

Eric Kapitulik: The most successful individuals and the most successful teams can stay focused on that which they can control. One thing that we can always control is our preparation and our attitude.

(Intro Music)

Robert Glazer: Welcome to Elevate, a podcast about achievement, personal growth and pushing limits in leadership and life. I'm Robert Glazer, and I chat with world class performers who have committed to elevating their own life, pushing the limits of their capacity, and helping others do the same.

Lenox Powell: This episode was previously recorded and published on the Outperform Podcast

Robert Glazer: I'm Bob Glazer, host of Outperform, a podcast about people and companies who are outperforming in business and in life. What they're doing, challenges they faced, and what they've learned along the way. I've talked to industry leaders, company founders, entrepreneurs, experts, and big thinkers about what it takes to perform at a high level and build capacity in life, business, and marketing partnerships.

Welcome to the Outperform podcast. Our quote for today is from Lauren Bennis and it is, "Growing other leaders from the ranks isn't just the duty of a leader. It's an obligation."

I'm very excited about our guest today. Eric Kapitulik. Eric is a well known and well respected leader. He served in the U.S. Marine Corp both as an infantry officer and a special operations officer with a first reconnaissance company, first Marine division. As a platoon leader with his company, Eric lead his team of 20 covert operation specialists on numerous special forces related missions. After leaving active duty, Eric founded The Program in 2008 with the sole purpose of developing better leaders and creating more cohesive teams.

As a leadership trainer and coach, Eric and his team have worked with some of the top college sports teams in the country as well as numerous leading businesses. Welcome, Eric. It's an honor to have you on Outperform.

Eric Kapitulik: Thanks, Robert, for having me. I'm excited to join you and your listeners this morning.

Robert Glazer: Before we get into what our company and The Program does, I'd love to hear about your journey to starting it. Originally and getting it to where it is today.

Eric Kapitulik: Lots of people will tell me, "Man, Eric, what a great idea." I'll always tell them, "Thanks. It is a good idea. It's not my idea, but it's a good one." What I mean by that is I had attended the Naval Academy, as you said in my body, served eight years in the Marine Corp as an infantry officer and then in Marine Corp special operations. I attended Chicago Business School, and then as my joke goes, after a year and a half, a very, very long year and a half in finance, I decided that I would start my own business. I knew I loved athletics. I've loved athletics my entire life and knew that I wanted to do

something inside the athletic industry. At the time, when I first started The Program, I started it with the idea in mind that we would provide hourly strength and conditioning coaches to high schools. I was coaching when I was in finance, I was helping to coach. I was an assistant coach at a prep school up in Massachusetts. I was the assistant lacrosse coach. Being an assistant lacrosse coach, I noticed what a beautiful strength and conditioning/weight room facility this school had, and then the schools that we competed against, I noticed they had the same type of facilities.

I thought, "Well, maybe it would be a good idea if we could ..." If they would hire us, it doesn't pay them to have a full time strength and conditioning coach because like they do in college because at the high school level, the student athletes and students are really only using the facility for three hours a day. So that's my original business plan. Okay. Start your company called The Program that does and provides hourly strength and conditioning services for high school aged students and student athletes. We did in fact gain a few clients doing that.

At the same time, a week after I opened the doors at The Program, the Harvard men's lacrosse coach, John Tillman called me. He said, "Cap, do you remember what you did to the guys a couple of years ago at Navy?" Well, the last thing that I did in the Marine Corps was after my time in special operations, I was a director of admissions at the United States Naval Academy. As soon as I had arrived there, the lacrosse coach called me up. He had been the lacrosse coach my senior year at the Naval Academy. He called me up. Some guys had gotten in trouble and he had said, "Eric, can you come down here and just wear these guys out for a couple days?" So that's what I did. I just really brought the men's lacrosse team at the Naval Academy through some basic workouts that we would do while was a platoon commander at first force reconnaissance company in the Marine Corp.

Well now fast forward a number of years. I just had opened the doors for the program. The assistant coach on that Navy team is the new men's lacrosse coach at Harvard University. He calls me up and says, "Cap, I just took over one of the softest teams in the softest sports on the softest ..." On and on. "Can you come down here and just wear these guys out like you did at Navy five years ago, six years ago?" So I went down there and that's what I did. That was our first collegiate athletic team client.

