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SPEAKERS

Edroy Odem, Dr. Marcia Reynolds, Scot McKay



Scot McKay 00:01

Alright guys, as we talked about last week, we are taking this show on the road to clubhouse. My longtime friend and fellow dating and relationship consultant Cindy Olin and I are getting together to form a clubhouse club called dogs and cats living together, dating and relating for men and women who actually like each other. That means she's bringing her audience of high character really sharp women along to meet you guys there on clubhouse it's going to be a co Ed thing. It starts may 10 at 830 Eastern 5:30pm pacific time and you can get all the details by going to mountaintop podcast calm, front slash clubhouse that's mountaintop podcast, calm front slash clubhouse, and guys check it out. You can even get an invites by clicking on a link at mountain top podcast calm front slash clubhouse you no longer have to get one from someone else anymore. That's all there for you. So we'll see you soon. May 10. It is for the first session ever of dogs and cats living together on clubhouse.



Edroy Odem 01:12

From the mist and shrouded mountaintop fortress that is x&y Communications Headquarters. You're listening to the World famous mountaintop podcast. And now your host Scot McKay.



Scot McKay 01:25

Greetings, gentlemen, welcome again to yet another episode of the world famous mountaintop podcast. Oh yeah. My name is Scot McKay and Scot McKay on Twitter and clubhouse real Scot McKay on Instagram. You can find me on youtube by searching my name Scot McKay SEO t MC k y. The URL for our website for this very podcast is Matt to top podcast calm, and I do still invite you guys who aren't yet already members to join us on the thriving Facebook group for men of character called the mountaintop summit. With me today is a guest I'm rather excited to have on Listen up gentlemen, she's one of the oh geez in the coaching world. She's a former president of the International coaching Federation, which is pretty good stuff there. And she is currently the CEO of an influential coaching company called co visioning. She's the author of several books over the years, including coach the person not the problem outsmart your brain, which is how to manage your mind when emotions take the wheel, the discomfort zone, how leaders turn difficult conversations into breakthroughs, and one with a very auspicious title of Wonder Woman does wander like wandering around, which interestingly, when men read it helps them understand their wives better, according to my new friend, and current co hosts for today's show, Dr. Marsha Reynolds. Dr. Marshall, welcome.



Dr. Marcia Reynolds 02:47

Thank you, Scott. Glad to be here.



Scot McKay 02:49

Well, listen, you know, I am like I told you at the outset, when we were chit chatting before we hit record on this particular show, I'm a little embarrassed I hadn't met you before, because you are very well known in the coaching world. And I stumbled across a Psychology Today article of yours that I thought fantastically portrayed the idea of fake news versus real news and how objectively to tell the difference. And I thought it was so free of bias in the real actual sense. just helping us discern the truth that I said, Man, I gotta get a hold of this lady and bring her wisdom to this show. Now, after you and I talk, some we decided on a completely different topic, which is the topic of being assertive. And man, my heart leaped when that topic came up. Because after 200, and some odd episodes of the show, we've never really talked about it effectively. And I just think it's incredibly powerful that a woman such as yourself, would come on the show and talk to these guys about assertiveness, which frankly, is often seen as a masculine trait, but it's not, is it? It's a human trait, right.



Dr. Marcia Reynolds 03:59

The difficulty is human. Absolutely,



Scot McKay 04:02

yes. Yeah, absolutely. assertiveness in my mind, is having the courage to stand up for what you believe in when you believe you have a point. Hmm. And no one else is listening. And someone else should listen. Like when there's a situation where something bad is about to happen, and you're very confident that you have the answer to how not let that bad thing happen. And rather than cringing and saying, Well, I don't know I kind of shy maybe I shouldn't say something you stand up and say, Hey, wait a minute. This is what we should be doing right here. And whether people argue with you or not, you're steadfast in your ability to stand up for that thought or that belief. Because, you know, it's frankly, what needs to be said, right?



Dr. Marcia Reynolds 04:48

Right. in any situation where you feel that there's something that's important a value or change needs to take place.



