



THE BIG IDEA

Four experts. Four completely different lanes, performance psychology, sales resilience, the art of asking, and the science of persuasion, and one repeated discovery: **the second you stop pointing the arrows at yourself and start pointing them at the other person, everything gets easier.** This mashup pulls the sharpest moments from four back-to-back interviews and lines every one of them up against Bryan Buckley's core rule for the 1st 5 minutes: Look At You, Not Look At Me.

Whether you caught these episodes live or you're meeting these four voices for the first time, this cheat sheet distills what each guest proved, in their own words, from their own corner of business communication.

THE GOLDEN RULE

The fastest way to lose a room is to make the conversation about you.

Every guest in this episode proved it from a different chair. **Alan Stein Jr.** showed that self-awareness starts with an honest, unbiased look at exactly where you are, not where you wish you were. **Andrea Waltz** showed that the fear of hearing no is really the fear of being seen, and it disappears the moment you hand the other person the whole truth and let them decide. **Dr. J.R. Briggs** showed that in every room you are either a diminisher or an illuminator, and the choice gets made one question at a time. **Joshua Bandoch** showed that persuasion is not something you perform, it is something you earn by listening first and talking last. Look at you, not look at me, is not a nice idea. It is the difference between a conversation that goes somewhere and one that does not.

FEATURED GUESTS AT A GLANCE

GUEST TIMESTAMP ROLE	KEY INSIGHT: LOOK AT YOU, NOT LOOK AT ME
Alan Stein Jr. 2:03 - 14:51 Former NBA Performance Coach, Author of Next Play	Self-awareness is not something you arrive at once, it is a GPS you recalibrate constantly: know exactly where you are, know exactly where you are going, and simplify every domain of life down to three or four fundamentals you refine relentlessly.
Andrea Waltz 14:51 - 32:43 Co-Author of Go for No!	Stop giving yourself the no before the other person even gets the chance. The real service is putting the whole offer on the table and letting them decide, not deciding for them.
Dr. J.R. Briggs 34:07 - 49:04 Author of The Art of Asking Better Questions	Every room has diminishers and illuminators. Diminishers make people feel small and used. Illuminators ask questions that water the flowers of the people in front of them until they bloom.
Joshua Bandoch 49:04 - 57:50 Author of How to Get What You Want	The talker is never actually in control. The listener is the one collecting everything they need, and that is what makes them persuasive.



CONCEPT DEEP DIVE: FOUR VOICES, ONE FRAMEWORK

01 SELF-AWARENESS IS A GPS, NOT A DESTINATION

Self-awareness is not a badge you earn once and pin to your chest forever. Alan Stein Jr. uses a GPS metaphor: the device only works if it knows two coordinates, exactly where you are and exactly where you are trying to go. Skip the honest, unbiased inventory of your strengths, fears, and blind spots, and no amount of ambition gets you there efficiently. That inventory is not for beating yourself up, it is raw information you need to plot the route, and it needs to be recalibrated constantly, the same way physical fitness does.

ELITE MOVE:

Before your next big goal-setting conversation, whether with a client, a direct report, or yourself, say both coordinates out loud in the same breath. State exactly where things stand today, no spin, then state exactly where you are trying to go. Naming both at once is what makes the next step obvious instead of overwhelming.

"Let's get honest about where we actually are right now before we talk about where we want to go."

02 STOP GIVING YOURSELF THE NO BEFORE THEY DO

It is not rejection that kills opportunity, it is the no you hand yourself before anyone else gets the chance to answer. Andrea Waltz found that even top performers quietly edit their own offers down to whatever they are sure will get a yes, removing the customer's ability to choose for themselves. That is not service, she says, that is self-protection dressed up as politeness. The real service is laying out everything, including the parts that might not fit, and trusting the other person to decide.

ELITE MOVE:

Before your next ask, whether it is a price, a meeting, or a favor, catch yourself pre-editing the offer down to what you are sure will land. Put the full picture back on the table and let the other person be the one to say no, not you.

"I don't know if this is for you, but here's everything we've got. I'd rather you decide than me."