Now, in our first year in business, we worked with three college athletic teams. What we did was I would just wear guys out. I would just bring them through versions of our typical workouts in a special operations, in a Marine Corps special operations unit. While I did so, I would just call out team captains to come out in front and lead the team in some very basic exercises. I noticed that by in large they were very bad at doing so. Their communication was poor. Their command authority was poor. Their ability to delineate and designate subordinate leaders, get them to help you. Their ability to get the team to move like one team with one heartbeat. Most importantly, their even knowledge of the standards for good leaders and the standards for good teammates, again, was poor.

So by year two, I was no longer working out with teams. I noticed that and recognized, "Hey, look. These guys have strength and conditioning coaches. They don't need

another strength and conditioning coach. They don't need somebody working out with them, but they do need somebody to help develop their leadership and teammate-ship skills." So from that initial year working with three college men's lacrosse teams, that has then developed. I take great pride in the fact of saying I founded The Program but we made it what it is. Now after 10 years from those three teams, we now work with approximately 160 collegiate and professional athletic teams and major corporations on an annual basis.

Robert Glazer: We actually met because I came to one of your programs that you're running for entrepreneurs organization, and it was a whole group of CEOs that made it interesting in itself. I think I answered some trivia question right so I was put in charge of the whole platoon that day. I learned a lot from it. I made a lot of leadership mistakes that day, but there was really one that stuck with me. I think we had 10 minutes to complete ... Is it 10 minutes to complete the actual mission? I don't want to give too much away, but do you remember? What's the time that you're supposed to do it in?

Eric Kapitulik: It's funny, Robert, because every team we give different amounts of time to based on the team, who they are, any number of different scenarios. That was a unique event because it was a bunch of, I mean, in truth, individual CEOs, which would be different than if we were to work with a designated corporate team who know each other, who work with each other on a regular basis. So we adjust the time for all of those events. With that said, 10 minutes seems a bit longer than what we would probably give you. So I probably gave you somewhere between five or six I would think.

Robert Glazer: What you asked us was how much time, as individual leaders, that we wanted to practice before starting. Do you remember my answer on that?

Eric Kapitulik: Did you say no, we're good?

Robert Glazer: I said, "Well, we'll take two minutes." I don't know whether it was you, but someone said, "You should ..." So I went the other way and asked for an hour. You said, "No, no. How's 10 minutes?"

But it really occurred to me and I talk about this a lot. One of the differences between sports and business leadership is the time spent practices to the time spent doing. Probably the military as well. I thought a lot about the default responses. If I had to do a five minute exercise, I mean, I would want five hours to prepare the five minute exercise. But I don't ... I mean, I'd love for you to illuminate on this because I think it's a huge different between what the military does, what sports teams do, and how businesses operate.

Eric Kapitulik: Yeah. Thanks. It's a great question. I think that our training is setup so that a core belief at The Program is personal development, leadership development, and team building through shared adversity. We only grow as individuals and as a team when we're outside of our comfort zone. Most of the teams, and by teams I mean athletic, corporate, civil, etc., etc., who hire us, the leaders already do a pretty good job of teaching people how to be better leaders. That's pretty consistent. Maybe it's just

information bias. Right? Maybe the only people who look for services like ours are already teaching their teams how to be better leaders and teammates. But in any event, in our experiences, most of the teams with whom we work do a nice job of teaching people how to be better leaders. But our example is how you teach somebody to be a better leader is much different than developing those skills. How you teach somebody to be a better teammate is much different than developing your teammate-ship skills.

What that means is most of us have the right answer when we're sitting in an air conditioned classroom. But it's much more challenging when a client is sitting across the table from us or we're preparing to meeting that client or we're faced with some adversity with our team, whatever it might be. Personality conflicts, team cohesion conflicts. Everybody has the right answer in an air conditioned classroom. In our vernacular, what we say is everybody's a hero when it's 70 degrees and sunny and there's a slight breeze blowing in off the coast. Unfortunately, you don't need great team leaders and great teammates until it's not. You only prove how good a team leader, you only prove how good a teammate you are when it's not. When you are faced with adversity. We want our training to be and have adversity in it so you can learn about yourself, learn about your strengths and your deficiencies that maybe if we address, it makes us that much better as a team leader and teammate and we're only going to get that when that first bead of sweat hits your forehead figuratively or that day that we were working with each other doing our small leadership challenge, literally.

