



Former Israel Defense Force Captain Says Here's How to Stay Cool Under Enemy Fire

Steve Sanduski:

Hi everybody. Welcome to On Your Mark, Get Set, Grow. This is the podcast of CEO Coaching International where we talk to the world's leading entrepreneurs, CEOs, and coaches who are looking to make big happen. I'm your host Steve Sanduski, and our guest today is Dr. Gill Heart.

I think you're really gonna find this conversation fascinating because we're going to address a topic that we've never discussed before with a guest who has a background unlike any other guest that we've had on the show.

Dr. Heart served more than seven years in the Israel Defense Force's most elite and stressful unit. He went undercover behind enemy lines, and came face-to-face with life or death situations. Now, that alone would make a great story for today's show, but what we delve into today with Dr. Heart is the mental training that is necessary to deal effectively with extremely stressful situations.

As a CEO or entrepreneur, you come across these kinds of stressful situations all the time. We can't control them, but what we can control is our response to those situations. Dr. Heart's training on how to do this is based on his Special Forces training and operational experiences, scientific and clinical, neurological data, and also his business experiences.

In addition to his time in the special forces, Dr. Heart has a PhD in Biomedical Engineering. He founded and successfully managed venture-backed medical device startups that were primarily focused on neurological and brain applications, and he also is a rabbi. In other words, this guy really knows what he's talking about. With that, please enjoy our conversation with Dr. Gill Heart. Gill, welcome to the show.

Dr. Gill Heart:

Thank you for having me. It's a great pleasure to be here.

Steve Sanduski: Yeah, this will be very interesting. You have a pretty fascinating background. Among your background, you spent more than seven years in the Israel Defense Force's most elite and stressful unit. That's a little bit about what we're going to be talking about here.

Not specifically the stuff that you did in Special Forces, but some of the things that you learned, and how you are now applying that in the work that you do with other professionals. I think maybe that will be a good place to start, and maybe how the work that you did in the Special Forces maybe informs the work that you're doing today.

Dr. Gill Heart: Sure. Sure. Maybe I should start with the hypothetical example of Special Ops, and from there we'll move into how do we apply it into our lives as executives. Let's assume that this is an imaginary story. Let's say that you are a covert agent for a top secret government agency, and you've been trained to operate undercover behind enemy lines.

Usually, of course, it's in hostile environments. Let's assume that you're sent to the place today, Syria. You're all aware what's going on there, so it is just after midday on Friday, say. You're in a big mosque in Damascus, participating in the traditional Jum'ah, the Muslim prayer, Friday prayer.

Particular, this mosque is known for its radical and valiant approach toward the west, especially towards the US, and you become part of ... As an undercover person, you become part of the prayer process, and the people who are there. You position yourself, say two rows and 20 feet to the right of your target, who is a known terrorist, based on reliable intelligence sources.

You know that this man is in the advanced stages of planning an massive attack against US and situation in the Middle East. You can't fail the mission simply because the attack is in a few days. Your target is ... That's how usually it will be, surrounded by bodyguards, some of which you notice and mark for yourself before. He's reciting the prayer, along with all those around him.

You go through, you follow everyone, and you go through the same motions, while keeping an eye on your target. Your mission is very simple I would say, to place a GPS, a tiny GPS, chip in the man's pocket, so another member of your team will take his life later in the day, maybe half an hour later.

Intelligence sources have informed you that when the target departs the mosque, many worshipers, and that's a common event, many worshipers will approach him, and shake his hand, and bless him, and exchange a traditional Muslim embrace involving three kisses on the cheeks. Your objective is simple.

You follow the crowd, and get close to him, and do exactly like everyone else does, but what I'm asking you to do is to place this GPS device in one of the

pockets of his traditional long gown that they wear. The assassination will take place later. You will be heading to the airport, going to board a flight to Europe.

Your objective, again, it's very clear what I'm expecting you to do, and you make sure that this target is under your control, so to speak. You keep an eye on him. As you do that, suddenly you notice, while maybe not thinking exactly focusing on the target, but focusing on the next steps. You notice that someone behind is watching you to your say 9:00.

