

A Crash Course in How to Build Radical Confidence – Lisa Bilyeu – #936

Dave:

You're listening to The Human Upgrade with Dave Asprey. I promised you that I'd be telling you what you're going to learn in an interview before you listen because, if it's not the right interview for you, there's only about, oh, almost a thousand other ones, so use your time wisely. There's so much to learn about upgrading yourself that you're going to get a lot out of this because we're going to talk about something that you don't often hear about. It's confidence.

A lot of times, people say, "I'm confident," but you're actually putting on a false bravado, and there's a voice in your head that says, "Maybe I'm not good enough. Maybe I don't fit in. Maybe I don't belong. Maybe they're making fun of my really cool haircut." It could be any of those things. I'm talking about Lisa, not my really cool haircut. Watch her on YouTube.

Lisa:

Of course, that's huge, right?

Dave:

I'm fluffing my long hair, and if you're making fun of it, I'm confident enough to just not give two shits about it. But where does that come from, because it's not something that I was born with? It's not something anyone's born with. It's something you sometimes get as a kid, but so many people, even at the highest levels of business, they don't have confidence, and maybe it shows. Maybe you learn to hide it, but you're going to learn today from Lisa Bilyeu, our guest, what it's like to be confident.

You might have heard of Lisa. She's real popular on social media. She has this channel, and she's just one of those women who radiates confidence, and it's actually refreshing. I know her personally and her husband Tom, famous from Quest, the keto bar company, but she's written a book about confidence because she actually has lived it for a long time. I like to read books from people who did it themselves, who actually went out and learned it and live it because there's usually something you can get from that. That's where you're going to get about in this episode how do you manage the voice in your head, I don't have a voice in my head the way I used to, how to have clear boundaries.

You might be listening and saying, "I don't need any of this. I already have that." If that's what you're saying and you haven't done extensive personal development work, you're deceiving yourself. These are fundamental human problems. You'll learn how to make mistakes something that teach you instead of something that either torture you or that you just bury and ignore, and how to stay focused and understand what your triggers are. This is a big episode.

Lisa, welcome to the show.

Lisa:

Ah, I'm so excited to be here. Obviously, we've had you on our show before, and it's just good to see you again. Thanks for having me.

Dave:

What is the current name of your show?

Lisa:

It's Women of Impact.

Lisa:

Impact Theory is our company, and then I started my show, Women of Impact, about three years ago now.

Dave:

Okay. I love it. You've got your own show. Are you still working with Tom on the main Impact Theory, the original show?

Lisa:

Yes. We basically run the company together. We've opened many divisions of the company since. We started off as that was our main show. It was about mindset, but our bigger goal was always to create content to impact people on a scale. Just like when we created the Quest bar, when we first started, it was like, well, there's so many bars. If you remember, bars were either totally terrible, un-edible, tasted like garbage, but they had protein in it, or there was protein bar B that tasted delicious because it had so much sugar in it and they sprinkled a tiny bit of protein bar on top and, there you go, it's called a protein bar.

We were like, okay, what if we do a protein bar that actually tastes amazing that is also good for you because when you look at people at scale, when you look at the fitness industry, when you look at the things, the challenges of why isn't the world fit, it's because it's difficult. It's because you're going against human nature. Human nature loves sweet things and they want to relax and do nothing. When you're telling someone to get healthy, you have to eat a certain weight. It's very difficult.

Our perspective was how do you use what is instinctual to humans and leverage it to their advantage? With the protein bar, it was give something sweet that happens to be good for them. Now, we didn't have to convince anyone. They tried it. They loved it, and they were like, "Oh, my God, this is good."

Same with Impact Theory. What we realized was, just like content, these interviews and things like that are so powerful, but, when you're talking about global scale, how on earth do you impact people on a global scale and, that is, what do people do, entertainment, movies music, and so me and my husband, growing up in the '80s, we're massive '80s movie fans, and those impacted our lives, so we started with Impact Theory, but the bigger goal is to create entertaining content that is so fun to watch and happens to be good for you.

Dave:

You mean watching junk movies with a shaky camera to create stress where you're pretty much watching a series of grisly murders might be the mental equivalent of junk food?

Lisa:

No. Wow. That was interesting. I didn't even think about that. I think of it as like... Did you ever watch Karate Kid.

Dave:

Oh, yeah.

Lisa:

Okay. It was so fun to watch, but when you think about it, wax on wax off so that you're preparing for when you step in that ring and someone breaks your ankle, how do you get back up? It's because you've prepared. You've been waxing on and off for years.

When I think about mindset, when I think about everything we talk about and everything we do, it's all practice so that, when those moments come, when you fall to your knees, when you find difficult times, you've already practiced.

My husband loves Star Wars. He said Yoda was like his first teacher. Obviously, you look at Yoda's lessons, it comes from Taoism. Movies have amazing metaphors, but they're really entertaining. Now, if you can entertain people and also impact people on the global scale, that's what Tom and I have basically dedicated our lives to.

Dave:

You guys are good people. I've known you for years, and I can definitely see that, and we share that. I realized, if I was going to make some of the changes that I believe the world should have, that I was going to have to maybe be a public person and create a bunch of content that's worth it. So much of the stuff that we're consuming, whether it's food or whether it's entertainment, it's actually not helping. There is a way to make it fun and helping, and you did it with food, and you guys are doing a great job with all of the different Impact theories.

It's cool that you wrote a book on confidence, because you describe yourself as a housewife who's one day found yourself putting lots of protein bars in boxes, and I was actually the recipient of it probably. In fact, the first Quest bar I tried was delivered in a Tupperware kind of container. It wasn't even branded.

Lisa:

I love it. You remember this. Oh, my God.

Dave:

Yeah. Absolutely. Well, it was really memorable because, the guy who gave it to me, he... This is confidential, but he was an exceptionally famous CEO of a very powerful company. We sat down out at the Rosewood Hotel on Silicon... or in Silicon Valley on Sand Hill Road across from the VC where I worked, and he was like, "You should try these new Quest things." He was like, "They told me I had pancreatic cancer. By the way, that's what killed Steve Jobs," later after this meeting, and he said, "The day I found out, I didn't tell my board. I didn't tell my family," and he said, "F this. I'm going to fix it," and he went keto. He did stuff his surgeons didn't like, something called insulin potentiated therapy while in deep ketosis and eating the very, very first batches of Quests that came out. You probably know what I'm talking about.

We sat there, and he was like, "Well, I shrunk my tumor to make it operable. I went in, never told anyone, had the surgery, said it was for something else, fully in remission, never slowed down." He was like, "You got to be keto. You got to do it." This was one of those like, "I do not accept reality. I'll make a new one." That was, literally, the first time I had a Quest bar was at that hotel handed to me by a guy who, literally, he was like, "I want to be around for my kids, for my companies, for my mission. It's too soon." It was a very memorable way to have my first Quest bar.

Lisa:

Oh, yeah, I'm so going to use that story. That's so touching. That really impacted me. Thank you for sharing that.

Dave:

Well, you guys have done some good work in the world.

Lisa:

Thank you.

Dave:

At the time though, that's when you describe yourself as a housewife-turned-entrepreneur. Were you really a housewife?