So specifically, we're going to ask individuals how much time do you need? The reason why we do that is it provides stress. For most of us as leaders, we're in environments that are systemically stressful. Then, as leaders, we either add stress to the environment or we allow the team to do so. In any event, we're responsible for either case, which is exactly the opposite of what we should be doing as leaders. We have controlled environments. We control all the variables, and there's uncontrolled environments where there's an enemy out there that wants to kill us, literally or figuratively. But in either case, our job as leaders it to make controlled environments appear as uncontrolled as possible in training, in our preparation. But then to make uncontrolled environments appear as controlled as possible. We do a poor job of that as leaders.

Robert Glazer: Yeah. An example of that I think I've talked about this in a recent Friday forward. But I was at a pretty intense leadership program that I had attended before and I was on the faculty this time. There's a gentleman who's become a good friend of mine who teaches public speaking there. He runs a seminar during the day and he has a short amount of time to get everyone to give a speech as part of this, and he was really pushing them to move forward, pick a topic. Everyone wanted to slow it down. They wanted more detail. They were getting really frustrated with him. They were uncomfortable and they were getting frustrated. He said to everyone, "Sit down." He sat down, and again he's a public speaking teacher, and he looked around the room. He said, "Look, I get it. You want more time. You want more clarity, but I need you to do this. This is the time that we have. By the way, my job is to make this really hard in here and really uncomfortable and really difficult in here so that when you go out to do it in the real world, the practice was harder than the real world." Everyone changed their demeanor, went back to work. They got it.

It's just something that I don't think that we actualize and that you should make the practice harder than reality so reality doesn't seem so bad. I mean, the worse thing is if you go into a game or a battle or otherwise and not expecting much. Then find that it's much harder than you expected.

Eric Kapitulik: Yeah. That's 100% right. I couldn't agree more. Further, what we'll say is people will always talk about, "Man, that's such an emotional environment." We always think, "Oh, boy," because being emotional means I feel this emotion whether it's happy, sad, frustrated, and I show that happy, sad, frustrated emotion. Now, by and large, it's very difficult for us to control what emotions we are feeling internally, but we 100% control the choice we make with those emotions. Most of us do a very poor job. We are in fact emotional. Now, what we stress to leaders is, "No, instead of being emotional, be passionate. Let your passion be mission driven and not emotion driven." Whether that's as an individual or most certainly with our teams. So that you're going to get frustrated there's time crunches that occur. Of course internally we will feel that pressure, and very often, to your point, Robert, right? That pressure can build frustration.

Most people whether it's teammates or team leaders then show their frustration. Sighs, rolling the eyes. We start complaining. We let all of these external factors that we don't control control us. We let it occur. Instead, be passionate. Let your passion be mission driven and not emotion driven. What's the difference? As we talk about it at The Program, one second. That's the difference. We have some emotion that we have inside of our body. Take one second to think, "How do I let this emotion help me accomplish our mission?" If you do, it doesn't mean you're always going to be right, but at least as what we teach at least your thought process will be right.

Robert Glazer: So how do you turn fear or panic into a positive emotion or positive outcome?

Eric Kapitulik: That's such a broad term.

Robert Glazer: Yeah.

Eric Kapitulik: I would say what is the root cause of that panic? Very often people are stressed because of lack of preparation.

Robert Glazer: Right.

Eric Kapitulik: Now you have a lack of preparation. You have not done everything that you can do in your preparation time. Now it turns into the execution phase. You have not done everything you could have done in the preparation phase in which case you probably should be panicked. There's a reason for it. Now the execution phase, you're going to do very little about it, in fact.

Robert Glazer: Right. You've made your bed at that point.

Eric Kapitulik: Now you're sleeping in it, right? Now you're sleeping in it.

The most successful individuals and the most successful teams can stay focused on that which they can control. One thing that we can always control is our preparation and our attitude.

Robert Glazer: That same too for individuals. I mean, this concept keeps coming up in whether it's doses or more leadership. Anything I read around people who just control what they control and don't worry about the stuff that they can't control and don't get to two mixed between external events and then what they're actually able to control.

Eric Kapitulik: Yeah. Agreed. It's easier said than done.

