

# lock-in-2024-alan-eagle

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## SUMMARY KEYWORDS

talk, company, communications, story, sell, insights, leader, vision, eric schmidt, interesting, world, platform, google, good, authenticity, salespeople, business, clients, people, audience

## SPEAKERS

Jay Abraham

00:00

I'm going to talk today about a communications tool called that I like to call the story platform. And I'm going to talk about first of all, what is executive communications? And why is it such an underutilized or miss utilized assets? Second, what is the story platform, we're gonna go break it down piece by piece. And as we do that, I want to be that to be a quiet participate of exercise. So as we go through each component, I want you to think how you would express that component of your story platform. And then third, we're just going to workshop that out loud. I have a couple of you, Mary Lynn. And oh, hi. She's taking a picture with me. Hi. And, Paul, I think that submitted your story platforms ahead of time. But let's just talk through if anyone else wants to kind of workshop it. And we'll just go that's that's what we'll talk about. So underutilized asset of executive communications, what is the story platform? And then let's do some workshoping and get a chance to practice it. Does that sound right? Okay. Good. All right. We're gonna start with next slide, Brian. Cuz our clicker, I'm too far away for the clicker to work. So Brian's my clicker. A couple of quotes. What we do in life is German is determined by how we communicate the quality of life is the quality of communication by the great Tony Robbins. What does he mean by quality of communication? I would argue my title is Title I gave myself an executive communications consultant. So I think that the quality of business is also the quality of communication, what do I mean by the quality of communication? What do I think of good is good communication, think of really, there's four elements. It is clear. So not only do I understand it, but you understand it. It is consistent. So when I say what I say today, is going to be pretty much what I say tomorrow, when I say is going to be what the people on my team say. And it's compelling. It's interesting, something you actually want to listen to. So those are the three C's. The fourth one is authentic. It's real. It comes from the heart of the company comes from the heart of the founder comes from your heart in leadership. And the other quote is, I was, as I mentioned earlier, at Google for 16 years, in various executive communications roles for several years, I was the lead speechwriter for Eric Schmidt. And this is one of the one of my favorite stories. I was just new to the company. This was our first talk we were working on. It's like, Oh, my God, here comes Eric Schmidt into a conference room and he sits down he goes, Okay. What is the most interesting thing we can say? That's a simple question, right. But when you think about it, what is interesting, it's not what's interesting to me. There's a lot of things that are interesting to me. It's what is interesting to you, the audience, which gets back to what I was talking about earlier, compelling. So these are the quotes I like to think about when we're talking about communications. So let me tell you a little story. Right. Jay and I met and I also met George at a conference in May in Copenhagen. And I gave a talk at that conference was about leadership and

