



**Entrepreneur and
Executive Coach**

Stewart Emery



Chris Attwood: Welcome, everyone! This is Chris Attwood. I'm the features editor for *Healthy Wealthy nWise* magazine and co-author of *The Passion Test: The Effortless Path to Discovering Your Destiny*.

This is the Healthy Wealthy nWise Passion Series where twice a month we interview individuals who have been incredibly successful at following their passions and creating an extraordinary life.

It's our hope and our intention that these calls will help you get aligned with your passions so you can give the world your unique gifts.

Our guest tonight co-authored the best-selling book *Success Built to Last*. In that book is a quote that gives all of us something to really think about. In the book they said, "Much is said today about the importance of loving what you do. But most people simply don't buy it. Sure it would be nice to do what you love; but as a practical matter, most people don't feel they can afford such a luxury. For many, doing something that really matters to them would be a sentimental fantasy based on wishful thinking. Listen up! Here's some really bad news. It's dangerous not to do what you love. The harsh truth is, if you don't love what you're doing, you'll lose to someone who does."

Those words come out of over 200 interviews our guest and his co-authors did with people who have achieved what they call "enduring success". This includes interviews with people like Senator John McCain, Nelson Mandela, Michael Dell, Maya Angelou, Presidents Jimmy Carter and Bill Clinton, and many others.

Tonight we are going to be talking with Stewart Emery, who is considered one of the fathers of the Human Potential Movement. He served as the first CEO of EST, was the co-founder of Actualizations, led workshops and seminars in dozens of countries, and has conducted coaching interviews with over 12,000 people over the last three decades.

Stewart is the best-selling author of the books, *You Don't Have to Rehearse to Be Yourself*, and *The Owner's Manual for Your Life*. Tens of thousands of people have attended his workshops, seminars, and speaking engagements all around the globe.

He studied economics, philosophy, and psychology at the University of Sydney



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before pursuing a career in the advertising arts. He moved to the United States in 1971, and in the late 70's was selected by the National Media as one of the ten most influential people in the Human Potential Movement.

Today he is spending his time helping people around the world discover how to achieve the title of his book, which is *Success Built to Last: Creating a Life That Matters*.

Stewart, thank you so much for being with us tonight, it's truly an honor.

Stewart Emery: I'm just thrilled to be with this network of amazing people that you and your associates have built out there. I'm just delighted – thank you!

Chris Attwood: Thank you, Stewart. And I'm also equally honored to introduce my co-host Greg Link, who will conduct tonight's interview. Greg was formerly executive vice-president of the Covey Leadership Center and is now partnered with Stephen M.R. Covey to create the business consulting firm CoveyLink.

I want all of you to know that next Wednesday, on October 18th, CoveyLink will release a phenomenal book, which I hope everyone on this call will go and pre-order today, called *The Speed of Trust*.

For those of you who are members of our Real Life Legends club, you will remember that our interview with Stephen on *The Speed of Trust* was one of our most powerful Passion Interviews. To everyone who is on the call, please place your advance order for this wonderful book today by going to www.HealthyWealthynWise.com/trust.

Greg, thank you so much for being with us. I'll turn the call over to you now to conduct tonight's interview.

Greg Link: Very good, well done, Chris. It is truly my honor, Stewart. You are a legend in the industry. As I invited our clients in the Covey organization to join us tonight I said that this was one of the few books I have not been able to put down. And believe me, we read a lot of books, and endorse very few. This book is destined to be the next *Think and Grow Rich*.



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Stewart, you have a history in the industry that precedes you; and as I mentioned, you are a legend. Can you help us understand the personal passion that you brought forth to get involved in this, and where your experience with some of the organizations that Chris mentioned you founded, specifically Actualizations and the EST organization with Warner Ehrhardt that you were the founding CEO of.

What, from that experience, prompted you to want to participate in this project?

Stewart Emery: As long as I can remember, Greg, I have been fascinated to try and understand why some people seem to just do well in life and live successfully. I mean success as a total concept, I don't just mean collecting bright, shiny objects. I'm talking about being satisfied and happy.

And why most of the world struggles; I've studied philosophy, psychology, and economics at Sydney University until the artistic genes kicked in and I went into the advertising business. I came over to the United States in 1971 on a visit, stood on the corner of Haight and Ashbury and said, "Wow, Stewart, you're not in Sydney anymore!"

I ran into Warner Ehrhardt, and the rest, as they say, is history. I just saw what was going on in what became known as the Human Potential Movement and I thought, in the advertising business I was in the business of telling people, "If you consume the right stuff you'll be happy." I knew eventually that wasn't true, that really all I was doing was getting people further and further into debt. They'd buy more of the things they can never get enough of, and don't really need anyway to make them happy.

When I saw the Human Potential Movement I thought, here's a way to use the skills I have to support people, rather than to exploit them. That started my journey in the Human Potential Movement. Always, always, always I have been moved by people who are good at what they do, in any field. There's a lot of horror in the world, and you can get hardened to that. But I notice that if I'm in the presence of somebody who is really good at what they do I'm moved, sometimes to tears, but always moved.

Jerry Porras and I had been talking about doing what was going to be *Built to Last* for individuals. We started talking with Mark Thompson who had interviewed these extraordinary people. Over lunch one day at the Osteria



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restaurant in Palo Alto we thought, we ought to do this together, and here we are.

