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MBS ([00:01](#)):

On the radio the other day, I heard something that I now can't unhear, and it said this, if you're unhappy at the state of the world or the state of your country or the state of your community, and that is absolutely true with how I'm feeling right now about all of those, it is one of the great expressions of privilege to the throw up your hands and say, "It's too hard. I opt out. I hope somebody else sorts this out for me."

MBS ([00:29](#)):

And when I heard that I was provoked and irritated, but also encouraged by it. And I'm really thinking hard about what it means for me to be a more active part now of my community. I think the times are demanding that of me. How about for you?



MBS ([00:51](#)):

Welcome to Two Pages with MBS. This is the podcast where brilliant people read the best two pages from a favorite book, a book that has moved them, book that has shaped them. Christine Porath is a professor at Georgetown University's McDonough School of Business. Now, she wrote a book called Mastering Civility, and her new book is Mastering Community.

MBS ([01:13](#)):

And I already love that connection between civility and community, how they feed each other. It feels like a Mobius loop somehow that they're connected. Christine's written for the Harvard Business Review, for the New York Times, the Wall Street Journal and more. But if she'd had her way when she was young, she would have been a sports star.

Christine ([01:33](#)):

Loved sports, that was always a passion. I played college sports and ended up getting what I thought was my dream job working in sports management. But one of the things I failed to realize was that it was a really toxic environment.

MBS ([01:47](#)):

It's not always as the cliché goes, from a dream to a nightmare, but I really was curious to know if there was a moment of disillusionment when the veil dropped and the reality of it all became clear.

Christine ([02:02](#)):

Probably the key moment was when the person whose name was on the Sports Academy came in early one morning, we were working out. The manager of the performance institute, the gym basically would let us in early before 6:00 AM. And so we'd show up when it was dark. And this guy came in and started screaming at him because the music that he preferred was not on.



And we did not expect him. He wanted Barry White on. There was workout music on. So he just got blasted.

MBS ([02:40](#)):

Now I have to say, I do love Barry White, but still, probably not for working out. And of course, that's not even the point. What's clear is that this man's anger wasn't just a singularly bad moment, but it had much deeper implications for everyone, for everything.

Christine ([03:00](#)):

Gosh, that one moment changed the complexion of people's days and really their attitude towards him and the organization as well, because it wasn't like anyone was protecting people from this kind of thing.

MBS ([03:16](#)):

So it's not about Barry White. It's about giving permission for a certain sort of behavior. And actually not just permission, but in some ways, making it aspirational.

Christine ([03:26](#)):

I think what ended up happening, this gentleman came from the tennis world. And so in this case, the tennis instructors then role modeled what this guy was. He was a big name, and so they would walk around the Sports Academy, flexing their muscles, so to speak and going off on people this way, because they saw themselves following in his footsteps. That's the dream, so to speak.

Christine ([03:53](#)):

And then you have, of course, other coaches from other areas thinking, "Who do they think they are?" Not always, I think other sports were a little, at the time, better behaved because I don't think they had those role models, at least in this particular organization that they were interacting with on a daily basis.



Christine ([04:13](#)):

But yeah, I think it became... We see that in the data as well when we say, "Why do you behave this way?" We all slip up from time to time and are rude or disrespectful. And I was shocked because over 25% of the people said, "Because our leaders do. We're just doing what we've learned."

Christine ([04:35](#)):

And so I think that's something that we all need to be aware of. But certainly if you're a leader, you're always on I feel like. And both with verbals in this particular case this was something pretty egregious, pretty aggressive in my mind. But I also think the non-verbals are important, too. And especially the world we're living in where so much is communicated over Zoom or different ways. But I think it matters how we're showing up. And if you're a leader, all the more of the case.

Christine ([05:11](#)):

You mentioned ripple effects and I love that term because I think that's what we see in the data, too, is these small interactions that we have with each other, asking how you are, how you can help, acknowledging people, smiling.