Robert Glazer: Oh yeah.

Eric Kapitulik: Let me be the first person to tell you that oh, believe me, there's nights where I wake up at 3:00 a.m. in the morning and I lay in bed looking up at the ceiling about things that either (a) I don't control them or it's going to be a few hours until I can do anything about them. But yet, I'm going to lose sleep and then that loss of sleep makes me worse during the day. That loss of sleep will make me frustrated. I mean, it's something that we have to continuously work on. I think all of us do.

Robert Glazer: Yeah. So you and your team work with, as we talked about, a lot of the country's elite sports teams and some members of your team were elite athletes. So in looking around today, do you have a model of a great coach to you personally on your journey or who do you see as sort of the great coaches doing things right today either in collegiate sport or professional sport?

Eric Kapitulik: Well, as far as doing it right, I think right can mean a lot of different things to a lot of different, many people. Right? I mean, as my wife will point out, I always think I'm right. Well, that's true, but I think that's true for most people. Because we think there's a right way to do things, that's the way that we do them. If we think there's a right way to do things, that means there's some things that are wrong ways to do them. I think that we at The Program, we're very fortunate now. We have the opportunity to work with approximately 150 to 160 different collegiate, professional athletic teams and corporations on a year to year basis. We're able to see a lot of different ways to do things, and in those different ways to do things, there may be ways that are wrong for one group and they're very right for another group. Whether it's on an individual basis or on a team basis.

With all that said, Robert, I think that now in our 10th year in business and having that opportunity to work with so many teams on an annual basis. One of the things that the more time that we spend doing this that's highlighted is ... But there are some consistencies that successful people and successful teams all do. Some things that have stood out to me recently, how about I talk about some of those things that have stood out to be recently.

I heard Coach Hutchens of the hall of fame softball coach from the University of Michigan. I heard her once talk about losing a recruit. "If I lose a recruit," she said, "She might beat me twice a year. If I make a mistake on a recruit, she beats me every day."

Robert Glazer: I love that quote.

Eric Kapitulik: That's true for all of us, right? Regardless whether you're talking about an athletic team, a corporation, whatever the organization you're talking about, that is a truism for all of us, right? Number one. Number two, we had the opportunity a few weeks ago to work with Kansas State football. I am not personally involved with all of those 150 to 160 teams. I'm very blessed and that's why I say that I'm very proud of I founded The Program. I can't say it quick enough that we have made it what it is. I have such great teammates that have made The Program what it is that I don't have to be involved with all of those 150 to 160 teams. In fact, most of the time I just get in the way of our instructors doing great work.

With some teams and some organizations though, I do stay involved whether it's for my own professional development or The Program just needs me to. I will admit that on some of our events, I just want to be there. We had the opportunity to work with Coach Bill Snyder in Kansas State football a few weeks ago. I wanted to be there. The reason why I wanted to be there is yes, even though we do work with so many great teams and so many great leaders, whether it's college or pro athletic teams or corporate teams, it's rare that we get to work with a team who's leader has been doing whatever it is for as long as I've been alive, number one. Number two, has been doing it successfully for that long, and has the highway that you drive on to get there named after them, the stadium when you get there named after they and their family, and is still doing something that they're in a hall of fame for, whatever that hall of fame might be.

So I had the opportunity. Coach Snyder's almost 80 years old. He's already a member of the college football hall of fame, and he hires us. All of whom, us that us, all of whom haven't been alive for as long as he's been doing what he's been doing. He hires us in his own words to make him better. To make his organization better. We have to have enough ego to be extremely confident in what we're doing but just humble enough to realize that we don't know everything. I mean, if Coach Snyder can do that, boy, I certainly can. The ability for leaders in our vernacular to stay focused on mission accomplishment and taking care of their teammates. That's it. Regardless of whether it's 70 degrees and sunny or it is not. To stay selfless when things aren't going your way. To stay disciplined, the ability to do what you say you are going to do and do it on a consistent basis not just when things are going well but even more importantly invitingly when things are not.

Some of those things regardless of personalities or team organization, what battlefield those individuals and teams are competing, those are certainly things that yes, I will argue those things are right and no, you will not convince me otherwise.

