

INTRO: This is the elegant warrior podcast. It's the podcast about elegance in all of its forms. We're talking about our definitions of elegance and how we maintain it in times of trial. We're also talking about how we can advocate for ourselves with elegance and in a way that makes us most likely to win.

I'm your host. Heather Hansen. Author, speaker, consultant, trainer and self advocacy expert.

Let's talk elegance.

HEATHER HANSEN: Hello, my elegant warriors. I have a treat for you today. Matt Hulett has driven more than \$2 billion in value creation as a four time public company CEO and president and a two time private company CEO. He is a seasoned technology executive with more than 30 years of experience building and leading world class companies. He has had multiple turnaround successes in the public and private sectors, including companies that you might know, like Rosetta Stone, Real Networks and Expedia. He is regularly featured in technology and business podcasts and media outlets such as Recode, Forbes and Entrepreneur.

I am so happy to have him here with us to talk about his book, *Unlock: Five Questions to Unleash Your Company's Hidden Power*. Matt, I am so excited to have you on the *Elegant Warrior*, and to talk about your book, *Unlock: Five Questions to Unleash Your Company's Hidden Power*. It's so good.

MATT HULETT: Well, thank you so much. And by the way, I have to congratulate you as being my partner in crime to get me to actually write a book. You got me started on this journey.

HEATHER HANSEN: Well, and because your story is so important, you know, it really is. You have so much experience in so many different companies. And this book is really written for people who are looking to, exactly what the subtitle says, unleash their companies hidden power. But I do think it applies to anyone who wants to read it, and we'll talk about that. But what made you reach out to me to ask about writing a book? What made you want to do this?

MATT HULETT: A lot of folks have different reasons for writing a book, the reason why I wrote this book and then why I reached out to you. And sometimes serendipity is an important piece to the universe. But the reason why I wrote the book first is I couldn't find anything like it for myself. Because I started out my career always in technology, but typically, uh, and there's a theme throughout the book, taking on kind of these difficult situations. These turnarounds, these messy problems. And there was nothing for me to read. So over time I bought the slide deck, a toolbox, a set of frameworks that became the book. And how I got in touch with you is, um, we shared a, I guess, we call them a PR firm. But they were focused on kind of individuals and brands, and they recommended that I talk to you because I said, I really want to talk to someone who's gone down this self publishing journey and I want to learn from somebody who's done that successfully. So that's how we got connected.

HEATHER HANSEN: And I loved our conversation. I love your enthusiasm for this topic, and I think you're awfully humble about the companies that you've worked with. Now in the book, you do go through them. But when you talk about that, you have worked with companies like Rosetta Stone, the very well known language learning company. You've worked with Expedia. You are currently at PetMeds, um, working with them. And so these are, these are big, well known companies, and you tell the stories of these companies and more in this fabulous book. But one of the first things I wanted to ask you about is, um, and I loved this, on page one of the book you quote from the movie Taken. And I, first of all, I love the movie Taken. But I also loved this because one of the things that I work with my clients on is how to establish credibility and how I think credibility trumps confidence and it comes before trust. And you have to have credibility with yourself before you can have it with anyone else.

And you say, you quote from Taken and the line is Liam Neeson is talking to the kidnapper and he says, "I don't know who you are. I don't know what you want. If you were looking for ransom, I can tell you I don't have any money. But what I do have is a very particular set of skills. Skills I have acquired over a very long career. Skills that make me a nightmare for people like you." And then you say, "when I think back in my career, I hear those words in my head."

And I loved that because it is certainly true of you, and when you read this book, you see that. But I think that most people have a particular set of skills that make them a nightmare or a dream for certain clients, customers, companies, etc. How did you embrace that you had this particular set of skills, and become comfortable saying it? Because that's imperative if you're going to sell yourself or advocate for yourself or your company. So how did you get comfortable with being able to say, "this is my skill set, and I'm willing to tell people that it is?"