coaching and so on. And the people that were coming on the stage before me were from a car company. And they had sponsor the conference. So they, they kind of basically bought time on stage to do a panel discussion. So I was in the audience. There's like five or 600 people in the audience. And this is a very well known car company. And they were talking about their new Evie, which you know, I read a lot about EVs. That's kind of cool, right? Anybody here like you read about EVs geeks? Like they're, they're super cool. So I was kind of excited when I sit down. And, well, what do you think about if you guys can't see this? On the screen behind this gentleman, it says pure progressive performance. So what do you think about when you you see that on a screen? I think two things. One, I have no idea which company I'm talking to. Is a BMW. Is it Mercedes? Is it Cadillac? Is it you know, Jeep? I don't know. And too, I'm being sold to. I'm being pitched. So this was a 45 minute conversation about they use words like disruption, and innovative. And, you know, night they said that and then I spent 45 minutes trying to hear anything that was disruptive or innovative. I didn't hear it. On the pure performance Bubble Bubble 45 minutes. God, it was boring. You know, so what did I do? I do this. A lot of the audience did. None of you are doing this right now. So that's good. I'm ahead so far. But right, you know, so think about, think about, these guys had detention of five or 600 business leaders, smart people, they had to shift their attention. And they blow it within about five minutes, because they weren't thinking about what was interesting to the audience. They were thinking about what was interesting to them. You know, I know what happened. I know how, because I've been on the inside of that many times, their marketing people or their PR people said, Oh, great, here are the messages, we have to get out. We have to get out that we're disruptive, you know, that we're in it. And here's the message is we care about the audience doesn't care about now. Okay. Right. Next one, before we beat up on our friends from this car company too much? What if it was you guys, both thought experiment in your mind? You're up on stage in a conference of business leaders and thinks right now think in your mind? Well, when I talk about a lot of us would be sort of like those guys, where I'm going to talk about how great my cars are, or how great my company is, or are, I'm going to humble brag about how great I am as a leader because I made so many mistakes. Or, you know, me, me, me. Because we're almost ingrained to sell. We in so when it when it comes time that the spotlight is on us, we're not thinking about the audience, we're not prepared to tell the audience anything interesting, we're prepared to sell. That's what we do all the time. So, you know, we might not have fared much better than those guys up on stage. Or the other thing you might be thinking about is like, I'm not really sure, I'm going to bring in the woman on my team who's in charge of marketing, I'm going to bring in that guy who does PR, well, you know they're paid to do is to sell your message our, that's what marketing and PR and sales is. So they're not gonna give me anything better. Towards the end, so let's go back to the quote. So the problem with executive communications is that we forget about creating a quality communication, something that is clear, something that is compelling, something that is consistent, we forget about being interesting, or being we don't forget about it. We just don't really have taken the time to really think about it, and to nail it down. And so what is the cost of that? Is there a hard dollar cost? Are we losing money? Does it show up on my income statement? Probably not. But there's an opportunity cost. Think about all of the communication opportunities we have? Sure there's, you know, a conference or a panel discussion. But there's every sales meeting, there's every branding opportunity. There's that time you go to the dinner party, and you meet an interesting person. And they go, Oh, tell me about what you do. I actually had this question yesterday, I working with a new client. And she is in the venture business and trying to raise money. And my first question to her was, okay, pretend I just met you at a dinner party. I don't know much about your business, but I'm sort of a reasonably intelligent, reasonably business savvy person. You know, tell me about it. And five minutes later, she was still talking. So she failed the dinner party test, because you don't pay attention to someone for five minutes. So the cost here is an opportunity cost. We all have these communications opportunities every day, it could be

you're sitting on the plane next to a guy like Jay. And the opportunity cost is that you lose their attention, you lose their trust pretty quickly. Because you can't help selling because you haven't thought through your communications. So that brings us to what I call the story platform. Like magic, it shows up awesome. Story platform is a little framework I put together to codify the essential elements of a company. Now it can also apply to a team. So you're working for a team within a company where it could apply to a person as a leader. You can have your own story platform as a leader or you can have all three. What does it do? It is the foundation for all strategic communications. So in the tech world, we think of platforms. Windows is a platform. iOS is a platform, there's many platforms. What you want to do is create a platform and then a platform is something upon which many other solutions and applications can be built. So think of the story platform is a platform for any sort of executive communications, to be speeches to be blog posts. It could be how you describe your company, your elevator pitch

