

The Future of Work podcast is a weekly show where Jacob has in-depth conversations with senior level executives, business leaders, and bestselling authors around the world on the future of work and the future in general. Topics cover everything from AI and automation to the gig economy to big data to the future of learning and everything in between. Each episode explores a new topic and features a special guest.

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Jacob Morgan 00:03

Hey everyone, thanks for joining. Today I'm joined by Mike Capone, the CEO of Qlik a 2500 person company. Mike, thanks for joining me

Mike Capone 00:11

No, my pleasure, happy to be here.

Jacob 00:13

So, what does a typical day look like for you as the CEO of a 2500 person company? And actually, maybe for people who don't know, Qlik, what do you guys do?

Mike 00:24

Sure, it's probably a good place to start. So Qlik is a leading provider, it might be the world's leading provider of data and analytics technology to the market. So we've been around for over 20 years. And we are using super unique product that actually allows our customers to make sense of all kinds of disparate data sets. But more importantly, take that data and turn it into insights that then turn into actions to help run your company better.

Jacob 00:50

Got it, Okay, cool. So I guess going back to the the first question, I wanted to ask you, what is the what is the typical day look like for you?

Mike 00:59

Yeah, well, the first thing is, there are no typical days. So there, they all tend to vary a lot. There's a few things that are sort of sacred to me. So one is I try to spend at least 20% of my time with customers, it's the most important thing a CEO can do is make sure you don't lose touch with with your customers. The rest of my time is split between, you know, like today, for example, you know, started out my day with a sales review, then a customer meeting. And then I split the rest of my time between sort of product reviews, looking at the technology, looking at the software. And then other I'd say less exciting things like you know, preparing board presentations and financial reports and things like that. But it really is customers and then people and then it's kind of technology and software in that order.

Jacob 01:43

Do you remember the first leadership position you ever had?

Mike 01:49

In my in my adult life? Sure.

Jacob 01:50

Yes.

Mike 01:52

We'll skip like, you know, Cub Scouts or all that stuff. I got promoted to manager as MIS Manager, like an old it job. I don't think they even call them that anymore. When I was about 24 years old, totally unprepared, like, totally unprepared to be a manager got no training, no, nothing. I was the I guess I was the best performer of my peer group, somebody quit and they elevated me. I it was, quite frankly, a very intimidating time for me.

Jacob 02:18

And so no training, we just kind of threw you into it. And they said, Hey, Mike, here, you're leaving these people now. Good luck.

Mike 02:24

Yeah. And I was, on average, about 10 to 15 years younger than everybody you was on my team. So it was a pretty harrowing experience.

Jacob 02:33

So how did you how did you figure stuff out?

Mike 02:36

It was, you know, on the two things on the job, for sure, I was fortunate that people are on my team, were patient, and they and they allowed me to get my feet under me as a manager, which is really important. I also asked for it right, I didn't pretend I knew everything, which is, you know, humility is a really good part of being a good leader. But and then the other thing is, I got it, I sought help. So you know, there are always people in your ecosystem. In my case, it was in my company, who were great role models is great leaders. And so I absolutely just gravitated, there was a couple people actually, that gravitated to just got a lot of advice on how to handle things.

Jacob 03:15

So first leadership position when you were 24. And then now, you know, many years later CEO of a 2500 person company. And so what did that progression look like? I mean, what do you think allowed you to get there? Was it just being a good performer? Did did you learn certain things along the way that allowed you to become CEO? Or how did that how did that journey go for you?

Mike 03:34

Yeah, you know, it's interesting, I noticed that on my leadership style that I was watching Jamie Diamond, Jamie's the CEO of JPMorgan Chase, or he's probably one of the greatest CEOs of all time. And, you know, like, presidents call him for advice on on things. And the interview was exactly this. And

one thing he said that I agree with 1,000% is, there's no substitute for hard work. Like, maybe in some world somewhere, like things just get handed to you. But more often than not, you know, people who work hard, get rewarded. After that, it's a couple of things. One is you need to be not afraid to volunteer for things, right. One of the ways I got ahead was taking on the hard jobs and nobody else wanted to take on. So you know, there were projects that people said, Oh, if you work on that, it's gonna end your career, right, because...

Jacob 04:25

Can you give an example or can you think of one?

Mike 04:27

Yeah, we were rolling out there was this project. That same kind of timeframe. Minor just became a manager, there's projects rollout of global financial system, it was Oracle financials I'll never forget, two people had lost their job as head of that project. And so it was, you know, and then so somebody came to me and said, Look, we don't know what to do with this thing, but you seem like, young, smart, aggressive. We're gonna give you a shot at it now. And everyone said, No, don't do it. Like don't go near that thing is where people's careers go to die. And I saw it as an opportunity to do something, nobody else had been able to do is big teams about 50 people. And and we pulled it off and got it going. And that got me for sure noticed, and that clearly was a huge stepping stone for me in my career.

Jacob 05:12

So as much as people like to talk about things like empathy and treating people, well, you can do all those things. But if you don't put in that hard work and do really well at your job, the other stuff is not going to get you to that level.

