

Disrupt Yourself Podcast

EPISODE 137: ALLISON HOLZER

Welcome to the Disrupt Yourself Podcast. I'm Whitney Johnson. I think, write, speak and live all things disruption. And recently we've talked a lot about the accelerants of personal disruption. How the framework outlined in Disrupt Yourself will help you navigate change and become a high-growth individual. But what if you don't even know where to start? You're in need of the motivation or inspiration to get started? If that sounds like you, you're going to love this conversation.

Today, I'm talking with Allison Holzer. Allison is the co-author of *Dare to Inspire: Sustain the Fire of Inspiration in Work and Life*, as well as the Co-Founder & Chief Innovation Officer of InspireCorps, an inspiration strategy firm that is transforming how people work.

Whitney: Allison Holzer, welcome to the Disrupt Yourself Podcast.

Allison: Hello. I am really glad to be here.

Whitney: Well, we're delighted to have you. And I would like to ask you the very first question that I always ask people, and that is where did you grow up, and what did you want to be when you grew up?

Allison: Okay. Well, I grew up in Louisville, Kentucky, which is where I lived, uh, my life until I left for college.

And what did I want to be when I grew up? Well, around the age of I would say 9 or 10, which is the earliest time I remember people asking me that question, when people asked me that question I at that time would respond by saying that I wanted to be a nuclear physicist, which in retrospect is, uh, (laughs) you know, it's funny to- to think about that because, um, I'm not sure I knew entirely what it meant, but I had read in a book that nuclear physicists were scientists who study teeny tiny particles and try to understand how to tap into those particles to create big amounts of energy. And there is something about that idea of tapping into something almost invisible that would then create a lot of energy that was exciting to me.

Now, when I went onto, uh, high school and college I continued to be interested in science and math, and so I really thought for- for many years that I was going to become an engineer or an architect. And I almost went to, uh, University of Kentucky's five-year architecture program, but I ended up, uh, going to Dartmouth. And everything changed for me when I went there

because I ... you know, I came in thinking I'm going to follow math, follow science; this is what's really interesting to me. Took a lot of math and science classes coming into it.

But then early on in my Dartmouth experience I took a course that really change this trajectory for me. It was a course taught by a psychology professor named Christian Jernstedt, and he's a pioneer in experiential learning, and his background is in the neuroscience of cognition. So he's interested in researching and understanding how our brains can support how we learn.

And I remember when I- I walked into his- his class for the first time. It was in this big auditorium. And he said ... We- we all sat down, and he said, "Okay, class, today we're going to be learning about a field of psychology that's called parapsychology, otherwise known as mental telepathy." I'm sitting here thinking, "Wow, here I am all the way from Kentucky at this Ivy League school and I'm learning about mental telepathy. This is really, really odd." So I thought maybe he was kidding, but he went on to say, "What I'm going to do is I'm going to demonstrate this for you. I'm gonna flip a coin in my head five times. And every time I flip a coin and I see what the answer is in my head I'm going to send you a signal that tells you whether it's heads or tails. Your job is to focus on listening to that signal I'm sending you and seeing what I see and then writing down on your paper is it heads or is it tails."

And so he starts to do this; he flips the first coin, and he sends his signal to us, and he asks us to write down what he's seeing in his mind, and so we do. He goes onto do this five times. And when he gets to the end of the five flips he says, "Okay, so let's- let's see how this worked. First coin flip, how many of you had heads- head written down? Because this is what I flipped in my mind." And I raised my hand, and I look around and I see practically everyone else in the auditorium is raising their hand, and I think, "Wow, that's interesting, but probably coincidental." He goes onto the second flip and the third flip, and by the time he gets to the fifth flip I realize, "Wow." I had received his signal with all five of these flips. This is- this is amazing. This is incredible. I read his mind. And the majority of the class had the same experience. I was so hooked, and I was leaning forward in my seat, and I was thinking, "Wow, what's gonna happen next?"

And he went on to say, "So today we're gonna learn more about this field of parapsychology that's this, you know, kind of new area. And we're gonna learn how this works." And I was all in and all excited. And then he stopped and said, "Actually, just kidding. All of that was not real. At least it wasn't what you think it was." And we all stop in our tracks, and I think, "Okay, what does this mean?" And goes on to give a rational explanation for the experience that just happened.