MATT HULETT: That's a really great question, and I'm naturally verbose, so I'm going to try to break it down in three ways. One is, I think, age. Eventually, I've gotten very comfortable with who I am and who I am not. You know, and you always ask yourself the question, you know, geez I just I wish I would have learned everything, I'm almost 52, that I started out at 25. But getting really comfortable with what I'm good at and what I'm not good at, and figuring out where those spots are for me. And if I actually am not good at something, do I really want to achieve those things or build aptitude there? And kind of getting a better understanding and a piece of who I am was kind of in that statement.

And then two, I wrote that because the only thing that I've read about in most business books are all the successes. The rear view mirror, like Oh, yes, I had this idea to launch Uber and it was just, everything was delightful and flowers sprung up and everything I touch is gold. And the reality is that's not true for most entrepreneurs or executives or anyone. And it's a grind, it's compounding learning over time, and there's certainly luck involved. But I I said that because I didn't meet when I was growing up. And I worked for Barry Diller at IAC, Rich Barton at Expedia, worked for all these folks that to me felt like the Midas touch people. That no matter what they did, everything worked. And I always looked at myself like I kind of feel like one of those folks that comes in with a silver briefcase and a silencer, and I'm called in for very specific things. And it made me very uncomfortable until I realized Well, maybe that's my special thing.

HEATHER HANSEN: That's it, That's it. And when you know what your special thing is and you own it, you believe in it, you believe in yourself, then you're much better at communicating that, and you talk about that a little bit later in the book. It's the same for a company as it is for a person. and as we talk about this book will sort of be making analogies back and forth, as the book is written for companies. But one of the things and this is, again early in the book on page three you say, you're speaking about companies here, "You can change your market position. You can pivot, turn around and/or refocus your growth business. You can change your course. You can change your destiny. The business world is not Greek Theatre. Nothing is predestined. I truly believe that you can drive a new destiny for your business and for your career." And I loved that because I think that people need to hear that. And it's true not just for businesses and careers, but for individuals, don't you think?

MATT HULETT: Yeah. I mean, the popular term is manifesting. And I've seen amazing things happen by sheer force of will and conviction. Early in my career, when I worked for a company called Progressive Networks, that became Real Networks, is really the high flyer, the highest flying company in the Internet at the time. Just, you know, with 50 people in a small company and the CEO, who is still the CEO of that business today, just did amazing things by just sheer force of will and manifesting an idea. And I've seen that time and time and time again and for myself, I've realized that we put so many false ceilings over ourselves.

People label it differently, imposter syndrome or just, you know, fear. And I realized relatively recently in life that the self imposed ceilings get in our way. And what would it be like if you were to live without any fear? And so I try to write in a way that's almost like a memoir, so that expose some of these learnings to hopefully anyone that wants to read the book.

HEATHER HANSEN: Yeah, and you do I mean you. It is for anyone. You know, any one of the listeners. This is a really great read because it is a bit of a memoir, and you have so much an interesting experience. And you lay out these five questions that if you're starting a business or if you have a company, of course you want to read this. But you can also apply these questions to your own life. And the listeners know I'm obsessed with questions. I always say that's how I win my cases is by asking questions. And so I love that you have these five questions and just briefly for the listener, the five questions are this:

Number one - is the market big and growing?

Number two - are market dynamics good for you? And that's about timing, and we're gonna talk about that.

Number three - do you have a good track record in this space? And to me, that's about credibility, and we're going to talk about that.

Number four is Do you have an executable plan?

And number five is How confident are you that you can attract talent and resources to pull this off?

so I want to, briefly, I could talk to you all day, go through each one of those questions, Matt, and ask you a little bit about each one. And when we're talking about the market, I think of the market as your jury, right? And in the courtroom, the jury are the people that we need to persuade or influence and your market is your jury. And one of the things that I loved, and this is on page 39 of the book, you say "to have larger returns, you will need to take an honest look at the market you are playing in." And a little bit later you say, "taking an honest look at your market is the initial step to determine if you have an opportunity to unlock value in your business."