Robert Glazer: You work with a lot of college teams. You see some incredible stuff. There's a topic I know we've talked about that we're both equally passionate about, and that is youth sports today. I'd love to hear your take on sort of sports and, I mean, this is multifaceted

but sort of what is the role of kids and parents and how has it changed? It seems like there's a lot of stuff going off the rails and that we have more and more people doing clubs and all this other types of stuff. Just worried about winning and losing and not playing. The parents are just involved in a level on the playing field where they're having to be taken out of parking lots and stuff like that. So I know you have a budding athlete in your house. So I'm very curious your perspective on this. I think this is one of the more interesting subjects of our generation.

Eric Kapitulik: Yeah. Thank you so much. Now having children, raising children, and I use that term and I stole it from my own mom who I've heard say countless times, "You do not let children grow up. You raise them." But raising children and now at least my son who's six going on seven, being old enough to participate in youth sports. Our, at The Program, privilege of working with athletes from youth through professional, I think we have a very unique perspective on this and probably being that we're all some of our experiences just my overall life experiences have made me a person and again getting back to my wife, she yells at me constantly about this. Everybody wants to talk about kids these days. Kids these days this. Kids these days that. In my ear, it sounds like, "Kids these days ..." It's really nasally and really annoying when I hear somebody use that term. But I've got to tell you and this is probably not great marketing for Eric Kapitulik or The Program, but chances are I love your kid. It's you the parent that I don't like. I don't like many at all, but man, kids, kids I love.

What do I mean by that?

Robert Glazer: You said a very specifically. You said it's parents these days, right? When I saw you ...

Eric Kapitulik: Yeah. Everybody wants to talk about kids these days this, kids these days that. It's not the kids. It's us. It's the parents that are different. I mean, Robert, think about this one statement in how often you hear parents talk about their kid who's entitled and doesn't take responsibility for their actions. Okay. But do you realize as a parent that your biggest responsibility is that child that you're saying does not take responsibility. If your child does not take responsibility, that's because it's your fault as the parent. Take responsibility yourself. That's systemic with parents there days, teachers, coaches, leaders. It's us that's different. It's not the kids these days that are any different.

There's a great book called Boys Adrift. Now, let me highlight there is a book called Girls Adrift. It's right now sitting in my Nook. I'm reading a different book right now. As soon as I get done reading it, I'm reading Girls Adrift. But I read Boys Adrift prior to the birth of my son. It was recommended by a coach. There was a line in the book that when I read it, I called my wife over to it and said, "We have got to remember this. Please, I want you to read the whole book, but if not, just read this on passage. We have to remind ourselves about this every single morning that we wake up as parents."

The line and passage in the book was, "The issue that we have in American society is we prepare the path for the child when, in fact, our job as parents, coaches, teachers, leaders it to prepare our child for the path." But most of us, we don't do that. We don't want our child to fail. What our definition of failure is is messed up, is quite frankly ... Getting back to right and wrong, most parents, your definition of failure is wrong. It's,

"Well, I don't want my child to be unhappy." It's, "My son isn't getting playing time. I'm going to go talk to the coach about their playing time." It's always somebody else's fault. It's we don't want to have any adversity in that path that our child is going to be going on called life. We're going to take out the bumps, the roots. Heck, we're going to pave it over the path. While instead, let's prepare our child for the path. We do so starting when they're babies or just out of ... As adolescents. You're not receiving the playing time that you want to receive. Okay. Work harder. Work harder. Okay. You want to have a conversation with your coach about what you can do better. Okay. That's not my job as your parent. That's your job to go talk to your coach.

Let me stop here by saying, we have so many outstanding parents and coaches, teachers, business leaders that believe that. They believe it, they know it, and that's the way that they as parents, they parent. Unfortunately, we have a huge group of our society now that they ... It might sound good to them. It's just not what they do. So for us what we teach is that all of us perform best in a structure. That doesn't mean ... People will be quick. They'll see my bio and be like, "Well, not all ..." It's not the Marine Corps. That's a cop out to me because I'm not talking about left foot, right foot, left foot, right foot. We all wear the same things. We all do ... No, that's ridiculous. That is the military and it works for the military. What I'm saying as parents and for all of us as business leaders of the people that we hire and work with us on our team, we all perform best with a structure. What forms that structure? Goals, goals, and standards. But goals are performance based. It's what we want to achieve, how we want to perform. Standards are how we behave. Standards and goals provide the structure that we live our lives in.