Greg Link: Very good! It's a remarkable project, and you've done a remarkable job. There's one thing I'd like to clear up. The misconception is that Jerry Porras is the author, with Jim Collins, of *Built to Last*, so this is not an unauthorized sequel to that book – it's an official sequel.

Stewart Emery: Thank you for clearing that up.

Greg Link: Tell us a little bit about, as I looked at this, the parallels between what Janet and Chris wrote about in *The Passion Test* and your interviews with these 200 extraordinary people, how does it match up? Why is passion such a key indicator of the success that you guys observed?

Stewart Emery: We found that something all these people had in common is they invested in their passions. In fact, what balance was to these people was not the Good Housekeeping Seal of Approval, this for family, this for community, this for whatever; balance, for these people, because the Dalai Lama per se doesn't have balance, nor does Oprah Winfrey or a lot of the people we interviewed.

But what balance is to all the people we spoke to is access to their passions. Maya Angelou talked about it. She said, "I have this portfolio of passions", which we think is a wonderful term. We talk about it in the book. She said, "If I didn't have access to my portfolio of passions I couldn't be good at any of them."

Greg Link: I was very taken by the interview you had with Mandela. One of the questions you asked yourselves in the book was, "What inspires long-term achievers to make this kind of choice, the choice that Mandela did; to struggle and grow despite all the odds, to find new meaning and hang onto it, not just for the moment, but to create success that lasts."

Mandela didn't start out as a saint. Most of us are a work in progress. Can you talk about how that ties in?

Stewart Emery: He certainly didn't start out as a saint. There were times, if you look at the time before he was in prison, you could take the point of view he was one of the bad guys. Yet, he came out of prison, and here's the remarkable thing. I was on the Ron Allen show this morning. Somebody called in and said,



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“I’m 55 now, and isn’t it too late for me?”

We said, “Well, Nelson Mandela didn’t get out of jail until he was 71, at which point he could have been an angry person driven to be the most dangerous man on the continent. Rather than that he reinvented a peaceful solution for his part of the world.”

That’s remarkable! What seems to keep these people going is they are really clear about what matters to them. They are really clear about meaning. Or as a high-ranking general told us, “People have got to know why they are doing it.”

Then people say, “What’s the relationship between passion and meaning, or passion and the cause?” What we find is that these people have their passion in service of the cause. When we interviewed John McCain he said, “I used to be a jet-jockey, and I thought all glory was self-glory. I’m very grateful for my Vietnam experience. A lot of it was very challenging.”

He said, “But what I learned is that true and lasting success requires that we are committed to something bigger than ourselves.”

These people who all have enduring success have their passions in service to something that is bigger than themselves.

Greg Link: What was the criteria? How did you determine – I’m sure you had a number of candidates who qualified, as you discuss in the book – how did you decide who to actually interview and include in the project?

Stewart Emery: We looked at all of the lists, and there are a lot of lists out there. There’s a *Time* list, the most influential people, the *Fortune* list, the *Forbes* list; we looked at the Oprah Winfrey Use Your Life Award list. We looked at the lists and said, “Okay, let’s limit the list to people who have been having an impact for 20 years or more.”

In the days of the next episode of “The Apprentice”, “American Idol”, or “Survivor”, where people could have five minutes of fame and then end up in the “where are they now” files, we wanted people whose success had endured, which we thought would eliminate success based on good genes or simply good luck.



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We started calling people and got the people we were able to get to and market them a lot. I've done quite a few, Jerry did some, and at some point we said, "This is enough", although we're still doing interviews. We interviewed about 300 people all together, I think.

Greg Link: Was there anything that surprised you? With your background you've pretty much heard it all, Stewart. Were there a couple of things that surprised you?

Stewart Emery: Yes, a couple of things. We did the 20 requisite billionaires like Gates, Buffet, Jobs, Sir Richard Branson and people like that. We also did people who were amazing who you've not heard of.

The women were extraordinary. Something special about the book is that it's gender neutral. In other words, there are about as many women in there as there are men. It's just some amazing women changing the world socially that we live in.

I think the thing that surprised me, or at least was the most healing to me – I don't know about you, Greg, but I'm a founding member of Perfectionists Anonymous. I remember as a kid people used to accuse me of being a perfectionist, and I thought it was a good thing. So if I ever made a mistake I just did serious damage on myself. I would say, "You moron, you shouldn't have done that, if only you'd done this instead you'd be further along if you hadn't."

When we started talking to these people we found they have lots and lots of mistakes in their resume. In fact, when you get them talking about it they're not depressed about it, they're all excited. If you didn't know better you'd think they were losers.

But here's the thing – they had all learned how to learn useful lessons from their mistakes, to learn useful lessons from their hardships, and even from physical disabilities where the whole succession and success built to last called turning wounds into wisdom.

These people were able to take their wounds, like Maya Angelou, abused as a child, was silent for four years and wouldn't talk to anybody. She took that wounded past and turned it into greatness. There are a lot of stories like that.



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We have a story about a man who was in a car accident, became a quadriplegic, and in fact after that got married, has a family, started a business, has become a millionaire and is helping other people start their own businesses. He's an amazing, amazing man. It's a great story.

This is the thing to me, that these people could overcome great difficulty. They always looked for the goodness in things. I can't tell you why they did it, but that they did do that. They made what was working more important than what wasn't. They made what was wonderful in the world more important than what wasn't.