Scot McKay 04:56

Yeah, and you don't necessarily have to be correct and Everybody's estimation, do you? I mean, it isn't necessarily about being contentious or starting an argument just because you feel like being contrary, right, this is, this is a completely different matter altogether, I'd love to hear your take on exactly what assertiveness is and what it means.



Dr. Marcia Reynolds 05:15

Well, Scott, you know, the interesting thing is, as we talked about, it's often described as something that women don't have, they don't stand up for themselves. But I coach, quite a few executives and CEOs. And it's always amazing to me that they can speak their truth, when they perceive there's no consequence. But the moment that the conversation might be difficult, it's like, oh, I don't really want to do it. And I am gonna affect people in a negative way. It's like they're scared. And I do coaching demonstrations all over the world and teach leaders how to coach. And whenever I asked for a demonstration asked for a volunteer, it's always a leader who says, I have a difficult conversation to have, and I don't, I'm afraid they're going to be emotional, I'm afraid of what's going to happen. And so I've been avoiding it. And the thing is, is that we live by stories. You know, every day we wake

up, and we have we have a morning story we have stories about and how we make decisions and what we do, and we don't think about it. So they have a story going on in their head, that it's going to be bad. And frankly, most of the time, it's not. Because they think that they're going to it's going to be uncomfortable. And and most of these men don't like to deal with people's emotions, that they don't sit down and have an important conversation with someone because what they fear will be the reactions.



Scot McKay 06:48

Isn't that an interesting point you just made on several metal levels, by the way. First off, let's talk about people in general before we talk about men in particular, because I think both of those conversations are valid here. First of all, oh, how easy it is to express your opinion beat your chest and blast it from the rooftops when you're talking to people who agree with you.



Dr. Marcia Reynolds 07:11

Yeah, absolutely.



Scot McKay 07:13

Man, basically, we just summed up the entire social media world.



Dr. Marcia Reynolds 07:19

It's called a confirmation bias. Yep.



Scot McKay 07:21

Hit that with a big heavy hammer around here. But when you have something that you feel very strongly about, and other people disagree with you, or you feel they're potentially going to disagree with you, then it takes a different level of courage, doesn't it? Whether you believe Colin Kaepernick should have picked a different venue than the national anthem in which to present his grievance at how police were treating people of color. Whether that's what you think or not, it took courage for Kaepernick to do it that way. And look, it did bring a lot of notoriety to that point. And it cost him his football career, because of the people who flatly didn't agree with him, or probably more accurately, didn't agree with how he did it. But that was what was in his heart and his soul

agree with it or not. And that's what he did. And those people who bear the courage to stand up for their cause are few and far between nowadays, because you have these competing ideas, first of all, social justice and also canceled culture. It's like, hey, I want to do what's right. I want to make the world a better place. But you know, I also would like to keep my career. Thank you very much. So people are walking on eggshells, even as they're trying to be assertive, especially as they have more notoriety publicly, you know, they're public figures. Now, as far as men in particular, I have so many guys who come to me, Dr. Marsha, maybe you're familiar with this? Or maybe it's something that being a woman you haven't heard much about. I don't know, I'll let you tell me. But I suspect is the former guys will come to me and go, Well, I have this issue with my wife, and I really need to bring it up. And they'll say, Well, what should I do? What should I say? And I'll say to them, well, she's your wife. What would you like to say to her? What is it that you want to bring up? And they'll say to me, you know, with visible fear and trembling sometimes, I could never talk to her about that. I could never say that. And I'm like, well, what's going on there? Well, I mean, she'll, she'll lose her temper and she'll yell at me, she may get up and leave and ask for a divorce. And men fear and emotional reaction from women so much that they don't lead. They're not assertive, they sacrifice their personal power at the altar. And what that ends up doing is it makes the woman in their life really respect them even less and most of the time like you said, Dr. Marsha, it wasn't even found it. She would go Oh, well, you know, all right. Maybe I'm gonna be a little upset about that. A little ruffled by it. But you know, after I calmed down a little bit, we'll talk about it or maybe she might not get All that upset about it at all right?