Now, I can't tell you, Whitney, what he said because I feel like that would be almost giving away a magician's trade to- to say what happened, or what the logical explanation was. But believe me that there was a logical explanation that was not in fact mental telepathy. And what happened in that moment, it was like this veil got lifted, and I just- I was so blown away by this experience that I had gone from being completely unbelieving of something, to then believing it, to then having it be revealed that it wasn't in fact true. And what I realized in that moment was, "Wow, our mindsets and our emotions are so powerful in terms of shaping our realities."

And I felt this mix of all these emotions, certainly surprise, certainly awe, but definitely inspiration. And for me, this activated an inspiration and- and an intrigue and really understanding the human emotion, the human psyche, really how to tap into that- that energy, that, uh- that people can have when all of the sudden they're ignited by something and they're so excited to- to learn about it and to understand it.

Whitney: All right. So that is an amazing story. I was rapt. I have to tell you though, is my response was I wondered did you not feel a little bit of a head fake and- and sort of like, "What? You mean you ... " Like I don't quite ... and help me connect the dots here.

Allison: Mm-hmm (affirmative).

Whitney: I don't quite understand how we got from this amazing experience, and he's like, "Actually, it wasn't telepathy; it was something else," and I know you don't want to- to- to reveal his- his magic, but I don't understand how that inspired you. So can you help me? 'Cause I know you've just written a book called Dare to Inspire, and I am confident that there is some dot that you're connecting to get you from that experience which obviously was incredibly formative to now what- what we could all argue is your life's work. Can you connect the dots for me, and for all of us who are listening, a little bit more of how that got you to this idea of inspiration?

Allison: Sure. And- and to be fair, I don't know if I called it or thought about it distinctly as inspiration then as I do now in retrospect. Right? But to that- up to that point, in my mind, I was going into the field of science and engineering and math, and these were the things that were most intriguing and interesting to me. And what happened in that moment was I just- I- I realized how powerful our emotions and our mindsets are in terms of creating our realities. Right?

So when- when we had this experience where I thought, "Oh my gosh, mental telepathy is real," my emotions ... I was swept away, first of all, by the fact that everyone in the room was experiencing the same. We call that emotion contagion. You know, we're picking up on the emotions and the experiences of others around us. And I was blown away by that. And- and I just thought, "Wow, this is incredible." And so my- my emotions were- were moving me and shifting my- my belief system of what's possible. And then when that got flipped on its head it wasn't necessarily ... Yes, I guess it was a form of manipulation in a way, but it was to prove the point, and it was to show how our emotions can shift us and drive us in really powerful ways, so powerful that they can even change our- our belief systems, our- our thinking about what's possible.

And so the way that we talk about in our book on the way that we define inspiration. And this comes out of our- our research, having interviewed and observed over 300 different leaders across all different industries and backgrounds. And the way that we define it is that inspiration is the combination of seeing greater possibilities for yourself. So all of a sudden when you're inspired you- you see more than you saw before. And so in this situation for me, the greater possibility that I saw for myself was this whole new world of learning about and studying the psychology of human beings, of understanding emotions and mindsets and how they play out. I had never before taken a psychology class. I was always focused in math and science. And so it opened up a completely new possibility for me in terms of where I could go in terms of my career.

Whitney: Okay.

Allison: So- so great possibilities. But at the same time, the other part of inspiration is that it also while you're experiencing those greater possibilities you also have a heightened sense of confidence, or what we call invincibility, that you can- you can actually achieve it.

Whitney: Okay. So I want to come to the definition of inspiration in just a minute 'cause you- you make some really bold interesting statements. And just we'll do that in just a minute. I want to put a bow around this-

Allison: Sure.

Whitney: ... experience that you had-

Allison: Yeah.

Whitney: ... which was really interesting.

Allison: Mm-hmm (affirmative).

Whitney: So if I understand correctly, the experience for you was that you had been very focused on the quantitative.

Allison: Mm-hmm (affirmative).

Whitney: Math, science, and that was driving your perception of the world. And then you had this experience with this professor which taught you in this very powerful way of what your emotions could do and how, um, if we go back to this idea of thinking fast and slow-

Allison: Mm-hmm (affirmative).

Whitney: ... that there was this whole vast untapped world-

Allison: (laughs)

Whitney: ... that this professor had just introduced you to. And you thought, "Wow, I think I want to go explore that world."

Allison: Yes. Absolutely. And I was really driven and excited and had a lot of energy around exploring that world. And I changed my major, and I started pursuing that. And it was- it was just ... yes, that's exactly what happened.