Christine ([05:26](#)):

They do, we pass them forward in our social networks at work and both positively and negatively. And so, I think in some ways, I believe it's a really empowering message to others because it's easy to say, "I can't do anything about it. Life is really ugly right now. People are nasty." And I do think we have more control than we think.

Christine ([05:54](#)):

And a good friend of mine who sadly passed away this year, but he was a mental coach, particularly on the sports side, Trevor Moawad. And one of his



famous sayings was control what you can control. And I think that is something that I hope is of a motivating message for people, especially in today's age.

MBS ([06:21](#)):

Christine, I mean, talking about these stories, I mean, actually what comes to mind is the John Gottman work around relationships and actually the balance between positive and negative actions, verbal, non-verbal. I think he says, it's you need seven positive to one negative for a healthy relationship. I'm just wondering, if that scales in some way to culture and organizations, does that just make organizations fragile? Mean, if you need seven good things to balance one bad act, it feels like that things are at risk.

Christine ([07:04](#)):

Yeah. I mean, I think you're definitely correct about that. The data that we have... So we've collected data around how energizing or de-energizing are people that you work with, and we find four to seven times the effects. So, pretty close. Right?

MBS ([07:22](#)):

Yeah.

Christine ([07:22](#)):

And the psychology literature is pretty clear, bad is stronger than good. And roughly, they say, the power of four. That you need to get over the four threshold. And so I do think that that could be a message that doesn't feel easy. But if you think about a lot of these things are very small. They can be, I mean, in today's world, we're not literally high fiving each other, but like I said, the smile, the asking how you are, the acknowledging people.



Christine ([07:53](#)):

I can't tell you how often I hear from people that they even quit a job because a boss would blow by them in the hall without saying hello, without looking them in the eyes. And they just felt like, "Come on. I mean, I'm working so hard. I'm working so many hours and yet I don't matter?"

Christine ([08:14](#)):

And I've heard the same thing from, there was a resident that had worked on a surgical team for months. And the next day he was moving on doing another rotation and that top surgeon would blow by him without saying anything. And this guy's response was, "Come on, I'm human. And even if you don't call me by name, I just worked with you for months saving people's lives. And I don't matter that much?"

Christine ([08:47](#)):

And so I think in a variety of different arenas and industries, I hear a similar message. And I think, sadly probably, all the more so now where for a lot of us we've been pretty isolated. And so I think we probably crave that sense of connection even more. And the people that do those things, again, especially back to leaders or coaches, I think that's a competitive advantage that can make a big difference.

MBS ([09:22](#)):

There's so much more to talk about here, Christine. But I'm going to ask you about your book that you've chosen to read. What have you picked for us?

Christine ([09:28](#)):

I chose, *Man's Search for Meaning*, by Viktor Frankl.



MBS ([09:32](#)):

He is truly one of the seminal texts in this space and this world. How did it come into your life?

Christine ([09:39](#)):

Came into my life, I read it a long time ago and I really liked it. But I actually spent last several months since July, actually, until December with UNC Women's soccer team and their coach, Anson Dorrance, who's won 22 national championships and led the Women's World Cup to a win in the early days. He actually has the players, they have 13 core values being positive is one of them, but he gets them, challenges them to memorize quotes for each value.

Christine ([10:15](#)):

So it's more than just the name itself. And there's some evidence behind this, but if remember a quote, it takes a lot more meaning. It's like the idea of a story mattering more than just a word for a value in an organization. And so they're responsible. It's part of their in individual player meetings. Each year they memorize three or four and they recite them. I went to all the practices, all the games, and I saw what a difference it made, actually.

Christine ([10:50](#)):

And there was a former player actually that wrote him a text and was struggling with a coach in a pro league. And she wrote the quote to him. And for her, it was really helpful in showing up in a way that she wanted to for her teammates, not just yourself to get ahead. And I saw that happen also with injured players, players that were out for the season after 15 minutes in a scrimmage. Our national team players that get hurt and can't start their college career, and how are they going to show up?