03 EVERY ROOM HAS DIMINISHERS AND ILLUMINATORS. PICK ONE.

Dr. J.R. Briggs borrows a framework from David Brooks: in any crowd, some people diminish others, making them feel small, invisible, or used, and some illuminate them, staying curious and engaged until the people in front of them bloom. It is not a personality type, Briggs insists, it is a choice made walking into every room, and it is driven almost entirely by whether you ask a real question or default back to yourself.

ELITE MOVE:

Walking into your next meeting or event, silently ask yourself how you can illuminate the people in the room before you say a word. Then find one person and ask a question specific enough that no one else has asked them that before.

"Does it feel like eleven years?"



CONCEPT DEEP DIVE: FOUR VOICES, ONE FRAMEWORK

04 THE LISTENER IS ALWAYS IN CONTROL, NOT THE TALKER

We assume the person doing the talking holds the power in a negotiation or a first conversation. Joshua Bandoch flips that: the talker is handing over information for free, and the listener is the one banking it. When you let someone else come in hot and share everything they want and need, you are not being passive, you are collecting exactly what you need to make an offer that works for both of you.

ELITE MOVE:

In your next negotiation or first meeting, resist the urge to present first. Ask what a good outcome looks like for them, let them list everything they want, then reflect it back before you make a single offer.

"Okay, please correct me if I've misunderstood you. These are your three biggest goals."

3 ACTION ITEMS

1 Ask One Question Nobody Has

Before your next meeting, put away the generic "how are you." Find one specific, thoughtful thing to ask about the other person and let them answer without rushing them. That is the illuminator move.

2 Let Them List Before You Pitch

In your next sales conversation or negotiation, ask what a good outcome looks like for them before you offer anything. Reflect their list back to confirm you got it right, then and only then make your offer.

3 Put the Whole Offer on the Table

Before your next ask, catch yourself editing the offer down to what you are sure will get a yes. Put the full picture in front of the other person and let them be the one to decide, not you.



INTERVIEW MASHUP EDITION SESSION TWO: FOUR VOICES, ONE MINDSET

CHEAT SHEET

046



JOSHUA BANDOCH

“When I make it all about me, how persuasive is that to you? Zero.”

(His flip-the-script moment on why “me first” mindsets kill persuasion.)



ANDREA WALTZ

“Is that story true or not?”

(Her line for catching yourself the moment you’ve decided someone’s silence means “no”.)



ALAN STEIN, JR.

“It’s not about being paranoid. It’s about being prepared.”

(Said while explaining the “next play” mindset — Bryan liked it enough to ask him to repeat it on air.)



DR. J.R. BRIGGS

“We know in leadership or in sales and business hospitality that trust is the engine by which the vehicle runs on. So we can have a beautiful looking vehicle, but if the tank is empty of trust, we ain’t going anywhere.”

(His reminder that trust is what keeps everything moving.)

CARRY FORWARD QUESTIONS

1. Am I asking this because I’m curious about them, or because I’m waiting for my turn to talk?
2. Before I make this offer, have I told them the whole truth, or just the version I’m sure gets a yes?



BONUS DEEP DIVE • WHY LOOK AT YOU, NOT LOOK AT ME ACTUALLY WORKS

Joshua Bandoch only spent a sentence on it, but he named the whole obstacle: talking about ourselves feels as good to the brain as sex and money. Here is what the peer-reviewed research actually says about why that is true, and why turning the spotlight around anyway is what makes every guest's advice in this episode work.

[1] Talking About Yourself Really Does Light Up the Brain's Reward System. A landmark Harvard neuroimaging study found that disclosing information about yourself activates the same mesolimbic dopamine circuits, the nucleus accumbens and ventral tegmental area, associated with reward. People even gave up real money for the chance to talk about themselves. This is exactly what Joshua Bandoch pointed to when he said talking about ourselves generates the same sensations in our brain as sex and money. It is not a lack of discipline that pulls a conversation back toward you. It is neurochemistry. Look at you, not look at me only works if you know what you are fighting against.

