



**Wake Up Eager Workforce Podcast, Episode 34
How to Be the Boss Everyone Wants to Work For -- Produced By Suzie Price**

Transcript

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Suzie Price: “Flip your script, understand that if you want to have success in leadership, it's less about me and more about we and your team.” That's a quote from my guest today, it's Bill Gentry. He's an Industrial Organizational Psychologist, Research Scientist, Leader and Author of *Be the Boss Everyone Wants to Work For: A Guide for New Leaders*. So today we're going to look at some statistics around frontline leaders and the statistics are going to, might surprise you to demonstrate how, they might not surprise you, but demonstrate how much frontline leaders are struggling. And then in my conversation with Bill, he's not only going to share about his leadership journey, which has been so interesting so far, but he's going to share a lot about his research and the practical things he's learned about what it means to flip your script. And there are six key flips that every leader needs to make to be successful. This is an episode, yes, it's for new leaders, it's for front line leaders, it's actually for all leaders because this process of flipping your script is an ongoing process. So I guarantee you're going to get something out of it. You're going to learn from Bill's journey as a leader and from his research. So I'm excited to share it with you. Thank you for tuning in. Let's get started. Hit It, Michael.

Intro: Welcome to the Wake Up Eager Workforce Podcast, a show designed for leaders, trainers and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews and inspiration. Please welcome the host who is helping leaders, trainers and consultants everywhere, Suzie Price.

Suzie: Welcome, welcome, welcome, this is Suzie Price of Priceless Professional Development where our job is to build energy, commitment in communication in organizations who are going into, this is our 14th year in business. I am a Professional Facilitator, Consultant and Author and a Coach and I'm your Hostess for the Wake Up Eager Workforce Podcast. Our directory of podcasts, this is episode number 34, and if you want to see all of the episodes you can go to wakeupeagerworkforce.com, it's wakeupeagerworkforce.com, all one word. So I'm excited to be here today and to be back with you. I'm getting back into the podcast swing, it is middle of May, Memorial Day is around the corner. It's been a wonderful first part of 2017 and it's been super busy so I'm happy that I'm having some time to do this part that I love, which is sharing knowledge, my motivators. I'm very high Theoretical, sharing knowledge for business, I'm very high Utilitarian, which is, just says what puts gas in my tank is learning and then sharing it in a business context. So, I love doing this and I'm glad to be back, to be doing some more of it with you. Wanted to let you know that we do have a free iPhone, iPad app and if you go to wakeupeagerworkforce.com you'll be able to download that app on your iPhone and if you use Stitcher on Android, that's where you find our podcast. I can be found on Twitter, it's @wakeupeager, Facebook, you just go to facebook.com/wakeupeager and on LinkedIn if you want to connect, just look up Suzie Price, S-U-Z-I-E, Price, P-R-I-C-E, my business name is Priceless Professional Development. One other little note I want to mention is the way you find the show notes for this podcast today, there'll be some links and some things that we reference



that you'll want to go to, is pricelessprofessional.com/flipyourscript, flip your script, all one word and lowercase, and that is our focus today and it's so much of what Bill's excellent book talks about. One last mention too, is if you like the show, please head over to iTunes and if you go to iTunes and leave a review, others can find us, so I appreciate that. If you take a couple minutes and leave a review, I haven't really talked about that very much, but love it if you do that. And if you're using the podcast app, there's an easy place there where you can, if you're looking at your phone where you can share a podcast easily via Twitter, Facebook, LinkedIn. So if you find something here that you like, that'd be another way you could support us. So appreciate that.

Suzie: So let's talk a little bit about some statistics and I think you'll find these interesting. 40% of newly promoted managers fail within the first 18 months, 40%, that's a pretty high percentage. And 80% of frontline managers say, when they were quizzed, that they're dissatisfied with the job they're doing, so they know they're falling down, they just don't know what to do about it. And I see that a lot, where people are struggling, in some of the coaching that I do, struggling with how do you navigate these waters of moving from an individual contributor to a leader? And then 70% of the senior managers who the frontline managers report to agree that the frontline leaders are not doing the job that they need to be doing. So we've got quite a bit of dissatisfaction and an indication there with those statistics that people are struggling and in the role as a leader, it's just not a black and white easy transition for folks. And the interesting thing is, what's wonderful about being a leader is, the opportunities for growth are never ending, right? If you're listening to this, you're probably saying, "Yup you're right, always room to improve." Another statistic is 50% of frontline leaders are labeled. This was by coworkers, so coworkers were given their opinion, 50% of them, of those leaders, were labeled as incompetent, a disappointment, wrong hire or a complete failure by coworkers. So lots of opportunity in this role to grow and become better and not be part of those statistics, have more satisfaction, be more effective, to not fail. The person, Bill Gentry, that I'm talking to today in his book, *Be the Boss Everyone Wants to Work For*, talks about this idea and the quote that I started with today about flipping your script and he says, "Exceeding expectations and having a very set of special technical skills helps a person stand out from others and makes a high performing employee and possibly a kick ass movie hero, but it does not necessarily make a boss everyone wants to work for."

Suzie: So this idea of flipping your script is, and I think it's keen insight around why so many frontline managers are struggling, is, you know, we're excellent as an individual contributor, we could be a, you know, work on our own kick ass movie hero, but those attributes aren't what make up a very effective leader. So there are resources in this podcast directly from Bill's book, that are going to help you make that transition and excel as a leader so that you're not part of these statistics.

Suzie: So I'm going to share, Bill's bio, but since I was just talking about his book, I want to mention that there's a possibility you could get a free copy of his book on Audible. Audible is the, of course, audio version of books, and they provide something for listeners of the Wake Up Eager Workforce podcast. And that is if you use my affiliate link, it's pricelessprofessional.com/audible, lowercase, all one word. If you go to that link, pricelessprofessional.com/audible, and you click on that and you go to Audible from that link



and then you sign up for a free 30-day trial, they give you a free download and you could use your free download to buy or get, not buy, get, *Be the Boss Everyone Wants to Work For*. So that'd be a way to support the show, for you to get a book, an excellent book, I've read it, read Bill's book, it's awesome, you're gonna want to read it after you hear when he talks about here. But contemplate if you haven't, aren't already a part of Audible, trying Audible out and in that you get a free book whether you continue, you know, using Audible month after month or not. It's one way that they support podcasts and podcast people generally like audio books, so that's probably why they do that, right? So go to pricelessprofessional.com/audible.

Suzie: So now let's get into the show. I want to share with you a bit about Bill Gentry's bio. He has a PhD in Industrial and Organizational Psychology and his, that degree is from the University of Georgia, which is from my neck of the woods and he is currently the Executive Director of Brave Leaders Inc., which is a division of the Brené Brown Education Research Group and he is very much a brave leader and you're going to see that in his humility and smarts during our interview today. He also serves as an Adjunct Professor at several Colleges and Universities, has done a lot of research, as I mentioned, he is in addition to being a Leader, he is a Research Scientist. Some of the areas that he focuses on is 360 feedback research, course with first time managers and new leaders, leader character and integrity, mentoring, derailment, politics, organizational politics, communication and empathy. So he graduated Summa Cum Laude from Emory with his Undergraduate. And then, like I mentioned, PhD from UGA. He has had more than 40 peer review publications in all kinds of publications, The Journal of Organizational Behavior, Applied Psychology, many, many lists there. He's on the editorial review boards of several magazines. He's been a contributor of businessweek.com, he's been featured on more than 50 Internet and newspaper outlets, including Harvard Business Review, CNN and the Wall Street Journal. And so let's just get into our interview now. You're going to get to meet and learn from Bill Gentry and again, the show notes for today if you want to check out anything he's saying or any of the links we reference go to pricelessprofessional.com/flipyourscrip. Alright, now to the interview.

Suzie: Alright, welcome Bill Gentry to our conversation today. How are ya?

Bill Gentry: I'm doing wonderful. Thanks for having me.