And I think that so many times, whether it's a jury in the courtroom, or your market, or your boss or your potential clients, we don't want to take that honest look. We sort of want to fool ourselves into thinking that they're better for us than they might be, or in the courtroom that they're more on our side than they might be. And the fact that you underscored that honest look twice makes me think that that's really important. Tell me about that.

MATT HULETT: Yea, because we've become so emotionally attached to our ideas. And it's one of the themes in the book around collaboration and self empowerment. That self empowerment doesn't mean you only listen to yourself. It means you listen to the facts and you listen to others around you, which ties into a lot of your learnings and teachings. The two variables that you can't really mess around with, they're the Newtonian physics of business, you cannot fool the size of their addressable market. No matter how much you want it to change, the market is the market. It doesn't change. And then timing, we'll get into, is the other one. It's the Newtonian physics, gravity goes down. Timing is timing. As much as you love your idea and you fall in love with it. Sometimes you have to walk away from that idea, and you have to be honest about it.

HEATHER HANSEN: That's right. Yeah, the T.A.M., the total addressable market. It's something that comes up again and again in that chapter when you're answering that first question in talking about that first question. And I think that it's so true that it's one of those things that people need to be willing to look at and face, as you just referred to the timing, which is your second question. And you mentioned in that in that section of the book, How many times the timing is the hardest because it's the least under your control. Tell us more about that.

MATT HULETT: It's the least in your control, it's the least quantitative. And I make a joke that if I actually was really great at timing, I'd be on my private island living like a James Bond villain. That's the joke in the book. And it was actually the last section that I wrote, and I put it off. I tried not to procrastinate writing this book, I was really deliberate about where I spent my time. But I procrastinate on this, and it's why there's more interviews from third parties, like the gentleman that founded Rovio of Angry Birds fame or the gentleman that founded Concur that was bought for, like, \$8 billion by SAP. It's because timing is. often for entrepreneurs, something where you're often too early. And so, I talk about, there's ways into and signals and indicators, I call them data breadcrumbs to figure out if you're too early or too late or just right. Like the Goldilocks problem.

But in essence, timing comes down to, how do you find a segment within that big TAM that's growing very quickly.? That gets a lot of excitement from a potential customer? And in the book, I walk through interviews and then a little bit of a framework and how to identify those things. But timing is absolutely the most difficult thing in anything, in life as well.

HEATHER HANSEN: Well, that's right, because you know, whether you are looking for how to find your market and how to address your market and get in at the right time. But it's also like that job, that career, that client, that opportunity, that relationship. You know, all of those things are really dependent on timing. And I think that what also occurred to me as I was reading this part of the book and this may be because it's something I've been struggling with a little bit myself, is the timing of decisions.

So on page 78 of the book, You say “I always like to say that making a few high quality decisions on strategy is really what leadership is about.” And I do think that there is research that shows that CEOs and leaders tend to make decisions quickly, because they have to right? That's part of their job. But I also think that there is a time for slow decisions. And I'm wondering, given the importance of timing and the fact that a whole section and a whole question of your book is addressing timing, how you feel about this idea of making decisions in the context of the entire book?

MATT HULETT: You ask really good questions. You know, there's the adage, and I'm not handy at all. I'm like, horrible, I can't fix anything, I can't make anything, but the adage of “measure twice cut once.” And Jeff Bezos talks about there's two types of decisions, when you know that you can go in the door and then go back-

HEATHER HANSEN: Yes, two doors or one door

MATT HULETT: Two doors or one door and I think he's right. And I think some of the aspects of leadership, certainly in the start up, even in a startup I would say that there are decisions generally that you know you need to make based on data, the situation that should be fast and should be obvious. You don't have to whip out an Eisenhower matrix. That's a you know, a framework for making decisions, because it's just clear and obvious you need to make those decisions.