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It's your platform for all of these communications. One of the great things that it does is it aligns the team. Remember, one of the aspects of communications of quality communications is consistency. And not just consistency from today to tomorrow when I describe things, but consistency from when you and your team members, your colleagues, your stakeholders, when they describe things, I have a client who was a technology startup in Silicon Valley. And when I was first brought in, they didn't have a sales pitch. I was brought in to create a sales pitch. So I went I interviewed about 15 people in the team and I said, What is this company? I just simple question, how do you describe this company at a dinner party? And out of 15 people, I got about 12 answers. No consistency. So again, missed opportunity, huge cost. And then finally, it empowers what we were talking about quality communications, clear, consistent, compelling, I could add authentic, doesn't start with a see. So I didn't break the rule of threes. So it didn't. But authentic is important to my favorite story about authenticity. I was walking down the street in my hometown, Palo Alto, California, by Whole Foods, walking down the street at Whole Foods, and they have in signs along the sidewalk walking up to their front door, their corporate values. You know, they believe in this they believe in health, they believe in wellness, diversity, what have you. Not one of those really felt authentic, because someone in marketing or messaging or something that created those values. Now, when I started working for Google 17 years ago, our values weren't really written down, they were kind of freedom, organize the world's information. Don't be evil, think 10x. That was pretty much it. Everybody knew them. About five years ago, we went through a new process. And now they were written down. Respect the user respect each other respect opportunity. Each one of those values had like five sub values. And then there was a descriptor on each of those. No one in the company knew they were inauthentic. So it's important when you put a story platform together, authenticity, it's real comes from the heart. Okay, let's talk about the story platform. Ryan? Yes. Okay, seven elements, we're going to do an unveiling with each one of them, because it's so exciting. Drumroll. Now, at least one of these, I'm going to describe it. And I want you to think if I had to describe this for my company, or for myself as a leader, one or the other, what would it be? Let's start with vision. How many of you read really bad vision statements? Yeah, that go on any Fortune 500 company, our vision is to be the number one provider of this and generating significant customer happiness and raising shareholder value. Static citing what's the purpose of a vision statement, I would argue the purpose of a vision statement is to inspire. You want people to be inspired by what you're trying to achieve. So Tesla's vision statement is something like accelerate humanity's trend, transition to sustainable energy. You know, not like, we're going to be the number one car provider or we're going to sell really sexy electric cars or whatever. Now, that's kind of a cool vision. So my definition of a vision is, what does great look like. And not great from your company perspective or your shareholder

perspective? What does great look like from the world's perspective? When each of your companies when you have knocked it out of the park, when you hit a grand slam to use a baseball metaphor? How is the world a better place? How's the world different or changed? And it could be grandiose, like, you know, accelerator transformation to sustainable energy, or, you know, maybe a little more micro. Everybody in a particular industry is, you know, so much more efficient, better at their job that they all go home early, you know, can have dinner with their family, I don't know. But it's something to inspire. A vision is to inspire. So what can you say about yourself as a leader or a company that would be inspirational to other people? It's not about you. It's not about your company. It's about how things are different when you've done your very best when you reach your potential Okay, so that's mission. Right, Brian? We'll go. Insights. The problem is, I mentioned this earlier. We're all told okay to be great leaders be great storytellers. And we kind of focus on the telling part, right? Okay, how can I stand up here and give this talk? Are my slides pretty? What about the story? And then, well, you have to have a story. You have to have a content. I don't have a story. What's my style? Like? I'm not a storyteller. I'm an entrepreneur. I'm a business though I don't have a story. But you do every single one of you does. Because you notice things you have insights that others do not. You have a an infinite information asymmetry. Okay, remember, Jay, we were talking about that term way back when you have, you know, things that others do not. It may be about your market, maybe about your industry, maybe about your customers, maybe about something about technology you've invented, you know, things that others don't. There's an information asymmetry. So another way to think about this question is how would what would you teach to the world? So now you're up on that stage, you know, where the little you are here button? Let's say you just wanted to teach the world something without mentioning your company, or your products or yourself? What is the interesting thing you have to teach the world? Because who doesn't like to learn something new? Right? Like, why don't know why I'm raising my hand because we all like to learn something new. So if you can't, off the top of your head, think about what are those insights that you have? Think about? What have you learned along your journey? As an entrepreneur? 42 businesses, you've learned a lot, you have a lot of insights. What are you doing on 42? Just think about it, like, take some time tonight. What have I learned? What have I learned about leadership and management? Whatever I learned about my customers, what have I learned about technology and my products? You probably learned a lot. That's one of my favorite interview questions, not what did you do? But what did you learn? Or what surprised you? That's another way you can ask yourself, I launched his product, what surprised me after launch that, because that's going to probably be insightful. So you do have a story. It's the insights. Now, when you're telling your story, when you stand up in front of the audience, when you're in the sales, you know, sales, pitch, the marketing, pitch, your fundraising, whatever. How often do you lead with your vision and your insights? Now, you probably lead with, this is who we are, this is what we do. Here's why it's more awesome than everybody else. And here's why I'm super awesome. You pitching them? What are we doing? We get pitched? And we shut down. Now, though, if you start with what if the world were all running on sustainable energy? Everyone's like, Okay, that's cool. You know, I mentioned I have a third book coming out and pieces of our book is, what have we got all performed to our full potential? Well, that'd be kind of a cool world. I'd like to see that anymore. And then instead of saying, well, here's what we do, here's what we do, why you go and you say, here's what I know about that thing. Here's what I know that you don't know about making this vision happen. Not about my company, not about me. So now, in it probably takes five minutes, maybe less. Now I build trust. They've given me their attention for five minutes. I have made it worth their time. It's about them. They've got something useful. Now guess what? Now they're gonna give me some more of that very valuable thing, their attention. So then I can say, Who are we? Now here's what drives me crazy. When I go to a website and looking at a company, looking at a business, we ever had this experience, like, you have the hardest time figuring out what the hell it is they do. Like,