Suzie: Oh, so glad you're here. I can't wait to talk about being the best boss that everybody wants to work for and all of your solid insights and we're going to get to those details around your leadership background and experiences and all the material from your book. But to kick us off, to just get to know you a little bit more personally, and just to have a little fun, we're going to have you share your answers to a couple of "Get to know you" questions. And the first one is drum roll, tell us about your favorite guilty pleasure TV show?

Bill: I'll be turning 40 this year, so I kind of grew up in the 80's, 90's and then you know 2000, so I love, I love the *Simpsons*. I love *Family Guy*. That's like, those are one, of some of my favorite TV shows out there that I usually watch and there's a lot of TV shows that I watch, I mean my DVR is packed with stuff, so it's like as soon as I record, it's like I have to watch all of them to



make sure that I can get the, more of the batches of the shows that I watched, but my wife and I, we watch all sorts of TV shows and it's a good way for us just to relax and hang out together, but she does not watch *Family Guy* or the *Simpsons* when I do.

Suzie: My nephews love the *Simpsons* and the *Family Guy*, both of them watch, my nephews, watch it and they are always cracking jokes about things from that, those two shows. The TV is a, to me, I'm with you in that, it's a good relaxer or especially for me, I feel like my mind is so busy, it just kind of is, it just relaxes me to watch mysteries or to watch, you know, different funny shows.

Bill: And the thing about guilty pleasure, I'm a leadership researcher; one of the best shows in my opinion to watch about what leadership is as *Blue Bloods*. I love watching that, it's on the, got Tom Selleck in it. It's about the New York police, NYPD, then Tom Selleck is the commissioner, his father used to be the commissioner. He's got a couple sons on the force. One of his daughters works in the attorney's office. I mean it's just got a lot of leadership things that you can pull out, a lot of integrity issues and character issues that comes out in every episode. That's one of the ones that I really watch from a leadership perspective too.

Suzie: Ah, okay. I have not watched that, but I do like kind of police, procedural type stuff, so I need to put that on my list, so I can actually decompress and kind of observe or get story ideas. So that's cool, *Blue Bloods* on the list.

Bill: There is always some sort of ethical dilemma in at least every episode. So it's really cool to look at it from that lens too.

Suzie: Yeah. But if we're just relaxing, *Simpsons* and *Fall Guy* are it.

Bill: *Family Guy*.

Suzie: *Family Guy* is what I meant to say.

Bill: Yeah.

Suzie: Okay. You tell I don't watch it, but my nephews, I'll have ask them about it. Okay. So now what actor would you have play you in a movie, we're going to do a movie of you or about you or with you? Who would you pick?

Bill: No, I always joke around that, you know, it's always so hard for me to go through airports cause everybody thinks I'm George Clooney, so if I get a lot of pictures taken of me, that's the joke that I tell everybody. Actually, some people have said you look like Lou Diamond Phillips. So I would probably say Lou Diamond Phillips, who's a real big actor. But I'd also love to have like a George Clooney or a Bradley Cooper play me. But if I had to have somebody that actually looked like me, I would probably have to say Lou Diamond Phillips.



Suzie: Is Lou Diamond Phillips, I need to look him up, is he the guy in *Longmire*?

Bill: He might be. I know that a long time ago he played Richie Valance in *La Bomba*.

Suzie: Okay. All right, cool. So if anybody sees you in the airport, they need to ask for your signature.

Bill: That's right.

Suzie: All right, so let's jump into the leadership arena and we're going to talk about your book, but prior to that, it'll be interesting cause it'll tie to your book really well, is get to know more about you as a leader and maybe we could kick it off with maybe the most challenging moment that you can think of or that comes to mind in your role as a leader and what it has taught you about leadership.

Bill: Yeah, I think one of the turning points I had in my kind of leadership career, is a very vulnerable moment for me and where I am now a great leader right now, and I think we talked a lot about vulnerability and trust and courage, and the courage to step in the arena everyday when you're a leader. And I just remember it clearly I was sitting at my former organization, The Center for Creative Leadership, which is a wonderful organization. I was with my research colleagues who are on the management team and all of, you know, it was me and three other ones, and then our directors was there with me and then one, two, three, four of us, and then our directors, so there is five people in the room. And we were just having some really, just some issues around how we were all working together and how our teams were working together and the other managers in that room, they've had way more experience of being a leader than I had at that time. They'd been at CCL way longer than I have at that time, even though I was there for, you know, 10, 11 years, I mean, people there, they've been there for many years, more than that, or if they haven't, they're about the amount of time I've had, but they have advanced through the managerial ranks a lot faster than me. So they've had a lot more experience, not just at CCL, but in managing than I did. And you know, I just remembered I've got to tell them that I'm really struggling. And that was a very tough moment for me to do because it is really tough to tell your peers that you're failing or you're feel like a failure or you're feeling like you're not stepping up or leading that role that you need to lead. And I said, "You know the, this is really hard for me, I do have to tell you all, the story I'm telling myself is, you know, I see you all there, you've got a lot more experience, your teams have a lot more people on them and the people that are on your teams have a lot more experienced at CCL too. I have not been in this management role very long and I'm struggling with that along with doing my work and I'm trying to manage a team that's very young and it's very hard for me to do at this time. And I really need your help in helping me to make sure that we're doing things that we need to be doing correctly and doing right and doing things that actually add to and enhance our reputation, not only within our organization but externally." I think that really helped them understand what I was going through and they didn't really know. And that was a very vulnerable moment for me. But it was something that I think helped me out a lot and they saw me in a new perspective and they kind of had, I felt like they had a bit more respect even though



they haven't been, don't get me wrong, they had a lot of respect for me, but I think it's just a different type or more respect from me at that moment and they really helped me going forward to help me be better. That was a very challenging moment for me to admit that I'm not up to par of what I want to do and, but I think it helped out a lot.

Suzie: Yeah, it's that piece of, you know, it's amazing how if you admit you don't know something or you need help, how people will rush in to help, they now know but were afraid tell because we are afraid they are going to turn their back on us or something.

Bill: And it is not fun admitting that you're weak or, you know it's not even really about being weak, it's just, and that's something that I think I did to myself. I wasn't weak and all through failures, we're not weak at all, we're just saying what we're feeling at that moment and what we feel like. And as you said, people, if you assume the best in people they'll help you out, if you're willing to take that leap forward and really admit what's going on. At least it was in my story.

Suzie: Yeah, I think most of the time, as soon as you say, "I need your help," like whatever, if they had judgments or they're frustrated or maybe even it wasn't even that strong, or they are pushing or expecting something, if you say, "Ok, I need some help with this," then it changes the whole dynamic.

Bill: Yeah, I think it does. And it gets them invested in you and of course you would do the same thing if somebody else asked you to do that. And it's weird that we feel threatened or vulnerable to actually ask, but it's really an act of bravery to ask for those sorts of things.

Suzie: Oh I love that, "It's an act of bravery," hints your role as the director of brave leaders. It's an act of bravery to be vulnerable, but in the moment all you're wanting to do is perform and look competent, and you actually look more competent when you actually say, "Hey, I need help."

Bill: That's very true. You really do. You're actually, and people see you as a human being, and not just somebody who excels at everything, but actually see you as human and they see you as one of us, and we're all here to help each other out. So, that was probably again one of those challenging moments that I can think of in my career so far.

Suzie: And as you said, it helped them understand you and gave them a new perspective.

Bill: Yeah.

Suzie: Awesome. So let's talk about a rewarding moment as a leader.