Lisa:

Yeah, for eight years, Dave. Before we started Quest, we wanted to make movies. My background is filmmaking. I studied film at college, so did Tom. We met and we were like, "We're going to make movies together. This is a dream come true. We're going to live in LA." We got married in London, moved to LA, and we both got jobs on movie sets, and we both hated it. I got so disrespected. One time, I was on a shoot, and I had an actor throw a matchbox at me. Literally, out of anger, he just threw it at me.

Dave:

Wow.

Lisa:

I was like I had these dreams about Hollywood and movie making. In those moments, Tom also had a terrible experience, and it was like, "We either give up our dream, allow people to walk on us, or find a third door," and so I was like, "I'm not willing to have someone walk on me, walk over me for my dream. That doesn't sit well with me. That's not the life I want," and so we came to the conclusion back then in 2002, "Well, let's just make our own money. That should be really easy. Let's make our own money. We'll just finance it between ourselves."

Dave:

How hard could it be?

Lisa:

Exactly. Oh, the naivety of the beginner, and so we did. Tom went and was like, "Okay, I'm going to try and make money." We started doing all these side businesses. We started a photography business. We just started a lot of things to see what would stick, and he met these two guys who were entrepreneurs. They were body builders, and so they had said, "Hey, look, we've made a ton of money. We want to hire you to write a script," and so they hired Tom for a year, and we were like, "This is a dream come true."

After that year, we were like, "Oh, actually, movie making is very expensive. Let's start a new business. It would just be for a year and a half. We'll build a business in a year and a half and then we'll sell it. We'll make our money, and then we'll go on." Now, in that moment, we played the game called

no bullshit, what would it take? So no bullshit, what would it take for Tom to join these guys to start a business to make enough money so that we can make film?

We started to do research, and Tom had just read an article talking about Steve Jobs. He just read an article on Steve Jobs, and he explained how he always wore black sweaters or black shirts so he never had to decide on anything else that he had... no decision other than business for that day. Tom and I said, "Okay, well, no bullshit, what would it take? Babe, what if I took all the decision-making outside the business off your plate? You just focus on business, make enough money for a year and a half, and we're good to go." We agreed, so I stayed at home thinking it was just going to be a year and a half.

Now, in that year and a half, I just convinced myself I'm doing it for the greater good. Come on, you can do it. Suck it up. Now, I was brought up as a Greek Orthodox. Being a Greek Orthodox my entire life, I was told, "Oh, you'll end up getting married and having children."

Dave:

You don't sound Greek Orthodox. You sound like you should be a Spice Girl. What's wrong with that?

Lisa:

I'm from England. My parents are from Cyprus.

Dave:

Okay, got it.

Lisa:

Spice Girl. That's amazing. Which Spice Girl?

Dave:

Well, I actually got a chance to hang out with Sporty Spice at The Upgrade Cafe... or the Upgrade Labs actually recently, so I'm like, all right, I'm going to go with Sporty.

Lisa:

All right, there you go. I'll take it. I really did think it was a year and a half. I had been basically told my whole life I was going to end up being a wife and a mother. Once I did, I was like, "Oh, I can do this. I can be a housewife for a year and a half. No big deal."

Now, look, I had big, audacious dreams. It's not even about being a housewife. It's about settling for something for the greater good of something else, and then, of course, as we joked earlier, a year and a half to make enough money to make movies. Come on. What happened was my husband came home every time that ticker came to the year and a half mark, and he was like, "Babe, I just need another year to 18 months. We're so close. I just need another year to 18 months."

Now, what happened was, over that time, I started to think of myself as being the supporting role, and over that time that I was going, "This for the greater good, the greater good," I settled and I never realized I could ask for anything else because I thought asking for anything else meant that I was ungrateful for what I had.

What ended up happening, Dave, was, for eight years, I just went along, and then the mindset and what the words I was saying into my mind over the time was, "Who do you think you are? You can't

ask for more. You've got a roof over your head. You've got a husband that loves you." In hindsight, it's that we used gratitude as a way, which I think is very powerful. Gratitude can be so powerful to have a positive perspective, but what I realized is I was using gratitude so much that it became detrimental to myself and who I wanted to be and my goals and my dreams.

I felt like I blinked and eight years went by, Dave, and I was a stay-at-home wife until it got to the point where Tom ended up just chasing money. We all know money doesn't buy happiness, and so it got to the point where he was coming home and he was like, "Don't ask me about my day," and so I called it my own personal fight club. Rule number one, don't ask him about his day. Rule number two, don't ask him about his day, and it became like our anthem and then, eventually, it got to the point where I said, "I love my husband so much. My relationship is my number one priority. I'm not conflicted in life. My relationship is my number one priority," and it got to the point where chasing money ended up affecting our relationship.

One day, I didn't even do it for myself, that's what's weird, I didn't do it because I was unhappy. I did it because what was now happening was echoing a problem in our relationship because he no longer happy coming home. In that moment, I said to him, "I don't care about money. I don't care about business. I know we've just spent the last eight years of our life trying to build this tech company," because that was what it was. It was a tech company, and I was like, "I don't care." We metaphorically had one or \$2 million in shares at that time, and we were like, "I don't care. If you don't cross the finish line, you don't deserve a payout," so that's all how we thought.

I was like, "Yeah. I don't care. I don't care about the payout anymore. We need to change our lives," and that me telling him that was then what took him to go in. He quit. He told his business partners he was no longer happy. That's when his business partners admitted they were no longer happy, and so they sat down and said, "What actually would make us happy?"

At the time, we were all hand-making protein bars. All the wives were hand-making protein bars for our husbands. It was like protein powder, a bit of water, some nut butter, mix it together and you're good to go, and so they said, "What would we love to do every single day that's predicated now on passion, something we actually care about that I can wake up to every day?"

For my husband and myself, we have... Both our mothers are severely overweight. My mom went from being severely borderline anorexic growing up to obese. It was like, okay, I can fight for my mom every day. My husband can fight for my mom every day... or for his mom every day. His partners were bodybuilders, so everyone was like, "Oh, we should do a protein bar. It should be the one that tastes amazing and happens to be good for you."

Now, of course, just like anything, when something hasn't been done, so many people believe it's not possible. Everyone told us we need another protein bar like we need a hole in the head. We actually got an expert. A very, very expert in the field turned to us and said, "There's 1,500 bars on the market. What the hell do you guys think you know about protein bars?"

Dave:

Yeah. Protein bars are hard to break into, right?

Lisa:

They were hard to break into, but it was just we were bullish enough and we just said, "No. No. No. We can figure this out," and it was that mindset that, every time we hit an obstacle, we overcame it. Going back, it was eight years. My husband now starts this company, and I go, "How can I be a great supportive wife?" because, by then, I'd let go of all my dreams. I'd let go of everything I ever wanted in

life, my dream of making movie. I just let go of it, and I had the mindset over time that my purpose was to be there for my husband. When he started this company, I was like, "Babe, how can I help?" and he was like, "Oh, well, we're going to rent a kitchen by the hour, so please measure some ingredients and come along with a knife," and so there we are in the rental kitchen with rolling pins and knives.

Actually, you will appreciate this, Dave. I've got this. After we sold Quest, the new CEO had this made for us. That's the-

Dave:

What was that? Like a stamp to make the bar?

Lisa:

That's the stamp, yeah...

Dave:

Oh, wow.