You turn your head slightly, and gently, and lock eyes with one of the target's bodyguards, whom you have noticed before. His viscous look, and that's the look you'll see, leaves no room for speculation. He noticed you, and he suspects you. Your next move is nothing but critical. As a matter of fact, you're fully aware of this Syrian Secret Service, the Mukhabarat Secret Service tactical approach.

They shoot to kill. We all know that now in the west. Your next second decision is extremely important. As a matter of fact, it's a very tense moment, very stressful, and everything is riding on how you're going to respond. The bodyguard, who's eyes didn't leave you, he's focused on you, is waiting for your next move. You have to respond in a way that clears you from his suspicion, and you need to do it now.

Okay, so let's start the story now at this point. We can, if you want, come back to it later. This stressful moment really captures the essence of undercover, the behind enemy lines, work. You may want to think about the amygdala, the Navy SEALs, who, based on my impression and experience, do phenomenal work, but let's take the stress one notch up as the operations I'm referring to really conducted undercover. In other words, you become part of the enemy, and you cannot respond in an emotional way.

Here, unless you are uniquely, your habitual, emotional response, and this we'll come back to that again and again, your habitual, emotional response to stress will result in mission failure. The natural response of this agent, of you being sent there, can be even very subtle. For example, in the mosque story, look away too quickly, or blush, or increase blood pressure, these are some of the indications.

As I said, these agents are trained to overcome this, to remain calm, focused, goal-oriented under extremely stressful circumstances. This is exactly what Mind in Control Training brings to the table. I trained CEO and executives from across the world, and in many ways the stresses that they experience is similar to the stresses that I had to deal with during the times that I was operational.

True it's not the same magnitude, but the way that the brain works, and the body reacts to stresses is exactly the same, so indeed we see great results as the

training enables these executives who go through the training to take their habitual responses out of the decision-making processes and other daily tasks.

Steve Sanduski:

Gill, let me ask you a question here. In terms of the brain's emotional response to the stressful situation, I think I heard you say that the brain will respond exactly the same way, whether we're in this covert, undercover situation example that you were just describing, as well as, let's say it's a business situation, and you just got a call from your bank, and they had told you that they have cut off your line of credit, and that all the outstanding debt is now due immediately.

Both stressful situations. Are you saying the brain responds the same way, in terms of like the brain chemistry? Is that what I hear you saying?

Dr. Gill Heart:

Steve, you nailed it. Let's go through a little bit to better understand the brain, and how the body responds to stress because you are absolutely right, it's exactly the same. Over the years, I've found that the executives that I trained, for them to understand the basics, so we'll go just a little bit into that now, will help tremendously to understand what they go through, and why they respond to stress the way they do.

Practically we're talking about two areas in the brain. The area just before the forehead, which is called the prefrontal cortex, its responsibility is for executive decision, analytical processes and so on. For example, this area is very active right now when we are focused and listen to the interview. We think about it, and analyze information.

Practically right now in our discussion, the prefrontal cortex is the CEO of the brain. The CEO is the calm, focused, calculated, goal-driven, and oriented, and so on. A very different area in the brain, which is part of the limbic system, responsible for emotions, is the amygdala, which is located lower in the brain, more in the center of the brain.

The amygdala is responsible for our response to triggers, especially fear. Let's not go too much into the details, but what we need to understand that when we are triggered, the amygdala hijacks control from the prefrontal cortex. Literally hijacks it. It's a very violent, so to speak, event. It does that by, for example, controlling the blood supply to the prefrontal cortex, and practically shutting it down.

We have no access to, the only way we can think clearly, so to speak. At that point, we have very little analytical capability. In addition, something else that the amygdala does is it instructs certain glands in the body to release stress hormones. It literally floods the body with stress hormones. It releases them into the blood stream.

Interestingly, the new CEO, the amygdala, is very different from the previous one. It perceived the world as a threatening place, and then it will respond to these threats just like what you described a second ago, this phone call, is all of a sudden the world collapses. I don't have any ... the cash flow is a major issue.

Another important piece of information is that while it takes the amygdala less than one thousandth of a second to hijack control from the prefrontal cortex, it takes the body at least 18 minutes, usually it's more like four hours, to clear the stress hormones from the blood stream, and interestingly, during this time, we're more likely to respond emotionally to incoming information.