we're transformative and innovative, and our people feel this. Just tell me what you do. I was trying to figure out an example of someone who does this while I went on a few different companies target. Were a retailer that sells groceries and other home goods or something like got it. Now I have a context. So simple, right? But people, when they give their identity, they can't help but pitching. They can't help but selling. So now you're like so far ahead of yourself. You know, I do this and this and this and this and this like No, wait a minute. Let's just start with the basics. You have a product, you have a service, what is it? This is where companies get messed up. This is where I talked about that. The tech company that I'm working with and 13 out of 15 people gave In different answers

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they couldn't tell say tell me in plain English what their company. So this is actually could be more challenging than it sounds. But plain English what do you do now without selling, just explaining? Because now I've gotten to this point, I have a little time I have a little trust I can sell when I get to to Brian next differentiators

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Why are you the best? What can you say? That your competition cannot say? Go back to the car company example. You don't have to go back to the slide. But what was it like? Pure performance passion or something? Literally every single other car company would say that, obviously, right? So marketing one on one, say the things that your your competitors cannot say, but don't make it marketing make it real. You know, one thing a lot of companies say is you have 25 years experience as plumbers. All right. That's pretty good. But that's also kind of like, well, so what? What have you learned from that? So dig a little deeper in, you know, with, with products, you know, feature benefit. Like, think about it some some product you're trying to buy? I am, I probably have the only android phone here in the room. Let's say you're trying to buy Okay, we have another let's say you're trying to buy a phone. How many specs are there? 3040? You don't know what that means? Because they're pretty much the same. So if I really wanted to differentiate my phone from someone else's phone, what's the thing that the audience cares about? That's going to differentiate them. Android phones take much better pictures. Like, is that true or not? I don't even but simple point of differentiation. See, what can you so think about these differentiators? And you don't need again, on these car sites or these? You don't need 30 specs? You know, you need two or three or four that the audience cares about is compelling. What are your value adds is another way to think about where do you add value and add more value. So now I'm telling my story. And I'm not really that far into it, right? I can do this? Well, if I've practiced it, and I've condensed it down to its essence, I might be I'm under 10 minutes into my presentation or my conversation or but already there, they're trusting me. And there's like, okay, these guys are better. This guy does it different. I get it. Okay, next one is strategy may not be of interest to let's say to a consumer or a customer? Or maybe the strategy is how are you going to get to your vision? What's your business model? What's your business plan? What's your distribution strategy? I don't know. All of the above. One of the forums of executive communications that is really important, is internal. So I always say if you want to be a good leader in any company, from a communications perspective, there's three things you need to communicate vision strategy plan. Vision is inspirational. Strategy builds credibility. Not only do these guys have this vision, they have a strategy, I believe now that they can do what they say they're going to do. This doesn't even matter if the strategy is right or wrong, as well, no, it's probably wrong. Some part of it is wrong. But I've thought about how the strategy I can communicate or to use like, okay, now I believe him, he can actually make this happen because he has a strategy making internal communications, you'd also have a plan in six months, we're gonna be here, here's how you're going to measure it. Here's how you fit into this plan. Vision Saturday plant, I don't consider that part of

