

## Disrupt Yourself Podcast

### Episode 44: Kare Anderson

Welcome to the Disrupt Yourself Podcast. I'm Whitney Johnson. I think, write, speak, and (live) all things disruption. My guest today is Kare Anderson, an Emmy-award winning, former NBC and Wall Street Journal reporter. She's also a TED speaker, whose talk '[Be an Opportunity Maker](#)' has been viewed nearly 2 million times.

Kare: Hi, Whitney. I'm Kare Anderson, and I'm a former full-time journalist for the Wall Street Journal and NBC who turned into being a paid public speaker to the surprise of me and many other people. I disrupted myself. And what I care about is ways that people can become more deeply connected and widely quoted.

Whitney: I love that. That was a wonderful synopsis. You just said something that caught my attention. Why did you say you became a paid public speaker to the surprise of many people? What was it, in your background, in your career? It seems like a logical step, having been a broadcast journalist.

Kare: Well, growing up I was diagnosed as publicly shy and a stutterer. For most of my career, beginning, you know, in high school, interviewing people for a newspaper, that means that they're the focus of your attention. Then, doing the magazine on the air on TV, I feel so strongly about justice, that it was my motivator to ask people questions there. The reason I got to be a paid public speaker is a friend of mine had a heart stroke the day before he was to speak. It was about an issue of prison reform. And he said, "Kare, you've got to go do it, instead. You care about this, too." And um, I remember stumbling and fumbling on stage, but people giggled and I said, "You know, it just shows this is how much I care about this, so I'm glad you find it amusing, too." Then, I scratched my leg and got a run in my nylon. This man steps up and said, "I have a feeling none of us are going to ever forget this talk." There's something really moving, to connect with an audience, to feel with them. There was a man in the audience who said, "You'll be the first woman I ever book. I have a speaker's bureau." That's my long-winded way of saying I was learning a lot – right? In real time during that first speech.

Whitney: I think it's so interesting to hear you talk about that story because anybody who's done public speaking, and most people have done some type of public speaking, maybe not paid, but certainly public speaking, where they've needed to stand up and present their ideas. For you to step in the night before and then get up on stage and, as you said, be the focus of attention as opposed to the person asking questions, that sounds absolutely terrifying to me.

Kare: It was before and after the fact. But that's why I'm such a fan of yours, Whitney. About this disrupting, and to learn more about the process and what it was. I'm glad I didn't have more time to prepare, actually, because I probably would have been more nervous, even then.

Whitney: When people were giggling, were they giggling with you or at you or a little bit of both? Or do you remember?

Kare: Oh, this is something I haven't thought about in years. I believed, at the time, it was a bit of both. But mostly it was so startling because it was inappropriate for the topic, in many ways. But I think to be disarming, and again, there's after the fact, by sort of admitting it and going forward and then to goof it's clear ... No one noticed that I had a run in my nylons, so I, inadvertently, drew attention to it. The whole thing was just sort of ... I became very boggled. Boggled my mind.

Whitney: Where did you grow up?

Kare: I grew up in Whittier and Brentwood in southern California. My family's all deeply Christian, and my father wanted to go away from Oregon, where we have over 200 relatives, and sort of make it on his own. And it was wonderful, because he was so inventive. He passed away two years ago. That's when neighborhoods ... In Whittier, was this neighborhood where every seventh house was much the same, and kids would come and play in each other's back yard. And then we moved up to Oregon for my high school years, when father was ready to come back and be his own person around all of our family.

Whitney: Interesting. He moved away so he could individuate and figure out what he believed and how he wanted to live his life?

Kare: Right. And he also thought there are a lot of creative people. He was a really humble guy. And so he just really enjoyed meeting people where the movie making and Disney and all that, and Knott's Berry Farm were starting. So, whenever we'd go to a place like Knott's Berry Farm, which was fun back then, he would say, "How are you feeling about that ride? What does this look like to you?" He was very curious. He would ask questions and you could tell he really wanted to know.

Whitney: Do you think that your father's curiosity influenced you to become a journalist?