All of us as individuals, almost every team that we're a member of have goals. Very few or at least let me say championship teams, and by teams I mean families, businesses. Championship teams have goals and standards. The difference is very apparent.

Let's get back to youth sports. A team finished a game. The child comes to the sideline. What is the first thing a parent is talking to their child about? "Hey, how many goals did you get," or, "Boy, that was an awesome goal you had. An awesome assist you had. God, you hit a home run today." Okay. As a parent, what you're recognizing and reinforcing with your child as far as what is important to you is hitting home runs, scoring goals. You see it every where in youth sports, high school sports, college sports, everything is about, "Man, that's awesome what you did. How many home runs you hit."

My wife and I look at things very differently. Please don't get me wrong that we don't get excited when our son ... My daughter's 15 months old. So the verdict is still out, right? But my son is six, right? Please don't get us wrong, we get excited with my son when he comes off the football field and says, "Ah, man. Did you see the touchdown that I scored?" Of course we're going to get excited with him, but we let him bring it up. Believe me, your child will bring those things up. All of us do. What my wife and I make sure that we reinforce is behavior. "Axel, were you tough out there today? Tell me what tough means, Axel? Give me an example of you being tough today? Do you think you were tough, Axel? Do you think you could've been tougher? Alex, did you work hard? What does it mean to work hard, Axel? I saw you work really hard in the first quarter. What about when you were down by three touchdowns, were you still working just as

hard then? Did you make it fun?" Again, it's not your coaches job for you to have fun. It's your job to make it fun. "Did you say please and thank you?" Those are the behaviors that my wife and I reinforce at the end of every practice and every game with our child.

Yep, we're going to be happy for them and with them when they score touchdowns or score goals, for sure. But not at the expense of were you these things, did you behave this way. Of course, when it comes to performance, the first thing that we're getting excited about with our child and reinforcing with them is, "Did your team win? Did your team lose? Did you team X? Did your team ..." We're going to talk about the team and the importance of it. We feel in just standing on the sidelines or coaching a lot of those youth sports. I'm very fortunate that my job allows me to coach my son in many of those sports and I'll do the same for my daughter where asked. Boy, we see it a lot with that's just not the case, Robert. You wonder why it's causing individuals who care about just themselves.

Robert Glazer: Both of my sons play pretty competitive soccer, and both of their coaches, both in the cub league and a town league, have sent out emails kind of asking parents to ... And one, I think I shared with you. In the term in the last one was please stop joysticking your kid from the sideline. When you're yelling at them and correcting them and that stuff, they can't learn. We can't coach. It's sad that we've gotten to this place. But I think, as you said, the values are essential. I really think about that a lot when my son comes over sometimes. He missed a few goals or whatever. I really try to talk to him about the effort or how he played overall and not necessarily what the outcome for him was versus the team. But I see the different approaches and the parents these days, I think that's a line everyone should keep repeating because it's true.

We only have a few minutes left so I want to make sure I get you to answer this question before we wrap up here because I know we could go on for a while. Looking back on your own journey and let's say even over the last 10 years and building The Program and everything you've done, what's the leadership mistake that you've made or something you've failed at that you've learned the most from?

Eric Kapitulik: Thank you for asking the question. My hesitation is not because I haven't made mistakes as a leader. There have been countless mistakes that I have made. Let me talk about one mistake and then I'll talk about a regret because mistakes, I don't really dwell on them. You make a mistake, you learn from it, you move on. I mean, that's just the way ... That's not just as a business leader, that's ... I don't know if I was born that way, but for as long as I remember, that's the way it is. I just don't beat myself up for too long about my mistakes.

But one of the things that we've done as an organization and it started with me is I found that I was having to let go a large number of people that I hired. I had a chance to talk to a venture capitalist friend of mine and I asked him, "Hey, what's the right answer? Is there a firm that you would ... Is there a turnover rate that makes you scared about? That you wouldn't invest in that firm." He stopped me almost mid-sentence and said, "Oh no. No. 50%, maybe you get it right. 50%, maybe you get it wrong. That doesn't scare us away. How long leaders live with their mistakes, that does." So it really gave me pause because I thought back, "Okay. So that's good to know. You really don't

know what you're going to get out of somebody until they join your team, but how long are you willing to live with that mistake?" Because the longer that you live with that mistake as a leader, you're hurting everybody on your team that you made the right choice with.