Christine ([11:28](#)):

And it was amazing to me what great examples there were of this. And I'm bringing this back to the sports world and I know a lot of people are suffering in totally different in bigger ways with health and everything else these days and death. For me, it came to life in terms of how helpful some of these things written so long ago, and because of such a different context, can be helpful.

Christine ([11:59](#)):

And maybe learning quotes or hanging on to small passages. And whether that's sticking that on a wall for you to see or a reminder kind of thing. But yeah, it brought it home for me in a way that I could see how helpful it was, and not just in the moment, but years later is these players encounter challenges, not only in their professional career, but personal lives as well.

MBS ([12:35](#)):

Do you have any mantra or quotes that are particularly resonant for you that you've got written out or you keep coming back to?

Christine ([12:36](#)):

I do. It is in the kitchen, but there's an Irish poem that talks about, take time for this. Take time for success, take time for hard work. Take time for love. Take time to laugh. Take time for... And it rounds it out. I mean, my mom gave it to me and it's something that... I moved it, actually, from my room to the kitchen. Maybe that I was working from there for a while, but it just is a good reminder to me that there are all these different aspects of your life. And so showing up for not only to do the hard work, but for others and to enjoy certain aspects, I think. But I love it. I've given it to a lot of people. And it's just something that has served as a good reminder to me.



MBS ([13:25](#)):

Yeah. Yeah. I have a couple of lines from a poem by Rilke called, The Man Watching. I'll get this slightly wrong, but the final lines of the poem are, "His goal is not to win, but to be deeply defeated by ever greater things."

Christine ([13:43](#)):

I love that.

MBS ([13:45](#)):

I love just how that speaks to a way of thinking about ambition, particularly, I'm now my 50s. So I'm like, I've already climbed some hills. Now, how do I make sure that I'm climbing, being deeply defeated by ever greater things? How do I hold my ambition at that level? That's a really good resonant reminder for me.

Christine ([14:04](#)):

Yeah. I love that.

MBS ([14:05](#)):

If I ever get selected for the UNC Women's soccer team, that will be the quote I'll be bringing into the scrimmage.

Christine ([14:11](#)):

He will love it. He will love it. Yeah.

MBS ([14:15](#)):

And how did you choose the two pages? Because it's a book full of two pages that could be chosen.



Christine ([14:21](#)):

Yeah. Well, part of it ties to the quote that they memorize. So I'm elaborating from that. But yeah just because again, I know from seeing it and seeing players pull it back you years and in some cases, decades later, it sticks.

Christine ([14:40](#)):

And I even thought of this morning, as I was thinking about doing this, there were poems that I went to a Catholic grade school and we would have to recite them. This was part of the curriculum. And a lot of kids did, Shel Silverstein was very popular at the time.

MBS ([14:58](#)):

Oh yeah.

Christine ([14:59](#)):

His books.

MBS ([14:59](#)):

Classic.

Christine ([14:59](#)):

Yeah. And I loved hearing those things. But I just remember I chose one that was super long, but it was about the University of Dayton where we lived at the time, there were three players, they ended up beating, I think they were number one at the time, DePaul in basketball. And it was just this really long poem. But at the time, it meant something to me. But it's funny how we choose these things that either provide good memories or guide us on a path that we can use.



MBS ([15:34](#)):

I mean, I love this broad idea that values when they're written as a single word are often a bit abstract and a bit empty. Like finding a story to them, or a poem, or a way of giving them color and depth immediately makes them more resonant and more real and stickier for people. So that's really powerful.

Christine ([15:52](#)):

Yeah.

MBS ([15:53](#)):

But let's here these two pages, Christine. I'm really excited to hear which one's you picked. So Christine Porath, who author of *Mastering Community* and *Mastering Civility*, reading from Viktor Frankl's classic, *Man's Search for Meaning*. Christine.