Kare: Wow. I think I'm going to cry. You know, I've never thought about it that way. It wasn't till I was in high school, I became aware that a lot of people were not curious and their parents were different. But I think that's true. Yeah. Thank you.

Whitney: You're welcome. It's just, I hear you talk about him, and it seems like it's so obvious that you would have learned that from him, and it would be a strength. And it's interesting to me, do you find that when you're young, when you were able to ask people questions about themselves, did that also help you stutter less?

Kare: Yes. That's very astute. Because the person I had to see once a week when I was in my grade school, two of my grade school years, I found out later on that he was getting a divorce. Because he always frowned and stared and made me practice over and over again. A kind high school teacher said, "You don't like to stand up and even answer questions, so I'm going to put you on the newspaper where you can just ask questions one-on-one and write it up." So I realized, asking questions, someone pointed out to me at some point, they said, "You know, during this whole interview, you only stuttered twice." So something happened where it just shifted and went away.

Whitney: It's interesting. I think about this idea of one of the tenets of personal disruption is to embrace your constraints. It seems to me the combination of your father modeling for you and your stuttering, that ended up becoming a constraint that led you to ask questions. It became a tool of creation in your entire career, which is just fascinating to me.

Kare: Yes. And I think, reflecting on things and hearing other people who are observant, it's one of the paths that I took and I'm sure that's why I care a lot about connective behavior, especially in such a tumultuous world. You're so right, yes.

Whitney: For our listeners, a year ago, I guess it's been about a year and a half ago, I had the privilege of hearing [Kare speak at the Business Innovation Factory](#) and she did, in many ways, a re-capitulation of when she first spoke about prison reform when she was quite ... several years ago, was the night before she decided that she was going to completely change up her speech that she was going to give, and spoke about something very personal. Kare, can you just ... What I want to say is, that it was really, really powerful to me. Can you just comment quickly of the decision that you make and what happened that day?

Kare: I made it several times, what I was going to do and not, and that was so out of character. But I was sitting next to our mutual friend, [Vala Ashfar](#) and Peter Crosby, they're both friends that we're very direct with each other, and they're people I deeply admire. They said, "We think you can do it, whichever way you decide," but they brought it up a couple times in a real supportive way, and I thought, "Sure, I should be able to do that," and it stirred me to think, so I started rewriting. Without them, I don't know if I would have done it.

Whitney: And it was so powerful. It was one of the favorite talks of that whole event, where, just so everybody knows, Kare told the story of how she was a stutterer when she was young. It was so inspiring, and it literally, like I said, was one of the best talks at the event. I have to tell you, as a consequence of what you did that day, this last year when I went, I changed my talk. I wasn't supposed to speak, but they had someone cancel, so Richard Salwarman canceled because of the hurricanes. So Saul Kaplan asked me to speak the night before. I got up and spoke that day, and as a consequence of your inspiration and your example a year before, I gave a talk, or certainly told a number of stories that I had never told before. And so, it was, in large part, because of what I had seen you do and model for me the prior year.

Kare: Wow. I'm getting goosebumps. I'm so touched by that. Thank you. I'm going to watch it again.

Whitney: You're welcome, and thank you. Talk to us about mutuality. How did this idea and this notion bubble up to the top of your thinking?

Kare: I think it's because as I became more reflective, I have a friend who's Buddhist, and another friend of Jewish faith, and we talked about how we, to notice what mattered to us and what floated up. And so at the same time, we tried to give each other candid

feedback. As I looked around the world, these phrases would come up. I call it sidelong glancing, what am I noticing. I tried writing it down. And what I realized is most of the meaningful moments in my life happened because of a click of a connection with somebody, not to get them to do anything and not to sell them anything, but just to notice. My bureau chief told me, "Kare, I send you out to do a story, and you ask so many questions, you go overtime, you come in, you get it done on time. But what I think you should do is take notes after you finish the story I sent you to do, about the other things they told you. So in a future story, that angle might be helpful to get an unexpected perspective." So he told me about a talent I didn't know I had. He said, in effect, he said, "You know, some of the guys, if I sent them, they would have got their face smashed. But somehow people talk." So I thought about those moments and that's mutuality. Mutuality, some of my favorite friends are unexpected allies, where we strongly disagree about stuff, but we just stuck with it. And we came to trust each other, so I thought, "What's the label?" And [so when I had to do a speech, had to, got to do it, TEDxBerkeley](#), one of the students was talking and gave me the words, and he said, "I think it's a mutuality mindset." So that's how it happened. Serendipity. Connections.