Lisa:

... from the actual big mesh. They cut it up and they put it in this frame. That was how we made bars. It was all by hand. We had this little pedal, like a protein bar sealer. I was just helping, and that was my job. What I didn't expect is for Quest to grow at 57,000%. I went from one day literally shipping bars out of my living room floor just saying, "Hey, I'll help my husband," to we blinked and, within two years, I ended up having a 10,000-square foot facility. We were shipping out over \$80 million of product, and I had 40 employees underneath me. All of that was because I just kept figuring it out.

Dave:

How did you have the confidence to do that? I mean, your book is Radical Confidence. You didn't just do that. Something was in there or you consciously built the confidence, because a lot of people either don't have the confidence or the skills to run a 40-person team. That's actually really hard. Heck, I don't even like running 40-person teams, so that's why I have people help me run teams because I suck at that. How did you do that?

Lisa:

Yeah. Actually, I love the question because confidence to me is feeling good about doing something. People say, "Oh, I want confidence, too," and it's like you just want to feel good about it, but, ultimately, what is the thing you really want? You want the end goal. For me, I was scared the whole way. I didn't have confidence, and that's what's actually called radical confidence which, to me, means you can be inadequate, you can be scared, you can lack the skills, you can have the fear, but you can do it anyway.

Now, when I say do it anyway, I don't just blindly me going, "Do it anyway. You're fine." I mean you need to actually figure out what are the things I'm going to do, what are the tools I'm going to use in these moments of fear because I have to keep moving forward. That's what I did. People think it's confidence. It wasn't confidence at all. It was the fact which I, again, call radical confidence. I was scared. I had no idea what I was doing, but, every time I hit a hurdle, our house was up for collateral, so I was like, "I just have to figure it out," and so, even though I'm fearful, I have to do it.

As an example, for instance, to your point of a 40-people team, it's insane. Now, our first office was in Compton. At the time, we really want to help the inner cities. Tom used to Big Brother for this

inner-city kid, and so that was just a big part, big mission of how do we give people opportunities that deserve a second chance?

What we did is we opened up Quest in the very early days and we said, "We'll hire anyone." We don't care if you've got a criminal record. As long as you're a good person now and you're willing to work hard and you're here to serve the company, and we will serve you in return, then we'll give you a chance." We ended up having a line around the corner of all these people that's like, "I can't believe they're giving us a chance." Now, what ended up happening was half of them ended up coming into my warehouse because I had a shipping department, so here I am. I'm 5'1", Dave. You tower over me.

Dave:

I like to call you sample size.

Lisa:

Sample size. Okay, I'm a sample size. I'm 5'1" and, honest to God, these guys, they're 6'5" and they've got tats. One of the guys had a teardrop tat. I'm not here to say what a teardrop that means, but I've heard rumors. Now, in those... but amazing humans though, I want to say, but very intimidating. They don't mean to be, but I was intimidated, coming from being a housewife with two little dogs to now working with these really freaking strong people. In those moments, how do I show up? I was petrified, but I have a choice. Do I want to lose my house or do I want to actually figure out how to connect with these guys and get the best out of them?

Now, strategy number one was go in and say, "Come on, guys, do it faster." That didn't work, Dave. It wasn't very motivating, as you can imagine, so I just said, "How the hell can I connect with these guys?" Now, again, everything I'm saying isn't because I've got confidence. I'm just like, "I have to figure it out," because if I don't do it, what happens? The bars don't go out. If the bars don't go out, the company doesn't move forward.

Dave:

What you're describing sounds a little bit like desperation and also a lot like courage. Courage is being scared and doing it anyway. How do you differentiate Radical Confidence, your new book? How's that different from, back against the wall, I didn't have a choice versus I was afraid and I did it anyway because those are big questions for people?

Lisa:

Yeah, a hundred percent. Everything became a stepping stone for me. In hindsight, it was the threat. It was the like, "Oh, my God, my back is against the wall. I have to figure it out. Otherwise, I'm never going to be able to do it." That part of the figuring out is early days of Quest. A UPS guy comes and he's like, "You know what? I can actually pick a lot more up if you put it on a pallet." I was like, "Okay, great," and I was like, "What the hell is a pallet?" so I go and Google, "What's a pallet?"

All of those things is because of the desperation of not wanting to lose my house, but what ended up happening and the beauty of that is I started to realize that all the things I thought were obstacles, weren't possible, Lisa is not good enough, all the voice in the head, they're saying, "You have no idea to do that. You are not good enough to do that. Who do you think you are?" Because my back was against the wall, I've proven to myself, oh, I don't think I'm good enough, but I actually just did it.

Dave:

The courage led to the confidence because, "I was afraid. I did it anyway," and I was like, "Oh, I got this," and, over time, that built your confidence?

Lisa:

The courage led to me making sure that I always move forward because I end up getting the results. How on earth do you move forward? Okay. In moments where your back isn't against the wall and now you just have to ask yourself, this is very fearful, so let me take my very first speaking gig. I was petrified to go on stage. Public speaking is like one of the most scariest things next to death. That's how scary public speaking is.

Dave:

It's the number one fear of people in North America is public speaking, more than sharks and snakes on planes and everything.

Lisa:

Which is insane. So, now, thinking about that, I want... My goal is impact. Tom and I have dedicated our lives to it. One day, Tom turns to me and he's like, "Baby, you keep saying no to all these speaking gigs, and I just want to let you know it is holding you back if you really want to impact people. No pressure, but it is holding you back."

Now, me and my husband are very honest with each other, so I sat there and I processed it. With no judgment, I processed it and I said, "Okay, do I? Would I rather not create impact and be comfortable, or would I rather step on stage, put myself out there, be uncomfortable and create impact?" No judgment because I actually think it's like what life do you want and now go live it? I looked, I sat there, and I said, "You know what? I wouldn't be okay with not impacting someone because I'm scared to step on the stage." That doesn't sit well with me, and so I said, "Okay, I've made the decision," but, to your point, how an earth do you get on stage?

You can tell all the things that you want like, "Come on, Lisa, you got this," but to actually walk on stage when you're so petrified is a whole different ball game and, to tell people, "No. No. Just do it anyway," it doesn't work. I actually had to say, "Okay, I know what my goal is." I have to actually just walk on stage. Forget about actually blowing people away. I just need to walk on stage. Now, what are the things I'm going to do to get myself in the right head space to walk on stage?

This is exactly what the book is about. Each chapter covers different tools that you can use in those moments because just wanting to isn't enough. Just saying, well, it's for the greater good of my family, the money, the lifestyle is not good enough. When someone's scared, that doesn't work, so I go to, "Okay, how do I change the chemicals in my body to feel good about myself?" and so, the heck, it's part of it. It's not accidental. Then, if you can see, I'm wearing a Wonder Woman necklace. This isn't accidental. I've been wearing this now probably for three years. I cultivated deliberately the meaning of this necklace so that it could give me courage, because I need ways to give me courage to tell myself, "Come on, you can do it."

Dave:

Tell me you've dressed up as Wonder Woman for Burning Man.

Lisa:

I actually haven't, because here's the thing. Look, I would find that super fun, and I've got Wonder Woman pajamas, I've got a Wonder Woman robe, I've got the whole Wonder Woman shebang, but that's like the playful side. To actually get me on stage, I need those things. Over time, I used to tell myself as I was putting the necklace on, I would just repeat, "Yeah, you're a badass like Wonder Woman. You're a badass like Wonder Woman." Repetition creates habit. Repetition create habit, so we know, if you repeat something enough, you start to believe it, and so I go, "How do I cultivate my own mindset even if it may be fake?" quote, unquote. I just need enough until I get to the point where I believe it enough.