However, when I think about strategy business models, how to win capital strategy, strategy, a team, you have to think, multi-year out. And you have to think about those decisions that you're going to make, and ask a lot of people to follow you, and a lot of investors to give you money. You have to actually spend some time thinking through the quality of that decision. And so there is time to slow down. And it may frustrate people, but I tell you, every time I've made a quick twitch decision on strategy and had to pivot, I've always regretted it.

HEATHER HANSEN: Yeah, no, and I think that's a really good distinction because there is a place for both, and I think you just described that in a way that is more effective than most people that I've heard so I appreciate it.

The next question is all about this idea of whether or not you have a good track record in this space. And this is where, you know, immediately reminded me of the credibility question. Like you've got to build credibility with your clients or customers, your market. And you, on page 99 you talked about something that resonated with me. You said, this is at the very beginning of Chapter four, "you must be really clear on what value you are delivering to your customers and be clear how your customer value proposition maps to your strategy." And we have had, recently I had Ann Latham who wrote a book called The Power of Clarity on the podcast. And I just think that in this section, especially, the power of clarity, really resounded. How important do you see it to be really clear in order to make these five questions work?

MATT HULETT: it's absolutely clear, that was a pun, it's absolutely critical. It's absolutely critical because it all kind of ties together. And to me, I always look at things like, What is the customer problem I'm trying to solve? I'm a reformed product manager, and that's clarity. Um, that problem that you're going to uncover and hopefully solve, gives you a level of clarity around brand, positioning, entering the market, price point. And so that clarity around what you're trying to solve really disentangles all this other stuff that people get really mired in the weeds on. You listen to your investment bankers, they give you five year plans and "do this and this."

When I write about Rosetta Stone in the book, and I said, Hey, we're going back into the consumer space. Everyone said Duolingo is killing us and then there's Babble. I said, No, no, we're going after customers that really want to learn a language and they know it's not a game and they know it's not going to happen in a day or or seven days or 30 days. We're going after a higher socioeconomic, more dedicated learner, with this kind of offering, at a higher price point and a tonne of value. And I'm really clear about that because I know who I'm going after. And I know that SAM and the bigger TAM.

HEATHER HANSEN: Yeah, yeah, I love that. And it refers back to, in the first chapter of the first section, when you talk about knowing your market, you talk about knowing your customer's pain, their problem. And I often coach people on, I have an acronym for pain, and it's something that's present. It's alarming, it's invasive and it's happening now. And I think that the Rosetta Stone example is a perfect example. You were clear on your market and their problems slash pain, and that clarity then guides your ability to look and see whether you have a good track record in this space and whether you have an executable plan, which we'll get to next. And I think that that is, it's a skill to be that clear. You know, it's not something that comes easily to everybody.

MATT HULETT: You know, there's so many business models that are built in Excel and you know, heaven on a white board. You know how many times you've got, like, just if I could just get 10% of a billion it would be awesome and like, Well, not everyone is the same in that one billion. You know, so many people come at me with these huge, you know, like "oh I've done all this analysis." These are like numbers and I can change numbers in Excel spreadsheet and attach more products in a card or what-What are you trying to solve? And saying no to the rest of the noise is very critical and picking your spot as well. You can always grow and expand, but

people that don't define anything, don't achieve anything. And that lack of clarity, there's just businesses all over the place there, like dead because of that.

HEATHER HANSEN: Yeah, I love that whole idea of having a whiteboard because I've done it. I've seen it.

MATT HULETT: We all have.

HEATHER HANSEN: It's a real thing, but that clarity really helps. And evidence, I mean I think that, you know, I talk a lot about evidence, because in my world I use that analogy to help people and help businesses. But in this chapter, there's a lot about how to collect your evidence, how to prove that you have a track record, the data that you want to look at, the numbers that you want to look at. And then something that you talk about that I also really loved is on page 121, you talked about knowing your competitors.