Whitney: Can you share an example of what that looks like? You talked about it in your reporting. Could you give us a specific example, either in your reporting days or more recently, where you found yourself in many ways disagreeing with someone on a lot of things, but then you found this sweet spot of interaction and mutuality?

Kare: Sure. Running down an elevator in a hotel to go to the ballroom, I accidentally knocked this guy over, and he fell over and he looked at me like he wanted to punch my lights out. And then he just smiled and then he said, "Do you do this often as a way of meeting people?" I cracked up laughing and I turned, and inadvertently he was just getting up and I knocked him over again. He said, "This doesn't happen very often." He said, "Are you a Democrat or something?" I said, "You must be a Republican." But he just warmed up and started talking to me, and he said, "Well, everything you said so far I've disagreed with." He said, "You don't know who I am, do you?" I said, "No, but you sure are tall." He said, "I'm a basketball player," and by agreement, I'm not going to say which one, but he's on the Golden State Warriors. He said, "I want to talk to you more about this." I said, "I've got to just go for 45 minutes down in the ballroom, but I'd like to come back and talk further." And we did, and we agreed that we probably wouldn't agree on the four topics, immigration and some other things. But that was six years ago and we remain friends and we try out our new ideas on each other. And he's very blunt, in a good way. It was his doing that enabled this to deepen as a friendship, it wasn't mine.

Whitney: That's interesting. That sounds like it's also a little bit of this notion of opportunity maker, as well. Right? The opportunity maker led to the mutuality. So maybe talk a bit about that.

Kare: Right. I think if you learn what your biggest strength is, the flip side is where you need complimentary allies. And we all have many talents. You surely do, Whitney. But there's certain things we have and then, if we get specific, there's a top mission in life. So I try to learn both of those, and I realized, for example, I have what's called a double-helix brain, which I learned as a scholarship student at Stanford, which means I have gaps. I

have no sense of direction. I mean, it's beyond cute. I need to be around people that have it, even when I use Waze or a map, I have trouble processing. So I turned it around when I met wonderful Juliet Blake. She won't tell me how she ever heard of me, but it was her interviewing that [enabled me to do my TED talk](#). She interviewed me via video, and I was so touched by her intuition. She told me, "I've observed you on video, and these are three things I think you need to work on." She said it in such a kind way. I didn't want to act like I was brown-nosing her, but she said, "Why are you crying?" I said, "I don't care what else happens, your interview has given me insight." She said, "Oh, no, we've already decided," and she looked at the three people behind her, "That you're going to do this TED talk." It just popped in my head. I said, "Can it be on opportunity makers?" She said, "Where'd that come from?" And I said, "I have no idea." But I think leading up to it, as you get more clear and specific about your top goal in life, you then usually notice it's five degrees off, but until you get specific, you don't know it. Since I've been thinking about that for a couple of years, the actual label is more likely to pop in your mind.

Whitney: Actually want to go back to your TED talk for a second. What was that experience like for you? I know that a lot of our listeners are people who would aspire to do TED talks. You've not only done [a TEDx](#), but you've done an actual [TED talk](#). Can you just talk about that experience that you had?

Kare: It was a real throwback to my past, when I first was nervous speaking, because it was such an important thing. The colleagues I was with, we practiced together and I think we all got frightened because we realized this was on such a different level. Juliet is just a brilliant person about coaching, so she helped us, coached us. I actually got a bad stomach ache and I said to her, "I think I shouldn't do mine," because I didn't want to mess you the flow of the day. And she said, "Why?" I said, "I really do have a stomach ache. I'm not lying." She said, "Well then, we'll have you sit down." And again, it's like the core theme of the talk, is how other people see you and support you and prod you in a way that's worthwhile. I said, "Has anybody ever done that before?" She said, "Let's just focus on you're doing it." The later she told me she hadn't had anybody do that before.