My hair, my watch, my necklace are always, as I do it, becomes a ritual, and I feel like I'm suiting up, and then I have music. Music to me is so powerful. I have what I call my hype song. I have it on easy access so I can play it at any point. What I did is, just before I got on stage, I did my hair. I had a Super Girl underwear on because, I don't know about you, but when you get nervous getting on stage, some people pee a lot. I peed a lot, so I was like, "I just need subliminal messages."

When I talk about, Dave, do it anyway, I mean you have to cultivate that. You have to be so deliberate in your actions so that you can't back out, so that you don't go, "Oh, no, no, no, I'm not good enough." I need something that is overpowering the negative voice in my head. Those are just the little tips that I basically figured out along my journey to just get on stage and do the speech.

Dave:

Well, you'll love knowing this. Outside my Upgrade Labs where I do my work all the time, I have a parking placard that says, "Invisible jet parking only." I actually have that. It's there because superheroes are... Look, what I'm about is building superheroes, but I also like it because it's kind of an IQ test. It's like, "Who's going to park there?" because you know it's not actually there, and a certain personality is like, "I'm going to park there," and the other one's like, "I better not block the jet," and I'm always laughing.

Lisa:

I love that. Even just that, making it lighthearted, having that fun, that's actually also deliberately why I use things like Wonder Woman, and I talk about how can I take my kryptonite and make it my superpower. To me, language matters. If I took myself too seriously, I'd never get on stage. I use things like that, lightheartedness, Wonder Woman, the hairstyle as a way to have fun with it and bring the child out in us.

Dave:

You've got a playful element is one of the things you're doing that's helping you have confidence, and I like that, but you have some real specific tools in your book, too. You're talking about the no-BS game. Tell me about that.

Lisa:

So, yeah, no bullshit, what would it take? So many of us, at least for me, in fact, let me just take my eight years, it was just like, "Oh, I'll get to this when. This will happen when," and so, first of all, I'd just put my life on pause because I was waiting for the when. Then, also, it's the, "I worry that I will beat myself up and have regrets. In general, in life, I wish I had done that. I wish I had done this. I wish I had achieved that," and I never want to regret, so I said, "Okay, how do we never regret things?"

It really does become assess situations, so set a goal, for instance. Right now, set a goal. The thing that I like is actually... Me and my husband were watching a movie, and there was a scene where

someone was playing the piano, and I was like, "I wish I could play the piano," and my husband turns to me and he's like, "Babe, isn't it amazing to think that you could still be the best pianist in the world if you decided to be?" and I was like, "Yes. Yes, it is, but I decide not to." That's an example.

Now, I would play if I really wanted to be the best pianist in the world. I would play the game. No bullshit, what would it take to be the best pianist? That means, with no emotion, laying out exactly what it would take for you to get to that goal that you have. That may mean, Dave, you can't see your partner for three months. You have to play the piano for 18 hours a day, which means you can only get a couple of hours sleep, all those shows and movies you like you can never watch. If you have kids, you can never see them because you still have to put in 18 hours, because that's what it's going to take to get to be the best pianist. You love traveling. Sorry, you can't go on. You can't travel because all your money actually has to go to buy a keyboard or a piano, and now you've laid out all the things in order to say, okay, if I did this, I'd be the best pianist. Now, no bullshit, do I actually want to do it?

The whole point of that is to say, "is the goal aligned with the life you want?" If not, then you can say, "Oh, I choose not to," and now there's no wishing. If you were about to build a business or something like that and you realized you play the no bullshit, what would it take, you're like, "I've always had this dream to build a business. I want to build Bulletproof, and what is it going to take?" and someone's like, "Oh, yeah, I don't want to do that," and now the most... That's so freeing. It is so beautiful because, now, you never live a life of wishing or wondering. I wonder what. I wonder. I really wish I'd done that.

No, you've actually consciously made this decision not to do it or you've consciously made this decision to do it. The no bullshit, what would it take for speaking on stage would be you'd have to put in a plan so that you have to overcome your fear and you actually have to speak to people in public.

Dave:

It's funny you've got a tool there that's really dealing with life, FOMO. I should do this. I should you this, and one day you wake up and actually never did, and you're sad versus saying, "I actually decided not to do this because I had something else higher on the list." It's a really important thing about just setting values.

I like the way you describe it in the book because, a lot of times, there's all these dreams that aren't really dreams. They're like they're installed programs. This is something you should do, and it wasn't you who decided you should. It was society. It was a TV show. It was your parents, one of the things that really stood out for me.

If you go to Burning Man, they have this temple. I don't know. I'm assuming you guys have probably gone. You seem like you've got the vibe. Have you been?

Lisa:

I've so wanted to, and we were going to go.

Dave:

You haven't.

Lisa:

We were going to go, and then I think it was like right before COVID or the year before. I can't remember, but it never ended up happening.

Dave:

Okay. You'll like the story though because there's this big temple, and people leave notes and mementos, just things they want to let go of, and some person dragged all of the legal preparation, like a thousand dollar's worth of books you study to get your LSAT and all, and just laid them all out on the ground, and these all get burned at the end of the burn, and it said, "Fuck you, mom and dad. I'm not going to law school."

I'm like that's a person who probably who should have read your book to realize, all right, that's not their dream, and kudos to whoever that person was because they figured it out, because a lot of people, "This is what I should do. It's what I'm supposed to. I'm supposed to be a housewife. I'm supposed to be whatever." You tool for confidence there is actually sitting down and saying, "Is it actually a choice, or is it just kind of a momentum carrying you along?" You did the choice, but it took you eight years to get there. When someone reads your book, how long is it going to take him to get there?

Lisa:

Yeah, the point is is that I, honestly... if I... I, again, love '80s movies. If I could get in a DeLorean and go back in time, and it's like, "Talk to that Lisa that first started, 'What are the things that I can say to her so that I don't then end up spending eight years?'" because it's something that I call Purgatory of the mundane. Purgatory of the Mundane is where you've literally spent eight... or not spent eight years, but where your life is just mundane enough. You don't hit rock bottom.

We hear so many incredible stories of birth from people having hit rock bottom, but I never did, Dave. How do the people where it's like they're just going with motions, where they're not asking, "Am I living the life I want? Is this actually something that fulfills me? Is this actually something that I love? Does this light me on fire?" I never asked that because I was just like in this purgatory where nothing was bad, nothing was great. Who am I to complain? I've forgotten your question, but...

Dave:

Well, it was like how do you-

Lisa:

Oh, yes.

Dave:

If you were to pick up your book... I mean, it took you a long time to come to these things. If someone picks up the book and uses the no bullshit, what would it take, if they use that game or that tool, whatever you want to call it, I mean is it a rapid change that comes from that or just a reassessment of life? What happens? How does it tie back to confidence?

Lisa:

Yeah, so I'm not going to BS anyone. I don't think anything's overnight. Things ebb and flow. Emotions ebb and flow. Hormones ebb and flow, personalities, character, right? It's just like when you think about the fact that, just by not eating, you can get hungry. It's like, when you think about how beautiful humans are, it's so complicated, so, no, I'm never going to BS and say, yeah, read this and you're good to go.