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Dr. Marcia Reynolds 10:03

Well, you know, I Scott, first I want to say you're talking about two different things. And I think this is really important to learn this. So when we Kaepernick when he had when we have strong values that we're ready to lose our career and our life for, you know, it's almost easier to stand up and do that, than it is to have that difficult conversation with your wife, you know, or as I was saying, My clients, I had a senior VP who had to fire someone on his leadership team, and he kept putting it off putting it off, because he was afraid of the emotional reaction. And he was afraid he was going to ruin his life, a guy who had years of experience and would go on and get a job somewhere. But it was more about I'm afraid, I'll look like a bad guy. And and I won't be able to handle the emotions in this conversation than anything else. So I think what you're talking about are two different things. And so it's true. And in men and women, both, I don't know how to deal with emotional reactions. So I'm going to think the worst is going to happen, I have a story about that, that she's gonna get up and walk away, and it's gonna be horrible. And I'm going to look like a fool. And and we fear rejection, we fear rejection. And so it's those fears that keep us from from saying, you know, I have something that you know, it's been

bothering me, and I'd really like to work it out with you, what do you think, you know, and find that there's an opening, if this is somebody who's close to you, that they want to work it out, that they would have more of a reaction of you knowing you've got something on your mind, and you're not sharing it. Then if you sit down, and even if you stumble, and it's awkward, but you put out like, wow, this happened, and it made me feel this way. And so, you know, it's really our personal relationships that that we fear more than the bigger things in life.



Scot McKay 12:03

I think that's a valid point. I mean, less I get hate mail from either side of the political aisle here, I will offer that before Kaepernick decided to protest in the way he did, he may very much thought it was going to further his career, rather than ruin it. Because I mean, he was already kind of on the downward spiral from being an NFL quarterback at that moment, if you go back in history and read his stats. So the I suppose that's one thing, but I do see your larger point there that didn't go unnoticed.



Dr. Marcia Reynolds 12:30

Well, you know, and it's been go who said, Is this the smaller emotions that are the captains of our lives? Yeah. And that we don't even stop and think about it. It's like when I have big fear, yeah. or big desire, it's almost easier for me to act on it, then it's when those little things that make me say, No, I'm not going to have that conversation today. Or, no, I'm not going to call that person and, and we rationalize why we don't do it. So you know, saying, I'm not going to talk to my wife because it's going to upset her. That's a rationalization. And we are Master rationalizers as to why I won't have that. And it's the littler emotions and really not a significant thing that run our lives and can ruin our lives. And then the cumulative effect of all those micro infractions. Oh my god, mountains, yes,



Scot McKay 13:28

the next thing you know, someone's really bitter and angry, and it just explodes, like a warm Diet Coke that someone just shook up.



Dr. Marcia Reynolds 13:35

Yeah, or they get very passive aggressive, and you know, it comes out and little achy ways.



Scot McKay 13:41

Now, that's an important point right there. passive aggression is not necessarily being assertive now, is it?



Dr. Marcia Reynolds 13:47

Not at all? No, you know, if you look at the word passive aggressive, it means that I'll just say something snarky. You know, that's hurtful. But because it was kind of snarky, it wasn't out front. And, and we just don't talk about it. You know, and, and the cynicism and the critiques, you know, and what they call microaggressions. That it's true, and they just come out, you know, while you're watching TV, and your partner will say something, and you just like, oh, that's silly. You know, why would you think that? You know, and that's a nasty thing. You know, just to say, wow, that's interesting. I have a different perspective, you know, is an opening of saying that silly, why would you say that is a closing? So are you opening the conversation? are you closing it down?



Scot McKay 14:37

Yeah, I think that's an interesting perspective on it. As you were talking, I was kind of mulling in my mind. The simple fact that being assertive should neither be passive nor aggressive. Certainly, being assertive is the diametric opposite of passivity. And you don't have to be a jerk about this. You don't have to be going for the throat when you're a Started with someone, you can be assertive in a friendly, warm way with a smile on your face, can't you?



Dr. Marcia Reynolds 15:07

I wouldn't put a smile on my face. Because then you know, it's confusing.