Greg Link: From your experience, you mentioned that you were a perfectionist and you beat yourself up, how common is that? These people obviously took a different tack; but are there a lot of people from your work who limit themselves by beating themselves up?

Stewart Emery: I think most people do that. Whenever I bring it up in a seminar or a speaking engagement I say, "How many people been there, done that and most of the hands in the room go up. These people aren't like that, however. Somewhere along the way they learned to look for the goodness in their hardship and in their mistakes.

Michael Dell talked about the beginning of Dell being a series of experiments, most of which were failures. He said, "Around Dell we call innovation 'failure sped up'." People tell us always, when you make your mistakes, make them quickly.

Greg Link: That certainly stood out to me, that there are a number of lessons in this book, not the least of which is that we need to be willing to move on after we make a mistake and keep going.

You also talk about things that enduringly successful people, they apply the core value that never fades – integrity to meaning. You mentioned that before, it makes a difference in their lives. What does it mean to apply the value of integrity to a meaning?

Stewart Emery: For example, if somebody's commitment is to making a contribution to ending world hunger, every choice they make in their life they



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consider in the context, “Will that take me further in the journey towards that cause, or does it sidetrack me?”

Sometimes that’s an intuitive call. The other thing that was truly surprising, at least to me, is that all of these people, almost without exception - I mean YoYo Ma was an exception, it seems like he was born with his cello in hand – but they’re rare. Ten to fifteen percent of the people or the rest of the people said, “My journey was a serendipitous journey. When I started out I could not have imagined what it is I’m doing today, and the life I have today. It’s much better than I ever could have imagined.” So that was a big surprise to me.

What kept them going is they were clear in a general sense about what really mattered to them. It could have been humanity, it could have been nature, it could have been science, it could have been technology; there was a broad category. So they lived their lives loyal to whatever it was that had meaning to them.

Greg Link: Chris mentioned in his introduction the comment in the book about “it’s dangerous not to do what you love. The harsh truth is that if you don’t love what you’re doing, you’re going to lose to somebody that does.” Can you explain what you mean by that?

Stewart Emery: Because Ron Allen this morning accused me of being touchy-feeling about that. I said look, there’s a guy called Larry Bossidy who wrote a touchy-feely book called *Execution*; and I said he was a major CEO of XGE. Where people like Larry Bossidy, Jack Welch of GE, a guy from the military high command in the Pentagon all tell us that in the modern world, if you don’t love what you do, you will lose to somebody else who does love it. In a world of outsourcing you’ll lose to somebody who does love it. So it’s not just a platitude, it’s a comparative advantage.

Larry Bossidy said, “I’ll tell you what – if you’re working for us and you don’t love what you do, we’ll fire you and get someone who does love it!” It was very blunt; this was not touchy-feely stuff at all. I hear at high school commencement speeches, “This is what you have to find, what you love, and you have to do that”, and it sounds like a platitude. But it’s not a platitude; it’s a comparative necessity, and absolutely the foundation of a rich and enduringly successful life.



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Greg Link: Guy Kawasaki, who was one of the founding members of Apple, is a venture capitalist now, and that's one of his primary criteria for venture capital deals is whether or not somebody is passionate about what the heck they're trying to raise money for.

Stewart Emery: Oh absolutely! We've had a relationship, in fact Mark Thompson, my co-author, was managing and running the Venture Lab at Stanford University. It actually lives in the humanities department, believe it or not, rather than the business department – which is a good thing. They've got a couple of Nobel Prize Laureates participating.

We bring people in and we take them through this whole process, which anybody running a business ought to take people through. We would interview people through this structured process and then bring them all together and have them debrief this. If we couldn't establish a heart-felt and, dare I say spiritually passionate commitment to the cause, to the “why will this world be a better place if this gets funded?”; if we couldn't establish that it didn't get funded.

Because it could have been a great business plan, it could have been a great place in the market, there could have been a need for this product; but if they weren't passionately committed to it, if their heart and soul and spirit were not invested in it, it wasn't going to work, because they wouldn't get through the hard times. They'd just look for the next big thing.

Greg Link: From your experience, this touchy-feeling thing comes up a lot, particularly in business. The Human Potential Movement sometimes gets short shrift in the Corporate America. But at the end of the day, what has been your experience about what it takes to have somebody have the courage to pursue their passions?

Stewart Emery: I think that you've got to march to the tune of your own drummer, and that was a characteristic of these people, this kind of courage. They define success in their own terms. It's terrifying if you look it up in the dictionary, Greg - I don't know if you've ever done that or not.

It talks about achievement of goals, that's well and good. But then it gets really scary when it comes to indoctrinating our kids. It says, “Can speak with achievement of fame, wealth, and power.” Then we wonder why we have kids



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killing each other for \$160 sneakers. We've found these people didn't set out to be successful. Some of them ended up with all of the bright, shiny objects, but that was never their goal.

I sat with Alice Waters in her wonderful restaurant Che Panisse in Berkley. She's changed the food scene in this country. She was rated as one of the 10 best cooks in the world by the French already!

I said, "Alice, when I ask you what does success mean to you, what comes to mind?"

She looked at me and she said, "Stewart, I never thought about it. I never set out to be successful. I only ever set out to become really good at the things that mattered to me."