Remember, the new CEO is responding to threats. There's no logic. It's all emotions. Practically the recovery now is much longer because during these 18 minutes, if I'll say something, if I'll walk into your office, you're the CEO who just received this call from the bank, it's very likely that you'll be very impatient with me because you're hijacked.

This is another hijacking process. Now, we're not talking about 18 minutes, we are talking about 36 minutes. I have clients that, it's sad to say, but I have clients that operate under amygdala hijacking 24/7, and they're completely unaware of it. Here is a very good example actually.

A couple of years ago I trained a CEO of a very large communication company. When we spoke about the introduction call, I asked him, "How many times a day you think that your amygdala ..." I introduced him to the concept. He said, "Well, my amygdala hijacks one or two times per day." I said, "Okay, come back in a weeks time," and made him aware of his physiological and emotional responses to his own triggers to stress.

"Let's speak next week." He came back next week. He didn't say, "Hi." He didn't say, "How are you?" Nothing. He just said, "Gill, I'm shocked. I found out that it's more than 20 times a day," which is usually the case.

Steve Sanduski: In that case, how did he know that it was 20 times a day? Originally he thought it was one or two, but then how was he measuring, "Oh gosh, it's actually 20 times a day?"

Dr. Gill Heart: The body indicates to us. We're masking these indications away. For example, when I am stressed, I have some certain joints, I feel certain joints, or people report on shoulder tension, or lower back pain. There are many, many different physiological, emotional, and mental indications. Once he started to become aware, we call them personal indicators. Once he became aware, he could start counting. "Okay, my blood pressure increases. I feel heat in my face," and so on and so forth.

He could count these, and he was shocked to see because we increased the awareness and the resolution.

Steve Sanduski: Okay.

Dr. Gill Heart: So in-. I'm sorry, go ahead.

Steve Sanduski: I was just going to say, what are the common triggers here? Like he's got 18 to 20 a day. Do you see any commonality in the work that you're doing with CEOs and other executives and entrepreneurs?

Dr. Gill Heart: A hundred percent. A hundred percent. What I would like to do is just to finish the ... Can I finish the neuroscience component, Steve?

Steve Sanduski: Yeah.

Dr. Gill Heart: Okay. Going back to the mosque event, it will impact the performance, this hijacking. Once these events repeat themselves, they become habitual. Interestingly, research shows that when amygdala hijacks, in real time, there is a certain time window that we can change the way that the amygdala registers this event. That's what we use.

We use these triggering processes. The training will force the trainee, the client, to practice in real time, under real stressful circumstances, just like I was trained to do that, to practice in real time. Going back to the mosque story, if the agent was not trained, his amygdala will hijack and therefore he will freeze, start sweating. Sweating is another indication, or may attempt to really quickly leave the mosque.

That's what we do. We train you to change what the amygdala registers as a triggering event in order for you to remain prefrontal cortex driven and being able to respond more calmly.

Steve Sanduski: Is this kind of training that you received in the Israel Defense Forces, is that maybe similar to what like the Navy SEALs might receive, or the comparable version over in Britain, or are things maybe unique to the kind of training that you had in your career?

Dr. Gill Heart: First I don't know. I don't know what the training that the SEALs go through, or the Special Forces in Britain, or even the CIA, MI6, and so on. Clearly I can't talk about my training, but look the way that the brain works is now very much covered well in terms of the stress by neuroscience. We know why the training that I went through works. I can't disclose the way that I was trained, and I changed the mind in control training so that it can't be reverse engineered.

The key principles are there. For example, maybe we can go over some of these examples, but facing, practicing in real time. Sitting there at home, or the therapist, and talking about the challenge will not trigger you, or may trigger you, but you cannot change it unless you know what you're doing.

You can't change amygdala hijacking triggering mechanism if you don't change it in real time. This is one of the things that we are doing.

Steve Sanduski: I think you mentioned here a little bit earlier that one of the folks that you are working with was pretty much in a stress environment 24 hours a day, so over time, with those types of stress hormones that are pulsating through our body, what is the ultimate impact on our body with being in a stressful situation like that all the time? Is that ultimately going to kill us?