Christine ([16:12](#)):

But what about human Liberty? Is there no spiritual freedom in regard to behavior and reaction to any given surroundings? Is that theory true which would have us believe that man is no more than a product of many conditional and environmental factors, be they of a biological, psychological, or sociological nature? Man but an accidental product of these?

Christine ([16:35](#)):

Most important, do the prisoners' reactions to the singular world of the concentration camp prove that man cannot escape the influences of his surroundings? Does man have no choice of action in the face of such circumstances? We can answer these questions from experience as well as on principle. The experiences of camp life show that man does have a choice of action.



Christine ([16:58](#)):

There were enough examples often of a heroic nature, which proved that apathy could be overcome, irritability suppressed. Man can preserve a vestige of spiritual freedom of independence of mind, even in such terrible conditions of psychic and physical stress.

Christine ([17:17](#)):

We who lived in concentration camps can remember the men who walk through the huts, comforting others, giving away their last piece of bread. They may have been few in number, but they offer sufficient proof that everything can be taken from a man but one thing: the last of the human freedoms, to choose one's attitude in any given set of circumstances, to choose one's own way.

Christine ([17:40](#)):

And there were always choices to make every day, every hour offered the opportunity to make a decision, a decision which determined whether you would or would not submit to those powers which threatened to rob you of your very self, your inner freedom, which determined whether or not you would become the play thing of circumstance, renouncing freedom and dignity to become molded into the form of the typical inmate.

Christine ([18:05](#)):

Seeing from this point of view, the mental reactions of the inmates of a concentration camp must seem more to us than the mere expression of certain physical and sociological conditions. Even though conditions such as a lack of sleep, insufficient food, and various mental stresses may suggest that the inmates were bound to react in certain ways, in the final analysis, it becomes clear that the sort of person the prisoner became was the result of an inner decision and not the result of camp influences alone.



Christine ([18:36](#)):

Fundamentally therefore, any man can, even under such circumstances decide what shall become of him, mentally and spiritually. He may retain his human dignity, even in a concentration camp. Divinsky said once, "There is only one thing that I dread: not to be worthy of my sufferings." These words frequently came to mind after I became acquainted with those martyrs whose behavior in camp, whose suffering in death, bore witness to the fact that the last inner freedom cannot be lost. It can be said that they were worthy of their sufferings.

Christine ([19:11](#)):

The way they bore their suffering was a genuine inner achievement. It is the spiritual freedom which cannot be taken away that makes life meaningful and purposeful. An active life serves the purpose of giving man the opportunity to realize values and creative work. While a passive life of enjoyment affords him the opportunity to obtain fulfillment in experiencing beauty, art, or nature.

Christine ([19:35](#)):

But there is also purpose in that life, which is almost barren of both creation and enjoyment in which admits of but one possibility of high moral behavior, mainly in man's attitude to his existence and existence restricted by external forces. A creative life, and a life of enjoyment are banned to him. But not only creativeness and enjoyment are meaningful. If there is a meaning in life at all, then there must be a meaning in suffering.

Christine ([20:02](#)):

Suffering is an ineradicable part of life, even fate and death. Without suffering and death, human life cannot be complete. The way in a man accepts his fate and all the sufferings it entails, the way in which he takes up his cross gives him ample opportunity, even under the most difficult circumstances to add a deeper meaning to his life.



Christine ([20:23](#)):

It may remain brave, dignified, and unselfish, or in the bitter fight for self-preservation, he may forget his human dignity and become no more than an animal. Here lies the chance for a man either to make use of, or to forgo the opportunities of attaining the moral values that the difficult situation may afford him. And this decides whether he is worthy of his sufferings or not.

MBS ([20:53](#)):

Thanks, Christine. That really is one of the best known of Viktor Frankl's work. And it's such a resonant phrase and passage. What particularly rings true for you in that?