This was a refrain we heard from all of these people. "Not really good at what my mother thinks I ought to do, or my professor, or whatever, but really good at the things that matter to me." They were clear about this, and they were disciplined about doing something, about learning how to get good at it on a regular basis.

Greg Link: You mentioned in the book that the majority of the builders claimed that their success was a serendipitous journey, and that the luck they enjoyed was usually earned, often at great cost. How does that wash with the idea of setting goals?

I mean, if you're doing what you love, are you setting goals around that, or are you just basically following your heart?

Stewart Emery: It's a genius of the end, not a tyranny of the awe. One of the people we interviewed in the book is a fellow called Fred Shoemaker, who may be the greatest coach of the inner game of golf practicing today. We went down to interview him for the book – we talk about him near the end of the book, great man!

He gave my wife, Joanie, some demonstrations of how he coaches people. Three or four days later she goes out, she's played golf six time, maybe ten; she goes out and hits a hole in one. Some guy who is 50 comes up and says he has been playing golf his whole life and has never done that.



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So Joanie calls up Fred and says, “I was just having fun enjoying my passion, so I wasn’t trying to get good at it.” He said, “You’ve got to keep practicing to get good at it, or the pleasure will go away. You’ve got to do both. You’ve got to have fun and you’ve got to get better at it.”

That’s what true about these people. They had fun at it, and are committed to getting good at it. The purpose of the goal was to raise the bar to bring out the best in themselves. The goal was the journey – the goal provided the context for the journey of continually upgrading their performance.

I remember listening to Andre Agassi and Pete Sampras talk about this, who were in Singapore for MasterCard at the time. They were saying, “What we love about playing each other is that we each play the best tennis of our lives.”

I was then moved to look up the word ‘compete’ in the dictionary, and Greg, you know what it means? It means “to seek the best in oneself in the company of others seeking the best in themselves”.

It’s not about winning and losing, it’s about having a goal that’s so outrageous that in reaching for it you become a bigger person.

Greg Link: Do you think it’s fear that people who label this stuff as touchy-feely, that’s it’s fear, that they’re just trying not to confront their own opportunity to grow?

Stewart Emery: I think so. I mean that’s always the short answer isn’t it Greg, really. It’s always the short answer - people don’t want to confront it.

But I think people get beaten down. I think once people get a glimmer of light, and that’s what the word enlightenment is, to bring light to where there was darkness. I think people have been beaten down for whatever reason, we can say they signed up for it. But it’s fear, sure!

Greg Link: This is truly a remarkable book. I know Chris will want us to mention and remind everybody that they can buy their copy at www.HealthyWealthynWise.com/success.



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Honestly, Stewart, I've read a lot of books and been in this game for 30 years myself. There are so many jewels threaded through this that it's hard to limit the discussion here. But I really do think that you've thrown over a couple things briefly that I'd like you to touch on in more depth.

You talk about wounds to wisdom, and the fact that you trust your weaknesses and use your core competencies. How does that play out in individual's lives? People listen to the interview and it's so easy for us to discount it. People do it all the time in this industry. That's fine for Richard Branson or for Maya Angelou or for Oprah Winfrey, but not for me. How do you overcome that?

Stewart Emery: All these people were once upon a time not successful yet. Then I would say they're nobody until we all decided they were somebody. We taped two people, Charles Schwaab and Richard Branson. What may not be known about them is that they are both dysfunctionally dyslexic, along with Chambers from Sisco.

Schwaab was so dyslexic, for example, he could not read a teleprompter. So here he is telling America about being responsible for their financial future. How he dealt with that, going all the way back to Stanford, is when he realized he was going to get tossed out of school he learned he had to bring teams to people, teams of people together, who were good at the things he was not good at.

He could contribute what he was good at, they could contribute what they were good at, and together they could do something. That's part of the portfolio of passions. If you have a team of people to get to the goal, say, get a man on the moon and back, and people were passionate about metallurgy and rocket fuels, and nanotechnology and electronics.

Schwaab was able to build remarkable teams because he understood he couldn't do a lot of things himself.

With Branson, his dyslexia became the core of his genius as a marketer, because he had to get the messaging so simple that he could deliver it. Both of them, Schwaab and Chambers . . . three of them, and Branson, said, "We would not be successful today if we hadn't had our disabilities and the way we are successful."



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It's amazing to me! I noticed for myself that after I finished the book, this whole thing about beating up myself for the mistakes had vanished – I'm not like that anymore. It's hard to believe that by reading a book something shifts, but I'll tell you, writing this book, for me, that shifted. I'm different now.

Greg Link: You mentioned in the book about how you don't have to be charismatic to be successful. I think a lot of people look at the attributes of people after they've had their breakthrough and say, "Well, I can't be like Oprah Winfrey". Oprah Winfrey was not always that charismatic, was she?

Stewart Emery: No, she wasn't. Actually, I think the most remarkable story; I don't think it's in the book per se, so I'll just tell it. Mark Thompson went off to interview Jack Welch when he was the most powerful CEO on earth. Mark was waiting, and Welch was running late. He comes almost stumbling in the door – he's not a large man physically, and he said, "Sssssso sssorry, I'm late". I mean, he has a terrible stuttering problem.

What happened is, all of these people, when they start talking about the cause that matters to them, they take on an authentic elegance and charisma. There's a whole section of the book which talks about this called, "The Cause Has Charisma", that the people draw their charisma from the cause. Very few people we spoke to had natural charisma.

