



JIM HARSHAW JR.

Revealing Failure as the Path to Success

Success Through Failure Podcast

Action Plan Episode #244

Steven and Mara Klemich

Heartstyles co-founders Stephen and Mara Klemich are a husband and wife duo who've dedicated their professional lives to understanding how we can harness our minds to tap into the best of our hearts. The Heartstyles Indicator, the tool they created to measure effective thinking and behaviors, has helped individuals, teams and organizations all over the world to unlock their potential. Now, their book *Above the Line: Living and Leading with Heart* is doing the same.

Stephen Klemich is a longtime leadership consultant, speaker, and CEO and founder of Heartstyles. Stephen has worked with teams across the globe, from small companies to multinational corporations such as KFC, Pizza Hut, Taco Bell, Unilever, AMEX, and PwC. Stephen is an avid mountain climber and guide who has summited the Matterhorn, Mount Blanc, Mt Rosa, Eiger, Monch and Jungfrau, in addition to other peaks in the Himalayas and New Zealand. In 2019 he climbed 6 peaks in the Italian Alps. He has always viewed mountaineering as an important part of his own character development journey, and he has incorporated lessons he has learned in the mountains into many of the Heartstyles programs.

Mara Klemich, PhD, is a consulting psychologist, with degrees in clinical psychology and neuropsychology from the University of Sydney and the University of Paris and a founder of Heartstyles. Her career began in hospital systems in those cities, and she spent more than ten years as a clinical neuropsychologist working in the areas of alcohol-related brain damage, neurology and neurosurgery, traumatic brain injuries, psychiatry and neuropsychiatry, eating disorders, pain management, and trauma counseling in emergency departments. She also practiced as a forensic neuropsychologist in the criminal system, working on some of the highest profile criminal cases in Australia. Mara has also conquered cancer three times.

Quotes

"I found that until people shifted their heart, they didn't really become their best selves."

"There's no passion to be found in playing small, in settling for a life that's less than the one you are capable of living."

"There's positive pride, which is love, and there's positive fear, which is courage."

What is Neuropsychology? 05:30 -06:21

"It's a mixture of neurology; looking particularly at how the brain works, and psychology. So it's literally how the physiology of the brain manifested in our behavior, our thinking, our emotions. For instance, I saw people who had brain injuries of some description, either through drugs, alcohol, stroke, all sorts of things. So the neuropsychologist works with the neurologist and the neurosurgeons to assess people through lots of different tests, to help understand what damage there is if there is any, and also, how is that going to affect you in your life, your natural behavior and thinking."

About The Heart 11:00 -13:05

"I think one of the very simple examples we use in the book to help people is this little formula, which is **S (Situation) + T (Thinking) = B (Behavior)**. That formula is in the book. A very simple example we give is two people are walking through Central Park in NY and a big dog runs out. When that dog runs towards these people, you've got two different types of behavior. One person wants to pet the dog and one person wants to run away from the dog. The difference is their thinking. Person A might have grown up with dogs and had a dog for their birthday, etc, they're very friendly and want to pet dogs. Person B has probably had a personal experience where they might have been bitten by a dog when they were young. So their heart has a very different emotional memory of a dog coming up. The dog comes out and one has an emotional reaction of love. 'Oh, it's a dog! Come and pet the dog!' while one has an emotional reaction of fear. 'This dog is going to get me and bite me.' This is where we start to get people to understand that if we look back in their lives, where have we got an emotional experience that could be damaging us in a very different situation, but because of something in the past? For example, you've had rejection or failure and you've gone to have another go after failure but you've got this emotional memory in your heart, 'What if that happens again?' It's painful. What

we're finding with people going through a personal development journey is they recognize what's happening in their heart, and they're thinking and we're connecting the dots. We're putting these two things together and people are having fantastic transformation experiences."