Whitney: Wow, fascinating.

Allison: Mm-hmm (affirmative).

Whitney: So he is a professor that has been, um, really, uh, life-changing for you. I mean, if you were probably to list three or four or five people he would be one of the people right at the top of the list.

Allison: Absolutely. And in fact, we, uh- we interviewed him for- for the book because I- I really wanted to hear his perspective on inspiration as a, um- person, as an expert in neuroscience and learning, um, in terms of how that, uh, experience really plays into how we experience inspiration.

Whitney: What did he say when you shared with him the experience you'd had in his class? What was his response?

Allison: (laughing) He said that one of the things that he strives to do, because he- he crosses the worlds between psychology and education. So while he teaches psychology, it's really the psychology of learning. He works with schools and hospital systems, and he goes in and he, um, helps them really translate, uh, to- to learn new things and to be open to learning and to use that knowledge of neuroscience to make the learning experiences effective.

The way that he described it is, he- he called it in his terminology, uh, skill-based awe. Uh, and what he means by that, or what he described further, is that when you create a sense of awe in people, the- the sense of surprise but also wonder, that it becomes a gateway through which they then are motivated and excited to learn new skills. And, now, for me, it was an even bigger experience because it applied very much to me personally in terms of my career and interest. But even on a micro level if you activate a sense of awe, um, in someone, and then- then they are more- more motivated in that moment to then learn skills and new ideas.

Whitney: That's lovely. Okay. I wanted to put a bow on that and I think we have. So now let's go to, now that we've had a little bit of your origin story, one of the things you have said is that inspiration is not creativity. It is not engagement or flow. It is not motivation, drive, or even grit. So, Allison-

Allison: (laughs)

Whitney: ... answer first question, what is inspiration?

Allison: When we started studying, um, inspiration and talking to different individuals, of course we started with also looking at what definitions exist and what research, although there's very little of it, on inspiration. And what we found in talking to people was that there was this missing element and- in terms of how inspiration was being defined. A lot of times in definitions they will say things like inspiration is the experience of being inspired by something, so it even uses the word inspiration in the definition. It's not really clear what's happening.

And what we found again and again was this combination, as I mentioned before, of when inspiration happens, people are experiencing this heightened sense of possibility, so this expanded view of what is possible for them in that moment. And this can often look like new ideas, new vision, um, new solutions to things. But it's- it's- it's a bigger expanded view. But that's not the only thing; it's not just about seeing greater possibilities. The feeling of inspiration at that same moment is also igniting a greater confidence, heightened confidence. And we call it invincibility. And of course, we don't mean invincibility like, you know, superheroes jumping off of buildings kind of invincibility. But we use that term because it- it is a heightened boost that can often lead to people feeling more invincible in that moment that whatever this greater possibility is that I see before me, I have the capability to go after it. I have the agency to make that happen. And that combination is really, really powerful. It's moving.

Whitney: It- it is. And I'm- I'm looking at your book and just recapping what you said because I love how you said this, and I- I want our listeners to just grab onto this where you said ... maybe you can say it 'cause it's more powerful from you.

Allison: Yes. We define the initial moment of inspiration, the spark, as the intersection of possibility and invincibility.

Whitney: You know, I just think that is so powerful, Allison. And you know what's interesting is I'm having this memory now. I know when you were writing this book you and one of your co-authors ... So for all of our listeners, um, Allison has two co-authors, Sandra Spataro and Jen Grace Baron. And- and Allison and- and Jen had interviewed me, and I'm having this memory now that when you interviewed me, um, and you talk about this idea of the intersection of possibility and invincibility, I remember the feeling that I had during the conversation that we were having about inspiration.

Allison: (laughs)

Whitney: I felt inspired. And so I'm wondering, does that happen that just the mere discussion of inspiration helps people feel this greater sense of possibility and invincibility? Have you found that that's the case?

Allison: Absolutely. Yes. Uh, it was an unintended, uh- um, consequence that we discovered when we were interviewing. I love hearing that you felt inspired, that you were feeling that in the- in the interview, and I can assure you we- we felt that way too. So we're feeling inspired. We call this in the emotional intelligence, uh, literature, emotion contagion. And inspiration, like all other emotions, is contagious as well. So when you're talking about it and you're experiencing it and you're- you're vividly thinking back on situations that have been inspiring to you or you're talking about what matters the most to you, yes, people start to- to feel that sense of greater possibility and invincibility, and then it becomes contagious. So then if you're having that conversation with someone else we're all- we're all experiencing it and feeling it together.