Bill: Yeah, so I think it has to be when Brené Brown asked me to be the Executive Director of a division of the Brené Brown Education Research Group and that division is Brave Leaders, Inc. I mean, I was a researcher. I still am, I consider myself a researcher, I led a small team at my former organization that looked at how data can help organizations understand their leadership



strengths and their weaknesses and their gaps. And just using that kind of big data analysis to do things, and I was leading that team and we were doing some pretty good things, but to know that somebody out there wanted me to kind of lead her division and to help people be more brave and courageous at work, that was just kind of a mind blowing thing that really, it helped me realize that all the hard work that I've done in, you know, in doing research, writing a book, leading a team, understanding and studying leadership, observing people, it all kinda came together in just a really absolutely cool way that I'm still shocked. I mean, I've been in this position for about a month and a half now and every day I still wake up going, "How did I get here?" I'm still shocked that I'm here. And it's just an awesome thing to be in, that was a really rewarding moment that when that happened.

Suzie: And just the little bit that I've gotten to know you, just from our one other conversation and then reading your book as it often happens is I look at it and I know you know it, part of you knows this too, it's like, okay, that's so obvious, he is probably the absolute best person because you're vulnerable in your book, you know, you talk about here's where my challenges were and, but then you apply the research to it by saying, "Okay, but you know, here are the keys to work through this." I mean, so it's going to be exciting to see where you take this division.

Bill: Yeah. Thank you. I'm very excited to see where it goes. It's a pretty cool thing.

Suzie: Yeah. Awesome. What is one thing most people do not know about you?

Bill: I've told people, there's a couple of things that have been really kind of cool that's happened to me. So I've run 3 marathons in my life, which is pretty cool.

Suzie: Are they full marathons, 26 miles?

Bill: Yes, don't forget the .2.

Suzie: Yes, that's right. I didn't even have the point, right.

Bill: I'm an avid runner. I do run a lot, it helps me to decompress at the end of the day and help me kind of knock some stress out, which is great, but I also play piano. So I've played piano for all sorts of my friends' weddings whenever they've had them. I think one of the coolest things, I've played piano to concert hall in Harvard when I was in High School of our choir from high school went up to Harvard to perform, and I played piano for one of the pieces. So, I got to play at a concert hall and Harvard, which is pretty cool. And I also got to play in Chicago when my friends got married and the piano there was actually used at the inauguration of Ronald Reagan, so that was a pretty cool thing to say that I got to play a piano that was there at Ronald Reagan's inauguration. So I've played at some pretty unique places in the music stuff, which I've had all my life. I love music. So, it's gotten me into some pretty unique opportunities.

Suzie: Yeah, that is so interesting. And even today, sometimes you will play at other's weddings?

Bill: Oh yeah.

Suzie: Wow. You must be quite the piano player if you played in a concert hall at Harvard.

Bill: I was just thinking about it, that was a long time ago. But I can still remember it.

Suzie: Yeah, a lot of dedication to become that proficient in that. I would guess that's probably a stress reducer too when you sit down on the piano.

Bill: Yeah, it is. You can kind of play your worries away if you really get into it.

Suzie: Yeah, that's neat. So tell us a little bit about your story as a leader. You know, you talk about a little bit about it in your book and I've touched on it a little bit, but tell us a little bit more about how you got to where you are today.

Bill: I tell people it's kind of humbling really, I didn't know what IO Psychology was in college. So I went to college at Emory, I just remember I thought I was going to go and be going into clinical psychology cause that's kind of all you knew when you were in college, you know. But as I was looking at programs, I saw this program at the University of Georgia that looked at leadership and I was so interested in the study of leadership and what that meant in organizations and the real world, all those things. And I said, "I want, I think I want to apply to that program." And luckily I got in, and then when I was in that program I did an internship at a wonderful organization, I thought this was, I got to dress up in a suit every day, there were opportunities for stock options. They were grooming me to be the next supervisor there and I was going to replace my supervisor who was also a student mentor to me at my graduate school and a good friend as well. So things were all lined up for me, and all I had to do was pass a test and it was a multiple hurdle, you pass the written test and then you pass an in basket, then you pass the interview, then you got it. And I thought this is great because the people who designed these tests are industrial organizational psychologists from Chicago at a consulting firm. I'm getting a PhD in industrial organizational psychology, I should probably know how to what to do and it's all kind of, okay, study the stuff, you know, and the humbling thing was I failed it. I failed the interview, the last part, and it was very humbling to me because I failed at something I'm getting a PhD in, I mean that was a really, just truly just, it destroyed me for a little bit and it's like, I was embarrassed, I was like, you're getting a PhD in this and you can't even answer the right questions or you can't even answer the questions correctly.

Suzie: But it wasn't a test on how to be an IO Psychologist, it was a test to test on how to be a leader?

Bill: It was a test on how to be a leader. It was on leadership, my own programs, that made it even doubly worse for me, but one of the things that stuck with me as they told me, was you didn't have enough experience as being a supervisor in order to be a supervisor. And that was kind of the seed that planted in me, to write this book I, you know, 11 or so years after that. So after I wasn't able to go into that organization, there was a postdoc opened at The Center For

Creative Leadership, which is one of the top, number four in the world right now on executive education and leadership development, and I was, got there as a postdoc. I was lucky enough to be able to get that postdoc position, studied there, wrote papers there, became a researcher there after my postdoc was done, like I said, I started to train programs, designed programs, took a management role and then about, you know, 10 or so years later I really wanted to look at, that story that happened to me was, you didn't have enough experience being a supervisor in order to be a supervisor. That's really what, one of the seeds that was planted to help me write this book for people because there are so many people out there who don't have the experience to be a supervisor and they want to lead but they don't get it, or they don't have the experience of being a supervisor, they don't really want to lead, they're happy doing the work, but that's, they get promoted into leadership in the first place. So how do you help all these people who are so great at what they do as they get promoted in the leadership, and that's why I really wanted to write the book.

Suzie: That's awesome. You said earlier that when you were studying at Emory, you had always cared about leadership. Is there, can you point to why or how or who made that important to you? Is it maybe having somebody in your life or something you experienced early on? I'm just curious cause not everybody cares about studying leadership. So I was curious about your influence all that is.

Bill: Yeah, 2 things, one I remember as a kid, I got this book of the U.S. Presidents and it was like a thicker book and you can find the sticker, put the sticker on the page, so if it was George Washington, you would find George Washington, put sticker on the page, and you read about his life and you know, Abe Lincoln and Truman and Roosevelt and Reagan, all you know, and I thought that, I just, that's where I started getting interested in what leadership really was as a young kid. And then as I grew up, mentors and teachers have been really important to me in my life and helping me move forward and give me the confidence to do all sorts of different things. And the wisdom and the guidance is what, when, you know, really good mentors do. And I think having, being blessed to have a lot of them in my life, observe how they we're seen as leaders in the classroom, in the community, as a leader to me as a mentor or a teacher. That's what really got me interested in how, I guess you can say how influential one person can be to another person, and that's where I think, all of those things is what really, so everything from just reading books from a sticker book when I was a kid, to actually having really great mentors in my life who've made a difference in my life. That's what got me interested in the study of leadership and how we can help people be better.

Suzie: That makes sense. Who has had the greatest influence? Out of all your mentors and teachers, who would you say has had the greatest influence so far on your career and then what are the things that they did that matter to you? Because I always think that's interesting to hear.