The whole point is each chapter gives you a tool set, and the first chapter really is that enlightenment. I want to ask you a bunch of questions, and I'm going to tell you my story, and I'm going to try and get you to think about what life you currently have and what life you actually want. I take people through. I ask questions for them to think for themselves, and then the next chapter is like, "Okay, and this is how you build your mindset. These are some words you can use in moments where you're not feeling good enough," and then I take them through the next chapter. "Okay, now you get started, but don't worry. Don't have the confidence, so here are some tools. If the voice in your head is getting in your way, what do you do? Here's a couple of tools on how to keep moving forward."

It becomes these stepping stones of how you end up getting out of your own way and what you can do in moments throughout your entire life. I talk about managing your emotions because, let me tell you, when you're in a business meeting, I personally don't think it will serve me if I burst into tears. I just don't think it will serve my goal, but it doesn't mean that I'm not feeling emotion. I say in one of the chapters, "How do you regulate your emotions in order to move you towards your goals?" It doesn't mean it's easy. It's never going to happen overnight. Give yourself grace. It becomes a stepping stone.

Dave, how many times have you been with your partner and you got into an argument? You have a mad row, and it's like an entire day, and then, a day or two later, you're like, "What have we been arguing about? I wish we hadn't spent that entire day just arguing because that's so some fun?"

Dave:

I just usually drink a couple of cups of coffee and then I'm so happy.

Lisa:

Oh, yeah. Yeah. Yeah. Well, then I'll use myself in moments where me and my husband have argued. It's in those moments. It didn't serve us, so I go, okay, once upon a time, it took an entire day to emotionally regulate. It doesn't serve the goal of having a great relationship or a great date with my husband, so, now, how do I incrementally shorten that time because I do think nothing is one and done? Nothing is short. Nothing is you're good to go for the rest of your life. It's a wax on, wax off, back to the Karate Kid metaphor.

I give the tools of this is how I did it. This is how I emotionally regulate myself where I was a real hothead, and then I got to the point where, in real time, something could be so overwhelming, and you would never know. This is what I did, but I also say, hey, that doesn't mean next week I'm not going to mess up. I still do, but that's okay. I just go, "How do I just get better incrementally over time?"

Back to your point, it's not about going, oh, okay, now I've got the confidence. It's about saying, to your point, actually about the kid who wrote that, "Fuck you, mom and dad," on the paper, when someone says to me, "Lisa, I want confidence," I say, "You want confidence to do what? What's that goal?"

It may be you want confidence to tell your parents, "I know that I've spent hundreds of thousands of dollars on this education, and you have to, and I'm in year three, but, you know what, I no longer want to be a doctor. I actually want to go and be a comedian." That takes confidence to say that, or people think it takes confidence to say that, but what I'm saying is here's some tools that allow you to say that. You still may not feel great about it because that's what the confidence is, but you can do it anyway, and here's how.

Now, the next step is, once you start to do that more and more, it becomes the wax on, wax off effect, and you start over time to build competence, so just like with me at Quest. I had no idea what I was doing. I was fumbling my way through, but, every time I had no idea and I figured it out, it became

another notch on my belt of competence and, over time, the competence starts getting more and more, and then you end up being confident in that area.

Dave:

It's interesting. One of the guys who's been on the show, Dan Sullivan, who's in his 70's and is still going really strong, talks about competence-confidence loop in the stuff he teaches with his business mentoring. It's interesting, you'd do it a little bit and then, all of a sudden, you get confidence, so then you do it a little bit more. It is a loop, and it seems like that's a part of what you're talking about, but the bigger message that I'm hearing is having a purpose gives you confidence if you know why you're doing something.

So many people, I hear this a lot. Even at 40 Years of Zen where it's my neurofeedback personal development thing and it's very high end, very focused, and it's not something that a lot of people can afford yet, and even in that environment, people are like, "I don't know my purpose," and they're struggling. In fact, it's really common, if you're under 30, like, "I haven't figured out my life's purpose yet," and you feel this discomfort because you're not really sure. In order to have competence, you have to figure out your purpose. How did you do that?

Lisa:

It was on the way, so it was I completely stumbled into it. First of all, I think there's a lot of pressure now I think in our world where people are like, "If I don't have my purpose, I feel like I'm missing out." That's also I think is like I just want to tell the audience like, "Right now, it's okay." If you don't have your purpose actually now, if we can change the way that we think instead of feeling the anxiety of not having a purpose, we should flip the language that we're saying to ourselves and say I'm in a beautiful position where I can explore, because that's what it is, finding your mission, finding your purpose.

My husband said this once, and I loved it so much. He's like, "It's not like you just look under a cushion and you find it." He's like, "It's not an architectural dig where you're digging to see where it is." He's like, "It's an architectural build." I love that analogy because it really is. You have to try things, and that's what I would say to people. A, don't stress yourself out over the "you don't have it". Reframe how you think about it and, now, have the beauty of trying a bunch of things and seeing which one feels great. You have to allow your space to explore and go, "Oh, no, I tried that. I hated it. Oh, no, I tried that. I hated it." You have to give yourself that grace and that space.

Now, for me, because I got thrown into Quest and I was helping out originally, I didn't have a purpose. Well, my purpose was saving my house, but, like you said, that isn't a very comfortable place to be. It's not a mission. It's out of fear. Over time, with that fear, what I started to realize, A, is what I was capable of. That was just amazing, because I had such a negative thought about myself and my competence in life, and so seeing that, even if I didn't know something, oh, I can actually figure it out. It's fun. It's like a game. I felt better about myself over time. That was a big thing, and then what I did was I just started to explore, "This actually feels good over here."

How I ended up realizing impact with my mission and purpose was we started to get letters in the mail when Quest first started, and there's two letters. I'm talking this is 10 years ago now, Dave, and I still remember it like it was yesterday. One woman wrote in, and she said she was like 40 pounds and anorexic, on her deathbed, and she said, "Thank you for creating Quest because you made calories. You made me okay with calories again and, the community, the Quest community is so welcoming with no judgment," because that was the company. We were very fun, all about our community, and she was like, "I've now found a place where I can be accepted."

I mean, having a mom who was borderline anorexic and then having my own healthy... my ill relationship with food, it was like, "Oh, my God, what I'm doing right now is not just to save my house. It's not just about, oh, my God, what skillset can I do? I'm actually saving lives. I had to really sit with that for a minute because that was never part of my thinking. I was just like, "Oh, we're helping people lose weight." It totally took me off guard. It pulled up my freaking heart string because, immediately, I was like, "Oh, my God, that's my mom." Immediately, I could relate and I was like, "All these hard things, the fact that I just figured out what a pallet was, the fact that I figured out how to ship internationally, I might have just saved lives."

That is no small feat and, "Now, Lisa," and I use that now, "every time you hit a hurdle, ask yourself with no judgment, 'Are you so afraid to do this because you don't know how, or would you rather save that person's life?'" That wasn't like hyperbolic. We were actually saving lives, and so that then became my purpose, my mission. Every time I got stuck, every time I got frustrated or I thought I wasn't good enough or who the hell do I think I am, the imposter syndrome started to seep in, I just reminded myself that you're helping that anorexic girl. You're helping.

We had another letter that was about a kid who was diabetic, type 1, and the mom wrote in and said, "For the last five years, my kid hasn't been able to eat any sweets. I have to take cake out of his hands when he is at a birthday party. We discovered Quest, and it doesn't spike his insulin," and she said, "You make me feel like a better mother."