A mistake of mine that we've since switched is before at The Program I used to be a 100% of the solution of hiring. I would hire people. I would get a gut instinct on them. Well, I like them or I don't like them. Okay, I'll hire you. Being honest with myself and just seeing the turnover that we had at The Program, I realized I wasn't very good at it. We had to do things differently. The way that we've done things differently is certainly your resume has to have certain things on it to even be considered to work with us. But, boy, there's a lot of people who have those certain things on their resume that you just need. The checks in the boxes that we need for you to work with us.

Instead, I think back to okay, but what is our culture? Our culture at The Program is a culture of selflessness, toughness, and discipline. We need to be selfless, tough, and disciplined. Can you make people more selfless? Can you make them tougher? Can you make them more disciplined? Sure, we can. I just don't know why we want to. Let's just recruit it. The way that we do so is I let all of the major culture carriers at The Program, the men and women who have been with me the longest, the men and women who represent selfless, tough, and disciplined the most. I let them do all of the interviewing. I let them decide who we hire and who we don't. It's not a vote. It's not a Democratic. Well, there's seven people who are the most selfless, tough, and disciplined. If they're four to three in favor of hiring somebody, then we hire somebody. Nope. If we're not seven in 0, we don't hire that person.

Getting back to Coach Hutchens and if I lose a recruit, maybe she beats me twice. If I make a mistake on one, she beats me every day. Boy, we make sure that we believe that and follow that. Doing that has made a better firm. By me, as the leader, removing myself from the hiring of our team, we're a much better team for it.

With that said, I am still 100% part of the firing or letting go of certain teammates because I'm not going to live with ultimately it's my ... I take full responsibility for who we hire even if I'm not part of the process. I'm still responsible for it, which means I'm still fully responsible for who we let go. I just make sure that we do so and we don't live with my mistake for very long. It's a mistake I made for years. It was ego driven. "Oh, I got to change this person. I got to change this person. Well, I decided to bring them here so I got to prove myself right." That's my ego talking and who does it hurt? It hurt my teammates and our organization. It's a mistake that I made for countless years. It's something that we've corrected as an organization. That would be a mistake that I've made that I would share with everybody.

Regret. Regrets always come back to relationships. What are things that occur that I regret? Robert, I tell everybody that ... Heck, I even have to tell my wife this sometimes that I'm a very ... I try to be and I believe I am. My wife tells me I am. A very good husband. I wasn't a very good boyfriend. I regret that. Yeah, you can say, "Yeah, you're young," or this or that. I wasn't that young. I only got married eight years ago. I'm 45 right now. I bring that up just because I feel that most of us will have lots of mistakes in

our lives, but what do we regret? We regret relationships, problems in our relationships, and that's one of them. Are we going to be 80 years old, are you going to regret your relationship that you had with your sons? Right? Or in my case, sons and daughters? Right?

Robert Glazer: Yep.

Eric Kapitulik: I mean, before that, are we going to regret the relationships that we had with our wives, our husbands? There's a mistake. There's a regret.

Robert Glazer: You get extra credit for both, and thank you for ... I think there are a lot of takeaway lessons in there, both for business leaders and people thinking about their family and relationships. So I think the listeners will get a lot out of that.

So, Eric, congrats on the continued success of The Program. You're clearly doing incredible work. It's very inspiring, and I appreciate you taking the time to join us on Outperform today.

Eric Kapitulik: Robert, thanks so much. I really appreciate it. I enjoyed our time that we spent together. Congratulations to you as well with Acceleration Partners. I appreciate your continued, your weekly newsletter. It's compelling. For your listeners out there who are not signed up for it, I would certainly do so and I would make your friends and co-workers sign up for it as well. Those newsletters have made me better. I appreciate the time you spent with me, and I look forward to us staying in touch. It makes me better.

Robert Glazer: Thank you, Eric. So our listeners, we'll include links to Eric's website and resources in the show notes as well as that Friday Forward post that I mentioned earlier.

If you're interested listening via iTunes, we'd love you to rate the podcast. Thank you for listening. Until next time, keep outperforming.