Scot McKay 15:14

You know, an example of what I'm talking about.



Dr. Marcia Reynolds 15:16

No, I hear you. But I think that when we're being direct with someone, that we're being direct, and if I say with a smile, and I'm saying this, because I had a partner that used to do this, and he was much more passive than me, you know, and it's like, I couldn't tell how

serious he was, you know, I'm like, is this something that's meaningful to you? Or is it just passing? So I think that when we're assertive, and not aggressive, aggressive is when you mean, but to say, you know, when, and, and not blame anybody for anything. But just to say, you know, the other day when this happened, it really felt like, you know, you didn't want to hear my opinion, or you thought my opinion was wrong. But you just walked away. And, and I felt a real disconnection. And I'd like to talk about what happened. And if there's a better way that we can, you know, listen to each other, I'd like to explore that with you. I wouldn't say that with a smile. I would say that, you know, with concern with care, you know, with love, and the desire for a conversation, not to tell someone what to do. So I do think that our emotions, what we're expressing has to have to match what we're requesting,



Scot McKay 16:35

Why think that's in line with what I was suggesting, perhaps I just need better words to describe what I was conveying. What you're talking about is certainly assertion with warmth, rather than this caustic desire to watch you crash and burn, because you're wrong. You know, that's not what it is. I agree, you know, yeah. But you know, you're being an idiot, and you're stupid. Therefore, I'm going to stand up for my point, because you're doing the wrong thing here. And it's going to be my way or the highway. Unfortunately, I think a lot of times, men in particular, or perhaps women who have been under the thumb of someone who's abused them in that way, and concerned it normative may automatically assign those traits and those conditions to someone being quote, unquote, assertive, but what you just conveyed was a situation where, hey, I love you. And this has got to be said, and it's got to be talked about, for the betterment of our relationship. So you have everybody's best interests at heart. And there's a word that can be conveyed as you do that. A situation I'm talking about is where you go into a restaurant, and your wife and your kids are freezing, because they got the air conditioning set down to like 61. And they're shivering, trying to eat their tacos, you know? And your wife says, could you please go get the manager to turn the damn heat up in this place? I think you can go up to the manager and say, Hey, man, you know, I said, this little thing I gotta bring up with you, my wife and my kids, man. They're over there now. And they're freezing, man. How about we back off the air conditioning? Just a couple notches. And I think you can kind of lol a little bit with that, in hopes that the manager who has control of this will go Oh, my God. Yeah. You know what, it is way too cold here. I'm glad you brought that up. Let me go take care of that for you. But see what I'm thinking, as the host of the show and knowing my audience is there's at least one guy out there out of the 30,000 who are listening, who would have backed down from that challenge. He wouldn't have even had the wherewithal or the Moxie to go up to the manager of the store and say, Hey, you know what, my wife and my kids are kind of cold. If it's okay with you, and you kind of don't

mind what you sort of please unless you don't want to.



18:45

That's passive.



Scot McKay 18:46

Right. Right. Right. And I think a lot of guys don't see that, perhaps have missed out in life on this ability to assert one's position because it needs to be brought up, while at the same time being downright personable about it. And perhaps even Yes, having a sense of humor, assuming that it's not going to be it won't be too big, a hairy issue for this person to go about affecting that change you would like to be made. I'm applying handlings razor here, you know, when something has gone awry. Anything that could be attributed to malice is usually better attributed to, you know, ignorance or stupidity. So someone may have just not noticed that it was so cold in here because they're back in the kitchen cooking or something. That's the example I would give



Dr. Marcia Reynolds 19:32

well, and that's assuming positive intent. Yeah. And we always go into it with that. And one thing I'm very clear about, when we're being assertive, we bring brief we don't go into long explanations. So saying, Hey, I bet you didn't reckon realize that the temperature was way down and it's freezing in here. So would you mind turning it up? You make your request? Very well said. Yes. Yeah.



Scot McKay 19:57

Now we were on a flight training. Pacific.




20:01


Yeah, they get so cold.