Dave:

Yeah, that really goes deep when you were like, "I helped out." I got some similar experiences. One family pulled me aside in Austin, and they had a card that was signed by all the family members, and they brought me a grass-fed steak to say thanks. They had all lost tons of weight, and there was their daughter who was either 14 or 16. They had, "Here's when we started Bulletproof three months ago," and she was a pretty big kid and bad skin and all, and like, "Here's her picture now," and she was a normal-weight kid with healthy skin. It was a rapid change, and they're like, "Our whole family is transformed just because we were eating the wrong stuff." They just didn't know it, and it feels really good.

You have a chapter in your book that says validation is for parking. Talk to me about validation and then rationalize what you just shared. What's your take on validation?

Lisa:

Yeah. Absolutely. This is my evolution. The book really does say these are all the stages that I had to go through from being very, very stuck for eight years, not thinking that I deserve to go for my dreams to where I am today. Everything is this evolution of that was the first moment that I realized purpose made the difference, having a mission, having your why. That was the first time.

I wasn't in the mindset space. This was early on. There isn't content like there is now about mindset, so I really resonated with that, so making sure that people at home try new things, because I wouldn't have known that, Dave, right? If I haven't had tried Quest, if I haven't had started the shipping department, if we then didn't get those letters, I never would've known that, oh, my God the impact is my mission and my purpose in life.

That's just when I want to make sure that people here like, "Guys, honestly, go and try a bunch of things and see which one pulls at your freaking heartstrings," but then the validation, yes, absolutely, if you're getting it externally, it now becomes your acting to try and please others. I don't want to generalize, but so many women are people pleasers. We want to be liked.

I'm sorry. I think you were going to say something.

Dave:

I think everyone on social media has some of that, or another part of that, "Oh, I got likes." Literally, you got likes, and so you do not come across as a people pleaser in person or online. Do you still have a voice in your head that says, "Ah, I'm not being nice?"

Lisa:

Yeah, absolutely. When the literary agent approached Tom, because she knew Tom, and she says, "Hey, would your wife be interested in writing a book?" This was about a year and a half ago. At this point, I mean, Quest is a billion dollar company. We've sold that. Impact Theory has half a billion views on our content. He comes to me and he's like, "Oh, hey, so, Lisa, are you interested in writing a book?" Literally, I was like, "Oh, that's nice," and he's like, "Babe, why are you brushing this off?" and I was like, "Well, who the hell would buy a book from me?" That was the first thing that I thought of.

Here's the thing. I just got, "Oh, she's still there. Bless the negative Lisa, the insecure," and so I don't judge myself, and that's the thing that I do with my negative voice now. I go, "It's always going to be there." I can't shut her off. I give myself grace when she speaks and then, number two, the chapter is The Voice in Your Head is Your Bitch and Your BFF, is that she's being mean, but what does a best friend do? They're honest with you even if it hurts your feelings.

I had to turn the bitch in my head who was the... my kryptonite, and I had to say how on earth can I have this kryptonite work for me because, right now, she's paralyzing? How can I make her my superpower? I was like, "Okay, if she's mean to me, what if she was my BFF?" Now, friends, partners, like with Tom, I expect him to be honest with me for my own good. I don't expect him to BS me or lie to me if it doesn't serve me, or not even if it doesn't serve me, I don't want him to BS or lie to me. I said, "Okay, what if that was the voice in the head?" Maybe she's actually trying to tell me something.

When I first got in front of the camera there, I was petrified. I was like, "I'm not getting in front of the camera." My voice was all quivery. Tom wanted us to do this IG live at the time, and I was like, "I am not doing it live. There's no way. What if I mess up?" I was petrified.

The voice in my head kept saying like, "You're no good in front of the camera. You're going to embarrass yourself. You're no good in front of the camera." I decided to get in front of the camera though because it served my impact because, remember, I'm very goal-oriented. I knew my mission. It was impact, and you had to get in front of the camera, and so, now I said, "How on earth do I get in front of the camera?" because, once I did it, after I got off set, I was like, "Oh, my God, I was so bad. I was so bad," and I've still got the footage, and that was just so bad.

In that moment when the voice is saying, "don't you dare do that again. You're going to embarrass yourself," I just said, "What is she trying to tell you? She is your BFF right now. Give her a cup of tea and listen," and the things that she was telling me was, "Your outro sucked. You had no idea what you were doing. You were mumbling all the way. Lisa, what on earth were you doing? You embarrassed yourself." I just sat there and I re-watched my video, and I was like, "Oh, yeah, my outro does suck. I was like, "Okay, how do I use this to my advantage? Be prepared. Great. How do I get prepared? Have a line that you can use in leaving the interview as your security blanket, and now you know you're not going to mess up.

I said, "Okay, what's my last line?" Be the hero of your own life. Let me write it down so I don't get anxious about forgetting it. I put it under a camera, and I got back in front of the camera and I used that last line and so, now, that is how. After I did that, I was like, "Oh, my God, could this be genius?"

Could I actually be taking this thing that was so crippling that everyone keeps telling me, 'Be nice to yourself. Be nice to yourself,' and I couldn't? Have I now been able to flip it?" and I did and, since then, going back to competence, I built the competence to realize every time this loud voice in my head speaks, I listen.

When I got the book offer and she spoke even now recently, I was like, "Oh, what she's telling me is, 'Lisa, you have no idea how to write a book,'" and she's right. I haven't written a book before, so why on earth would I all of a sudden think I'd be amazing, but I didn't let the negative voice stop me. I just said, "Okay. Thank you for letting me know. Now, I need to learn how to write a book," so I hit up all my friends. I have [NewTerm 1 00:51:56], and I literally had a whole list of questions, and I just did my research and I got prepared.

Dave:

I appreciate that story because recognizing that in your head is just trying to keep you safe is useful, but, quite often, you listen to it and, if it's saying mean things, it's your ego. It's actually not you saying that.

I dealt with a lot of that the first time I did a public speech. I was in my early 20's, and I don't even remember what I said, but, apparently, people liked it, and I realize I'm not very good at this. With what you're teaching here, the confidence-competent loop, I started teaching at the University of California and, after a few years of that, I simply just don't care if I'm in front of a crowd. In fact, at this point, I've walked on stage with Tony Robbins, 15,000 people. I don't think my heart rate changes because I'm just happy to be there. I'm not nervous because the confidence was built through competence over time.

With all the neurofeedback and various strange meditation practice over the years, I actually don't have a critical harsh voice in my head at all anymore. A lot of people don't believe that. I'm like, "I looked for it. It's just not there." It's not that things are always really... It's not always happy everything for sure, but there isn't a harsh critic in there anymore. I don't know how much that relates to competence versus meditation and calmness or some other thing.

Have you noticed the voice in your head changed as you put the practices in your book in place?

Lisa:

Absolutely. Yeah, it changed in the sense of, look, I've built the skills. When I started, 2010, Quest, when we started, I've just learned a lot of skills over time. That's been very powerful, because I've learned skills. I've proven to myself that, when I set my mind to it, I can actually do it.