And I think that, there was two questions I wanted to ask you about this. One is, let me just make sure, I want to read you the quote. It's "make a competitive analysis, a team sport. Get your team involved, make it part of your strategic planning and have fun with it. Know your competitors like you know your favorite sports team." And I loved that. And I do think that for a business, for a group, that is easier than for an individual. Because I think sometimes when you're working with an individual and you say no, your competitors, there can be a lot of compare and despair, and go down rabbit holes of that. But when you're working with teams and companies, you can make it into fun, it can be competition itself. And is that what you find as well?

MATT HULETT: Yeah, like the examples is Model UN in high school, you know, or debate class. Expedia, Rich Barton, then CEO, now he's the CEO of Zillow. He used to have these bear bull sessions, where we each take the other side of like Is Google going to kill us? Um, is American Express going to kill us? And then we'd bear bull this and have vigorous debate, presentations. And at the end, the payoff was- this is amazing he'd do this. He'd find an executive, no non-compete, but would come in for a half day, like the CEO of, ex CEO of American Express came in at the end of this debate would say, OK, now here's the expert on his perspective on this problem. And so then you're like, it's great versus, like, you know. And actually honest, I don't think he actually understood, it removed a lot of bias at the end of the day. It was like, Look, at the end of the day, the mission of what this exercise was to make the company better for every stakeholder. And that the payoff was you kind of got the teacher's edition to the answer, it was fun.

HEATHER HANSEN: Yeah, that's that's amazing and fun. I mean, that sounds like that, sounds like my idea of like a dream come true in a job. The other thing that you're saying, this is on the same page, you say, "understand the chinks in the armour. Make sure to understand what your competitors are good at by assessing their relative performance as well as how you are advantaged or not." And that's, I talk a lot about part of being credible and building credibility is, I call it owning it. Like knowing where you're not, knowing where your competitor is better. And I

love that you point that out because so often people don't say it, they don't do it, they don't want to do it. And if you are really curious enough to know the chinks in the armour, to own where you might be lacking, that really is something that sets you apart and is much more likely to lead you to a win. Have you found that to be true in the companies that you've worked in?

MATT HULETT: Absolutely, and sometimes the perceived competitors, well a couple things, one is there's the real competitive threat: capital, people, real IP. And then there's the perceived threat. And in both situations, I've always been surprised when you really dive into, you know, the specifics of the customer in this segment of what you're trying to solve, sometimes those strengths for that one customer set that you're going after aren't strengths.

So example would be in the CRM space, Hubspot versus Marketo versus Salesforce.com. Hubspot has been very successful focused on small businesses. They'll gladly hand you off to Marketo or Salesforce because they know at some level of scale you're not the right customer for them. "Congratulations, you've migrated somewhere else." And picking your spots, like having 10,000 features may be great for this set of customers. But actually, if you're really good at one, it's really good at a certain price point for someone else.

HEATHER HANSEN: Yeah, and it really keeps coming back to your market, right?

MATT HULETT: Always, yes. Your customer and your market, yeah.

HEATHER HANSEN: Yeah, yeah, yeah, I love it. All right. And then then number four, the fourth question is, do you have an executable plan? And I've got to tell you, Matt, you won me over if you hadn't already, with your reference to the A team because I was such an A team fan. I loved Hannibal Lecter. I loved everything about the A team. And so for me, that was like, Oh, my goodness. You know, you say Hannibal's famous line, go ahead. You give it to them.

MATT HULETT: I love it when a plan comes together.

HEATHER HANSEN: I love it. And that's, you know, this whole chapter is about the planning. But there's a great study here that I think is worth talking about. And that is, you cited 2014 Harvard Business Review study, that said that it is more expensive to acquire new customers than to keep the ones you have. And I was just talking to a client about that today. Why is that so important to consider when you're thinking about your plan?