Scot McKay 20:03


Oh my god, it was freezing in there. I mean, my wife said to me, I thought we were going to fly over the Arctic

 Dr. Marcia Reynolds 20:10
not through. That's hilarious. You know,

 Scot McKay 20:13
I was expecting a polar bear to service drinks, right? It was cold. And we talked to the first flight attendant, and we were flat out rebuffed. Like now you know what? Deal with it?

 Dr. Marcia Reynolds 20:23
Oh, yeah. Did they at least give you some blankets?

 Scot McKay 20:27
Yeah, well, I actually went and asked for the crew chief. And I said, Hey, you know, my wife happened to be pregnant at the time, which of course, is one silver bullet for anything you want in life. So that made it happen. But yeah, I was a little bit more direct, as you would describe it the second time around, you know, the first, the first line of defense was being warm and having a sense of humor about it. But when that didn't happen, it was like, Okay, look, here's, you know, yeah, it's a fascinating angle of psychology, isn't it? This whole idea of being assertive, it's almost like your social skills have to be kind of fine tuned so that you can read the room a little bit before, you know how to be assertive in the best way possible. Right? Hmm.

 Dr. Marcia Reynolds 21:11
Well, and I think, you know, remembering too, that it's not just assume good intent up front. But remembering that you're dealing with humans as well, in my experience, it's, it's not so much, you know, that, that they're passive, and I'm not gonna ask for that. But they're passive until they're not. And then they get angry. It's like, Hey, you know, it's, it's really cold. And air is like, yeah, you're freezing is out, you need to change this, and you start demanding, and you're not recognizing the human in front of you, you know, and so then you get into a little Battle of right and wrong. And yeah, yeah, I'll show you. And you don't want to create that energy either. You know, so I was at the airport at Kennedy once and they canceled the flight. And it was the last one out on a Friday night. And everybody, of course, launched to the desk and started screaming at the gate agents, and, you know, how can you do this, and we need to get out of them and, and blah, blah, blah. And I'm thinking, well, the flights canceled, there's nothing he can do. And they're just screaming at him. And, you know, I got up and I walked over and just biocide said, you know, you're

handling this crowd, so well. And then I went and sat down. And as the crowd dispersed, he came over to me, and he handed me a first class ticket for the first flight out the next morning. Just because I acknowledged him, you know, knowing that he was in a difficult situation. So we also have to remember that the flight attendant, you know, may not be able to manage the, how cold it is that somebody else said it or it said automatically, that, you know, approach them as a human. It's like, did you, you know, it's so cold in here, it's, it's it, we can't sleep, we can't do anything, is there any way that you can change that? You know, and instead of creating a battle, or, again, being very direct, but very human,



Scot McKay 23:20

man, your tale about the gate agent at Kennedy Airport, is such a life lesson. In a world where everybody's getting all snippy and angry. If you're the one person who remembers that the people you're working with her humans, and they may not be able to control whether there's another airplane coming to pick you up and take you home tonight or not. But they may be willing to control other things that could work out well for you. Yeah. Wow. Is that ever a huge life lesson in the art of persuasion, and definitely sales and just relating to people? I think that's amazing. It's a terrific takeaway. And you also stole a whole lot of my thunder from my female persuasion program, by the way.



Dr. Marcia Reynolds 24:04

Well, you know, and I had no idea that he'd give me the ticket. I just looked at him and knew he needed to hear that, but it



Scot McKay 24:10

was predictable. Because you gave him something very valuable. Yeah. And the law of reciprocation, says, in his mind, what can I give this really great lady, something that's just as valuable? And really, frankly, it's no skin off his nose to do that for you. As long as he's got allocation, he can do it. Yeah. Amazing. That's amazing, amazing story. And, you know, brought to mind several things. The first is nowadays, especially during COVID and people being locked down, everybody's snippy or everybody's crankier. We've talked about that on this show. And also people tend to leverage the anonymity of the internet just to be really hateful tweets. Oh



Dr. Marcia Reynolds 24:48

my god, what comments I get on those Psychology Today posts, you know, they quit, just

change the policy that they're not going to take comments anymore because of all the spam and all The nastiness that's out there.