Bill: I've had a lot of, you know, I've been trying to think which one of these great people who've had the most influence. It's hard to choose, but if I choose one, I'd probably say it was my, one of my college Professors, Marshall Duke, he was my Honors Thesis Advisor. So you know, you

got in the honors program you had to choose a professor to help you, you know, write your thesis and chair your thesis committee. And my thesis was on nonverbal communication and political debates. So we did a study to where we could see whether you look at a debate, and in my case it was 4 people running for Mayor of my hometown in Chattanooga, Tennessee. And we cut off the sound and people looked at one minute snippets just of their opening remarks with no sound and we saw them, all 4, and then after they saw that we would say, "Okay rate how you thought these 4 people came in in the election, who came in first, who won it, who came in second, who came in third, who came in fourth." We also did it with tones of voices as well, snipped up clips of you know, 2 or 3 second clips for about 20 seconds or so of their voices. And then again you hear all 4 voices, again, "Who finished first, who finished second, who finished third, who finished fourth." What we found was people couldn't pick who won the election, but they can definitely pick who lost the election, who came in last. They were beyond chance knew exactly who came in last just by looking at them on screen and by hearing their tone of voice. But why Marshall was so important to me, I remember over Christmas break I had written, I thought I was hot stuff and I had written the intro, I'd written the method, I'd written all of it, I was going to hand it to him way ahead of time in January and give them, say, "Hey, you know, I've got this. We got our control. We can defended it earlier than what you expect," because again, you know, I'm 22 I want to show that I'm worthy, I want to show that I'm worth something, I want to show that, I want to impress him. He came back to me a week later and he sat me down in his office and he said, "Bill, I talked to my wife about this this morning," and that's never a good sign. When somebody says, "I'll talk to my wife," and he said, "I've got to tell you, your writing is horrible. You're writing stinks and I can't have you go to graduate school writing like this." And that story really has stuck with me cause he sent me to one of his friends at his temple who actually was a writing tutor and it was very embarrassing for me because as I left her house that first day there was like a fifth grader or a sixth grader, the same in my writing was that bad and it wasn't like horrible, it was just technique and like proper usage of words and sentence structure, and you know that the ideas were there, tt just wasn't written clearly. As he said, he could not let me go to graduate school writing like that. And that really opened my eyes to know that again, mentors are so important and leaders are so important because he wanted the best of, for me it wasn't about him and it wasn't about trying to show people he's got great students, but he didn't, that was secondary to me personally, getting the help that I needed so that I could shine in the future and that I could be successful in graduate school. And you know, back then I could barely read a book, let alone you, write one. And you know, 11, you know, back then that was 2000, so 15, 16 years later actually wrote a book and I still use a lot of the things that he taught me and that tutor taught me as well, to help me with my writing. And that's the kind of thing that's been the biggest influence on who I've been, out of all the great influences I've had, Marshall has been the best one because he didn't want to see me fail, even when I went off to graduate school, he didn't have to do a thing with me anymore, he didn't want that to happen. And I'm still friends with him and his wife and others to this day, so he's a very special person.

Suzie: Yeah, so it is this thing about, and I am constantly, I actually just did a 360 on myself and one of the takeaways was to be a little more transparent, maybe a lot more transparent about what I am thinking, seeing, knowing. So some of the feedback was that sometimes they don't know where I stand, and so your story, his willingness to help you by giving you a little bit of

blunt talk, something to wake you up, going to make you feel great, your writing, you in your words, you said, he said, "You're writing stinks, you can't go forward with this." I love hearing that because I do a little bit of the blunt talk, but I don't do enough with clients, I don't think, I've tried to be more specific like that and look how much it helped you.

Bill: Right, it definitely did.

Suzie: His intent was to help, wasn't to hurt or to impress in some way about what he knew, but to really help you and you were wise enough to take the advice and take action on it.

Bill: And I think it was okay for him to do because we've built a relationship over time. If that was the first meeting I ever had with him, that probably wouldn't have worked, but it was a relationship built over time.

Suzie: He had earned the right to coach you. That's the other piece that I'm always aware of. Have I earned the right to even say this? I tend to hold back just a little too long, I think, but he had earned it. Hey, so I think that's an awesome story, I love that you shared it, but I did want to go back to your study just to not leave that hanging a little bit because I'm curious, rating the people and looking at their tone and their nonverbal, so I'm just curious, what were people doing that came in last?

Bill: His dress was a lot different than everybody else, he was wearing an all black and a red shirt and a black tie, he had on rose colored glasses so you couldn't really see his face. Again, those sorts of, even the colors that you see can affect how you think of a person in terms of leadership. And then his tone of voice was very deep. I don't really know how to describe an aggressive tone of voice, but if you heard it, that's what, how you would describe it. And I tell people there's 6 different channels, nonverbal communication, even the way that you dress and especially your tone of voice, which of the 6 channels is the biggest part of the pie. All of those things help you or hurt you when it comes to being a leader. And so you as a leader, you have to be mindful of all 6 of those channels, not just one.

Suzie: And so the one is dress, one is tone, what are the others?

Bill: Sure. Facial expression, rhythm and use of time, face and touch, the amount of space that you have in between people and touch. And then I can always remember 5 out of 6, let's see if I can do this.

Suzie: Putting you on the spot on our list, it's in your book, I think, is it?

Bill: Yes, it is, rhythm and use of time, and space and touch, the way that you dress, objectives, gestures and postures would be the other, along with tone of voice, gestures and postures. Yeah. So leaders have to be mindful of all 6 of those at every second of every day, even when they think they're not being watched. Because as I talked about in the book, and when I talk to leaders and train them, all eyes are on you every second of the day, even when you don't think



anybody's watching. So you've got to be mindful of how you are presenting yourself as a leader no matter where you are. Even at work, outside of work, I mean you're a leader through.

Suzie: And did you say out of those 6, is it the dress and tone that are the ones that make up the biggest pie? Where people kind of receive you.

Bill: Tone of voice, that paralanguage, that is the biggest one.

Suzie: That's the biggest one, okay. Glad I clarified that. Well, great insight and I love that Professor, what was his name? Marshall?

Bill: Marshall Duke, yeah.

Suzie: That he was so direct with you and that he cared enough to have that conversation. When you think about your journey as a leader thus far, thoughts around not everybody is going to maybe get a PhD or traveled that route. But are there particular books or education, or we know for sure it's going to be your book, *Be the Boss That Everyone Wants to Work For*, put that on the list for sure, and we're going to talk about that more next, but other tools or insights or training, that have been instrumental to you as you're growing as a leader?

Bill: I was able to design the program called *Maximizing Your Leadership Potential*, which is a 3-day program geared for new and upcoming leaders, firing leaders, front line, first level managers and supervisors. I was able to design that and as I got ramped up to train it, I had to go through it as well. So it's one thing to design a program then to actually go through it. That was a really, just like you said before, you went through a 360, anytime you can go through a 360, it opens your eyes up to things and if you don't have, so that was kind of the training program that was very influential to me, helped me understand that, you know, here's some things you gotta look out for, but you've also got some hidden strengths and you don't have to be so hard on yourself on some of these things. The other thing that I think any leader can do, even if they can't go to a training program but still get that same sort of flavor of a 360 is ask for feedback. If you can do that, you're going to be one step above everybody else. And I've recently done some research with Steve Young, he was one of the people who work for me in my small team there at Stanford Creative Leadership. We actually just came out with some research on, you know, what people think about feedback, you know, right now, how much feedback do people normally give? How much feedback do people normally get? How often do they get it? What types of feedback? Feedback is a really important tool that all leaders need to have, not just giving it to their people, but also asking for it, because if leaders are able to ask or it, you are opening up a culture of feedback, which you definitely need to get the work done up and down and around your team. So having that sort of, if you can't go to a 3-day training program, if you can't go to a one-day training program, if you can help feedback, both the giving and the getting as highly important for you and your team to be effective, that's the type of work that you need to be doing so that you can develop more on the job.



Suzie: Yeah, it's amazing how if you, and it is a part of the being brave as a leader, if you can say, it's a little process that I have people go through and it's borrowed from Marshall Goldsmith, but it is feed forward. I mean you can do it in a huge group setting, you know, just to demonstrate it, but one-on-one, having leaders say, "I'm working on this behavior, if you have any advice for me," you know, and they sit down and take notes and it's their job to listen and ask questions and not debate. And it's amazing the power of that. And like you said, it's not just the feedback you get, it's the demonstrating what it's like to ask for feedback. It just starts to create a feedback culture.

Bill: And if you act on it.

Suzie: And if you act of it, that is exactly right. Cause a double sword is, you know, you asked for my feedback and I always, every time we do 360, it's like, "Okay, you're going to do something with this, correct?" Because you've now asked, so you set up expectations that things are going to become different. So it's worse to do the, you know, asking for feedback and not do anything than to have never have asked, because people's expectations are, things are going to get better.