Dr. Gill Heart: Research shows it's yes, but let's look at the shorter term for example, just for a second. The typical physiological responses are increased blood pressure, increased stress hormones, level of stress hormones. For example, cortisone is known to be defined by physician as public enemy number one. Shut down of blood supply to the digestive system is another effect. Stress, the amygdala hijacking will significantly reduce it by four, as a matter of fact.

The blood supply to the digestive system, and interestingly, what we need to know is okay, I'll eat the smaller breakfast, but that's not the point. The immune system, 80% of the immune system is in the digestive system. Shallow breathing, tightness of the upper body, these are some of the physiological. There are emotional responses. For example anger, frustration.

Coldness can be another one. Cold shoulder type of response. We become knee-jerk reactions like impatience, or aggressive responses. Mental, which is very important to all of my clients, the lack of clarity is a certain fogginess, and this can be explained by the amygdala hijacking process. You can't analyze properly.

We view reality through a screen of fear. That's a critical component. All of the above, yes it can kill you, but short-term if the guy from the bank calls you, as you mentioned earlier, and amygdala hijacked, your response will not be in your best interest. What you want to do is to immediately turn things around, and resolve it in a more prefrontal cortex way. The training will allow you to do that.

Steve Sanduski: Okay. Yeah, I want to talk about the Mind in Control training here. We'll get to that in just a second. Let's take last night for example. I woke up at about, well, it was 1:23 in the morning, because when I woke up I looked and I'm like, "Oh, it's 1:23. It's a little bit early to be getting up." I laid there for a few minutes and I realized I'm not going to fall back asleep.

This is weird, I had the Bruce Springsteen song Born to Run playing in my head, and I just couldn't get it out of my head. I realize, I'm not going back to sleep, so I got up, and went downstairs, and started reading the book. I read for about an hour, and then I started getting a little tired. I think I got maybe a little more calmed down, went back to bed, and was able to sleep for maybe three more hours, and then I got up.

Is that possibly a stress situation where I woke up at 1:30 because of stress and my mind was racing, and if so, the kind of training that I think you're about to describe here, is that me being able to better respond to my body's physiology might enable me to fall back asleep and get that Bruce Springsteen song out of my head?

Dr. Gill Heart:

I don't know specifically in this case. It may be ... I had a client that was a plastic surgeon, and he was a perfectionist. He used to wake up at like 2, 3:00 in the morning, couldn't fall asleep, and he would immediately start thinking. He wouldn't have the Bruce Springsteen song, but he would immediately start thinking about what could he have done earlier today, the day that just passed, in terms of surgery.

I asked him, "Describe to me the routine before you go to sleep." Apparently he drank camomile tea just before he went to sleep, so that was the reason that he woke up. It's not necessarily stress, you might need to go to the bathroom, and you'll start thinking.

I want to share with you a few things about what I come across in terms of what our executives in corporate America are exposed to in terms of what stresses us executives out. For example, fear, fear of change, change associated with business growth, or letting go of control, delegating.

Fear of cash flow, cash flow challenges. I come across many CEOs that naturally are avoiding conflict. Stress that is associated with leadership. Being a CEO is a very lonely position. Often CEOs stress because of relationships at home, or at work. Now, the very common response to stress is toxic, to become toxic, toxic thoughts, thinking worst case scenario.

Executives are worriers often. They worry. They worry all the time. Let me share with you something that I find interesting. Many reports challenges with food. These are expressions of stress that we can deal with and address.

Steve Sanduski:

Good. Let's talk a little bit then about how the training works, and it will help us overcome some of these stress triggers that you just discussed. That's essentially what your work does is we can't control the stress necessarily or the situation that triggers the stress, but we can control how we respond to that. I think that's what your work helps do?

Dr. Gill Heart:

A hundred percent. Beautifully described. As a CEO, you can't run away to the Himalayas and sit in a cave. The world around you is not going to change. What will change is you, and how you respond to stress. That's the key. The way that I work with CEOs, the way that I see it is that we operate as a team, undercover, behind your, the client, the CEO, the executive enemy lines. The enemy lines here is your habitual response to stress in order to change it.