so much as a part of executive communications. That's why you don't have it on the story platform. Plus, every manager and every leader in the world news needs to have a plan and metrics blah, blah, blah. We all know that. That's what's next. I forget. I'm kidding. I didn't forget people. Some people talk about culture. A lot. Everyone talks about culture. I'm differentiated by my culture. I don't even know what culture means actually. Not really sure. Like if you have to say, what is a culture? I guess it's how people treat each other how decisions are made. So usually when you talk to a company about culture, they talk about inclusion a meritocracy, something like that. They're kind of kind of standard buzzwords around culture so that when you're describing when you're talking to someone and telling your story, would you say that? Well, we have a very diverse culture, we have a culture, that's a meritocracy. That's not really differentiated. How about what do people in your company? What is unique about them? What draws them together? What unique do you look for when you're hiring people? What are the unique characteristics of people in your company? So in our first book, how Google works, we created we kind of realized that there was this person who was sort of the unique, the perfect Googler. And they were creative, and they were technical. And they were business savvy, we call them smart creatives. They kind of combined those three. So, you know, if someone had asked us, we would have said, well, here's how our people are different. We look for people that are those three things. What is unique to the people in your company, or if you're building and growing your company, unique to the people you want to bring in? That you're looking for? Now? I mean, a lot of these things are going to be the same across companies, you're looking for people that are resilient, you're looking for people that are learners, I don't know you're looking for people that are smart. So I would think about what makes your company unique, what makes them different when you're telling your story. What's really interesting about our company is that every single person who came to our company came from a different area. You know, we have some people that are scientists, we have other people that are lawyers. And we're, I don't know, I just made that up, right. But something that's interesting, that again, maybe someone else could learn from that, oh, they're different because they're people or here's the makeup of their company. So again, it's people different from culture. I've been talking a lot. I'm going to stop for a second. Are you guys keep it up in your mind? Okay, okay, good. All right, we're gonna bring it home. Last one. So what, you know, it kind of goes back to the beginning the vision, but the vision could be kind of lofty. We're gonna save the world. Speaking ailment, why does the audience care about what you just said? You know, it might be somewhere in between vision and today's reality. You know, entrepreneurs are the hero of capitalism, Heroes of capitalism. So hats off to all of you, at the risk of being, you know, Maslow's hammer, and I see everything as a nail. I'm a communications person. I didn't start my career that way. I was a computer programmer back when we call them computer programmers, computer science major, I got my MBA, spent many years working in sales for a variety of Silicon Valley companies. And then I then I moved into communications. And what I discovered when I saw I got a job at Google as a speech writer for Eric Schmidt, and several other senior executives. I had never been a speech writer before, I was a pretty good writer, pretty good communicator, but I was a salesperson. And so what I brought was to this role of being the speech writer for Eric Schmidt, and some of the other executives was this appreciation of not talking at people, when you're like, no one knows better than salespeople that look, if you just talk at customers, they're just going to go talk to someone else, you have to understand them. You have to, you have to show them things that are valuable to them, right? The same thing goes in communications. If I'm giving a speech, you might for the first minute or two, sit down and listen to me because I'm Eric Smith, or somebody, but then after that doesn't matter, you're going to tune out unless I've captured you, and I give you something compelling. So I tried to bring that, that sort of approach to speeches. And then my last several years at Google, I moved over to the sales team. And again, we're a giant company. And we churn out, we were I'm not there anymore. We turn out all this, I'm sorry, marketing bullshit. And how many of you guys