Greg Link: You talk about the silent scream – that really intrigued me. It says, "Why is it so damned hard to do what matters?"

Stewart Emery: Again, I don't know about you, Greg, but I remember as a kid I was fortunate, because I'd have these dreams and I'd talk about my passions, and I had family members who didn't try to shut them down.

But I know so many people whose lives are unrequited passions, where they're being forced out and they stop listening to them, and stop pursuing them. They don't give them the time of day. So it's like this little voice trying to get out.

I was sitting with an 80 year old man just recently who had bought the book at Borders. He was sitting there in a coffee shop and he was crying. So I went up and said, "What's that about?" And he told me, "I settled my whole life doing something I didn't love, and it's too late now."



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I replied, “No, it isn’t!” So I hung out with him for a little while. Most people who write great, they go through life and they don’t listen to the little voice.

All these successful people kept listening to the little voice, and they were disciplined about doing something about one aspect of that little voice on a regular basis. And then it became a “what it leads to” deal. It triggered the serendipitous journey, and in many cases success beyond their dreams – or at least success that mattered to them, which is success beyond your dreams.

Greg Link: I would think it is beyond your dreams because most of us cannot think about possibility at the level that really is possible, even when you reverse engineer it. It’s interesting to talk to and read about some of these successful people, and that they had no idea what the outcome was going to be.

Stewart Emery: We talked to Ed Penhoet, who started out as a professor of bio-chemistry at UC Berkley, so that’s pretty successful. He then started a bio-tech company and was a spectacularly successful entrepreneur. Now he is running the Gordon and Betty Moore Foundation.

Ed said it has been a serendipitous journey. He said, “I paid attention to what mattered to me, I always wanted to make a difference.” First it was by teaching at Berkley, then it was through Chiron, and now it’s through a foundation. He said, “So I found that what matters to me has had chapters in my life where it has been expressed differently, but it’s always been that passion and service of a cause of making a contribution.”

Greg Link: The other thing that intrigued me was about harvesting contention. A lot of us are taught that success is by getting along with other people. What do you mean by harvesting contention?

Stewart Emery: What we discovered, and this was again counter-intuitive, we talked to Nadine Strossen, who runs the ACLU. She’s a law professor in New York, and of course her job is very contentious. Condoleezza Rice, who is across the page from Nadine has a lot of contention in her life.

But these people don’t see contention as a bad thing because they believe it’s always there on some level. So what you have to do is harvest it so it doesn’t



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become toxic waste, or cancerous. How they're able to do that is they look for the goodness in it.

For example, we talked to a man who ran NASA during the Kennedy years. He told a story about how people came up to him after the goal was announced and they said, "What do you do with Freddie, he's so negative about it. He's got all the reasons this can't possibly happen."

Rosenbeck said, "I'll tell you what you do. You get out and talk to Fred and listen to all of his reasons, because there will be some goodness in that. He'll have something that we haven't thought about that we do have to solve."

These people look for the goodness in it. And what they do is they have ground rules about it, of course. You can't make it personal. But some very successful cultures are intellectually contentious. Microsoft is that way, Intel is that way, but it's in the interest of "may the best idea win".

Greg Link: Tell us about that.

Stewart Emery: People tend to make, in life, ungrounded assertions. If somebody feels strongly about something they're going to get up there and say, "Okay, here's the evidence to support this, here's the research to support this." And then people could have a conversation about that.

We think that consensus means that we all agree. That isn't what it means at Intel. Consensus means I disagree and I'll support it, I agree and I'll support it, I think it's great and I'll support it. It'll go around the table, so once they've signed up an idea, the commitment is everybody supports it. That's consensus to them. But they don't have the contentious conversations.

Greg Link: Leading up to that, they are willing to freely express. They're not trying to just be right, they're willing to consider other possibilities.

Stewart Emery: Yes, and they're not just going to say yes to whatever the boss says.

Greg Link: Right, exactly! And that's a tendency. I'll tell you, the group-think in large organizations that limit their potential is just the opposite of this, and



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that is to not have the courage to speak your mind and tell them what's true for you. Talk to us about that. How can people give themselves permission, if you will, to express themselves and follow their instincts?

Stewart Emery: Either they can or they can't. If they can they're a leader; if they can't they need to get themselves into an environment where that's what is expected of them.

We talked to a major venture capitalist after the Dot-Com implosion, and we said, "What did you learn?" He said, "Now when we go to talk to people we go to the executive meetings. We want to know that these people can have authentic, open and sometimes contentious conversations about the things that matter to business in a constructive way. If they can't, we don't invest anymore."

Greg Link: Very interesting.

Stewart Emery: It's a big deal. It's the whole idea of harvesting contention. It's radical to some people who don't want to rock the boat. Rock the boat!

Greg Link: You mentioned in the book you're not safe in that safe job.

Stewart Emery: The truth of the matter is, it is a competitive environment. That's a good or a bad thing, depending on the way you look at it. But it's about performance. I've always held the point of view that what leadership and management is about, and what coaching is about, and the corporate consulting is about, it's about turning talent of the people into performance that matters to the business in a way that they enjoy it. That's what is sustainable.

If you've got people who don't love what they are doing you won't get the level of performance. So when the company isn't safe because the market boats, you either have performance or you don't; and ultimately the leadership of the business will figure out you're not a performer and they'll replace you with somebody who is a performer.