Christine ([21:09](#)):

I think nowadays it's easy to get down about life feeling hard, or it being uncertain about when, let's say the end of the pandemic, or when the end of a professional challenge is going to end. And I think we're seeing now how important mindset is, to not only get through the day, let's say, or get through a season, or get through the pandemic, but is going to be for moving forward. Because we don't know if something like this is going to happen again.

Christine ([21:42](#)):

And I think it's important to learn to set the tone for yourself to get through challenges, but also, having worked on this book recently, and then again, being around a team in such a shadowing experience, you realize just how much your small feelings and mindset matter to those around you, literally on every day, how you show up. What you're saying to your teammates next to you, how you set the tone, how when something doesn't go your way, what's your response?



Christine ([22:18](#)):

And especially if you're verbal about it, or literally you're picking some up from the ground or whatever. That matters a lot. And that's how people get through things. How he spoke about how other prisoners were giving away their last items or checking in on them, or saying, "This is how you're going to get through it." I think that we're in a time right now where most of us have an opportunity to be that person.

MBS ([22:50](#)):

I want to believe all of this. And I'm just also more aware than ever of structural issues and privilege. And I have all that. I have all the pretty much all the privilege cards dealt to me. And I just heard something the other day on the radio talking about people's struggling with homelessness.

MBS ([23:13](#)):

And actually, one of the things that you don't quite think about homelessness beyond the obvious around they don't have a place to stay is the chronic lack of sleep. And the fact that even if they have a shelter to go to overnight, you can't sleep safely in a shelter. You're protecting your stuff and you're protecting from physical assault and whatever else.

MBS ([23:35](#)):

And just how a chronic lack of sleep is such a diminishing thing to your capacity to rise to the moment, to be the person who walks through the camp and gives things away. I'm just curious to know your thoughts around, I guess, how much of this rests on us as individuals like rise to the challenge, manage your mindset, be the strongest signal in the room that radiates the, and sets a tone for how you want others to behave as well? How much more it is accessible if you have certain luxuries and privileges of life?



Christine ([24:23](#)):

Yeah. Well, I think that's certainly true, and it's a good to bring up and remember, especially if we are those that have privilege, like what are we doing in service and how are we giving back? And for me, one of the great stories that I love learning about, and Bob Sutton was actually the one that turned me to this story of-

MBS ([24:45](#)):

I love Bob's work.

Christine ([24:46](#)):

... Yeah, of 100,000 Homes, which is part of the book. And I was just amazed at basically how Rosanne Haggerty is the person that has led this from her early 20s. But she's housed over 200,000 individuals that were homeless. And now what was really neat in updating the book, I learned that I knew she was a MacArthur Grant winner and I saw a hundred and change, something had just been announced. Well, she won the single \$100 million dollar grant from the MacArthur Foundation to work on homelessness.

MBS ([25:23](#)):

Wow.

Christine ([25:24](#)):

And so, I think that someone like her in this story of how individuals, Becky Margiotta and Joe McCannon, and others, lots of others. I mean, cities would pull together. But yes, one of the neat things behind what Becky used in a number of these cities to teach others that were volunteering how to go about this is they did something where they would learn the people and their circumstances.



Christine ([25:53](#)):

So there was a vulnerability index like how were they vulnerable? But there were names and faces. So when they brought this back to the meetings with the cities and those that were going to be helping, one of the things that I remember Joe McCannon saying is one of the things that was brilliant is that they put a name and a face and a story to who these people were and what they needed. And that helped change things.

Christine ([26:18](#)):

And that's not the only answer, but I think we can get clues from the best practice of this 100,000 Homes campaign about how can we take some of these things and run with them? And it's not going to solve all the systemic problems that are out there, but I also hope that some of the examples in the book, like Amy D'Ambra who runs My Saint My hero who's, sees her business as a community.