have been at companies, where all the salespeople get something from marketing and kind of like, throw it away? Right away? Does that sound familiar? Because the marketing people usually haven't been in the field. And the salespeople understand what it's really like to talk to people. So I feel like communications. Done right, is the way to speak authentically, with partners and stakeholders, and share insights that you as a company or leader know that, that they don't, and it's a quid pro quo, you're telling them something interesting, and giving them something valuable. And then in turn, they give you your time and they give you time and attention. And once you've established that bond, that value exchange And then maybe you can sell to them. So that's kind of my, my thesis about communications.

**Jay Abraham 30:06**

But I love that. So let's, let's go deeper on that. So let's talk about the drivers, because we it's wonderful and very serendipitous. Alan, we've had problems, probably 10 of my friends and like you very quality people who from different vantage points in the last three days have talked about authenticity. And, you know, I think that they probably defines differently to each one. But there's a fascinating overlap. So you know, flame at whatever depth, connectivity, clarity actionability you want. I'm all ears myself.

**30:47**

Yeah, authenticity. We hear that word all the time. Of course, now, it's, you know, it's kind of a buzzword. I think when it comes to communications. Look, you're all remarkable leaders, and you built remarkable companies and you have insights. Okay, you have? Why is your company successful? What is the insight you have? I might have an insight as to how to create a better product, I might have an insight about the market that's different. So think about and query yourself, about what are the interesting things you know about your product, your technology, your market, your clients, that others might not? And how would you tell that story? Let's see other dinner party with a bunch of interesting people. And you're not trying to sell your company, but you're trying to just, you know, kind of keep up with all these other interesting people? What are the interesting things you can say? And we've all got them. But, you know, too often, we're sort of, especially when we're in work mode. We're like, okay, product, here's my product, here's my feature, here's my benefit, like, we're just we're just we can't help ourselves we sell. So authenticity, but also insights, what are the interesting things that you know? What is your vision for your company? Vision is again, you know, is it a vision, it's an admission, like, whatever, what does great look like this may be more internal. But look, when our company, when we knock it out of the park, here's what's different. We've built incredible buildings, we've built an incredible product that changes people's lives. Like, this is the sort of stuff that inspires people. So I sort of think of it as that, yes, authenticity, because it has to come from what you truly believe. But what are the interesting things you know about your vision, your insights and your strategy? And how are you going to communicate this, and that's both, by the way, that's also internal communications as well, I spent many years at Google working on internal comms, which is just as important as external, to get those internal stakeholders on board and believing in the same things. So yes, authenticity. Because you gotta believe it. It's got to come from here. And from here, but then also, just what are the interesting things you have to say?

**Jay Abraham 33:14**

I love that, can you? Can you give some examples to Alan, if you don't mind. I mean, because we've found that when I can precipitate some scenarios that people can really relate to, it just blows their connectivity off the charts.