We've just found that if you don't love what you do, you won't get through the tough times. You won't get up again, dust yourself off, and start all over again.

Greg Link: Let's swing the pendulum the other way. We talked about all these



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business type angles and the fact that it's not touchy-feely. Let's get touchy-feely for a second.

What was the most touching story to you? I know that everybody you interviewed for the book weren't all billionaires.

Stewart Emery: One of the people who touched me deeply is Rachel Remen, who is a physician. I believe at one point she was the youngest professor of medicine at Stanford. They sent her off to Esalen. This is going back into the 70's, to prove there was no connection between state of mind and physical health; that all of this touchy-feely stuff could not possibly make a difference to people's physical health.

Long story short, she found out the opposite was true, came back, resigned from Stanford and started Commonweal, where people who have cancer go to be supported. We're not going to sit here and say they get cured of cancer, but they heal in important ways. Their journey for the rest of their lives can be sometimes much richer than it was before they found they had this life-threatening illness. That was very touching.

Norma Hotaling's story in the book is very touching. She was a prostitute, heroin addict, almost got killed by a pimp one night. In the middle of this horror story, on a hill in Pretaro, she said, "I'm here for a reason. I'm going through this, there's some goodness in this." And in that moment she realized, "Oh, I understand. I'm going through this so I can save other women like myself from this life", and she started Project SAGE.

She'll probably never be wealthy, but she's invited all over the world. She just came back from Asia where women don't have those kinds of rights that women take for granted in this country. She was acknowledged in Asia for her work getting women off the streets, and also for women's rights generally.

There's another woman who was crossing a street in one of the South American countries and watching these handicapped people crawling across the street with the crazy traffic, and nobody cared about them. She came back and changed her life. My wife, Joanie, interviewed her.

She trains dogs up in Sonoma County to read. They don't read novels, but they



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can read signs like yes, no, and medication, and simple signs to help people who are not able to help themselves in some ways. And that's her life.

Joanie went up there and she said, "I wept watching this woman with these dogs." She's struggling – she's always looking for funding. These people would do whatever they do for nothing, for free, even the very successful ones.

You suggest, you say, "Well, what are you going to do when you retire?" They roll their eyes and look at you like you don't get them. How could you not get what they're about?

We spoke with Frances Hesselbein, who I believe you know, who started the Drucker Foundation. We were with her when we launched that book at the New York Stock Exchange, which we thought was the perfect place to launch a book called *Creating a Life That Matters*, in the high church of western capitalism.

Frances is 92 years old, Greg. She does 50 key-notes a year.

Greg Link: I knew she was doing a lot, but I didn't realize it was that many.

Stewart Emery: Fifty! I know people younger than you and I who complain about schedules like that.

Greg Link: Just the travel is enough to kill you.

Stewart Emery: I know! She's an amazing woman. I get in the presence of these people and I just feel there is hope in the world.

Greg Link: Yes, that's a distinction I think we can draw out here a little bit. You mentioned that somebody you talked about just a minute ago would not get wealthy. One of the over-arching senses I got from the book is that it's not about the money. These people are not doing it for the money. Obviously people like Jack Welch have got plenty of money.

Stewart Emery: It was just the by-product. I thought Rachel Remen said it perfectly. She said, "If what you're passionate about, the cause you serve, and the action you take in the expression of that passion and in service of the cause is also something that society values highly then they will reward you richly in monetary



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terms.”

But if not, that won't be the case. However, your inner experience of success will be no different. And that's the story of all of these people. They would secretly do it for free if they had to.

Greg Link: Let me speak for the cynics for a second, because a lot of times when people hear about people who have become successful who have overcome all odds, they have a tendency to think, “Well yeah, you say it's not about the money. But it's easy for them to say, because they've already got the money.”

You mentioned in the book the seduction of competence. Talk to us about that.

Stewart Emery: Oh yes, this is a big one. You can get good enough at something you don't love; at least this was true in the past. You can get good enough at something you don't love to hold your job. I think that's getting to be less true.

But you have a tragic life in a sense, because it's a life where you didn't ever do anything that mattered to you. And you've got your own golden handcuffs on yourself.

Greg Link: Yes, you're selling out for security.

Stewart Emery: You're selling out for security. I just noticed in my own life – I love *The Passion Test*, and Chris and Janet have done this wonderful book. I have noticed in my own life that there really has been a serendipitous journey where I've spent time getting good at the things that matter to me, that I'm interested in, passionate about, and curious about. Somehow I've earned enough luck along the way to end up comfortably well-off.

But it's been a serendipitous journey, and any time I tried to do it just for the money, it never turned out, that's always been a bad thing.

Greg Link: Isn't that interesting? That's why I really expect your criteria that they had two decades of success, that it was enduring success, not just a flash in the pan.



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Stewart Emery: I've been doing the work-up and doing this country for 35 years – I can't believe how time flies. But I never tire of being thrilled to help people get good at what matters to them, to reunite with their passions and take effective action doing something that matters.

Greg Link: That's what you've really been committed to and I'm sure that's why you were drawn to this project, because your passion is to help people overcome and make a difference in their lives.

Stewart Emery: Yes, that's what I care about. I don't think there's any other way to live that works.

