "You know? You may not. You may not." That unwillingness to feel that stuff becomes a limitation. Like he couldn't stay, for example. I mean that's actually a great example in many ways. He couldn't stay because he didn't want to feel stuff. That is such a representation of how many of us limit ourselves in life. We don't want to feel something, so we can't stay in a relationship, we can't stay in a company, we can't stay in a friendship, we can't stay with our work, we can't stay with ourselves.

Peter Bregman: Probably the most important thing is to stay and to feel what you need to feel in order to stay. There is such tremendous power, not just in leadership, in life. Like for our lives. Our lives depend on it and that's how I feel.

Kathy Caprino: That's just beautiful, Peter. I love it. I just want to leave people with this one thought though, having been a therapist, sometimes I'm going to make you right not wrong people. If you feel you can't feel, it's too much, make yourself right and seek therapeutic help. Because I think the answer that I simply won't, is probably going to wreak a little havoc in your life and your leadership.

Peter Bregman: And I love what you're saying.

Kathy Caprino: But if you can't by yourself, don't beat yourself up, don't make yourself wrong, make yourself right. But there are amazing therapists that will help you break through and help you change your life. Because you'd be able to feel what needs to be felt.

Peter Bregman: Right. I really, really support that, which is feel it and get the support that you need to feel it in whatever ways you can get that support.

Kathy Caprino: I mean maybe that person was going to fall apart in the middle of your program and that wasn't going to work for him.

Peter Bregman: Right. 100% and I did not make him wrong.

Kathy Caprino: Making them right here.

Peter Bregman: No, 100%, I didn't make him wrong.

Kathy Caprino: I know.

Peter Bregman: It's why we're actually running, maybe I'll plug this, but on August 18th, I believe it's the 17th, 18th, 19th Friday evening to Sunday at Kripalu, which is a retreat center in the Berkshires, I'm running a two-day workshop on emotional courage, where we're kind of going to build this muscle. If people want to come, it's going to be fun.

Kathy Caprino: Wonderful. We will put a link to that. What's the one website or URL we need to give everyone, Peter? Where should they go?

Peter Bregman: Go to bregmanpartners.com. You can find everything. If you go to the menu under resources books, you can find *Leading with Emotional Courage*. Then also you can get it at bookstores, *Leading with Emotional Courage* at Amazon, et cetera.

Kathy Caprino: I can't wait. It's such a beautiful, powerful work. You're obviously using everything that you are and ever have been in helping us lead with emotional courage. Thank you for being here, Peter. Everyone, I hope you really took so much out of this. We'll actually take action, visit all those links. There's going to be a long slew of links and go see Peter at Kripalu in August and read his book and find brave anyway we can here, using it all.

Kathy Caprino: Thank you, Peter, and thanks, everyone. Have a fantastic week and come again, Peter. We'll talk about authenticity.

Peter Bregman: You're a great interviewer. So super fun.

Kathy Caprino: Thank you so much. Bye, everyone. Have a wonderful week.

Kathy Caprino: Thanks so much for joining us today, and please don't forget to check out findingbrave.org for more programs, resources, and tips, and tune next time for your weekly dose of *Finding Brave*.