Bill: Right.

Suzie: And when you say people should do something with it and like what I'm doing with my peers and my clients on the 360 that I just did, is I'm giving back to them, you know, very, a summary of here's what I saw as my development opportunities, here's what I'm going to work on, here's what some of my strengths were and then, you know, offer to talk it through. Would that be the kind of thing that you would say people need to do or how would you coach somebody after they've gotten a 360, or they've asked for, done the feed forward thing that I'm always talking about?

Bill: You talk about Marshall Goldsmith, I'd give them some advice on Marshall Goldsmith type of research that he's been able to do with feedback and how people are seen as less effective or more effective after getting some sort of feedback or going through a program. I'd tell people, if you really want to be seen as effective after that 360, after the feedback that you've been given, say, "Thank you." You tell them what you learned about it. Maybe even tell them what goal that you're now going to try to set. And then, you know, the icing on the cake is hold me accountable to it, give me feedback on how well I'm progressing towards this goal, that goes, again, that gets others invested in me, invested in my development. And if I am apt to listen to that and actually they can see whether I'm doing or not or give me feedback on how I'm doing or not, there'll be more apt to listen to the feedback that I need to give them. And again, it's a feedback culture and it's a developmental culture that just by mirroring what you would want your people to do, and if you're doing it yourself, you're going to grow a really good feedback culture with your team and your organization.

Suzie: Keywords there, mirror what you want people to do. Okay. Anything else about education, books, training that you want to mention before we go into your books?



Bill: I think that's a good segue for the book.

Suzie: Okay, perfect, just making sure I wasn't moving too fast there. So we have mentioned your book, let's go into some detail around it. You talk about flipping your script and you talk about 6 areas, or focus areas for flipping your script. So maybe you could talk a little bit about the idea of flipping your script and what that means and then touch on the 6 areas.

Bill: So flip your script is like the red thread throughout the book, *Be the Boss Everyone Wants to Work For*. And what I mean by that is we all have scripts in our lives, just like we talked about TV, TV shows or movies or plays, whatever, we all have a script in our life. For individual contributors and organizations, that script, that has gotten all of us really successful at what we do, it's a me, myself and I script, I tell people it's like that old break up line, "It's not you, it's me," it's the focus on me, my skills and my talents and my technical savvy and my motivation and me coming in early and me staying in late and me doing all the things better than everybody else and separating myself from everybody else, that's what's gotten me raises and bonuses and promotions. And there is absolutely nothing wrong with that script and it's been successful. It's made us successful in organizations, heck, it's probably made us successful kids, think about it in school, my smarts got me my grades, my grades got me an education, my education and my personality, whatever the case may be, got me my first job. And again, that focus on me, got me all of these great benefits and raises and bonuses and promotions and the spotlight and everybody's seeing me for who I am, which is great. And there again, nothing at all wrong with that. And that script helped a lot of us get into leadership and if we keep living that script, we're going to fail as leaders. I mean we've seen it in derailment research that I and others have done at CCL, one out of every two managers are ineffective their roles right now. And one of the key pieces why managers are ineffective, it's they keep living that script that me, myself and I, it's not you, it's me script. And what I tell leaders is if you want to be successful, you have to flip your script and just put that script on its head and say, you know what, "It's not about me anymore," focus less on me and more about we, an our team, as in it's not about my success anymore, my success is now going to be around my team's success or my direct report's success. That's what's gonna make me successful. So flipping your script is saying, you know what going from, it's not you, it's me to now, it's not about me anymore, that's what's gonna make people effective, as leaders. And based on the research that I've done, almost 300 new leaders, I've been able to look at 6 key aspects of that script that needs to flip in order for leaders to be successful. And I can talk to you about a real quickly if you'd like for me too?

Suzie: Yes, please do.

Bill: Great. So the first one is a mindset, you have to flip your mindset. One of the cool things that I was able to look at in the research as people came to the programs at CCL for that new leader program that I talked to you about before, they had their 360, so I had access to look at their 360, but I also asked them before the program started, fill out this survey about your motivation for learning and development, why are you here? Why are you coming to this program? And all of us have these 2 different types of motivations. One motivation, as you know, I'm coming here because I want people to know how good that I am. I want to put up a



certificate all on my wall, you know, when I get back to work, I want people to know that I'm gone for 3 days. I want people to know that I'm special. And again, there's nothing wrong with that, but that is part of the, it's not you, it's me script, again, it is the focus on.

Suzie: Yeah, I was going to say, that is a me, myself and I, kind of thought process.

Bill: The other motivation we all have when it comes to training, development or learning and development is, you know, I want to, I'm coming to this program because, or I'm listening to this podcast because I find learning fun, I find it pleasing, I find it intrinsically pleasing, I find it a joy to learn, I love learning. And what I found was of those 2 motivations, the more that a person had of that last one that I've just talked about, learning is fun, it's exciting, it's intrinsically pleasing, if that motivation outweighed the other one, those were seen as more effective in their jobs based on the 360, the least effective managers, it was completely opposite. That first motivation of I want people to know that I'm here, that I'm good, if that was their leading motivation, they were seen as less effective. So you've got to be able to flip your mindset and think about, you know, again, even in wanting to learn about leadership, it's not about me anymore. And if you're able to flip your mindset to think more along the lines of I want to learn because it's fun, I know it's going to be hard, I know it's going to be difficult. What Carol Dweck says in terms of a fixed versus growth mindset, having more of a growth mindset, wanting to learn, knowing that you'll make mistakes, learn from your failures, learn from your imperfection. That growth mindset, that's the kind of mindset that you need. So that was the first kind of flip that I've found in the research that I did, was flipping your mindset.

Suzie: It's interesting, out of 100 leaders, this is just a small little Suzie research, right? So a 100 leaders who had completed a tool, a lot of folks that work with Priceless have to complete the TriMetric assessment, one of the areas that is measured is continuous learning. So taking initiative to learn, and it's not a 360, it is a psychometric tool, but the continuous learning, what I've found out of the percentage of the 100 leaders who were struggling, 9 out of 10 of those had, that were struggling, had low continuous learning. So is it ties directly into what you're talking about. So they're not, they're not finding the joy. If you're going to take initiative in learning, if you realize, "Okay it can be fun and it's going to be hard and I'm going to make mistakes." But that's interesting that you actually have real research, not just my anecdotal research. But if you're going to move into leadership, it is an ongoing learning; you're never going to master it.

Bill: That's right.

Suzie: And if you think you've got a master, then you're going to be continually frustrated cause it's always going to be a growth edge, or a new opportunity here, right?

Bill: Right, right, that's right.

Suzie: Okay. So we're going to flip our script and our script is, getting away from me, myself and I am moving towards we. And the first part of that is mindset.

Bill: And the second one that I've found in my research with skill set, a lot of leaders get promoted because of their skills and it's their technical skills. And what I've found through their 360, part of their 360 was asking their bosses or peers and direct reports, of these competencies that people are learning, that they're going to be rated on, what's most important for success in their organization, and are they even good at it or not? And what I found was there were 4 different competencies or skills that stood out. Meaning everybody said you need to do well in these to be successful in your organization, these are most important for success in your organization, yet not a lot of the first time managers that I studied were very good at it, and I talked about all 4 of them in the book, 2 of them are talking about specifically in the skillset portion chapter of the book. It's about communication and influence, and notice there's nothing about technical savvy of knowing, it's not anything about knowing the intricacies of the stuff, but it's really about how do you communicate well and how do you influence really well and those are the 2 things that a lot of leaders need to understand. Again, the old script is, it's not you, it's me, I'm going to communicate the way I like to be communicated with, I want to influence the way I know how to be influenced. But the leaders who were able to flip their script, are really able to understand, "Look, I need to communicate the way others wants to be communicated with and I need to influence others the way others like to be influenced." So again, it's not about me anymore. And thinking about their understanding of how they want to be influenced and communicated with. So that's what I talked about in terms of skillset. Trying to think less about how I like to do things and more along the lines of how others want to have communication and influence. And that's how you can flip your script around your skillset.