MATT HULETT: Um, I think you know how the human brain works is, well human brain may be Americans, is new, new, new, more more more. And I think we forget that it depends on the type of product. But most, if a highly perishable product you like, you know, pet prescriptions or food or whatever it is, you know you're going to always want to earn your keep with that customer. There's always an opportunity to get more of their wallet. For the product that isn't as perishable, I would say that it's still important because you can always find different things to sell. Additional items that you either you bundle together, you build. And the reality is, it's so difficult now, and it's getting more and more difficult to acquire customers. I mean, as we all know and

everything's noisier, it's so hard to get attention. You know, doing what you do. How much do you spend in the beginning of getting traction? It's a crazy amount of time because everything is noisy. And so once you have those customers, you should just put your arms around them and make sure they're okay. They don't turn, you understand their- what else they need.

HEATHER HANSEN: Well, and also, what I find is that when you do that, when you put your arms around them in the way that you described in the way that you talk about in the book, they turn into your advocate. You know, you're not only getting them back, but they're doing the marketing for you. And I think when, you and I talked to another time for an article that I'm working on, and I think that you you had said that, you know it's your customers that are often out there doing your best marketing for you.

MATT HULETT: Absolutely. You know, it's one of the reasons why I joined PetMeds, and it's going to be a really hard, you know, I'm eight months into it, we talked about this when we talked last, it's gonna be a really hard transformation. But you can't replicate, it's hard to cheat empathy. It's hard to re-create empathy if you don't have it, unless maybe you're a sociopath. Maybe you can fake it. And I've met some of them. I've worked for some sociopaths. But, you know, the way in which we treat our customers, and the the filter and how we bring folks in, whether they're in our our our pharmacy or customer care center, is so authentic and so caring towards the pet parent, that literally I'll listen to calls, although I listen to calls all the time or recordings, and I often get emotional. And so I know that for every parent that we helped. and maybe their pet has passed or we've expedited something that was really important to them, that I know that deep down inside that this is going to be a ripple effect for earned media and business.

But the truth of it is that the rep, who's not making a lot of money, inherently cares about the human condition and the pet. So I mean, that is something you cannot replicate and when you find that, you figure out how to enhance it and scale it and make that a weapon for you.

HEATHER HANSEN: Well, and it sort of goes to, I think it's Chapter eight of the book where you talk about communicating your plan and talking with your employees and your customers and making sure that you are- And I love that, I love you've got, and we're not gonna have time to go through it all. But you've got all kinds of ways to communicate. Which is really good, because it and speaks to and addresses all the different types of communicators and learners. And you do office hours and you do town halls, and it really shows your level of curiosity and humility that you're so focused on that.

I do want to, and it's on page 165 you say "I view my team as the most important piece of my business. As I have said before, if you have a high functioning, talented team, they will take care of your customers and generate long term value for your company in return. You need to be listening to your teams as much as you listen to your customers." And then you talk about some ways to do that. But, gosh, Matt, I mean, that level of curiosity and empathy and humility is really so important to unlock the potential in your team and for your company. Where did you,

has that always been inherent in you? That level? Because it's it's rare to see in someone who is as successful as you, to be honest.

MATT HULETT: Well, thank you. I actually get emotional as you're talking because I care a lot about my team. I'm being sincere here I get, I get very emotional. It's probably genetic and learned, you know, I had a really good mentor when I was younger, who reinforced, kind of scaled empathy. And I mentioned in the book Pat Tyson, who's the roommate of Steve Prefontaine, probably the most celebrated and notorious long distance runner in American history. And he's the winningest coach in NCAA, my coach Pat Tyson, he's still my coach. And, you know, I think genetically I have empathy, but also learning from leaders like this when I was very young. Learning how you can strive to be the absolute best but celebrate the entire team whether you're the best or the worst. And really caring about those people left a mark that's never really left me.

And so, you know a lot of leaders now or, you know, now we're all remote first or hybrid, and it's so important to get that across in many different forms and understand how to touch people in the right ways at the right times in this new digital, first remote world is very difficult and we're all learning.