Whitney: Interesting. But it was a good experience, even though leading up to it was kind of frightening?

Kare: It was awe-inspiring. I looked out on these people and seeing people I loved that were in the audience. And again, when you really care deeply about a mission, then you want to have people feel it and see it themselves. It becomes a lot less about you and more about the mission. And ironically, that's one way to get brave. You know that. I've seen you.

Whitney: Yeah. Absolutely. When you feel strongly, absolutely. It does help you get brave. I'm really intrigued by something you said about an opportunity maker, about how once you're clear on what your strengths are, then you also know where your weaknesses are, and the opportunity comes by allying yourself or aligning yourself with someone who is strong where you are weak.

Kare: Yes.

Whitney: It sounds like, for example, when you did your TED talk, your ally in that situation was Juliet Blake, so she was strong in an area where you weren't strong and you were strong, perhaps, in an area where she wasn't strong, in terms of you being able to be the person who could deliver that talk. Could you maybe...and is that correct, first of all?

Kare: It is, it is, and she was candid afterwards and said, "Working with you, I've learned certain things about me that I want to work on." I won't say what they are because that's confidential, but I was touched.

Whitney: Right. Of course. Absolutely. Can you think of any other examples where you have found an opportunity maker situation, and how that, either opportunity maker or mutuality? So maybe pick one or the other, or both. How that helps people disrupt themselves?

Kare: There were three young men I helped because they came from very poor families, and they realized they were very good at digital technology. And so, I helped them talk in plain language to get a job. They basically told me, "If we can describe how to use this technology to you, we figure anybody can figure it out." Because I am very bad at understanding technology and its usage. And ironically, fast forwarding, they got hired in the first Obama for President campaign, and they said, "Kare, there's these other older people like you," because they were now all 32. They said, "They keep telling us what to do without listening longer so we can work smarter on the analytics about how to know where the best places to work in the U.S. are to warm people up and get them to vote for him." So I went on their behalf and said, "I'm going to monitor this so you get the most out of these people." I had to interrupt these adults like me. I wound up that I got hired, too, on the campaign, at the end of the meeting, and we got to know each other better, and we remain friends, these three young men. They're, two of the three are millionaires now, and the third is doing quite well financially. We continue to be helpful to each other in that reversal.

Whitney: That is such a great story. I love it. Love it, love it, love it. Alright, you, in your book, [Mutuality Matters](#), you have a number of quotes that I think are really powerful. I'd love to share some and then have you expound upon them. "We bolster the opportunity for a genuine connection when we introduce people to each other by citing at least one possible sweet spot of shared interest or value."

Kare: Yes. I think a good way to do that is to say, "Let me suggest to the two of you to a possible sweet spot. I may be wrong, but it's what I've seen in you both, and we'll take it from there." So I sort of introduce it, something, sometimes a little better than that. But then I'm brief. I said, "I've seen in the past you've done this and this. That indicates some interest. And you," turning to the other person, "I've heard you talk about this. There seems like there's something there. Is there?" And let them take it from there. And I say, "Well, tell each other." And they often find that there's an adjacent one, but starting specific gives a greater chance for there to be greater specificity as you go. So just like saying, "I noticed you're really a fun loving person about sports." That's too general.

Whitney: Mm-hmm (affirmative). That's interesting. What I love about that, too, is that I think sometimes in introductions, people make introductions and there's a sense of "this person can help you do this," but it's not clear where the mutuality is. And what I love about the way you're describing it, is you're looking for the mutuality. I might not be understanding exactly what you're saying when you're describing that, but looking at both people, what both people are trying to accomplish in the world and then finding that nexus for both individuals.