It's actually we talk about this in the book in terms of how inspiration is a leadership opportunity, because when we're around others we- if we're inspired there's a good chance that we're sharing that with them, that- that we're lifting others up, whether it's on teams or one-on-one. Yeah.

Whitney: All right. So let's- let's explore this a little bit. Because I- I know our listeners are thinking right now; I don't know, but I suspect you all are, is, "All right, so how do I create the conditions where I can have that kind of conversation that Allison and Jen and Whitney had?" And so if you could give us two or three tips of you're about to sit down with some people on your team, two or three of you. It's a- it's an executive weekly meeting, and you're about to work together. Are there two or three suggestions that you would make that they can bring into that meeting the sense of awe and, um, that therefore leads to this moment where people are feeling inspired and therefore more capable of achieving the goals that they set for themselves? What are some things that you suggest for people?

Allison: Mm-hmm (affirmative). Yeah. So there are so many different ways that you can activate inspiration. Um, but in the example you've given, I'll start with one of the- the engines; we call them engines of inspiration, which are actions that you can take, things that you can actively do that will make it more likely that inspiration will occur. And I'll start with the- the very first one that we talk about in the book. This just came up again and again, the- the importance of voicing your meaning and your purpose, not just having it, but voicing it. That people when they are clear about what drives them and what's most important to them, and when they talk about it, wow. Wow. It activates inspiration.

And so I imagine in the scenario that you described, you're coming in, you're- you're meeting with your team. And one of the things that you could do right away is to have a conversation that brings people back to why we're here, and not why we're here in the micro moment in terms of the agenda or the purpose of the- the meeting, but- but why we're here on a bigger level. Why- why does the work that we're doing matter? And if you as a leader are voicing your purpose, your meaning, it will absolutely inspire those around you.

Now, you can also then have other people around you share what moves them, what moves them about the work that you're doing together? How does it personally connect to their personal values? 'Cause every organization, they ... you know, in every group they have, or most of them, will have a vision, a mission. Um, they'll have values. But the important thing, and we talk about this in the book, is knowing what your personal meaning and purpose is, and knowing how that then connects to what you're doing on a day-to-day basis [crosstalk 00:36:43]

Whitney: All right. So let's play this out for just a minute.

Allison: Yeah.

Whitney: And then I'll have you give me one more suggestion. So in your team meetings, um, and you're sitting down-

Allison: Mm-hmm (affirmative).

Whitney: ... what is your 'why are we here'? What would you say to your team if we were having this conversation right now? Or I can go first 'cause I've been thinking about it as you've been talking.

Allison: (laughs)

Whitney: Do you want me to go first, then you can go?

Allison: Sure. Yeah.

Whitney: So I would- if I were to do this, which now of course I'm going to challenge myself to do it, is to, um, sit down and say, "We are here because we know that every single one of us wants to be a high-growth individual." We want to change. We know that we will be happier if we change. But we also know that sometimes it can feel really scary to do that. And we're here with our S-curve of learning and our framework of personal disruption because we know that these provide guardrails, and these make it safe for people to do the thing that they absolutely know that they want to do, which is to change and become a higher growth individual. So that's how I would-

Allison: Beautiful.

Whitney: ... set-

Allison: Yeah.

Whitney: ... set it up. Okay.

Allison: Wonderful. I love it.

Whitney: So what about you? Thank you.

Allison: Yeah. Yeah. (laughs) Inspiring to me. Um, yeah. I- I- I would say something to the effect of we know that an average person, believe it or not, spends almost 90,000 hours in a lifetime at work, and yet so many lack an inspiring and purposeful connection to that on a daily basis. And what we know is that inspiration is a highly underrated and yet critical resource to be managed in modern work. It produces pur- purposeful actions. It produces extraordinary results, and it makes people feel connected to their work and why they matter. And we together are on a mission to bring this message to the world and to help people understand that they do have agency and power over inspiration. They don't have to wait for it to happen. They don't have to wait for a muse or wonder if it's going to occur. That they have agency to go out and do things and say things that will make it more likely that they're inspired and bring inspiration to them and those around them.

Whitney: Wonderful. Okay. I love it.