Christine ([26:48](#)):

And those that are stakeholders in that community and the people doing the weaving of the bracelets, and how it's lifting them out of poverty, let's say. And the bracelets that don't make it in, they give them to orphanages and other places where they can sell it and make money to help with supplies. And so I think, again, we see a ripple effect. And even in more maybe traditional businesses like Kim Malek with Salt & Straw Ice Cream, she has really done a ton of social justice issues with her store and brand.

Christine ([27:24](#)):

And it's not something that we necessarily expect to see, but I intentionally pulled stories like that and people like that in, because I do think that if we have examples like that, it becomes more of a theme around this can be done. One of the things that I was fortunate to be a part of very early on as I was just



graduating with my PhD is University of Michigan had this positive organizational scholars group.

Christine ([27:56](#)):

And what they focus on is positive business leaders. And the fact that they're not mutually exclusive. In Kim Malek's words, it's like business can be a force for good, or communities can be a force for good. And so I think she had seen a movie that really brought this to light and she had also worked for Starbucks as it was just starting out and saw some of the things that they were considering, like where are they buying in the coffee from?

Christine ([28:25](#)):

And just different things that stuck with her. And so I really love the idea of these aren't mutually exclusive, that leaders or businesses, or in your example, people that can think about what can we also do for the community or for homeless people that are around our shop, or our, whatever the [crosstalk 00:28:48].

MBS ([28:48](#)):

For me, it's trying to navigate just my own moral compass. So this is the way this plays out in my head for me. I go, "Look, I love the idea of Viktor Frankl's work and that existentialist stance, which is you have your circumstances, but you always have choice." Because that's the essential Frankl message, which is you get to choose your actions. You get to choose what you do and not do.

MBS ([29:17](#)):

And the power of that and the freedom of that. And so I go, "Well, look, I hope that if in tough circumstances, I would be that person." I don't even know if that's true, but I have this fantasy. And I project myself being, oh, I would certainly be noble and self-serving or not self-serving, but other's serving. And then it means that when I walk past somebody who's homeless in Toronto, I



have this subtle thing going, "Why aren't you making the choices that are in front of you? Why aren't you doing better? Why aren't you better? I would be better if I was you, why aren't you better?"

MBS ([29:51](#)):

And so I get into this moral conundrum, which is, this is meant to be a call of freedom. And it's so slippery for me to quickly become a way that I raise myself and I put others down. But anyway, it's just me wrestling with some of this stuff.

Christine ([30:10](#)):

Yeah. I also think one of the ideas and this also played into a core value at UNC, but thinking about who you surround yourself with and their effect on your values, and also the support you will get moving forward, too.

Christine ([30:26](#)):

But I do think that plays such a role. And when I hear that saying of you are the person that five closest to you are, or seven tightest connections, I think about that often. And I do think as I get older, I'm more aware of that probably. But I think I would teach that to kids, people as they move through school and as they decide where are they going to spend their time and energy? They're thinking about that. And I find myself on a daily basis, I mean, some of it's included in the book as far as the leaders and my brother, and the mighty, and just the whole-

MBS ([31:09](#)):

Great story.

Christine ([31:10](#)):

... idea of who's inspired me and how I think we can use their examples to, regardless of what you want to get involved with, as you said, how you want to live your life and the person that you want to be.



MBS ([31:26](#)):

Christine, what was most surprising for you in understanding what it takes to master community?

Christine ([31:35](#)):

Well, I think one of the things that I probably didn't end up thinking I would emphasize as much is just focusing on what we can do to control bringing our best selves to community. And so I think something that ties to the civility research is just a lack of self-awareness around, and this ties to the two pages, but the fact that we have on others and the idea that there are... Tasha Eurich's work really speaks to 95% of people think they're self aware.

MBS ([32:11](#)):

Exactly.

Christine ([32:12](#)):

10 to-

MBS ([32:13](#)):

And 95% of people think they're good drivers or better than average drivers. I'm like, "I'm not sure that work mathematically."