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[2] Asking Questions Makes You More Likable, Because It Hands the Reward to Them. A Harvard Business School study of live conversations found that people who ask more questions, especially follow-up questions, are consistently better liked by their conversation partners. The mechanism is exactly the flip side of source one: question-asking works because it triggers self-disclosure in the other person, and that person then credits the good feeling to whoever asked the question. This is the science behind Dr. J.R. Briggs's illuminator, when you ask a thoughtful question, you are not just gathering information, you are handing someone else the reward and getting the credit for it.

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[3] People Underestimate How Much Others Want to Go Deeper. Researchers at Northwestern, Texas, and Chicago ran a dozen experiments and found that people consistently overestimate how awkward a deeper conversation will feel, and that deeper conversations actually create more connection and happiness than small talk does. This directly backs Dr. Briggs's four levels of questions: the fear of jumping too soon is real, but so is the cost of staying stuck in level one longer than trust requires. Most people are more ready for a real question than we give them credit for.

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FEATURED GUESTS



Alan Stein Jr.

Former NBA Performance Coach · Keynote Speaker

Alan spent more than 15 years as a performance coach to some of the highest-performing basketball players on the planet, including Kevin Durant, Stephen Curry, and Kobe Bryant. He now teaches organizations how to apply the same mindsets, rituals, and routines elite athletes use to perform at a world-class level.

FEATURED RESOURCE: Next Play

How to focus on what matters most and improve performance, productivity, and fulfillment.

Get the Book → alansteinjr.com →

Andrea Waltz

Co-Author, *Go for No!* · Professional Speaker

Andrea Waltz and her husband and business partner Richard Fenton have spent over two decades teaching sales professionals, entrepreneurs, and organizations how to reprogram their relationship with rejection through the Go for No philosophy.

FEATURED RESOURCE: Go for No! Yes is the Destination, No is How You Get There

A quick, fable-style read on why the willingness to hear no, more often, is the fastest path to yes.

Get the Book → goforno.com →



Dr. J.R. Briggs

Founder, Kairos Partnerships · Author, Coach

J.R. Briggs is the founder of Kairos Partnerships, where he coaches and consults with leaders across business, ministry, education, and public service. He holds a Doctor of Ministry and has spent more than 15 years developing frameworks for asking better questions.

FEATURED RESOURCE: The Art of Asking Better Questions

Pursuing stronger relationships, healthier leadership, and deeper connection through the questions we ask.

Get the Book → jrbriggs.com →

Joshua Bandoch

Persuasion Expert · TEDx Speaker

Joshua Bandoch has spent over a decade mining psychology, neuroscience, economics, and history for what actually moves people to say yes. His techniques have shaped hundreds of speeches for senior government officials and national leaders.

FEATURED RESOURCE: How to Get What You Want: Mastering the Art and Science of Persuasion

Ranked the #1 new book on negotiation on Amazon at release, now being translated into Spanish, Portuguese, and Korean.

Get the Book → joshuabandoch.com →



BY BRYAN BUCKLEY

THE 1ST 5 MINUTES

Every guest in this mashup was proving the same hypothesis from a different angle: what you do in the opening minutes of a conversation decides everything that follows. Alan Stein Jr. proved it through self-awareness. Andrea Waltz proved it through the courage to be told no. Dr. J.R. Briggs proved it through the questions we choose to ask. Joshua Bandoch proved it through the discipline of listening first. Bryan's book, *The 1st 5 Minutes*, is the framework that ties all four of them together, and *Look At You, Not Look At Me* is its first and most important rule.

[Get the Book → bryanbuckleyspeaks.com](https://bryanbuckleyspeaks.com)



TURN YOUR 1ST 5 MINUTES INTO YOUR COMPETITIVE ADVANTAGE — LEVERAGE OR LOSE IT.

Bryan Buckley is the leading authority on the 1st 5 Minutes of a business conversation — 5X author, speaker, corporate trainer, and podcast host. He helps sales professionals and leaders develop, deepen, and master their business communication skills so every conversation counts.

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