HEATHER HANSEN: And you really give the reader ways to do that well. And we haven't had time to dive deep into the fifth question, which is about your talent and your resources. And I do think, you know, I highly recommend you guys get the book because he also talks about diversity in a very different way. You know, the diversity of personality, diversity of background. So it's fabulous, and it's a fabulous, fabulous book. I loved reading it. I love sharing it, and I know that the listeners will enjoy it as well, especially if they are in, um, in the tech world. But even if they're not, there's so many analogous arguments to be made that apply to anybody.

Matt, before I let you go, we always end with the same three questions, and I'm dying to hear your answers to these questions. The first question is about elegance. The root of the word elegance is to choose. And so I believe that you choose your elegance and everyone has a different choice. So what does that word mean to you?

MATT HULETT: And remind me I do have one plug for one question out of this section. I think your readers will love

HEATHER HANSEN: Go ahead, Do that, and then we'll come back to that.

MATT HULETT: Okay, I'm not stalling. Uh, no, I am, I'm not. No, the one thing I would tell leaders is, I call the Subway Sandwich Challenge. And I was asked, people, does anyone know the price point of a subway sandwich? Foot long. And everyone says for \$5. And I'm like, Well, why do you know that? Well, it's simple, and there's a jingle and reinforcement, I said, so I challenge you to ask any of your employees, team members, shareholders, investors, whatever, what your one thing is that you're measuring yourself by. And I always get it down to a jingle.

But I always always come up with a way where I can get one or two big metrics in a way that's easy to remember, like a subway sandwich ad.

HEATHER HANSEN: I love that, and it really comes back to that conversation we were having about clarity. You know, if you've got too many things, or no one knows the thing, or everyone thinks it's a different thing, then you're not clear that you're working- You know, I often talk to people about being clear in their ask. And I say that in the courtroom, I show the jury the verdict sheet and I show them where I want them to mark, to be super clear. And that's what you're doing with that. You're saying this is what we want to reach. Everyone now knows. There's no mistaking it. I love that. And I'm glad that you made sure that we heard that, because I challenge people listening to do that in their businesses, but also in their lives and their, you know, in their careers, in their relationships. I think it's it applies to everything.

MATT HULETT: So I'm sorry for stalling. You want me to answer your question?

HEATHER HANSEN: Yes, please.

MATT HULETT: So I actually wrote this down because I want to make sure I delivered it. Well, to me, it means that you accommodate different points of view genders, ethnicities, in a manner where the idea and the person is truly received and listened to. And I put in parenthesis without bias.

HEATHER HANSEN: That's phenomenal. It's phenomenal. And it's nothing less than what I would expect from you. So well done. I'm really interested in this question, too. So I'm a voracious reader, and this book, your book was a different book for me. You know, it's not the type of business book that I would normally read, and I can't say enough how much I was able to apply it to my business, and to my life and to my clients businesses. So I'm wondering for you What book would you recommend for my readers? To my listeners rather.

MATT HULETT: The best book on strategy, and it's not a page turner is Seven Powers by Hamilton Hilmer.

HEATHER HANSEN: Okay, Haven't heard of it

MATT HULETT: If you really want to- He nails strategy, and the foreword is by Reed Hastings of Netflix. I mean, he nails strategy.

HEATHER HANSEN: Awesome. We will put the link to that in the show notes. And then, Matt, My last question is my favorite question. Your answer to this question will be added to our elegant warriors. Spotify playlist. What is your theme song when you're walking onto all these stages to talk about this fabulous book? What song would you want playing in the background?

MATT HULETT: Tom Petty's I Won't Back Down. I love it.

HEATHER HANSEN: That has not been chosen yet, but it's a very, very good choice. Matt, thank you so much for being on. Thank you for this fabulous book, we'll put a link to your book in the show notes. Is there anything else you want us to link to and make sure that the reader that the listener knows about as far as our show notes?

MATT HULETT: Maybe just my site startupwhisper.com. All the contents there, and there's a quick quiz. It's a one minute quiz, so anyone for free can take the insights score and get there. See if they can unlock value in their company.

HEATHER HANSEN: Awesome. Thank you so much. Matt.

MATT HULETT: Thank you for having me