Greg Link: That's certainly not that it's enduring. One of the questions or comments you made in the book that struck me was what a billionaire sex-pistol marketer and the celibate Dalai Lama have in common. I thought that might spice it up a little bit.

Stewart Emery: Mark Branson was visiting with the Dalai Lama, and he said, "Is there anything about your life that you think you might have missed out on?" The Dalai Lama kind of pats his leg a little bit and looks down and says, "Well, I missed out on that, but on the other hand I also missed out on the problems that go along with that."

Branson certainly didn't because I remember coming back from New York one night and there was a billboard which said, "Virgin Airlines – We have more experience than our name would suggest."

Here's the thing of it. The Dalai Lama's gate numbers, if you want to call it that, when he's at Central Park or doing a speech somewhere, would be the envy of any rock and roll promoter. He draws crowds like Mick Jagger and the Rolling Stones.

Then when you get down to it, both Branson and the Dalai Lama are popular iconoclasts. The Dalai Lama is not preaching his own form of faith, he's asking people to get in touch with their own spirituality and live their own personal spiritually in a way that ends the divisiveness in the world.

Branson is also a popular iconoclast. He thinks that ordinary people are often not



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well-served by the big monopolies and the big brands. He's out there trying to create better value for people.

They're both for ordinary people. I don't like the term "the little man"; but they're not out there catering to the big interests. They're out there saying, "Ordinary people need to be supported and living lives with dignity, passion, and filled with spirit."

Greg Link: That's one of the things I found in the book to be so valuable, is the fact that you're able to glean from these different examples. There are so many books out there and so much information that it really doesn't hit us in the gut, I think, like having the examples of all these different people that we can glean these lessons from people's examples.

Stewart Emery: Greg, I don't know about you. I know you do a lot of consulting, you're a wonderful speaker, you're terrifically articulate and you're much better looking than I am.

We spend a lot of that time being prescriptive, or people expecting us to be prescriptive. What I like about this book is you can pick it up and read it anywhere. It's like having a chance to go to dinner with these amazing people. Somewhere in this cast of characters, whether it's the billionaires or the shrinking violets who are quietly far from the maddening crowd making a difference, there are coaches and mentors in this book that will validate us in our own world. And that just makes a difference because it fills us with hope and lets us know it's possible. I think it's a book that supports the best in people.

Greg Link: I definitely recommend it as highly as anything I've ever read. I cannot speak highly enough about it. I've re-read it three times, and you just gave it to me a few months ago.

Stewart Emery: You're very generous, thank you.

Greg Link: It's an extraordinary book, and it's well deserved. With that said about being prescriptive, *Healthy Wealthy nWise* would like us to get prescriptive. Will you share with the listeners the three things they could begin doing now that will help them apply the principles you've been talking about tonight?



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Stewart Emery: You may not meditate formally, but take some quiet time to yourself every day to check in and notice what matters to you, to check in and notice what your passions are, or what you're curious about, or listening for that silent scream, and then here's the big thing.

Every week, at least once a week, hopefully every day, but at least once a week, take some time. Give up watching television or do something differently, but take some time to start learning how to get really good at one of those things that is a passion or is something that actually matters to you. Just do that.

One of my favorite transformational stories is Tom Clancy. Tom was running an insurance agency. He was successful at it, but it wasn't his passion. He was curious about military hardware, espionage, and all those things. People said he was a lousy writer. They still don't think he's a very good writer. But he's been more than successful.

He started out doing a little bit every week and eventually got *The Hunt for Red October* finished. And now the rest, as they say, is history.

Start somewhere, but honor your passions. Go and do *The Passion Test* – learn what your passions are. If you do that test you will be surprised. I did it with my wife, sitting up in bed, and I was just amazed at what I learned about myself. I thought I knew myself pretty well. I find doing this test on a regular basis important. It keeps us focused.

Here's the thing I want everybody to hear. Be committed to whatever you are, being a good one. That's one of my favorite lines from the book. We got it from Ed Penhoet who said, "I'm a great believer in fortune cookies."

And I thought, what's a scientist doing believing in fortune cookies? He said, "No, no – I got a fortune cookie when I was a professor at Berkley that said, whatever you are be a good one. That's the best advice I could give anyone. Learn to get good at whatever is in front of you right now that will take you on the journey and open doors for you."

If there's one thing I'm going to say, be prescriptive about it is, whatever you are, commit to being a good one starting with whatever is in front of you right now.



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The whole thing about it in the book is so important.

Greg Link: *Healthy Wealthy nWise* believes in the power of intention to manifest outcomes, Stewart. What is your current, most important project, and what intention would you like the audience to hold for you?

Stewart Emery: My most important project is this book. What's special about it as an intention is we want to start a dialogue about what it means to be successful in the world. We want to challenge the dictionaries to replace in the existing definition of success as the conspicuous attainment of fame, wealth, and power to a definition of success that talks about what these people in the book talk about, legacy, commitment to something bigger than ourselves, building a life that's a gift to the world.

I want to start that dialogue in this country so America isn't resented for our success, but America and people in all developing nations live lives that are a gift to the world. That's what matters to me right now, getting this out there.

Greg Link: I highly recommend that all of us adults give this book to teenagers. Honestly, I wish the heck I would have read this 50 years ago.

Stewart Emery: I didn't think you were that old!