Many times we are tricked by our minds, and not only to become emotional, and not only feel that it's justified to respond emotionally. More importantly, we're tricked to feel that it's in our best interest to respond this way, so this is why the training is so critical. By the way, if you think that you're smart, and the vast majority of the people I work with are very, very smart, much smarter than I am, their amygdala is not only faster, but smarter. It will trick them to believe that becoming emotional is in their best interest.

You asked me to describe the training, so I'll be very brief. One key component is the basic building block of the training is what I call mind tools. These are unique thought processes that we use to override what triggers you, and change your habitual response to stress. Going back to the mosque, his only chance of not being impacted by the threat, ie, being triggered, and instead keep cool, and respond to the bodyguard in a convincing manner, is to be able to view reality that's threatening the reality that he is in from a completely different perspective.

That's what the mind tools, these thought processes, will train you to do. Practically, we speak once a week. We spend a couple of minutes reviewing past week performance, and we learn a new mind tool. Usually, it's one mind tool, one thought process a week. We then learn how to apply it into various triggering situations, and then you go out to the world, and practice this specific mind tool in real time, under the actual stressful circumstances that trigger you.

Practice is key. You practice at home, and more importantly at work. Every three sessions we pause. We measure every three weeks. We pause, we measure results. This is very important. Not only am an engineer by education, but also I've been there. I know what it means to be CEO. We want results. Results will come if you practice. If you don't practice correctly, it's my responsibility to correct it, and bring, and deliver us to where we need to be.

We measure results against our goals, and the expected timelines. Usually the average client will complete the training within 10 to 12 weeks. At this time, the client is equipped with a couple of mind tools that for sure work for him or her. They already experienced repeated success in responding to their stress triggers in a calm, and focused, and goal-oriented manner. That's the general gist of it.

Steve Sanduski: When it comes to the mind, the brain, does the mind, can it distinguish between what is real versus what we are telling our mind to think about a situation? I've heard some people say that the mind can't really distinguish between what is "actual reality" versus what we may be telling our mind as a way to train ourself? Does that make sense?

Dr. Gill Heart: Absolutely, and that's exactly the niche, the market niche, that we enter, so to speak. In other words, I'm training you to distinguish between what is a real threat and what is just your imaginative, or perceived threat. You can do that by going into the stressful circumstances again, and again, and again, and again,

and seeing for yourself that first of all touching the fear or the threat is a non-issue, and then you can design, we design how best for you it is to respond to this situation.

Yes, there is this factor, but if you're trained, and you know what you're doing, then it's much easier to distinguish between the real and perceived threats.

Steve Sanduski: Okay. Can you share some of the key training principles that you work with?

Dr. Gill Heart: Absolutely. Thank you. To me this is very important. I'm not a clinician. It's not a therapy, nor it is, by the way, an emotion venting session. It's practical. It's hands-on. It's just like I was trained. Goal-oriented, result. We want to see results. We change specific thought processes and behavior part.

Here is one example of the key training principle that I think I referred to earlier. A very common habitual response is to avoid the threat. In the training, we do just the opposite. We always seek to engage rather than avoid or distance ourselves from the trigger. I'll give you two examples.

For example, you see, not you, you see your ex wife caller ID shows on your cell phone. It results in sudden increase in blood pressure. Many of my clients, that's what happens. We will encourage you, as a matter of fact, to interact with her so that you see that you can control yourself in the situation. You can't control her, but you can control the situation.

If there is a person in the workplace, for example, that takes much of your time or energy, and it results in you being triggered, we would encourage you to interact with him or her, and practice the mind tool, so you handle the interaction in a much better ... It's in your best interest, in the business best interest.

What we do is carefully engage you in what triggers you, and gradually increase your exposure to these triggers, and conditioning you under these stressful circumstances to respond differently, ie, as you said, to differentiate between what's real, what's internally generated, fears and so on, versus what's unreal.

Another key principle is we form a team. I, myself with the client. To me it's very important. We operate undercover behind the client's enemy lines. I personally participated in many undercover operations. The key component is commitment. Both members have to be, client and of course myself, committed to each other, committed to the training, committed to practicing and so on.

We do a lot of role playing. I trigger the client, and he or she have to respond. Finally, one of my principles, and that may be a surprise, is to bring my personality into the training. I'm direct, no nonsense, no fluff, approach. I'm not rude or aggressive, but I'm very demanding. I'm time and time surprised how

much CEOs and executives really appreciate this honest, direct, no nonsense approach.