**33:32**

Well, I had the, you know, the very good fortune of working for Google for 16 years. And Google is seen as a leader in a couple of ways. One is in the field of digital advertising and digital marketing, because it's maybe the world's number one vendor in that area. And the other is in the area of culture and innovation. And that's I wrote a book about that, how Google works, which is now nine years old. But I talked to hundreds of customers over there was over the past several years, I was sort of the go to speaker on those topics. And our rule was having an effect, I ran a team of what we call evangelists. And our only job was to meet with the senior clients, the CMOS, the CEOs, and CFOs, of some of the world's biggest brands, these are companies that spend anywhere from, you know, 20 million a year with Google to 2 billion a year with Google. And our role was sell by not selling. So you know, we would get in there and we would say, let's tell them about digital marketing. Let's tell them about artificial intelligence. Let's tell them about our approach to innovation and culture without ever selling them, you know, basically don't even use the Google name. So I have numerous examples of these sorts of presentations. We wrote multiple papers that we share with our sales teams that then could go out to clients And the papers were, you know, think about like, you know, the McKinsey Quarterly, and the McKinsey puts out articles and papers. And those are not to talk about how great you know, it's sort of it's indirectly selling how smart they are. But mostly it's about teaching their clients something interesting. So that's just what we what we would try to do. And I think any company, and especially any leader has this ability. You know, I saw the gentleman earlier, Jay was asking the question about how does he brand himself and look at it, you're remarkably accomplished, in what you've built. You're one of the heroes of capitalism, having built a company? What are the interesting things you've learned along the way? And you many of you in the room, I'm wondering a little bit here, Jay. So I'll stop in a minute. But many of you in the room are salespeople.

### **Jay Abraham 35:51**

You're really fractional type conversation conversations, because we get to see you in the most authentic sense as well. So

36:03

oh, man, I'm authentic. I'm doing my best. Thank you. Yeah. But the thing is about, like people say, like, here's, here's, here's, how do you get to these interesting insights, and like, I'm working with a client now. And the CEO, they're, they're a technology company in the artificial intelligence space. They're based in Silicon Valley, really fascinating company. And the CEO said, like, we're not telling our story properly. So I went around, I talked to about 15 people. And I, you know, first I said, What business are you in? And I got, like, 12, different answers out of 15 different people. And then I'd say, imagine, it's Thanksgiving, and you're sitting around the table with a bunch of family members, many of whom are not in technology. How do you explain to them what your company does? And why it matters. And that's when you get you know, that's that's when you get down to telling a story is to tell it to people who, who, who may not know your jargon and know your industry as much. And of course, you want to be interesting to them. So I find, you know, how do you surface these insights? Well, when I was a back in the days when I was a speechwriter, I just get down well, and I've done this and in the books I've written to just start talking to people. And listen for the interesting things that they say, like back when I was in sales, you'd go into a sales meeting, and you'd stand up for the conference room, you give your presentation. But as most you know, that's not when the interesting stuff happens. The interesting stuff happens when you're walking into the room, and oh, hey, there's your, your client or your friend you haven't seen in a while, or when the when you when you close the presentation, and people start filtering out. So those are the conversations. And if you want to get at your interesting insights, just start

talking to people. Because as soon as you start writing, or putting together a PowerPoint, your mind shifts, and you you get boring. So I guess my point is keep it conversational.

**Jay Abraham 38:04**

And and I think a lot of people are afraid to be natural and vulnerable. And how do you address that?

38:14

Well, that gets back into more of the aspects of modern leadership is about communications. But in our i co authored a book called trillion dollar coach, which is about a an executive coach in Silicon Valley, his name was Bill Campbell. And he had a few different, I created what I called the leadership formula, they'll build the trillion dollar coaches leadership formula. Leadership is management plus coaching times love. So management is what a lot of people are very good at. And really think about operations, running a good business, hitting your numbers. Coaching is where the vulnerability comes in. Because coaching is all about helping the people that you work with, and especially the people that work for you be as successful as possible in their own person from their own perspective, whatever success means to them. And so that involves creating trust and really listening to them and understanding them. What do you want out of your career? God, what excites you, you know, that sort of career development, coaching conversation. And usually, there's kind of a quid pro quo involved, like, You got to be open with them as well. And it doesn't mean you gotta go like, you know, talk to them about your, your, your deep depression or your anxieties or you know, what goes on in life. But just be real. I mean, I think we've all worked for leaders who like somebody you can sense they're just not real. They're feeding your line. And so, I tried to break through that by just like, how would you speak to your partner, your spouse, you'd be real with them. I hope And that is a, an important part of coaching is being real with people. And I think we're also an environment where it's really almost required of us as leaders. You know, a generation ago when I got out of college and in business school, it was about the title, and the compensation. And you know, the role and the career path. And now it's a lot more about purpose, the teamwork, the psychological safety, this is a generational shift in what's required and expected in the workplace culture, but it is required now for success.

