

# Steve Herz

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## SUMMARY KEYWORDS

constitutional law, shoe, sense, criminal procedure, authority, players, person, people, life, coach, work, communicated, job, knowing, professor, eyes, shoe repair, tremendous, understood, friedman



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My name is Steve ers, and I am the president of a talent agency called the montair group. And I've been a talent agent for the past almost 30 years. And in doing so I've really understood what I think makes the difference between a successful person and someone who kind of plateaus in life. And that was the reason why I decided to write this book, having had a firsthand experience representing some of the biggest names in broadcasting. Our agency represents people like Mike tirico, Bob Costas stick Vitale, on the new site, Clarissa Ward, at CNN, Steve Harrigan, and Fox News Channel and many others. And I was able to see why certain people went to the top and other people didn't reach their potential. And that was the reason for this book. And what I learned is that people who were able to really connect with other people, people who really had this level of humility and wanted to constantly get better at their craft, we're not taking yes for an answer. We're not accepting where they were in life, wherever that was, and wanting to always be on the road to improvement and asking others for feedback and not taking the good news as gospel. So I think that authority, it can be communicated in a lot of different ways. But one of my favorite stories in my book is about a woman named Maria Philip propolis, who was a doyen, if you will of the Upper West Side, or the Columbus Circle, shoe repair community, she had a little shoe store their shoe repair store for the last 30 years since I've been living there, and walking past it every day. And the thing about Maria is that she has this tremendous sense of confidence in her communication skills, about the kind of work product that she offers her people, the customers that come in for their shoes to be repaired, and experienced it firsthand that she knows that she's the best at her job, she knows it. And if you don't want to pay what some might consider to be exorbitant prices, to get a new he'll put on your shoe or your souls replaced. She's fine with it, she's fine, you don't want to pay \$80 go somewhere else and pay 40 there's plenty of other options. And she didn't, she didn't say it dismissively. She's not angry about it. She just has

this tremendous sense of detachment about her probably 50 years of experience of doing this, knowing the type of quality work she puts in knowing that it's not going to ever have to be replaced. Other than just simple wear and tear, knowing that you're not going to have any discomfort in your feet. And knowing that she feels, hey, this is my price, you don't want to take it, that's fine. And that's a sense of authority about herself. She it comes across in her voice, it comes across in her body language, when she says something to you, she looks you in the eye. And there's a kind of just incredible sense of purpose in her words, that she is running in this little tiny shoe repair store, it feels like a cathedral to you. Because there's a zealot like feeling that she communicates to you how important it is to you that you're doing your job, and that you should have to walk back and forth to work every day. But she knew it, she knows that I did. And that she wants to know that I'm going to be comfortable in my shoes. And this is the level of authority that she brings to it. So let's talk a little bit about warmth. Because, as I said earlier, authority without warmth devolves into authoritarianism. And nobody wants to be around someone who feels like a dictator. Everybody wants to feel like they're around someone who's both competent and connected to. And I don't think you have to see these as mutually exclusive. They work very much in tandem when properly done. And what worked is it's just a feeling of acknowledgement from another person. Ultimately, everybody wants to feel like they exist in this world to you and to anybody else. Nobody wants to feel invisible in the eyes of another. And when you are warm to someone else, you're saying to them with your physical body language, with your eyes, with your whole being with your words, I understand you, I see you. And I think there's a great example of that of Tom kaufflin. Tom kaufflin was a good football coach. But he wasn't a great football coach. And he came across a crossroads in his life. In the early 2000s. He almost got fired from his job as the coach of the New York football giants. And the team came to him and they said, Look, Coach, you just too tough on the players. He was too much of an authoritarian. And I think the players felt from some of the people I talked to that he treated them like



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objects, not like people he didn't see them. He just saw uniform numbers, not real people. And even football players, even tough football players want to feel like they're being acknowledged, and they're being understood for the tough job that they have to do. And so his family sat him down, and they had essentially an intervention with him. And what he told me was, is that they told him that people hate you. They don't like you. The media hates you, your players don't like you. And one of his former players, a guy named Charles away, said to him coach, I know the kind of guy you are I because I can see the way you treat your grandchildren and your children just show that same vulnerability. Let us in let people see the kind of loving man that you are, show that sense of vulnerability. And the next day of practice. kaufflin brought his grandkids and after practice, he rolled in the

grass with them, and they saw him. And it was as if, you know, a totally new man was created. And by being vulnerable around his players and his coaches, with his grandkids, it opened up a whole side to him. And he completely evolved from being this hard nosed guy who had never open up to being guy who actually told his players that he loved them. Energy. Merriam Webster defines it as a dynamic quality or usable power. And I think Barry Friedman, who is a professor of law at NYU, and was a professor of mine at Vanderbilt law school, in the late 80s, really, is the essence of a dynamic quality at a usable power. And he was a guy who, as he told me, really wasn't the most energetic when he first became a lawyer, and then found it in himself by being getting some feedback from other people about how to use that. And in the classroom, he has this quality, that he makes things come alive for you, he cares so much about the material, he embodies so much about what's important about it. And it's as if it's like a life or death experience every time you're in the room with him when he's explaining constitutional law, Criminal Procedure, or whatever it might be. And he's really attached to a tremendous sense of higher purpose. He's not just there to teach you constitutional law or criminal constitutional law. He's there to teach you what he thinks is the most important fiber backbone of the United States Constitution, and what keeps our country together. And when, you know, he exudes this passion, and this detailed commitment to the subject matter. And he's going on about it in a way that you can tell just how important it is to him. If you can't feel that sense of importance, then I think you might not have a pulse. And for me, in particular, he lit this match for me about caring about constitutional law, that frankly, I know, I know that in the hands of any other professor at that school, that match would not have been lit, and it's never ever gone out for me. You know, to this day, when something happens if I'm reading the newspaper, or there's some some famous constitutional law case, or anything involving criminal procedure, I find myself in meshed in it and really applying the principles that I learned 30 years ago, because of Barry Friedman, and the intensity that he brought to the topic. And I think energy is something that you can create and you can translate to another person. And once you translate it to another person, it's like atoms bouncing off of each other.