Steve Sanduski:

Those are some great principles there. One of them you mentioned, form a team. I think that's so critical, and when you think about here in the US, we hear SEAL team 6, of course team is right in the middle of that. You always hear stories from folks that are in those types of Special Forces, just the bond that is developed and formed in those types of environments that pretty much last for life.

It's the same thing in the business world. When a CEO, or an entrepreneur, or an executive forms a team, they've got their team in the C suite, but then also they can form a team with their coach. Often times, you mentioned early on here in our conversation, that it's often very lonely being the CEO. Where do you turn? Often times it's their coach that they can turn to where they can just be really open, so yeah, so I think this idea of the team is really important.

Then also you mentioned just being direct, and honest, and truthful, and not sugar coating things. I think that's also important to mention and reinforce that that's one of the things that a coach does too is they reflect the truth so that the CEO can really see if they have a blind spot that there's someone out there that can point that out to them.

That's the only way you're going to improve is if you've got someone who's going to be honest with you, and can help you see through that, so I think those are great. Do you have any other, maybe, examples of maybe a client story that applies some of these principles that you're talking about?

Dr. Gill Heart:

Sure. Actually, let me share with you a recent client story who was referred by CEO coaching. As a matter of fact, let me take two. This client went through a difficult divorce, and at the same time experience. Usually it's a perfect storm. The business is ... He's CEO and experienced significant downturn in terms of revenue. One of his challenges was that he was thinking and living the worst case scenario, which resulted, of course, from the stress he was under.

We trained him to look, that's what I asked him to do, to practice again and again together with me, to take a look at the spectrum, the full spectrum of possible scenarios, including the worst case scenario. He was trained to do that in a methodical, calculated, and data-driven manner, avoiding his habitual response to lock. That's what usually we do, to lock and perceive the worst case scenario as the true and only reality.

His decision-making process improved and as a result, he was able to get the business back on track. I would like to make one comment here. I see complete synergy between Mind in Control Training and CEO Coaching International. The value add of my training is focused on changing the CEO's habitual emotional

response to stress. Dealing with the business side is outside my comfort zone. I don't go there.

It's outside my area of expertise. This falls on the shoulder of CEO Coaching, International coaches. I train CEO Coaching International and see their progress on the personal side, but equally important I am a witness, not only by hearing, but by being reported by the client, that their progress, the progress they made on the business side, which is the direct result of the amazing work that the CEO Coaching International, the coaches do with them. That's beautiful to see.

Another client that was referred is the CEO, actually it's an interesting example, CEO of the dislike conflict. Try to do his best to avoid it. I see it more often than not. Instead he would become toxic and either spread his toxicity in the office, sharing his frustration with other executives, often the CFO, or resolve the conflict in an emotional manner. For example, explode with anger. It doesn't mean screaming and yelling. It just means that he's expressing his frustration, which usually occurs, like all of us, at the worst time and place.

Together we develop a unique conflict. He just didn't know how to manage a conflict, so we developed a unique conflict management style that was personally tailored and he was happy with, that fit his character, he was on the shy side. We went through different role playing scenarios, and then real world applications of the different mind tools that he applied, until he felt comfortable in his own skin.

Funny, just to end this, it was funny enough, the training worked too well, as a matter of fact. We realized that when he became so comfortable with managing conflict, that he turned into somewhat of a conflict-hungry. We quickly resolved that. I mean he was a great client, and it went very, very well.

Steve Sanduski: Excellent. All right. Well, are you able to wrap up the story that you started with us? You left us on kind of a cliff hanger there about the person in the mosque. How does that end?

Dr. Gill Heart: Okay. Yeah, remember this is an imaginary situation. Here is one option for you as the agent to resolve this. Remember what we expect you to do is, it's only the amygdala hijacking. I want you to resolve the situation in a way that improves your position. Say that you are the agent. Let's say that you decided to smile back at the bodyguard. This is an innocent enough smile, but one with a hint of invitation.

Culturally, the Muslim Orthodoxy is extremely homophobic so by sending this suggestive smile in his direction, you are likely to have a complete turnaround of the situation. The bodyguard now is likely to give you a nasty glare. He will turn away as if he now decided to ignore you at all cost. Simply put, he doesn't want to encourage you, and wants to be away from you.

