

# Think Like a Spy: Perception vs Perspective.m4a

It's a simple framework about perspective versus perception. And we may have mentioned this actually in our previous conversation, Stephen. Perception is what you believe to be true about the world around you. Perspective is what other people believe to be true about the world around them. So as I sit here looking at you, this is my perception. My perception is that I'm sitting in the center seat and you're sitting outside of me and **everything else is built around me at the center**. Well, guess what your perception is? The same thing. I am across the table from you. You're at the center and **everything in this room is built around you**. So our perceptions are never going to be the same.

So the only way that I can find common ground with you is to stop thinking about what's happening around me from my perception and start thinking from your perspective. Because then I get **my perception plus your perception combined**. I get twice as much information to think through this specific situation. Can you train that? Can you train someone to have both points of view? Absolutely. So here's how I mentioned that awareness is the first step, right? Really, we have a three-step process at CIA that we use when we teach spy skills to future spies. Because that's all CIA is. CIA is a giant training engine that's constantly creating new spies. And then spies just go out and spy. But what CIA really does is train spies who then steal secrets and combine and compile those secrets to share with, you know, people.

With decision makers on the hill, right? CIA's system of teaching is a system where you educate first, you exercise second, and then you experience third. Remember that flywheel? So you educate, that's your information. You exercise, that's where you turn information into knowledge. And then you experience, and that's where you actually go out and test the knowledge to see if the knowledge is still applicable in the world that you live in today. So those are the three steps. So whenever you're trying to get anyone to break a barrier, whenever you're trying to get anyone to transform, all you have to do is educate them, help them to exercise, which means practice what they learned in a controlled space, and then kick them out the door to go do it for themselves.

It's like kicking a bird out of the nest. So if I, can you make this very real for me? Because I want to be someone that can walk through the world and appreciate my perception of a situation, but also the other person's perspective. So if we just put this in the context of me here as a podcast host, how would I be able to implement this to become a better podcast host? Like, understand the other person's perspective and the way that you're seeing the world. Absolutely. So we had a whole conversation before the cameras turned on. Yeah. Right? Can you tell me five things that you remember about me that I shared during the

time before the cameras turned on? Yes. Go ahead. Okay. You want me to say them?

Yeah, absolutely. It's private stuff, but tell me. Okay. We're talking about your relationship, things you're going through at home. You said that in the last couple of days everything's changed because of the assassination attempt on Donald Trump. We talked about you used to live in an RV for a while, and you've just recently moved across America to a new place. You mentioned your kids as well. Give me specifics. Oh, God. You said that you used to live in the RV with your kids, and there's a – they're varying ages. I think one of them is – did you say three years old? Close. One of them was three years old or something. Five and one. Five and one. Yeah, five and one. It's okay. It's okay. It's okay. It'd be great, right?

Those things that you recalled, you recalled those from what's known as your paleomammalian brain, the back part of your brain, passive learning part of your brain, because naturally when you are untrained, when you're untrained to think like a spy, you rely on passive knowledge. You rely on passive observation to create prefrontal cortex knowledge. All a spy does is when they talk to you, they turn on. They turn on the prefrontal part right away, and they start paying attention to all the details right away, because the way that you gain someone else's perspective is by listening to what they're saying and seeing how they're saying it. Because what happens now when I sit with people – I was just with a client this morning who made a comment on this.

When you're trained and you sit with someone, you are always gaining more information about them than they are about you. When you know how to practice perspective versus perception, because from the moment that you came in and sat down, you were very much in your world. You're sitting here in socks. You're sitting on your leg. You're very comfortable. You're messing with all of your technology. You're fighting with your technology because it's not exactly the way you want it to be. Like, this is Steve's world, and there's not a single thing wrong with Steve's world, but Steve's world isn't as big as the world of Steve and Andy together. Whereas when I came in here, just because of the way I'm wired, I'm paying attention to you. I'm paying attention to you.

I'm paying attention to your producers. I'm paying attention to the set. I'm paying attention to the people who I've met from your team in previous calls because I'm trying to gain as much perspective as possible before I sit at this table with you and the cameras turn on and we're on a one-way trip because I only get one chance. So I want to have as much information on my side moving forward. So you as a podcast host, your original question was: How do I use this information? How do I use these frameworks to become a better podcast host? Every person who sits across the table from you came from somewhere. And every time they leave the table you're sitting at, they're going somewhere and they're bringing stress and they're bringing pain and they're bringing worries and they're bringing concerns with them.

And they're leaving with the same things. I know that your partner is thinking about babies.

When you talk about it, that's how you talk about it. You say, my partner's thinking about getting pregnant. You don't ever say, we're thinking about getting pregnant, which makes me wonder if she's more excited about pregnancy than you are. I'm so fucked. I'm afraid the Lord doesn't listen to this. Am I accurate? So, do I, can I match her excitement levels? She's changed the entire house at home. It's like she's expecting, I don't know, but like the entire, like my shampoo is gone. That's like her level of excitement about it. But, and you know, yeah, so obviously I'm excited about it. But no, of course I can't match her level of like preparation and obsession about it.

No, yeah. But I'm paying attention to you. And which is, that's the only reason I even have the ability to ask that question, right? Because I'm coming in and I'm trying to live in your shoes. The whole time I'm here, I'm trying to live in your shoes. Even as I answer your questions, I'm trying to think, what can I do to bring value to Steve, to the Diary of a CEO, to the audience that's listening? Because this is my only time to talk to you guys. So, what can I do to maximize that value? That's practicing perspective. So, when you do that to your guests, you're going to unlock a whole new level of podcasting for me.