Suzie: Yeah, that's awesome.

Bill: So we've talked about mindset and skillset. The third flip that I talk about is relationships. One of the other key pieces of research I was able to look at before they came to the program, these almost 300 new leaders had to write down what are your 3 biggest leadership challenges that you're facing right now? And the number one challenge mentioned by almost 60% of these new leaders, one of their biggest challenges was, how do I go from being a peer to being a boss? How do I go from being part of the team to now leading a team? And that leading team achievement is a, is another skill gap that I found along with communication influence. I just mentioned again, how do I lead teams? I mean I've been part of a team, I'm a superstar, I'm an individual contributor, I'm one of the biggest contributions continually in my team, but now I have to lead them and a lot of those people I have to lead, I've worked side by side with them for months or years or, I just had them over for supper and now I have to be their leader, how do I do that? And that's the third flip that I talk about, how do you flip your relationship from going from a peer to being a boss, and how do you actually go from being part of a team to now having to lead that team?

Suzie: That's a tricky dynamic to master.

Bill: It is, and I don't think there's enough out there telling people that when you go from being a peer to being a boss, you have to take ownership of that relationship and be proactive in having those meetings and say, "You know what, our relationship might have to change now, we have

a different dynamic now.” It doesn't mean that we can't not be friends anymore, unless there's something in your HR file that says you can never be friends anymore, you can still be friends, but you need to clearly draw those boundaries out and have that proactive conversation, you can't wait for it to come to you. And we need to help our new leaders have that script ready, you know, have those scripts ready, tell them these are the types of things we need to talk about. And it's nothing personal, it's business. And that's what we have to think about right now in this new relationship. So flipping your relationship, talking about mindset and skillset relationship's really important. And then the fourth flip that I talk about has to deal a little bit with that as well, is a new type of relationship, you have to have, I call it flipping your do it all attitude, because a lot of individual contributors, again, they got promoted into leadership because they could do everything and when you're a leader you can't do everything anymore. And in fact if you try to do everything, think about the types of messages you're sending your folks. You know, if you try to, if you take away other people's work because you can do it better, cause you can do it faster, you're telling them I don't trust you, and you're telling them I don't think you're good enough to do this. So the ability to delegate is highly important in that new role that you have to play now and when we've talked already before, it's coaching and developing and mentoring other people because, again, my success as a leader is not going to be based on my ability to do things, it's my success is going to be based on my team's ability to get the work done because their success is what's gonna make me successful. So I can't do all the work anymore, I have to coach them and develop them and mentor them to do their work effectively so that they can be successful, which will eventually lead to my success. And I talked about before, you know, those 4 skill gaps, everybody says they're important, but not a lot of first time managers are good at it; Communication, influence, leading teams and developing others. And that's where I talk about the developing others part in that chapter. So we've talked about mindset and skillset and relationships and do it all attitude., the last 2 are perspective and focus. So flipping your perspective is all about how do you deal with the politics in organizations? How do you go from having a very narrow focus of getting the work done, to now broadening your focus and understanding how your work matters to others? Here is how you work with your peers, how your work is part of the machine of the organization. How do you manage up? How do you manage in the matrix? How do you get the work done? How do you influence others over whom you have no influence? Politics is a really sticky subject and I tell people it's not positive or negative, it's just the air that we breathe in organization. So how can we be politically savvy enough to understand, here's my perspective, let me understand your perspective and how can we both win at this? And that's what a really good perspective around politics is. So flipping your perspective and then finally, flipping your focus is all about how do you lead with your character and integrity intact. I don't think there's enough being done in organizations right now to help people understand the amount of influence that your decision can have on people, on processes, and if you don't believe that's true, think of what's happened at Enron and Worldcom and Bernie Madoff and BW and Wells Fargo and all these other places, that something could have been done, and if you're not thinking about the enormity of your decisions, as leaders you have to start thinking about that now.

Suzie: That's non-ending, I love in your book, you talk about the Tyco CEO at a graduation ceremony, he said this, I wrote down the quote because I thought it was so great, telling the graduates, especially this time of year because everybody is graduating, it's May, "You will be

confronted with questions everyday that test your morals, the questions will get tougher and consequences more severe, think carefully for your sake, for you sake to do the right thing, not the easy thing." Awesome quote, and he gets arrested. I remember that story with him, he got arrested, it was very visible, but it just makes your point about this idea of staying focused everyday on doing the right thing.

Bill: Yeah, definitely and the research I've been able to do has looked at character strengths of leaders and at the very top of the organizations, those Chief Executive Officers and Presidents, the research that I've done has seen that of several characters strengths we were able to measure, integrity was the most important predictor for their success, but when we moved down the ladder of organizations to like middle level managers, integrity, when you looked at it in combination with all sorts of other character strengths, in singularity, yes it does predict performance, but when you put it kind of like as a tell me when you put all these characters strings in the same pot, which one comes up the top, integrity has nothing to do with their performance, which was very troubling to us when we thought about it. But again, if you think about why we promote people, we promote people based on their current performance and if based on our research, integrity, along with all these other character strengths, integrity has nothing to do with their current performance. You might be promoting people with integrity, but you might not, you don't know and you won't know until sometimes it's too late and that's why...

Suzie: Until they are on a bigger stage. That is so interesting. I just, the reason I took that 360, I just got certified in the Executive Presence Index, and it's for executives and it's measuring character, substance, style and integrity is a big piece of it. So this is very interesting what you just said about people who are in the entry level to middle management, you might not know what their level of integrity is cause they're not getting promoted or it's not really making their performance, the difference in their performance as much as it does as they grow. So you could be promoting people that don't have strong integrity, is that what you said?

Bill: That's right. But if you need it the higher and higher you get, why not talk about it right now? Cause it's definitely something you need later on. If you think about this way, these first time managers and new leaders on the front lines, they manage the biggest portion of population organizations; they have biggest hand on employee engagement, productivity, teamwork, all of those things. They have a pulse of what's going on and if they are in charge of the biggest population of workers and organizations, think about the amount of, we talked about for role modeling, and what people see in their leaders and as you talk about brands with lobbyist, graduates are going to enter the work, that's the first boss that they're going to ever going to have that is going to influence them on what leadership is for the rest of your life.

Suzie: Yeah, so I like that. That's an interesting fact around that. That's a great way to look at it. So out of these focus areas, and I know they're all important or you wouldn't have them in the book, but if you were to say if a new leaders listening right now, or somebody who maybe is seasoned leader but is struggling, what would you say that thing they could focus on that could have the biggest impact right away? Could be? Might be a hard question to answer but...

Bill: For me it was flipping your relationship, so it was going from being a peer to being a boss and then also how can I lead this team, because again, I've been worker, now I have to actually lead a team of other workers who want to do well, but they need to be shown, I talk about in the book, direction, alignment and commitment as a really great way to think about how do I lead teams effectively and it's based on research from CCL, that they've done as well. Whenever effective leadership happens, direction, alignment, commitment, those 3 things usually appear, so as a leader for me setting the direction, for me personally setting the direction where we're going, not a problem, gaining commitment, motivating people, not a problem, it's that alignment, it's the role clarity it's this is what you do, this is why it's important. That's been the biggest issue for me. For others that might be different, but for me personally that is the, that's been the key sticking point for me prior where I was and where I am now, brave leader saying, "How can I provide the right amount of role clarity so the people exactly," because believe me, for the organization I'm in now, we are invested. We know the direction. We have a lot of committed people, but we need to know exactly what we're doing and you can't have that type of thing.

Suzie: Yeah, who is doing what, where and when. That type of thing?

Bill: Exactly. Exactly. And that's one of the big things that has been a weakness for me and it's creeping up again. And so I'm really trying to focus hard to help people understand this is exactly the type of work you need to do, this other work, you don't need to do it, here is who can do it, here's why you don't need to be doing it. And here's why if you fall short of the things that you do, here is how it affects other people, other processes, other work. So that's been my big goal from what I've had in my new position.