Scot McKay 25:02

Yeah, you definitely catch more flies with honey even when you need to be a man in particular who shows strength, or shows Moxie and courage. And there's a lot of talk about how to be more of a man and to reclaim our manliness. And certainly being assertive is part of that. And I think for every guy is listening, it may be all about having to be assertive in a different way with your fellow men, when they represent a real actual threat to you, as opposed to being assertive with your wife or when parenting or with your best friends. I mean, I've heard all the horror stories, as I'm sure you have about guys were military officers, or, you know, some position of authority and they come back, they kind of bring their work home with them to their wife and their five year old kid. And that's that's a no, no, right?



Dr. Marcia Reynolds 25:49

Yeah, right, right, you got to know where you're at and what hat you're wearing.



Scot McKay 25:54

I'd love to give these guys some practical ways they can start being more assertive. And I'll kick it off for you. Because I know this is going to really make this conversation a lot easier. Because the example I'm about to give is so classic, especially for these guys. Gentlemen, so many of us go out with women, and we don't necessarily want a second date or we weren't so impressed. So what do we do when she says, oh, I'll see you again. You'll go Oh, sure. Yeah, you know, I'll call you. Right? Mm hmm. And we have no intention of calling her. And I asked guys, sometimes, you know, what do you think it is that goes through your mind when you'll openly tell a little white fib to a woman, when you really don't have any intention of calling her and almost 100% of the time, Marsha, I'll hear well, I didn't want to hurt her feelings, or I didn't want her to get mad at me. I didn't want her to go off and get really upset. And that harks all the way back to the first point you made at the beginning of this show dinya about how people fear this really extreme resumes from people when they're assertive. And you know, I'll give another example. While I'm at it, a lot of guys don't know how to be assertive with fellow man because they think it's probably going to lead to a physical altercation. Like I don't want to disagree with this guy who's five inches taller than I am or bigger, uglier or nastier than I am. Because he's going to beat the crap out of me. Or I'm not going to say to my boss, you know, I've been

working here for 10 years, I'm still making the same pay I was when I was doing half the work because you're afraid he's gonna fire you and anybody who's ever been a hiring manager before knows so hard to find people who are willing to do twice the work competently? at any price that you know, they're not about to fire you. It's, it's really an unfounded fear in most situations. What are some other examples you can give? And how would you coach guys through, you know, having a change of heart and a change in mindset on this stuff?

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Dr. Marcia Reynolds 27:49

Well, you've just given me three different scenarios with three different answers. It does always boil down to what's the real risk? What's the real consequence? Sometimes there is, I would be very cautious if I felt that somebody was going to physically react to me. Okay, so there is a difference? You know, so is there truth to that or not? Or am I just making that up? Is it the worst case scenario? But in each situation, what you're looking at is, what is the possible outcome here? What is my intention? So let's just take the first one on the dating situation. So by not being honest, you know, it's like, well, my intention is I don't want to hurt her feelings. Well, if when you don't call and she's expecting you to call, are you not hurting her feelings? Aren't you not get getting the same result? You know, and so, if you look at your options, if, if I were to say, Well, you know, what, we have just a huge conflict of values of their value system seem to be so different. And that, you know, I can see that this isn't gonna work in the long term. You know, so if you have a reason that you want to share that, well, it may be hurtful, but it's going to be far less hurtful than if you just ghost and then I'm thinking I'm awful. You know, what did I do? I don't know. And, you know, that's, that's an a terrible thing. So I'm coming from the female perspective, that is it been in and out of the dating market all my life? You know, and it's, it's awful not to give me your honest opinion of this interaction we just had and what may not work for you. I would rather hear that. And in truth, most of the time, people would really rather have your honesty than your avoidance. You know, because we have this huge, huge reaction to rejection and not belonging. And when you don't speak to me, then I feel you reject me. You know, you're now judging that I'm not capable. Handling something when I'm quite capable and and if it's not good news, I can handle it, you know, but disappearing on me, that's not cool. So you really have to look at the reality of the consequences of my behavior.