Allison: (laughs)

Whitney: All right. So what was the second suggestion that you would make in, um- to make that meeting more ... to infuse it with inspiration?

Allison: One of the things we know is that our- our physical bodies, how we're moving in space, can actually generate different types of emotions. And, you know, many of us are sitting in our desks or, you know, in meetings we're sitting around a table. And so one of the things that we will often practice as a team, we call- we call it a reset. And what we'll do is we will get up and we'll move, and we'll often play music too because music activates emotions. So we will find music that is inspiring to us, and we'll move in ways that are open. We might stretch. We might walk around. We have a lot of different types of resets that we do.

And as we're doing all of this we may ask a question of the team to say, all right, what- what is important to you about today? What- what kind of purpose are you bringing to your work today? So a question that really anchors their mindset on that why, that purpose of why this- why their work matters. And so when you- when you do a reset, that actually activates both your physical body, your emotions, and your mindset, and you're doing all three of those things at the same time, it can be a really powerful driver to both activate inspiration. But it's also a practice we talk about in the book in terms of sustaining it because, you know, our energy goes up and down and drops throughout the day.

And so it's a way to say, okay, midday. We've got this midday slump going on, and we know that we're gonna need some inspiration to push us forward in terms of this- this important conversation or meeting we have at the end of the day. So let's all get up. Let's stretch. Let's play some music. Let's talk about why this matters. And- and really take that ... it can be 60 seconds to three minutes. That's not a lot of time. But simply taking that time to do that can really be a game changer in terms of how the rest of that meeting will go. People bring a different energy to it.

Whitney: Yeah. I have a couple of thoughts as I'm listening to you say that. So first thought is a question which is, what are one or two of your go-to songs that you like to play?

Allison: (laughs) Oh my gosh. Uh, well, I do love classical music, and so there's several, um, cello, Yo-Yo Ma. I love his music. So I will often pick, um, you know, one of those songs. Um, I just think that's a lot of fun. But I'm also personally a big fan of Hamilton. (laughs)

Whitney: Mm-hmm (affirmative).

Allison: So I, um- I do play Hamilton songs. I- I love the My Shot song. To me that just fires me up. It activates in me this idea that, you know, you've got one life to live and what you're doing matters so let's- let's do this thing. Let's rally some energy around this and make it happen. But, you know, music is so personal, and, um, you know, I think it's important in- in cases, certainly when I work with coaching clients, I have them bring the music that inspires them. Because sometimes a song can- that's very quiet and calming can be inspiring to one person, whereas, you know, I have another client of mine who just loves to blast out on '80s rock-

Whitney: Mm-hmm (affirmative).

Allison: ... and that's his thing. (laughs) It's not my thing, but that's his thing, and so it's important to know, uh, you know, what- what moves you in that way.

Whitney: Thank you for sharing.

You said fl- the flip side of inspiration is burnout. Can you just talk briefly about that, because I think it's an important observation that you've made?

Allison: Yes. Uh, burnout is- is something that we hear about a lot these days, um, in our clients, in people that I work with. And, um, you know, the- the classical- the- the literature talks about burnout and that it has these different components. There's- there's a physical component to it, actually feeling exhausted. Uh, there's more of an agency component, so a lack of self-efficacy. I can't get my work done. I can't do what I need to do. And then there's an emotional component to it, this- this cynicism that, no, things are never going to change; they're always gonna be this way.

And she talks about how for- for real burnout to occur it's really all three of those things happening at once, which is a lot. You know, can imagine being physically exhausted. You feel like you can't get your job done. And things are never gonna change. It's- it's the opposite of agency. It's the opposite of I have a choice and I can influence this. And so people often feel powerless in those situations.

And so we think of this as, yes, opposite of inspiration since that when- when you are inspired you have that sense of agency; you have the confidence and the capability that you can make something happen, that you- you do have options and possibilities. Right? It's the opposite of nothing's going to change and I can't do this is I have possibilities; I can do something.

And so it- it's a powerful way to begin when- when people are burned out. And- and it's not either/or. I mean, I- I think, you know, there- there's this sort of scale and this- this, um ... you know, people can kind of move in and out of these experiences, especially as they're starting to shift out of being burned out. Um, you know, it's not- it's not linear I guess is what I'm trying to say. But, you know, people can- can start to pull themselves out of burnout by recognizing that they do have- where they do have choices or where they do have options.