Kare: Yes, that's very well put. And if you start out with the attitude that there's a shared interest, it's more likely that's part of the early record of their potential friendship, that's the way they are. For them to notice, someone said, "Well, you know, I have something coming up where that could be helpful to me. Could we talk a bit more about that?"

Whitney: Yeah. That's great. Another one, you've said, "You can't ..." Actually, there are two. "You can't develop positive people and negative feedback" and "What you praise in others is more likely to flourish."

Kare: Yes. I believe that and I think sometimes you can introduce something by saying, "There's a concern I have and I may be wrong. Can I tell you something where I don't know how to respond when you do it?" But I think it's quite difficult, and I wait till I know someone really well, towards doing that. And I ask for permission.

Whitney: That's a really good one, isn't it? To be willing ... I find that I love to give advice. I guess most people love to give advice, and I've been trying a lot more to ask for permission, "May I give you advice?" Almost always the person wants it, although with my children, I'll say it and then they'll say "no," and then if they say no then I'm ... They're like, "NO, I'm just kidding." And I'm like, "Really? Are you really just kidding? Do I really have permission?" Anyway, it's just kind of funny. Okay. Next question for you, there's so many nuggets in this book. You've also said, "More people would rather be part of a productive team that uses their best talents, working on something worthwhile than to lead, if they had to choose between the two opportunities." Anything that comes to mind from your life or your experience where you've seen that absolutely be the case?

Kare: Yes. Yes. I admire a lot of people at Deloitte, and one, I had a man to whom I was engaged to be married who unexpectedly died. In my grief, I was invited to join a think-tank there. And I'll just say, a lot of people, they really cared about me and wanted me to do well, it's just I didn't feel understood sometimes. But I got to work with a wide range of people, and over and over again, I'd see how frustrated people were when they came up with a good idea and they wanted to work on it, and the structure, the leaders said that the structure couldn't allow it, I'll say. With wonderful exceptions to that, but very briefly, I was invited to coach people in a large global company, and I'll just say, I said, "Let me have groups of not more than 20, and cross-departmental, and I'll give them brief sessions in sequence." It was in Silicon Valley. Actual insights so they can practice, they can learn it together, and I'll make one homework assignment, and I'll do eight of these sessions, and if that group seems to find it valuable, then maybe you want me to do other groups. Ironically, one of the things that I learned was these groups became so tight-knit, they turned to each other on things unrelated to what I brought up. They even had hand signals to each other to give candid feedback, like get specific

things I was teaching them. They came back to me and they said, "This bonding experience has been as important as the actual things we learned to bond, and we want to work together on stuff that matters to us, so we're going to go back to our different departments and say, 'This is a high priority.'" And ironically, it also enabled me, because they went back, the people in those departments said, "Kare, some other people volunteered and want to have one of your series of sessions, as well." But I saw what happened and how they lit up by using the rules of engagement that they agreed upon, and incidentally, using some of the tips I had. But they grew way beyond anything I was teaching them, just because they could rely on each other. They loved the experience.

Whitney: Okay. Awesome. Love it. Another one that I thought was really interesting is, "Who are you avoiding, discounting, or not even noticing, thus limiting opportunities to learn, grow, and create?"

Kare: Yes. I have trouble around people who dominate a conversation. I have trouble with people who make an agreement they initiate and don't keep it. It's that old thing, Em Grant told me, "First time that happens, just notice it, because it may be something they'll continue to do, make an agreement and not keep it. So it's up to you to make that choice. It's give and take." One of my hot buttons are takers. The TED talk, I had to relearn how so many people say, "Hey, I just need a moment of your time. Would you help me do this?" Over and over, and they didn't even learn much about me to know if I was the right person. The idea of people being takers and not wanting to reciprocate, and I believe healthy friendships are not a quid pro quo, but an ebb and flow over time, and talking at, not with. So it's still a hot button.

Whitney: Right. So what's interesting ... Where I thought you were going with this, when you said that, was ... Which is interesting, because I think we all have hot buttons, and I thought you were going to say, maybe you were thinking this or not is, a person who, for example, tends to talk, you know, sort of - You're in a conversation and you're at an event or conference and they start talking for 10 minutes and you're not able to say something and you think, "Oh," and so for me, I would look at that and think, "Okay, well I'm going to dismiss or discount this person because they're talking too long." Were you about to say that maybe that person, we shouldn't discount them, even though it's a bit of a hot button to us? Or were you going in a completely different direction?