Christine ([32:20](#)):

... Right. And 10 to 15 or percent of people are self aware. And so 80% of us are fooling ourselves on any given day. And I just think what does that mean to how we think we affect our communities? And so how do we begin to close the gap? And I remember people that read the book and provided endorsements, that was a chapter that they said they hadn't thought about or seen some of that stuff before.



Christine ([32:49](#)):

And so I think that if we focus on, again, especially because we're very quick to point the finger at others, but we would do a lot of good for ourselves, as well as our communities if we were able to get a better sense of our effects on others through greater self-awareness, because then we can begin to improve.

Christine ([33:12](#)):

I don't think, and this is one thing that I learned from the civility research. I think I started out thinking, "Gosh, there are a lot of jerks at work it and we need to change things." And instead the story really was, people don't have bad intentions. They don't feel good when they're hurting others, for the most part. 4% say they do.

Christine ([33:33](#)):

But the large portion of people, you're trying to do right. And you want to have a positive influence, but we may be doing subtle things that are really upsetting people, or frustrating people, or making them feel small. And so getting feedback on those things can be incredibly helpful for you and for your communities.

MBS ([34:00](#)):

Yeah. It's like there's nobody that thinks that they don't have a sense of humor, even though almost nobody laughs at any of my jokes. And I'm like, "See? This is statistically impossible because I'm hilarious to everybody, surely." What's the question I want to ask? I want to ask you this: what has been most powerful for you as a way of developing your own sense of self awareness?



Christine ([34:28](#)):

Well, definitely seeking feedback from others. I mean, that's pretty general still, I would say. I don't think I'm good at it. And based on Tasha's test, I'm not fantastic at it either.

MBS ([34:39](#)):

Yeah. But I know Tasha, you can't trust her test because I'm not in that 15% either. So obviously, the test is probably wrong.

Christine ([34:47](#)):

Yeah. Well, we're actually collaborating on some research and the neat thing is how, again, leaders affect teams and that kind of thing. But I definitely think sitting down and asking people what you need to work on is helpful. And however you want to go about that, she has that cool example of Dinner of Truth where you sit down one-on-one with someone that you really like.

Christine ([35:15](#)):

I mean, this is someone that you trust and have counted on. And you ask them, "What do I do that's most frustrating or annoying, or that kind of thing?" And it's amazing the stories that come from that. And probably the thing that I've done since I teach and work with teams a lot with MBAs or executives is I actually, decades ago, I read somewhere, but teams work with each other giving each other feedback.

Christine ([35:46](#)):

And at the time, it was just an index card, three things about each specific teammate. And then so positive on the front and three that they could work on, on the back. And then in a circle they would focus on one person and all provide positive feedback. And then constructive criticism or as Scott would say, radical candor.



Christine ([36:08](#)):

And I didn't know how it would go. I'm thinking, "Oh gosh, they're going to hate this, but we're going to do it." And I tried to rally them and it was the best thing ever. I'll have executive groups that stay hours after the class and they say, it's just... It changes them. And I didn't think that was going to be the case, but if we read what's out there, it should be because these are people that come from different cultures that have worked in different industries that in some cases they've worked together for a little bit. In other cases, they've worked pretty intensely on different projects.

Christine ([36:45](#)):

The feedback can be transformative. And what people don't realize is often it's positive. Meaning, someone that received... I remember there was a woman who was in a team and they told her, "You don't speak up. We think you're really smart. We want to hear from you. You have a very... You won't participate basically."

MBS ([37:09](#)):

Yeah. You need your voice.

Christine ([37:10](#)):

Yeah. And certainly in larger classes, but even in team settings, and part of this was tied to her culture. But I think what she said to me was it was life changing. She didn't expect that at all. She expected the opposite, which was...

MBS ([37:27](#)):

Right, right. That's great.

Christine ([37:28](#)):

So I think that feedback can be incredibly helpful in moving us forward.