Now, when I don't have the confidence or feel like, "Oh, my God, I can't actually do this," I'll just remind myself, "Yeah, but Lisa, you couldn't do that and you couldn't do that and you couldn't do that and you couldn't do that, but look where you are now?" I just then remind myself of what I've done in the past in order to keep moving forward, and so I go to, "Do I want to speak on stage?" If so, what are the things I have to do to get there? Do I want to write a book? If so, what are the things I have to do to get there?" I play the no bullshit game, what would it take? I set my goals in motion. I make sure that I know what that first step is. I never get in my own way anymore, and I think that that's a big thing. Literally, I went from the person... Like what you said, you went from the person that was petrified to, now, you don't even think you have a negative voice. You could stand in front of 15,000 people and your heart doesn't race.

It just becomes this evolution over time, and it has to be. To me, it is a stepping stone, and it is years in the making. This isn't a one and done even with the book. I even say the whole point of the

book is to give the skills so that, no matter what your goal is, no matter what you're facing, you have the skills, or the tools I should say, to build the skill you need.

We're always evolving, and so maybe I'm really interested actually to hear from you. Do you think a big part of where you don't have the negative voice in your head is because you've experienced enough where you're like, "You know what? A failure or something going wrong doesn't actually define you at all." Is there any part of that, because that's how I think?

Dave:

Not for me. I went through and I identified every traumatic experience I could possibly think of and then turned off the emotional response to them, and it turned out a lot of the critic in your head is just unresolved trauma. Going through and just doing a lot of that deep work usually with neurofeedback, but sometimes holotropic breathing, plant medicines, meditation in Tibet, shamanic whatever, but, eventually, it's like, if something like that popped up, like I wonder what program that is, and I have to probably go find it and play Whack-A-Mole with it until it shut the hell up. I recognize I'm probably not normal that way. I just maybe had too much of them, so I'm just going to resolve to deal with that whenever it comes up, but it's-

Lisa:

I'm actually going to say that's amazing though, and I think that that's actually such a huge part of it because so many of us, and I used to do this, too, is that you don't even realize something is a part of you. You acknowledging it or you acknowledging the trauma and then dealing with it and moving on is so powerful that it makes me wonder, for me to move on, what are the traumas that I may not be addressing or acknowledging? Your self-awareness where you realize it comes up and then you're like, "Okay, I have to address this," probably, I mean, I think that's hugely a part of why you're probably able to not have that negative voice anymore.

Dave:

I like that. It's a gift, but just recognizing that it's not you that's planting the voice, it's an automated defense system like a firewall for your body for me was a big thing because you can feel like how could I ever think such a thought like that, and like, "Oh that wasn't me." That was also something that let me really work on it versus it being an inherent flaw and it's just bad programming. You can fix that. I'm a hacker.

Lisa:

I love that.

Dave:

You say some other stuff though in the book that I really like. You talk about life not being a fairytale. Tell me what that's all about.

Lisa:

Going back to something that I said, "When," like, "I will do this when this happens. I'll be happy when my husband is happy. I'll be happy when we make movies." I was just waiting, and I was waiting every day for my husband to come home and, quote unquote, entertain me on his day at work, because I basically just tried to film my days every day of grocery shopping, and I would work out, but I would be

obsessive, and I would really focus on things because I didn't want to recognize how sad my day was is the truth. I was looking outside myself for other things to bring me joy.

There was one day where I had massive guts issues. I was doing a photo shoot. This was about five years ago, six years ago, and I was doing a photo shoot, massive gut issues and, in the middle of it, I get the worst stomach cramps. I'm like, "I'm so sorry. Give me a second. I'll be back in a second." I didn't tell them why. I ran upstairs and I fell to the floor, and I was clutching my stomach with such excruciating pain that I could barely breathe.

As I'm on the floor and I'm like, "Oh, God, I got a crew downstairs that are waiting for me. How the hell do I get up? How do I get up?" I was like, "I know I need my husband to come help me. I need him to come save me." This is the thought that I've got in my head, and so I'm repeating, "I need him to come save me."

Now, me and Tom have a role in our relationship. If you need me, you can call once. I'm allowed to ignore you. If you really need me, you can call twice, but if I'm busy, I can still ignore you. If you call me three times in a row, it means, come hell or high water, I don't care what you're in the middle of, even if you're in the middle of, I like to say, Oprah, if I'm interviewing Oprah, you say, "Sorry, O, I got to go because my husband's called three times. That means emergency."

I'm on the floor. I call him once. He doesn't answer. I call him twice. He doesn't answer. I'm like, "Okay, he's going to pick up." I call him three times. He doesn't answer. I'm on the floor. I'm clutching my stomach. The crew is downstairs waiting for me, and I'm sitting there going, "I need my husband. How on earth am I going to get off the floor? I need him to come rescue me."

In that moment where I'm like, "Okay, well, he's not coming. What are you going to do, Lisa? Are you going to stay on the floor, or are you going to get the F out and show yourself what you're made of?" In that moment, it was the most... It really hit me where I was like, "Oh, you don't need him to come and save you. You want him to come and save you, but you can do it on your own," and that was the first time I got up. It breaks his heart when I tell him this story because he's like, "I'm so sorry I wasn't there for you, babe." I'm like, "You don't understand. It's the most powerful lesson I've learned. I'm glad you weren't there for me because I learned I'm my own hero. I'm here to help myself."

To your point of biohacking, that was the thing. Once I got sick and I started looking for doctors to save me and they weren't, that moment of me realizing I'm my own hero pivoted the way I then thought about doctors and pivoted to like, "Oh, Lisa, you're waiting for a doctor to save you. You're waiting for a doctor to give you a pill, but if you're your own hero, what would you do differently?" and, immediately, I got an Oura Ring. I got one of those continuous glucose monitors. I started to monitor where my blood levels were crashing.

I was waking up all the time super tired, and so I started to really take an account of why was I, and I realized with my Oura Ring and my glucose monitor that I was plummeting in the middle of the night and so I was waking up, but I didn't realize I was waking up. All of this became knowledge that I started to gain by biohacking, taking ownership, realizing I was my own hero and then acting on that idea that no one else is going to save you, and that's the most beautiful lesson you can learn.

Dave:

I love it. Yeah, I had a doctor years ago when I was just noticing my brain was not working right, and I said, "Vitamin C, it seems like it helps, but something's wrong," and he said, "Stop. Vitamin C could kill you," and I'm like, "These guys are not going to be able to hack this. I'm going to have to," and that was one of the really formative experiences where I'm like, "Fine." For the next four years, I didn't see a doctor and I said, "I'll just do it myself."

Sometimes you have to hit rock bottom in order to do it, which you did. You're clutched over, and you said something really impactful there. Did you see what I did there, impactful?

Lisa:

Nice.

Dave:

You said what you thought was a need was actually a want. In my teachings, in my book, Game Changers, I talk about Weasel Words. In my house, you just don't use the word need. Need means you're going to die if you don't get it, and you're probably going to die now. It's almost always a desire. It's a want or it's a program, or should, that's coming from that same nasty voice in your head.

Now, you didn't need to go to the store. You could have sent someone. You just wanted to go to the store. It just becomes one of those things that needs almost always coming from an ancient program. It's never coming from reality when you look at what words mean. You figured that out. You had I needed someone to save me and like, oh, I guess there's another way. It's cool that you figured that out and that you built it into the book, which is really cool.

Lisa:

Thank you.