Suzie: Right. So you're actually focusing on that really right now. I liked when you talked about this area, your suggestion of, "Hey, I'm a new leader or I'm taking over our team, where we were used to be all best friends," being proactive about the conversation, which is a little different from your current situation right now but may apply and the other thing I was thinking about, and it's interesting that it ties to what you're thinking about is having a dashboard. Everybody has a dashboard, you know, they know what the top 3-5 priorities are, they know how they're being measured. They all know what everybody else's dashboard is. And that could be a piece for any of the folks, my friends and clients that are listening, that the dashboard that we always talk about could work for the part around the alignment piece.

Bill: Definitely.

Suzie: Awesome. Any other thoughts around that, around that focus area and having the biggest impact, the flipping your relationship?

Bill: No. Again, I think we've talked about a little bit before, if you are going from being friends now being a boss, you as a leader it's on you, it's your responsibility to go have that conversation because again, if you don't and you kind of leave it unspoken and you start giving your friends different types of resources or bonuses, even though they might deserve it, you're going to have a lot of people who are going to question your authority. So you've got to be



proactive in having those one-on-one conversations with them and everybody else on your team so that everybody knows exactly what the playing field is.

Suzie: Yep. That is real smart. Is there a focus area that's most challenging that you see across the board for leaders?

Bill: Yeah, I, we've talked about how important that flipping your focus is. For me, that was the hardest chapter to write in the book. It's the most, it is probably, all of those are all, you know, flipping your mindset and your skill set and all those things, there's kind of a right and wrong way to do it, but when it comes to questions of ethics and integrity, there should be a right and wrong way, but every, you know, there's always that, "Well, what about this and what about this?" That is probably the hardest one to really hold to because you're...

Suzie: That's a gray area.

Bill: Yeah, there is there, there really is. And if we don't, again, if we don't pay attention to it, it's going to affect us and a lot of it's going to affect us when too late and affects more than just me or my team. Again, think about Volkswagen, think about Wells Fargo, think but all these other people who have been affected.

Suzie: Yes, yes. United even, with the recent airplane thing. Oh my gosh. Yeah. So would do you think about as a new leader, what are 2-3 things that you, and I know you have resources that go into this, but 2-3 things you could do to focus in this area, to focus in the area of focus?

Bill: Right. If you haven't done some sort of values alignment, you know, writing down exactly what are your key values, that's something you should do right now because your actions and behaviors come from your values. So if you are very clear under what your values are, if other people know that those are your values and if trusted mentors and advisors know what your values are, whenever you have or made a decision or done something that might be a little out of whack with those values, they'll call you out on. And that's the type of thing leaders need. So I would think the big thing for people to do is write down what your values are. What are your top 2 or 3 values and how does that affect every decision you make? Have that known to people and allow people to call you out on those and take it to heart when they do. And then also do a case study, think about if I were in this position, what would I have done? So being prepared, that's really, how can you be prepared for that next questionable ethical decisions you're gonna make. If you see how other people have done it and the repercussions that have happened and you think about, "Okay, if I were in this, what would I do," that's just going to prepare you for the time that you're actually going to have it done.

Suzie: Yeah. And that's part of that flipping your script overall. Just thinking like a leader and realizing that your decisions have impact.

Bill: Yes. They have impact not just on you, not just on your team, but your organization, shareholders, other people. I mean just all sorts.



Suzie: Yup. With the values, alignment it would get, what came to mind since we talked about TV shows earlier is, I don't know if you ever watched NCIS and Gibbs always has these rules, you know, and they're always saying, "That's rule number 10," you know? Yeah. And everybody knows what they are, you know where they all keep each other in check, you know, it's almost like you could actually have a team, you have your own, start there, but also have, you know, here's how we're going to work together, here's our guidelines and kind of thing. It could ripple out. Well, your book is, it has so many nuggets in, it's hard to cover it in the short time that we're on a call today, but yeah, I think you've done it justice in that people understand the depth of it, the practicality of it, your sharing your experience plus it's all tied to research, it is just not somebody you know, "Boy that's a keen idea." It's there's real research that backs up the ideas, so I am going to encourage everybody to go out and get the book and I'll have a link in the show notes and it's *Be the Best Boss Everyone Wants to Work For: A Guide For New Leaders*. As we come to a close, I would love to ask you some final closing questions and then our very last question is going to be about one last bit of advice, but when you think of the word successful, who's the first person that comes to mind?

Bill: Actually it's one of another teacher of mine, professor of mine from Emory and it's actually Marshall Duke's best friends, Steve Newiki. He's told me often times that when he and Marshall came into Emory together, which was 40 plus years ago, a lot of people told both of them that, you know, if you really want to make a mark, you can't be writing things together, you need to go out there on your own and do it on your own and write these articles on your own and write these books on your own. And Steve went, "No, that's, that's my friend. We're going to write these things together." And they've written books together and their families are just integrated together, you know, it's like they go out every Thanksgiving, it's the Newiki/Duke Thanksgiving, you know.

Suzie: Oh how cool.

Bill: They vacation, and they have all these traditions and their best friends, their wives are best friends, their kids have grown up together, I mean, that's just like an extended family. And it's helped me to understand that one, your career isn't based on the amount of things that you're right, it's based on the relationships that you have and it's the relationships you have with your colleagues it's the relationship that you have with friends and relationships you have with your family. And knowing that relationships begin and end and it's really up to you to help understand the cycle of relationships and to see people change all the time, and if you really keep those key relationships, you have to be able to change and adapt with them for those long time relationships to last. So for me, success is not about the amount of books that I'm going to write or the amount of journal articles that I've written, or you know, maybe even building this company, Brave Leaders Inc. up to something that's going to be just great, it's how am I treating the people that work with me and work for me, it is how I'm working with clients and how can I do all of these things and still be a whole person with my wife, with my friends, with my colleagues that I have. That's what success really should be all about.



Suzie: Yeah, that's great to have the big picture view. And when you're somebody who likes research and information, I could tend that way, I don't have all the experience that you have in regard to the degrees, but I do get lost in data and information and love it, you know, but I could also, the blind spot is letting go of things like that lag and I've had to really work to make sure that doesn't happen. And so I think it's awesome that you had such a great role model, the Newiki/Duke team and how that is. Yeah, and I think I remember you telling me you're a newlywed too, aren't you?

Bill: I am. We've been married a little over a year and a half now. I think after a year, you're not a newlywed.

Suzie: You're not a newlywed as much anymore. But yeah, good focus. I'm sure she appreciates it too. Okay. One other, couple, two other, kind of fun, but self, hopefully self-revealing and helpful to others questions, what advice would you give your 25-year old self?

Bill: Yeah, dream big. There's nothing wrong with dreaming big, but also dream the dreams that you don't even know exist yet because at 25 I never thought I'd be able to work at a wonderful organization where I was and then to be called from a New York Times bestseller over and over again who wants somebody to lead her for division, for trying to get the work and into leadership. I didn't even think that sort of job existed, so just, you know, dream big with the dreams that you have, but then just be open to what else comes about because you never know what's out there and what people see in you. Again, I pinch myself every morning just thinking, "How did I get here?" And it's just a, it's a surreal type of thing. But if you go back to my 25-year old self and just say, "Hey, you're going to have some really great things happen, be open to them and dream things you don't even know exist."

Suzie: Yeah. That's awesome. That's awesome. I love that. If you could have one billboard anywhere, what would it be? What would it say?

Bill: It would say, "Flip your script," I mean that's the whole red thread that we've talking about, understanding that if you want to be successful in leadership, it's less about me and now it's more about we, and our team and flipping your script, it's not about me anymore. That's kind of again, if there's one thing that people will get out of this interview, that's really what I hope they understand is, how can I be able to flip my script so I can be more successful to the people that I lead and serve.