About Above the Line and Below the Line Behavior 17:14 - 18:52

"Below-the-line behavior is defensive, coming out of fear and ego-driven pride. That is the way we defend ourselves. Fight or flight. It sort of works. It might change something or get results in the short-term but it doesn't build relationships, be it family or work. But above-the-line behavior is built out of another two sets of values: courageous humility and growth-driven love. This is where if we understand that our heart is operating out of self-limiting fear or ego-driven pride, like 'I've got to prove myself. I've got to be better than somebody else. How dare you say that to me?' All of that is driven by fear. If that's how our heart is operating, it costs us a lot of energy. It causes a lot of negative behavior. If we're having that in the workplace or having it at home, bringing it into our family, there's a lot of tension built out of that negative behavior. Unfortunately, part of our world has actually rewarded that behavior. The business world rewarded that behavior, particularly in the '80s and '90s. The more aggressive you were and you just got results anyway, we paid you more money. It didn't build culture or engagement. Our research now is indicating if we can drive results out of courageous humility and growth-driven love, it still gets results, it creates culture and engages the current generation."

Six Keys to Growing our Character 28:12 - 34:30

1. Being courageous with yourself and really **looking at your own self-awareness**. It's looking at the person you've become and becoming. This is not just for you but for all of us. We have a tendency to be hard on ourselves. We see ourselves in who we've been. We don't give ourselves credit for who we've become. That's where we get stuck in that mindset. It's called a fixed mindset but we call it stuck. People get stuck in their old thinking. Growth mindset on the other can be also ego-driven, but you're not coming from that space. You're coming from courageous humility.

2. We need to **do courageous activities**. If you're very timid, try and do some public speaking or standing up in front of someone. If you're a person who doesn't say anything at the meeting and just sits back in the corner, maybe try and find a way to be a bit more assertive rather than aggressive. If you're someone who's always cutting people off and talking too much, you want to reduce your controlling aspect,

you can practice some activities that are the opposite of what you're used to. It stretches your character.

3. The other is **being courageous with others**. Admitting mistakes is always a good one for this because that's one of the hardest things we can do not only to ourselves but particularly to other people. Ego can get in the way. Also, honoring other people when they are being ineffective. I think this is really a good one. Being courageous with other people is choosing to see someone positively and look into their hearts rather than just react to their behavior. That is really a character-building process because it's not easy to do.

4. Practice forgiveness, even in simple things like someone cutting you off in traffic. If you go along the continuum of that, it's forgiving people who have betrayed you or have really exhibited behavior that's very hurtful.

5. Practicing gratitude is also another one. It's becoming much more popular too. A lot of people practice having gratitude. For some of us who have health issues, being alive is just a great thing. Practicing gratitude is a really beautiful way of just remembering and recalling what reality is rather than getting stuck in our own truth with what we think the world is.

6. Give yourself some quiet time either through meditation or prayer. Whatever you find best. Some people do that by going for walks in beautiful surroundings like a park. We live in London so there's a lot of beautiful parks and rivers to walk along. Just spend some time for yourself. In that time, either work with your heart and find that goal in you and strengthen that in yourself, or you could be releasing some of the negative emotions.

Action Item

Mara: I think don't be afraid of looking at your foibles. Everybody else probably knows them anyway and you're only hiding them from yourself and trying to toughen yourself against them, like I did, it doesn't work. It doesn't actually grow your character because all you're doing is putting on a coat of a below-the-line coping strategy. A coping strategy like toughening up yourself or trying to get approval from other people or bossing everyone around to get control actually doesn't grow your character. What grows your character is being able to say, 'These are the areas I really need to work on. Who can help me with that, by being vulnerable to them? Who and how can I help myself? What's the small thing that I

can do that's slightly different from yesterday, where I'm not afraid to step into who I know I can become?'

Stephen: What I'd say to all of your listeners and to all of us in life is to continually ask ourselves the 'Why' question. 'Why am I or others behaving that way?' Ask ourselves if it's coming from self-limiting fear? Is it coming from a goal-driven pride? How can we shift to courageous humility or growth-driven love? As people ask themselves, they will feel a shift in their heart, a shift in their thinking and thus, a shift in their behavior.

Link to the Book

<https://www.amazon.com/Above-Line-Living-Leading-Heart/dp/0062886835>

18 Steps To Getting Focused

<http://jimharshawjr.com/focus>

Website and Social

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