Scot McKay 30:15

Let me tell you what, before you go on, on the other two examples, every single woman I've ever talked to, in my considerably long tenure, at doing what I do for a living would agree with what you just said, without any exceptions. Oh, I know. What about this guy

who goes and gets his car service and he realizes there's a big ding on the door wasn't one before he goes to the manager realizes he's six foot three and looks like he was an MMA fighter when he was 22 and says, You know what, it's just a door thing. I'm all right, I'll leave

 Dr. Marcia Reynolds 30:45

now. So let me just tell you, I'm not even five foot, okay, I'm a little woman, I have no problem walking up to six foot, whatever, man. In fact, I dated a guy six foot seven for a number of years. back and he and he was a basketball player, you know, and he said, one of the reasons why he really liked me was because I had no problem getting in his face and telling him what was and when, when what he did was offensive. You know, and again, in those situations, you're not picking a fight, you're not saying hey, you did this on purpose, you're going and saying, you know, this wasn't here when I when I dropped the car off. And so I would like to take a look at if there's a way that we can handle this situation. You know, the end, the guy may say yes or no, but at least address it. At least address it because you're going to walk away. If you don't, then you're just gonna get mad at yourself, and you will have regret. If you at least bring it up. And they say, Oh, you know, too bad for you? Well, at least you brought it up.



Scot McKay 31:53

Yeah, if you don't bring it up at all, you'll lose your self respect. Absolutely. That's like, if you see a woman you'd love to ask out and you reject yourself without ever having her opinion on the matter, then you're going to remember those situations, with a much harsher stench in your nostrils than if you would have asked her and she would have said, Oh, I have a boyfriend or you know, you're cute. You're friendly, but maybe not. rejections come at those times when we reject ourselves. 100%

 Dr. Marcia Reynolds 32:21

Yeah, and we just make it up.



Scot McKay 32:24

As far as the boss goes, Hmm,

 Dr. Marcia Reynolds 32:26

well, that's a big thing.



Scot McKay 32:28

Yeah, I've known a boss or two, who basically run a totalitarian state. And if you dare challenge them in any way like that, they will fire you as an example. Anybody else want to come ask for a raise? They'll make it public. And of course, those bosses are what's commonly known as assholes. You probably don't want to work for them anyway, you're gonna be better off going and getting another job. But I mean, yeah, I know, some people feel kind of chained to their bedpost, as it were, is chained in their cubicle or chained to their workstation, whatever they're doing in life, and they're thinking, well, I can't lose this job. But you know what, sometimes you have to have that self respect, again, to be assertive enough to stand up to that boss and say, Look, I've been doing this work, this is what I deserve. And if you don't like it, I am going to walk now, I think what I predict you're going to say practically, is, it's nice to have another job lined up before you do that. In principle, what say, you



Dr. Marcia Reynolds 33:17

know, I wasn't gonna say that at all. I'm saying, What's great is I've been teaching leadership for 30 years and the shift in leadership styles, that kind of boss is fading away, you bet it is fading away. Because and especially with the pandemic, it's amazing how much work I'm getting, because they're all realizing that the number one capability of leaders now is empathy. That it especially with these remote conversations, and people being disconnected, that psychological safety, empathy, understanding that these things are coming forward and companies are asking me to create coaching cultures where they're honoring this and being very making it a part of their their KPIs, their goals that you show this kind of leadership, otherwise, you're not going to get a raise. So the message is going out that that type of boss,



Scot McKay 34:14

the asshole boss, it boomerangs on him, doesn't it?



Dr. Marcia Reynolds 34:17

Yeah. And I find actually, Scott, that that's more made up. I can't ask for this boss is gonna fire me than truth. And if you're a good solid worker, you know, it's one thing if you are, you know, I don't think that people listening to this, you are the person that would get