Dave:

You also talk about something that I've worked on a lot early in my own development is co-dependence, like having clean boundaries, not being responsible for other people's... frankly, for all their shit even when they try to make you think you're responsible for it. You sound like you didn't always have good boundaries, but how did you install good boundaries for yourself?

Lisa:

I think it all depends on the person, but it's been an evolution. It was always living my life for other people. Of course, you can go, "Oh, yeah." Like, "Oh, you want this? Okay, fine. Oh, I'm going to get less sleep. Sure, I will do that."

I was very reactive because I was a people pleaser, and then, over time, I started to realize it wasn't doing me any justice. It wasn't serving me. As I started to grow and really worked on mindset and really worked on goals, and because I'm extremely goal-oriented because to me the goals absolutely aligned with my mission, and I've dedicated my life to my mission, so I take my goals very seriously. When I take my goals seriously, I look at the things that get in my way, and part of it is that people cross boundaries, and it's me that was allowing them to. I used to get annoyed at them. I used to get so mad at them, and I'd go to speak to Tom or even Tom crossing the boundary, and it's like, "Well, hang on a minute."

Once I started to realize other people are in my way, giving your power over again and, just like with my health, it's like, "No. No. I'm responsible for me." I started to assess how I was showing up every day and how I was letting people cross boundaries. Now, I wasn't saying what the boundary was, so they weren't ever realizing they were crossing it. Going back to ownership, I started to realize I need to take ownership over where my lines are and then I have to take ownership about articulating those boundaries.

Now, when you're talking about boundaries, sometimes they don't feel good when you tell your friend, "Hey, you did something wrong. I didn't like it when you did this." It becomes a very tricky thing, but, to me, there's different types of boundaries. There's the boundaries you set with your family and friends where you genuinely want to build a relationship with them, and you're building boundaries in order so you can have a healthy relationship. There's other boundaries where it's like, if it's a physical or mental one and someone's crossing that, to me, that's just a non-negotiable boundary. You do not get to say this to me at all.

I have a non-negotiable boundary with my husband. He's never allowed to hit me or cheat on me. I've told him that from day one. Now, while it may seem, well, yeah, that sounds reasonable, I just made it very clear to him, "Babe, I want you to know I love you more than life itself, but if you do these two things, I'm not going to stand around and even give you a chance to explain." It's so non-negotiable to me that, the second one of these two things happen, I'm out the door. No matter how much I love you, no matter how long we've been together, I'm out the door. That's a non-negotiable boundary. It's important actually for me to make it to him so that he actually knows that non-negotiable boundary is actually in service of my relationship with my husband.

Now, of course, there's other non-negotiable boundaries for your own safety is that you should never let someone abuse you and things like that. Those are the non-negotiables. Yeah, I just found that me setting them, me showing up, me being the person that is addressing and telling people where my line is my work that I need to do, not theirs, and that changed everything for me.

Dave:

It's a really healthy pattern in relationships to set your boundaries.

Lisa:

Yeah. I mean, it's definitely imperative that you know who you need to set the boundary with. For me, in the book, I break it down to what type of boundary is it? Is it material boundary, a physical boundary, identifying that type of boundary, then knowing who you're going to set the boundary with. The example I give in the book was with my mom because I love my mom more than life itself. Those to me were the harder ones to set because it's easy to set the ones with people you don't like because you're like, "Nope. I'm not answering your call. Nope. You've crossed the line. I don't want to speak to you," but when it's people that you really love, that's the difficult one.

I give the example of me setting a boundary with my mom in the book, but knowing those and then going into it with beauty and grace and knowing I'm doing it for the sake of both of our relationship allows you to choose certain language because, let's face it, when someone comes at you and they're just like, "Hey, look, you've crossed this line." Well, if the person's not going to be reciprocative, they're not going to be like, "Oh, okay. Cool. Yes, of course, I respect your boundary."

I try to say, when it's a boundary you're setting with someone that you love, go to them and say, hey, as a team, I really need your help with this. I actually give language as ways for you to be able to communicate with that person so that you can really build that relationship because that is really difficult, and then I also touch on the boundaries that maybe you set that actually now don't serve you anymore.

Let's say, for instance, you have an under healthy relationship with food and you've just decided I really love dessert. I can't have my fitness freak husband tell me every time I go to eat dessert that I probably shouldn't get it. My boundary that I'm setting with my husband is he cannot comment when I eat dessert because, right now, I'm just too sensitive.

Now, let's say, you've set that boundary and then, a year later, you decide you actually want to be healthy and you're super excited. Well, you now have to assess the boundary you set and actually realize this boundary now doesn't serve me. Removing that boundary and asking your partner, hey, it'd be great if you could advise me, now, that change of boundary has actually served you, but you have to look at the boundaries you've set, and some of them sometimes have to be demolished.

Dave:

It's also cool to just acknowledge that your boundaries can change.

Lisa:

Exactly.

Dave:

My question for you is do you like once a year sit down and be like let's review our hard limits or is it more organic? How do you do that?

Lisa:

Yeah, it's more organic now. Tom and I are about to celebrate our 20-year wedding anniversary, so I think that we have an unspoken process. It's so interesting, as you asked me, my mind went into, "Ah, it's interesting." We don't sit down, but we do if there's something wrong in our relationship or something is... We've got some friction. The first thing we do is assess what that friction is. When you assess what that friction is, we both have the same type of growth mindset, so we both come at it of like, "What is my part in this?"

When we come together... and, look, I'm not saying we're perfect. We still have the like, "No, this was you," and he's like, "No. It was you," and then I'm like, "Oh, yeah, we're just trying to blame each other. That doesn't serve us. Where do we take ownership?" It really is like what are the things that are rubbing us the wrong way. A perfect example, to your point of like do you just butt heads or talk about it, I was starting to get frustrated that... I kept losing my charger, my laptop charger, and I was starting to get frustrating because, when you are busy, every freaking second counts. I'm such about time management, and Tom kept stealing my charger.

Eventually, I literally had said to him, "I'm setting a boundary. You got to stop taking my stuff," and that was like my material boundary, and he was like, "I know, although we live together, babe, you have your own charger. You're wasting my five minutes of my time three times a day because you keep stealing my charger. There's a boundary now I'm going to set." I realized I needed to set that boundary when the friction came.

Dave:

It's funny how communication solves problems like that. I mean, you never know. We all tell specific stories on Instagram and in person though, but just from the interactions I've seen with you guys, you have a remarkably strong relationship. I think some of this comes from Radical Confidence, from your book, and just the fact that you guys consciously work on it instead of just getting off. I think you've done a good job of building a framework and a lot of cool tools, stuff I haven't heard about before that you have in your book, so thanks for writing, and thanks for sharing with all of the listeners of The Human Upgrade and with our live audience from the Upgrade Collective, my mentorship group.

People, of course, if they order your book early on, I think you're giving them a bunch of freebies, which is a really good strategy.

Lisa:

We are, yeah.

Dave:

radicalconfidence.com, that's where they go.

Lisa:

Absolutely, radicalconfidence.com.

Dave:

All right, I like it. Guys, this is concluding our interview with Impact Spice, with Lisa Bilyeu.

Lisa:

Dave, thank you so much for having me on. Obviously, we've known each other for a good few years now, and I so just really, really appreciate you having me on and taking the time. It's such an honor.

Dave:

Beautiful. I look forward to seeing you in person in LA one of these days.

Lisa:

Yeah. Let me know when you're here.