Greg Link: No, not quite . . . maybe 40 years ago. Forty years ago works, I was 16, 40 years ago. What single idea would you like to leave our listeners with tonight?

Stewart Emery: That it's never too late to start doing this. You'll find in the book somebody's story will touch you. Here's the thing of it, we say we want to live in a peaceful world. We can't make a difference unless we know how to be successful. Not in the traditional bright, shiny object, the Apprentice kind of success, but success in being authentically connected with our own passions, authentically connected with something that's bigger than ourselves, and authentically committed to being good at it. That's what the old word self-actualization meant, to bring forth the definity of the self through practice and works in the world, to make that definity real through action.

I want people to understand that in a sense, whatever form of definity you



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embrace, that definitely wants you to be successful; the world needs you to be successful, because it is only in that climate of success that the fear that creates what passes for evil is mitigated.

Greg Link: Well said! Stewart, it has been a delightful time together. I could go on forever. But Chris wants us to turn it back to you. I appreciate everybody's attention and I strongly recommend that you invest the time and have the courage to read this book.

Stewart Emery: Thank you, Greg.

Chris Attwood: Greg, thank you so much. And Stewart, what a pleasure listening to you. I could go on for hours and hours, frankly.

Stewart Emery: I get a bit intense, I think. I hope I didn't get too intense on you.

Chris Attwood: No, not at all. I have to tell you that I feel almost self-serving in recommending your book because it's such a magnificent book. It's so much fun to read, it's so completely engaging, and it so completely supports all of the principles and practices that we talked about in our book, *The Passion Test*.

So I feel like telling people to go out and get *Success Built to Last*. They have to do that because then they'll realize how important it is that they get *The Passion Test*, take the Passion Test, and discover their passions.

Stewart Emery: I have to say this, Chris. While I was on the phone, Joanie was coaching a high level woman executive, and Joanie was taking her through the Passion Test. She thought this was a very serendipitous time to be doing it, while we were doing this call.

Chris Attwood: That's so great! What your book has done, *Success Built to Last* has shown us what it takes to achieve enduring success – not in some theoretical way, but from the practical experience of hundreds of people who have achieved that enduring success.

One of the things that you didn't talk about yet tonight, because we have a couple of minutes I would love it if you would just tell our listeners, Stewart, a minute or



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two about the research that was done to validate the findings in the book after the book was finished. Could you just say a word or two about that?

Stewart Emery: Shortly before we turned in the manuscript we felt that what we'd done as exploratory research, we went out and asked 300 amazing people what the word success or the idea of success meant to them, what mattered to them, what they were passionate about, and tell us your story, how you got here from there.

When we looked at all of this and put it in the buckets as things to write about, with the cooperation of the Wharton School and a wonderful, wonderful genius called Hal Moskowitz, ex-Harvard, we sent out a world-wide success survey to all the people on the Wharton list, the knowledgeable Wharton list.

We got responses from every continent on earth within 24 hours. People went through this questionnaire, and basically everybody, whether they rated themselves as successful, very successful, or not very successful, all had the same definition of success that the people in the book gave us; that it was about being committed to something that was bigger than yourself.

In the book we talk a lot about alignment, the alignment of meaning, the alignment of fortstar, which is where passion lives, and the alignment of action that is the expression of passion and service of the meaning. Successful people align all of this.

When we did the world-wide success survey we found what separated the people who rated themselves as being highly successful and not very successful is, a lot of the people were clear about the meaning, they kind who were in touch with their passions, but they didn't act on them. They didn't bring that all into alignment. They didn't take the time on a regular basis to pursue a passion and learn how to get good at it. That was the unifying thing, bringing these circles together. That's all put out in the book.

It was a bit scary. What happens if the research comes back and it's at odds with what we've come to as a series of conclusions from what we call exploratory research? But what happened, we got our ticket punched perfectly.

Chris Attwood: You didn't have to go back and re-write the book from



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scratch, huh?

Stewart Emery: No, it was a scary moment, though. I said, “What if this doesn’t work out?” The publisher said, “We can’t publish it on the Wharton School book, we’ll have to self-publish it or something.”

Chris Attwood: Stewart, thank you so much for being with us tonight. For all of our listeners I just have one thing to say to you. In my opinion, and I know Greg backs me up on this, *Success Built to Last* is essential reading. It’s essential reading for everyone who really intends to create a life of passion and meaning.

Again, you can get your copy by going to www.HealthyWealthynWise.com/success. Stewart and Greg both, thank you so much for being with us tonight.

Stewart Emery: Thank you, everybody, who was on this call. We so appreciate you being with us. Thank you!

Chris Attwood: And so everyone, I want to remind you that this is a double header tonight. In just a couple of minutes we have another interview with Janet Switzer, co-author of *The Success Principles* with Jack Canfield, and my partner at *Healthy Wealthy nWise*, Ric Thompson, will be conducting that interview.

Before I turn it over to Ric I just want to remind you to join us in two weeks on October 25th for our next Passion Interview with Dr. Srikumar Rao, professor at Columbia University and author of *Are You Ready to Succeed? Unconventional Strategies to Achieving Personal Mastery in Business and Life*.

Our co-host for that interview will be the man *Forbes* magazine called one of the top five executive coaches in the country, Jay Abraham. This is going to be another remarkable interview, so don’t miss it. Again, that’s two weeks from tonight.

By having registered for this call you will get a reminder for that call as well.