By the way, this is very helpful, will be very helpful for you later for you at the courtyard as the bodyguard will do anything he can in order to avoid you, let alone get physically close to you. It's a good example of how the training changes perception of reality so that you achieve much more, and completely turn around the situation.

Steve Sanduski: Excellent. All right. Well, before we wrap up here with some rapid fire questions, is there anything else that you want to add that we haven't talked about yet?

Dr. Gill Heart: No, Steve. Thank you. I think we covered everything I hoped for. That's great.

Steve Sanduski: Excellent. All right, well let's just go through a few questions here. One is we love to talk about books. I'm guessing by your background that you're probably going to have a book here that has never been mentioned on the podcast before, so I'm kind of curious. What would be a book that you'd suggest or have people consider who are thinking about reading?

Dr. Gill Heart: A key driver of Mind in Control Training, surprise, surprise, is based on Jewish Hasidic or Kabbalah philosophy, which is called The Tanya. It was written about 250 or 270 years ago. Still very much applicable to today, and the recipes of the mind tools, many of them, although the training has nothing to do with spirituality, is driven from these.

I don't read business books. I do read a lot of philosophical Jewish Hasidic, Torah driven books, but The Tanya would be definitely something that I would recommend.

Steve Sanduski: Okay, well I'd like to link to that, so how do you spell that? Do you know?

Dr. Gill Heart: Yeah sure. T- for Tommy-A-N for Nanny-Y-A for alpha.

Steve Sanduski: Okay, excellent. Well, we'll definitely link to that in the show notes. Another one would be, how about do you have a strange daily habit?

Dr. Gill Heart: Yes. Before every client, about seven minutes before we go, I, of course, go over my notes, and make sure that I'm up to date with what was discussed. The main thing is that say four minutes before the call is spent on clothing, if you like, myself into the client's thought process.

What they're afraid of, what their concerns are, what drives them, what the motivation, what are our goals? It's my way of connecting with a client so that when he or she calls, it's easier for me to immediately stop in and I'm clothed in their needs, and connect with them in a completely different way.

Steve Sanduski: Excellent. All right. How about what is a good way to show employee appreciation?

Dr. Gill Heart: Let me tell you, let me give you my equation. Love is equal to focused kindness. In other words, it's an accurate way to respond to each person, addressing their needs rather than simply express your own thoughts and feelings. If you want to express love, focus on the other, and give them what they need. It doesn't have to be positiveness. It can be harshness, but if you focus on what they need, you'll be much better off.

Steve Sanduski: The last one I want to ask you here is, and this might fit nicely with your training here, are you one who likes to take risks, or do you follow the rules?

Dr. Gill Heart: Always, Steve, always take risks while following certain rules.

Steve Sanduski: Okay. Explain.

Dr. Gill Heart: Within a given risk mitigation is clearly an issue. You have to take this into consideration. You can't drive the ship taking risks when your amygdala hijacked, so these are some of the examples of certain rules that you apply, but always take risks, always grow, always change, within logic.

Steve Sanduski: Then, if you've got the proper training, as I think you say, you can mitigate those risks, and make sure that like with the Mind in Control that you're talking about, but also just other training that you may have can help to mitigate those risks, and enable you to take even greater risks because you've got the training to know that I can minimize that, and get perhaps greater results by taking some of those risks.

Dr. Gill Heart: Exactly.

Steve Sanduski: Great.

Dr. Gill Heart: Exactly.

Steve Sanduski: Excellent, well Gill, what's the best way for folks to reach out to you if they want to learn more?

Dr. Gill Heart: Maybe the best way is to email. It's Gill, G-I-L-L, two Ls there @executivemindmatrix, with an x.com, or send me a text or call me at 678-480-9996.

Steve Sanduski: Excellent. Great. Well, Gill, thank you very much. I really appreciate it. It's great insights here on how executives can deal with some stressful situations, and have a better response to situations that we can't always control. I appreciate your time, and really value all the great work that you're doing.

Dr. Gill Heart: Steve, thank you very much for having me, and I too enjoyed the interaction.

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