**Jay Abraham 40:46**

Interesting, how does somebody who's not as acclimated or are predisposed? Embrace it, you know, a transition themselves and and really enjoy the process?

41:06

Yeah, that's a good question, Jake. Since I'm, I'm not inclined that way. We tell an anecdote. In our book, trillion dollar coach, battle gentleman, and I'm blanking on his name I'll come up with in a minute, who was the CEO of Adobe Systems. And he was a salesperson in Adobe had always been a technical leadership. So it was the first non technology leadership. And so what he forced himself to do is just go talk to the engineers, like, go sit down to them at lunch, talk to them in the elevators, make the time to just walk around and chat with people. And, you know, rather than in a formal communication environment and a formal meeting environment, take the time to break those barriers down. And that's really effective. And most people like, especially most leaders, like all of you in the room, you're extremely personable one on one. Like, it's not that hard, it just takes you have to make the time to do it. And, again, being vulnerable. And being authentic, again, doesn't mean you have to expose all your secrets, or, you know, your true deep vulnerabilities, just these being real with people, like talk to them about your family about their family. Just take the time to do that. I think it's it can be highly effective. No, you know, maybe not everybody can do it. We had a situation once where my friend, Jonathan and

I, he was my boss, and he was the head of all products at Google. He had like 1000 people working for him product managers. And Bill Campbell was an executive coach at Google. He was also the executive coach to Steve Jobs and people at Apple. He was the executive chairman at Intuit. And he really was quite an amazing guy in Silicon Valley. And there was a senior leader on the product team who was really struggling with his team. And, and Jonathan, and I said, we asked, Hey, Bill, can you go talk to this guy, see what's going on? And Bill comes back a couple of weeks later, it's like, you know, what the eff Did you want me to talk to that guy for awhile, we wanted, we wanted him to, you know, he needs to have a stronger bond with his team. Like he needs to show that he cares about him. And that bill goes to care about people, you have to actually care about people. So every once in a while, there's people that just don't care about people. But I expect most leaders really aren't like that. So just take the time to I don't know, it sounds trite. But just talk to people. And, you know, I think, you know, we're getting that earlier. Jay, we were talking about communications. And again, I see communication is such a powerful tool. I get this question a lot when I was giving presentations and talking to clients when I was at Google, which is okay, what can they do? What can they change? Well, as a leader in a large organization, there's a couple things you can change, you can change how you communicate, and you can change who you hire, and how you hire. Those are the levers you have that you really do have control over. And so like I said, I ran an internal communication for a while for my growing boss. And, you know, it's, this is so important, how you communicate, how you just tell that story? What's your personal story? What's your leadership story? You know, why did a few started the company? Why? Every single company was a cool startup at one point. What's that story? Why did you do it? So I think people kind of get lost in the well, we got to talk about the 2023 business plan and get away from you know, I started this company because I didn't have any money and I thought it'd be fun. I don't know if there's a story there. People love that stuff. Right? They love the prominent stories. And so I think it's super important to just have a con Send flow of just interesting and fun communications. I think an internal communications leaders overthink it just to be real, like we would. When I was running communications for one of the senior leaders in the company, we saw an article that was interesting. Send it out to the whole team. Now you got to be careful because suddenly 1000 People think I needed to read this article. And you're wasting a lot of time. So you got to be careful with that. But anyway, I'm rambling here, but I hope you get the idea as I you know, Eric Schmidt had a phrase which you still hear people talk about throughout Google repetition doesn't spoil the prayer. If there's an important vision for the company, repeat it in any way you can, as many opportunities as you can.