Suzie: Awesome. And so that might be your one bit of advice you would want to share with every leader? Is it your billboard? Your billboard, I love that is a lot like that, your billboard and your advice, anything else you'd like to add around wisdom or advice around flip your script?

Bill: Yeah, you need to flip your script to be successful, but you can't do it alone. So again, we've talked about the importance of mentors and advisors, getting people on your side to be that mentor advisor to you, and it can be one person, it could be several people, it can be people that you've had in previous organizations, people you've had in your education, it could

be your husband, wife, or spouse, it could be somebody in your community, your place of worship, your coach, your mentor, anybody. Having those types of people to help and support you in doing this, because it's not an easy thing to do to flip your script. It's challenging. It's frustrating. You don't get any rewards or accolades for it, you know, short term. If you can have people on your side and to help you, and to know that you're gonna make mistakes and to help you learn from them, that's what you really need. So flipping your script, yeah, that's the billboard, but if there's any advice on to help you to flip your script, get as many people as possible who you trust to help you do that who's on your side to do it and for you to do that for other people as well.

Suzie; Yeah, exactly. Yep, I love it, well said, that's perfect. So as you can, everybody who's listening can hear, Bill has a wealth of information to share and you can find out more about his book, if you go to William Gentry, G-E-N-T-R-Y, leads.com, williamgentryleads.com, I'll have a link to it in the show notes and there you can see his book. You also get it on Amazon and you can also see a list of resources, so each one of the focus areas that Bill talked about today, there are some coaching tips and ideas around each of the 6 areas and more about flipping your script.

Bill: That was the one thing I wanted to make sure that people got out of the book. Again, it's not about the research and all the stuff that's out there, I wanted some practical, actionable content for people to use. And at the end of each chapter, there's what I call a coach's corner, and based on what you read here are 2 things for you to think about to get a deeper understanding. And here are 2 things that you need to do within the next 2 weeks or before the next meeting or the next 6 months, whatever the case may be, to enact the stuff that you read. And because I had to cut down so many words out of the book, I still wanted somewhere to be kept things that just didn't make the books, so that's where, that'd be the Boss Resources there, I wanted, if you want more, that's a great place to have it for *Be The Boss Everyone Wants to Work For*.

Suzie: Okay, that's good to know. Let's close with you talking a little bit about the brave leaders division of Brené Brown and how people can reach you, and I'll put these links in the show notes, but let's close with that. You talk a little bit about what your focus is and how to reach you.

Bill: Yeah, so now I'm Executive Director of Brave Leaders, Inc., which is division of the Brené Brown Education Research Group. For those of y'all, who might know Brené Brown or might not, she's wonderful person. She's written 3, I think, New York Times Bestsellers, *The Gifts of Imperfection*, *Daring Greatly* and *Rising Strong*. She's writing another book right now that's going to be out later this year, in 2017, and what she really wanted to do with how can she help people live a more brave and courageous life, and one of the divisions of our organization is about, you know, how you live it in your own personal life through parenting or other, you know, through relationships, but she wanted also wanted to know how can we live this in organizations? How can we build brave and courageous leaders at every single level of the organization? How can we help people understand the importance of vulnerability, facing risks



and uncertainty? How can we get people to be very clear on their values? How can we get people to build trust? How can we get people to rise from setbacks and failures? Those are the things that Brave Leaders, Inc., is really all about. So A, we're building a courage building program to help people be more brave and courageous at work, through vulnerability, through clarity of values, trust through the ability to rise from failures, rising skills and several other things like empathy and feedback. How can we get people to be more brave and courageous at work? So that's what we are out to do and help people to do that effectively at work cause we need more of those types of people at work.

Suzie: Definitely. So if people want to reach you?

Bill: Sure, I just think go to williamgentryleads.com, you can find me there. The division that I'm in charge of for Brené is braveleadersinc.com, and if you want to know more about Brené, I would definitely have you just type in Brené Brown in your browser. There's going to be a couple of Ted Talks, one of them on vulnerability, which is one of the, I think top five, most viewed Ted Talks ever. She's had a couple of Ted Talks there, her books are great and again, what we're trying to do is those Ted Talks and those books are awesome, how can we apply those to organizations to help build more brave and courageous leaders? That's what we're out to do and its leaders and organizations, but also educators in K through 12, right now during educator program too, so its leaders and organizations, education too.

Suzie: Oh Wow. Big Mission. Talk about dreaming big, they've got the right person there and it's an all submission. That's awesome. All right, thank you.

Suzie: All right, let's come to a close today for this podcast, episode number 34, going to share a few links with you and a couple of reminders and tell you a little bit about what's coming next. First off, how did you like the podcast? If you liked it, send me a note, the pricelessprofessional.com/flipyourscrip. You will see at the end of the page there an opportunity to give me some feedback, or you can just email me suzie@pricelessprofessional.com, S-U-Z-I-E, and tell me a little bit, or you can go onto iTunes and leave us a review. I really could see and feel the depth of his research and knowledge, and also appreciated his humility and openness. And you know when he was talking about as a leader, people are always mirroring what you do and I think that he was mirroring exactly what he's representing as the new Executive Director of Brave Leaders, Inc. So I just applaud him for that and I'm excited to see where his adventures take him with that organization and that message about being a brave leader.

Suzie: During the podcast, we talked a little bit about expectations and I mentioned the job dashboard, that's something that I talk about a lot with people I'm working with. The podcast for that to go into detail is pricelessprofessional.com/expectations, I did 4 different podcasts around accountability and how to build accountability in the job dashboard is a great way to list expectations, is a very easy process. So wanted to mention that, if you go to the show notes, you'll see that link or you can just go directly to pricelessprofessional.com/expectations. We also talked a little bit about feed forward and this idea of, you know, what can you do and that's getting feedback and demonstrating what you want your employees to do more of, to be open to



receiving feedback and giving feedback. And so I have 2 podcasts around that topic and they've been very popular, pricelessprofessional.com/magic is where I go into detail around what feed forward is and how to do it, pricelessprofessional.com/magic, M-A-G-I-C, lower case. And then I did an interview with Senior Executive Dennis Wallenta over at TPI Hospitality, that is an awesome interview because he's been using feed forward with his people who work for him and for himself and we talk about it and another process that we use, so pricelessprofessional.com/dennis, D-E-N-N-I-S, and that will give you that episode, you can go to that and listen to that.

Suzie: We want to go to williamgentryleads.com, there's a link to that in the show notes, williamgentryleads.com, where you can get a link to his book as well as those additional resources that he mentioned and just a reminder that if you go to pricelessprofessional.com/audible you can buy his book, *Be The Boss Everyone Wants to Work For*, actually get it for free and then using my link pricelessprofessional.com/audible you can get his book for free with a 30-day trial and then they give a little bit of an a very tiny affiliate fee to Priceless Professional Development. So check that out, if you'd like to try an audio book and try out audible.com. Wanted to let you know that I am, as I mentioned at the beginning back in the podcast swing and I'm going to be talking with, I'm getting ready to interview a Chief Technology Officer about what they're doing around culture shaping. So I'm going to bring that to you. I also recently became an exclusive partner with an organization around executive presence and influence and I was certified in their Executive Presence Index, so I'm going to be talking more about that. And I'm going to interview 2 experts who study and teach on the field of presence and influence. So I'm excited. I'll be having them come out here soon and we'll have an interview to share with you there so that you can think about, "Okay, how can I, you know, more presence in my role and influence and how do we measure that?" And all of that will be some things that you can use as a leader. Show notes for today, pricelessprofessional.com/flipyourscript. If you want to reach William Gentry or Bill Gentry, go to williamgentryleads.com and then his most recent as Executive Director, that website is braveleadersinc.com, braveleadersinc.com. Leave us a review on iTunes and let us know that you enjoyed the show and I look forward to seeing you down the line. Thanks for tuning in. Have an awesome day. All the best.

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