And, you know, some- some of our inspiration engines are- are more action-oriented, so they're things that you can influence and do, and some of them are more about mindsets, ways that you're thinking, what you're choosing to think about. And those are things that you can- you can always do, even if you're in a system or a situation where there's not a lot of wiggle room for change you do always have the ability to- to shift how you're thinking or the narrative that you're saying about something. And so I think when people recognize that and they see that they can- they can use these different engines as ways to start pulling them out of this powerlessness and into a place where they can take inspired action-

Whitney: Okay.

Allison: ... whatever that means to them.

Whitney: Right. Okay. So I want you to read one more small piece from your book, and then I want to ask you a final one or two questions. Um, it's again on page seven.

Allison: Okay.

Whitney: And it's, um, third sentence down, starting with the Latin roots, and then end, um, with spark.

Allison: Got it. Okay. As a- as a precursor I will say that I'm a- I'm a big Latin nerd. I took it for about seven years-

Whitney: (laughs)

Allison: ... in middle school and high school. And I love understanding the Latin roots of words. I actually think that they often reveal a lot about what the words mean. Um, and- and I think in the case of inspiration it absolutely does that. So here it is.

The Latin root of the word inspiration means literally to breathe in or to take a breath. Imagine experiencing that emotion as a gasp, an infusion that gives new life and excitement to the project at hand. Typically, the experience is fast like being overcome with a burst of positive energy, like a spark.

Whitney: So the thought that I'm having is, I mean, I put you on the spot a little bit, but I want you to now tie back this idea of when you were young, and you started to allude to this, that you wanted to be a physicist because-

Allison: Mm-hmm (affirmative).

Whitney: ... you liked really small particles and you wanted to study those and how they could make something big. How has your dream of being a physicist in figurative ways come true?

Allison: As a kid, I was fascinated with the idea of studying something that's so small that it's invisible, and how that small internal thing that's almost invisible, you can actually tap into to create an extraordinary amount of energy. And I believe that's what I'm doing today in- in my work, um, in- in this work and inspiration. It's like we're going out into the world and looking for those internal atoms, those internal, um, reserves, those resources that people have inside of them. And that if they tap into them in the right way that it can lead to extraordinary results; it can lead to extraordinary success, because all of the sudden they have this renewed energy and directed energy towards the things that matter most to them. And it can feel almost explosive. When- when you feel that spark, when you have something inside of you that all of a sudden you say, "Wow, oh my gosh, yes, that- that's the thing that I need to do. That's what moves me." It's a tremendous amount of energy and resource that you can direct towards what matters to you.

Whitney: Allison Holzer, thank you so much for inspiring us today.

Allison: Thank you, Whitney. It's- it's been a pleasure.

There are so many takeaways here, but with where I am right now on my personal S-curve, here's what resonated for me in speaking with Allison--

First, there is something powerful in knowing that you can create conditions wherein you can be inspired. Whether or not that combination of possibility and invincibility emerges is a result of the thoughts you think and the actions you take.

Second, I loved what Allison said about the importance of giving a voice to our meaning and purpose. That it's not enough to know what that purpose is - you have to speak it out loud. This is something I've thought about and experimented with and have even spoken about --- that words said aloud come alive. The sound waves that result from our words turn an idea in our head to something with physical properties. If you can then take the next step and give everyone in the proverbial room an opportunity to voice their personal values and how they connect to the overall purpose, you have the chance to exponentially increase the inspiration in the room.

Third takeaway is that movement precedes motivation. So often, we think we have to get inspired to go do something, but it's in the doing that the inspiration and motivation comes. So instead of sitting and waiting until I feel motivated to go on a walk, I need to put on my shoes and go out and walk. Or instead of waiting until I feel motivated to start on a project, I need to do something small, as we talked about in episode 80 of the podcast, and the motivation will come.

Practical Tip:

If this still feels a little fuzzy for you, start with one of the more concrete actions that Allison suggested. Build a playlist. Having a playlist for certain situations will help you create the conditions where possibility and invincibility can intersect. This one small thing will put you on a path of choosing to act, of choosing to create the conditions where you can be inspired. Sometimes, that first step is all you need.

Thank you again to Allison Holzer for being our guest, thank you to sound engineer Melissa Ritty, manager / editor Macy Robison, content contributors Emilie Davis and Nancy Wilson, and art director Brandon Jameson.

I'm Whitney Johnson

And this is Disrupt Yourself.