fired. The boss might say, Who are you, you know, to ask me for this. I'm not giving you a raise. It's not likely they'll fire you if you're a good solid worker, because we need to hold on to those high achievers. And so I used to irritate my boss all the time with my requests. You know, no, I knew he wasn't going to fire me, in fact, even told the head of HR he wish he could but he couldn't Because I was doing such good work, and I had had good strong allies in the company, I knew how to play my politics. You know, but I clearly always say, you know, the format is, here's the impact. You know, I, here's what I see, you're not paying me as much as the guys, you know, or I even told my boss once, you know, you look through all my stuff, and you never give me any acknowledgement of the work I do. He says, I have to tell you when you do a good job, and I said, Yes, you have to tell me And his response. You never tell me when I do a good job. And so we recognize we both needed to acknowledge each other more. So by me being assertive with him, gave him the opportunity to make the request back to me. And it changed our relationship. So sometimes, you know, you have to look at the consequence of you being assertive could be positive for your boss as well. So really, are you going to get fired? Really, you know, most of the times is they'll say yes or no,



Scot McKay 36:08

you know, now we're back at the gate at Kennedy Airport. That's a human man, your boss, you know, you take care of them, they take care of you, as some people can be buttered up easier and more effectively than others. That usually has to do with ego. And that's probably a separate topic for a separate show. But as you were talking, I had to kind of chuckle to myself because one time at a job where I was particularly crushing it in the internetworking sales world. I was very brave and assertive about telling my bosses what needed to change around here so I could make them even more money. And I had one of my bosses just shake it was a lady she shook her head at me and she goes, you were simultaneously the most incorrigible and critically important person in this entire office.



Dr. Marcia Reynolds 36:53

Yeah, see? yourself indispensable then you can be assertive.



Scot McKay 37:00

And it was that wonderful moment of levity you know, that Comic Relief if you will admit a young buck like me, sort of, you know, back off a little bit turned down the energy level a little and realize, Hey, you know, I think this is all gonna be alright. And I agree with you, especially nowadays, Dr. Marsha, you've got a social backlash against people who are

abusive, there's no way I mean, look, if you're a crappy doctor Yelp in the Google reviews are gonna catch up with you. First of all, and as if your employees don't catch up with you and start holding up their smartphones with the videos on when you start acting up, you know, against fellow employees, you know, this is really a thing of the past it's all idea of us being jerky to each other in the workplace and in consumer situations. I couldn't agree more notwithstanding Bed Bath and Beyond if you guys saw that one weeks ago. All right. So I think we're drawn to the end here. It's been a very fun conversation and I dare say a very intelligent one which I appreciate very much. I want to send these guys to your book. outsmart your brain how to manage your mind when emotions take the wheel, which they can reach by going to a special URL I've set up which is that mountaintop podcast.com front slash Marcia Mar CIA is how Dr. Marcia spells her name it's not ma RS ha lol Marsha Marsha Marsha from the Brady Bunch, but I'll tell you what, just in case I'll make it front slash Marsha or Marsha so you guys are sure to get to her book. And in my Amazon influencer storefront I will also place these other three books we talked about coach the person not the problem, the discomfort zone how leaders turn difficult conversations into breakthroughs and Wonder Woman and yes, guys, you know, just like there's some women working on this show who were going to be better wives and girlfriends for you and better women in general for having understood you better. If you get your hands on Wonder Woman you can understand women a little bit better and that'll make you a better man. Dr. Marsha Reynolds, thank you so much for a great conversation today. I appreciate you very much.



Dr. Marcia Reynolds 39:04

Thank you, Scott. I really enjoyed it.



Scot McKay 39:06

Yeah, me too. I sure did. And guys, if you haven't been a mountain top podcast.com lately, get on my calendar. Talk to me free for 25 minutes. Let's talk about what the rest of 2021 is going to look like for you. You are where you are right now. It's not where you want to be you want to better woman in your life you want to get further in your career. You want to start living that purpose that you know you've always wanted to live and you know you're a man who should be deserving that the first 25 minutes are free and I guarantee results in advance you will leave that 25 minute call with something you didn't have when you and I first started talking that and a whole lot of other goodies are there for you at mountain top podcast calm while you're there. Please visit our friends and sponsors of this show for well over a year now at origin main best jeans you will ever wear. Also, please visit the guys at heroes soap calm you will never feel healthier. You will never feel cleaner and the women will even probably perk up when you're around when you use the products from

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