Kare: No, I did jump topics. I just realized that. Thank you for reminding me. Yes, I think we make first impressions really quickly. There's a wonderful book called "[Mindwise](#)" by Nicholas Epley. The assumptions we make, there may be a reason someone's just bursting and hasn't had a chance to say that, and actually felt like it'd be helpful in a group. There can be reasons I will not know right away, or perhaps never know. I think trying to make myself take a longer time to absorb why, instead of labeling a motivation on it prematurely.

Whitney: Right. It's interesting. I noticed something about myself not too long ago, which I'm embarrassed to admit, but since we're having a candid conversation, I will. I was with a group of people and I found myself kind of dismissing a few people, and later when I reflected upon it, I realized that the people that I was dismissing all fell into a certain

category. Meaning, gender, et cetera. So I mean, obviously I'm going to go gender, color. Actually, I just did. Gender. Anyway, the point is, oh, I'm so embarrassed. Am I going to leave this in or edit it out? I'll probably leave it in. Anyway, I reflected and I went, "Oh my goodness, the people that I was dismissing all fell into a same category, and so that must mean there's something that's going on inside of me that is probably going to then not listen to that particular group's opinion, and therefore, what do I do with this?" That was actually a really helpful exercise for me to do.

Kare: Wow. Thank you. I find that fascinating, and that's an actual insight, and you know how much I like those. I think that I need to do that about a similar situation, so thank you very much.

Whitney: You're welcome. It's fascinating, because you think, "Well, you know, I didn't talk to this person, that person," and then you start to realize, "Oh, there's a pattern in who I did or did not talk to. Huh. Better look at that a little bit more closely." Okay. Just a few more questions. What are you excited about right now? What are you working on that's just getting you up in the morning and you just think, "Wow, life is exciting?"

Kare: Another serendipitous thing. I signed a binding non-disclosure, but let me just say there's a global company where I heard about them through friends, and they asked me to help them on the messaging of what they're doing for a product roll-out. At the end, I said, "At the end of this, I'm going to ask a favor of you." I have trouble asking favors. I said, "I believe this technology could be really helpful to some of the refugees in refugee camps and some of the people, where they can learn more about what their rights are and maybe even make a choice digitally to get some job training so they'd be more valuable and maybe get out." And so I said, "If you ever considered that as one option, you'd have to revise what you're doing, to some degree, but I'd help you pro bono to get some media coverage and maybe even get some leaders to advocate it instead of going the other way. Ironically, they said, "We'll pay you." I said, "No, I want to do this pro bono. I want you to really ..." But I signed an agreement, and they said, "Is this some kind of reverse marketing that you don't want to take money?" But what they're doing and how smart they are and how organized, there's four different teams, I get to work with each of them on it. It really lifts me up because it's a topic that's mattered a lot to me the last few years. That does light me up, every day.

Whitney: Yes. You mean, working with refugees? Is that what you're focusing on, is that what you're saying? Or just to be clear?

Kare: Well, it's an opportunity, if it goes as we see, is going to help a lot of them. I may go directly and meet some of them, but that's not currently part of it. There may be a way that I will be able to see them. Some of the places that they are, are still pretty dangerous, but it's, yes, it feels really good. I think purposefulness, as you well know, is one of the best gifts you can give yourself.

Whitney: Mm-hmm (affirmative). Yeah. Absolutely. What books and/or podcasts are you listening to right now? Or reading that are really interesting to you that are igniting your imagination.

Kare: Well, one of them I got early, it came out I think in October, was [The Power of Moments](#). Dan and Chip Heath, they're brothers, they wrote Made to Stick and so on, and they told me that they'd started a book three times and got bored with it and gave it up. What I love about this is two traits, actual insights with relevant real-life stories, and to do something that pithy and vivid. It's about how you make things meaningful in an organization or a family or whatever. And I loved it. I was reading it on the airplane, underlining stuff right and left. Finally, the man next to me said, "When you're done with that, can I get a look at it?" I strongly recommend it. That's been the one that stuck with me.