MBS ([37:34](#)):

Particularly, if you remember the four to one ratio. If I was setting this up, I'd have four things to amplify the good. And then one thing to look more deeply at. Hey, Christina, as a way of wrapping this up, because I know we're up against the clock a little bit, what's one thing that needs to be said that hasn't yet been said in this conversation between you and me?

Christine ([37:57](#)):

Well, I think the idea of just really bringing your best self to your community and focusing on your effect on others. That, that really is something that we can control in an uncertain time in a, perhaps negative time or dark time in many of our lives and in the context of society. And so just doing our best to be the example of change that we want to see.

MBS ([38:33](#)):

Part of the magic of this series is discovering new books and having someone read the best two pages from something that I've never heard of before, never seen before. I love that. I'm like, "Oh, tell me about this book. It sounds fantastic."

MBS ([38:45](#)):

But another moment of magic is when we revisit a book that's been read by another guest. And in fact, Man's Search for Meaning is now on I think it's third reading. There have been different pages, but even if they were exactly the same two pages every time, a different reader, a different moment, a different life. And there's this way that an insider mergers that is both universal and deeply personal.



MBS ([39:11](#)):

Christine started the conversation with us talking about that moment in her first way, the Barry White moment, as we're now calling it. Here's an alternative story. The New Zealand All Blacks. And it pains me to say this because I'm Australian. So we have this long standing rivalry with New Zealand, but still, you have to acknowledge greatness.

MBS ([39:30](#)):

The New Zealand All Blacks are the world's most winningest national sports team. They've won more than 80% of their rugby union matches. And their percentage is even higher if you look back over the last 20 or 30 years. I know they've basically beaten Australia every time they've played Australia, very irritating. They are, the All Blacks utterly dominant.

MBS ([39:52](#)):

And the fundamental ethos is a deep humility in a sense that you need to give more to the All Blacks jersey than you take, you need to leave it in a better state than when you found it. And as a small example of a culture there, the antithesis of the Barry White dude, the leaders of the team, the most senior players, the most experienced players, the most highly fated players are responsible for tidying up the changing rooms when people leave.

MBS ([40:22](#)):

I mean, this is servant leadership. And I think this is what Christine is talking about when she says your small actions set the tone and shape the community that you are in. If you liked this conversation with Christine, I hope you did, a couple of others from the archives I can suggest for you. My friend, Pam Slim, her conversation is called, Hands and Feet Community.



MBS ([40:49](#)):

And I can also just recommend Pam's newish book called, *The Widest Net*. It's a really good read, particularly if you're in the world of, I guess, marketing or business. And you're trying to figure out who do you serve? Who's your ideal customer? But in a way that is much more holistic and less marketing bro-ish than some of the stuff that is out there. Pam's a wonderful person.

MBS ([41:14](#)):

And Rachel Botsman is another conversation I had. She's based out in England, super smart, charismatic, wonderful talker on trust. That's where she really dives into. And that talk with Rachel is called, *Humility and Trust*. That was definitely one of my favorite ones.

MBS ([41:30](#)):

When more with Christine, you can find her at her website, christineporath.com. Porath is P-O-R-A-T-h.com. On Twitter, she's @porathc, P-O-R-A-T-H-C. We always love people following us on Twitter. And she's also in LinkedIn as well. Her new book, as I said, is *Mastering Community*. I've got a copy. I encourage you to get your copy as well.

MBS ([41:54](#)):

If you're enjoying the podcast, thank you. Thank you for listening all the way to the end. Thank you for giving it a review. If you've given it a review, thank you for passing the interview on. I mean, if you know somebody who's thinking about civility, thinking about community and this conversation struck a chord, it's just a great gift to me if you share this interview and I appreciate that.

MBS ([42:16](#)):

We do have something called the Duke Humfrey's Library named after my favorite library at Oxford, which is a free resource. It's some kind of sign up



membership thing, it's free. But you get interviews that we haven't released, some videos, some other bits and pieces as well. So there we go. You're awesome. And you're doing great.