Whitney: Made to Stick. It was made to stick, right?

Kare: That was [the earlier book](#). This one is called [The Power of Moments](#).

Whitney: Yes! (laughing)

Kare: Oh! I see! Thank you, Whitney. Yes.

Whitney: What are you going to do to disrupt yourself in 2000 ...? Well, actually, no, not in 2018, but just over the next 12 months?

Kare: I'm going to resign from some responsibilities, because I need space and stillness. I'm on a couple of boards, which I think they can do as well without me. I want to be able to learn more, and you're one of the people I'm going to turn to, by the way, about how books and quotes can be in different formats and different media, even beyond what they are now, with actual insights that are sort of chunks of insights, interactive books, and so on, and be advocates for that kind of a process. My book, [Mutuality Matters](#), has been ripped off over 91 times by entities, and so I know that can happen, but I believe there's ways that we may be able to protect books more and get them, people to read them, see them, feel them, co-create stuff around them so it becomes a more meaningful part of their life. So I want to just study what different people are doing and see what I can come up with to support them.

Whitney: So, are you saying ... Okay, you're going to resign from some boards. That makes sense. And then you're, it sounds like you're going to try to figure out how to make ideas more consumable?

Kare: That's a much better way to put it. You can tell this is early in the process. More consumable, more ways that they add to it or change it or share it or talk about it. Yes.

Whitney: So more consumable, and then also more, well, more to your idea of mutuality so that you're able to ... A person can receive an idea and then create something. I know Judith Glaser talks a lot about co-creation, so you have an idea, you put it out there in a way that I can not only consume it, but then I can create something with that idea, and sort of this idea of just building on those ideas and creating much more out of them than that initial idea in isolation.

Kare: Yes, she said that better than I did. I think that's true, and that's excuse for us to connect around our mutual interests, or unexpectedly be more aware of them, too.

Whitney: Mm-hmm (affirmative). That's exciting. And so you're going to explore how you can use technology to do this it sounds like?

Kare: Yes. Technology, different media. I'm turning back to people that are on the edge of those and maybe it will help them grow what their, they've designed and invented.

Whitney: Why is this important to you, Kare?

Kare: Because I believe that behavior is contagious, and that bad behavior is more contagious than good, noble. And the more you can bring out someone's noble side and they have a first hand experience of that, they're more likely to emulate that. The law of unintended consequences is increasingly becoming the norm, not the exception, with any new technology, in my view, and behavior - that's why we're seeing imitations of very bad behavior happen. Research shows that's not a surprise. I want to be on the other side of that curve somewhere.

Whitney: You want to find the positive in it and do something...

Kare: Actionable.

Whitney: ...make it work for good? Yep. Fantastic. Well, thank you so much for being willing to spend this time with me I'm excited for our listeners to hear what you have to say. Again thank you very much.

Kare: Thank you. You helped me to clarify things, and that's the highest honor I can give to someone interviewing me. I mean that, Whitney.

Whitney: Thanks, Kare.

It's astonishing that Kare, who was was diagnosed as publicly shy and a stutterer went on to become an award-winning journalist. It's also a reminder to me that in the vicinity of our weakness, there can be tremendous strength. In order to deflect attention, she flexed and flexed, and flexed her muscle of asking questions. Emmy-award winning questions. As she's grown up, she's come full circle, learning to also answer questions. It's in the asking and the answering, she makes opportunities

For your practical tip: think about something in your life, likely from childhood, that has caused you shame. Dig around a bit. Really dig. I promise you, there is gold there. If you're willing to mine it.

Thank you again to Kare Anderson for being our guest, to sound engineer Whitney Jobe, manager / editor Macy Robison, content contributor Heather Hunt, and art director Brandon Jameson.

I'm Whitney Johnson.

And this is Disrupt Yourself.