Mike 05:26

No, it you know, it has to be a combination, like just, you know, and those things are super important. I'm sure we'll talk about that later. So empathy, being a good listener, caring about, all those things are really important. But if nobody knows who the hell you are, then it doesn't matter. Right? You got to get noticed. And you got to you got to you got to have people believe that you're, you're a key to their success. You know, one of the most important things I tell people is that your capital, like your your political capital, and your work capital, is based on one thing, and that is how other people perceive you as helping them be successful, right? So if you can, if people believe that, you know, Mike Capone can help help them be successful, then they're gonna invest in you. If you're in their way, or you're, you're just not interesting to them. It's a lot harder.

Jacob 06:16

Yeah, that makes sense. So how would you describe your your leadership style?

Mike 06:21

Well, one of the things you said earlier is really important, right, which is two ears and one mouth, right? You got to do twice as much listening as you do talking. And I really am a firm believer that you need to be able to synthesize a lot of different information, you got to be able to listen, even even if you think

you know the answer, you got to hear people out. It's really important. Diversity, incredibly important. My team is incredibly diverse, diverse backgrounds, genders, etc. And then, but after you do that, then you have to be decisive. So it's almost this dichotomy of Okay, listen, listen, listen, then decide and move on. And, you know, not deciding is a decision, right? You always want to, you always want to control the future and not let the future control you. But that said, like, that is the biggest failure I've seen of leaders is this kind of paralysis, this inability to decide, and you'd be hard pressed to find somebody who would accuse me of that, they'll accuse me of ready firing, you're ready, ready, fire aim sometimes, right. But they'll never accuse me of, you know, like, not deciding something quickly.

Jacob 07:20

So when when you say that a lot of leaders don't decide, so what do they do, they just kind of say, Oh, I don't like they let somebody else decide, or just the decision just never gets made?

Mike 07:28

Yeah, they agonize, they, you know, they, it's a hard decision, it's a painful decision. Sometimes you got to do things that are unpleasant, and, you know, somehow they think time is gonna make it go away, or make it better. Or they go on too long. They, they try to build consensus, and get everybody behind them. And you know, what, like, I always tell people, being a leader is not running from air, right? You know, it's not a popularity contest all the time. You want to be popular, you want people to like you, but obviously you want to be successful. And and I always tell leaders, look, you have to do listening and let people know they're heard, then you got to use your best judgment and the data at hand and decide, and then your team has to get behind you time for discussing and then time for deciding and time for action.

Jacob 08:11

What do you do if you make the wrong decision?

Mike 08:14

You admit it and you fix it fast, and trust me, I do that a lot. I've made some bad decisions. In fact, I literally just reversed when I made six months ago, we set up a new group that was working on a bunch of things and just wasn't working out and nobody wanted to admit it. But I said look it's not working. Let's kill it. And you just got you got to do it. Because you know what, bad bad problems don't age well, they just don't. You gotta cut them off. And the other one is fail fast or whatever mantra you want to use, like, just admit you're wrong and get on with it.

Jacob 08:47

Yah, so you don't beat yourself up over it and, you know, lose sleep and go crazy for you just kind of move on.

Mike 08:55

Yeah, so for those things when I when I made a mistake, and I realized...I mean look, I make 1000 decisions a day, right? Like if I if I spent my time lamenting the ones I made incorrectly, really wouldn't get a lot of work done. The the things that I lament quite honestly is when like, I knew something, my instincts were telling me something that was happening wasn't necessarily a decision, but it was a

situation, oh my god, this this doesn't seem like it's going well, but I let people talk me into a different point of view. And then three months later, exactly what I thought was gonna happen happened. And then I'll lament that, you know, there's so many organizational learning that needs to happen as a CEO, you got to let some of that happen even when you kind of know it's not gonna go the right way. But then other times you really should trust your gut.

Jacob 09:40

How do you balance the profitability to dollars and cents aspect of the business with the treating people well aspect of the business and do those two ever clash for you?

Mike 09:50

You know, they they don't in you know, in in the in the right way, they do not so like the end of They what people want is meaningful fulfilling work, right? That's the start, like and so job one for CEO job one for managers, like, is to people are they connected to the mission? Do they believe the company is gonna do? Well, clickworker are huge. You know this about us, we're huge social responsibility company, right? We like we believe heavily in social responsibilities. So people are really connected, right? You have that, then, you know, when tough things hit, like, Hey, we're not gonna get raises, because a COVID, we're gonna wait six months like, those things become a lot easier is when people don't want to be there in the first place. And then you have to make tough calls, that it's really, really hard.

Jacob 10:37

I talk to a lot of people who are leaders in some capacity, you know, maybe their entry or maybe mid level leaders, but a lot of them have been in that position for many years. And they feel like they're stuck, and they're not moving forward, and they just become very frustrated and disengaged. I don't know if you ever had that in your career? Or do you have any advice for people who just, you know, it's kind of like your, I use the fitness analogy, right? Where you've plateaued, you're not losing any more weight, you're not getting any fitter, you're doing the same thing. And you're just, you know, nothing's changing. So what do you what do you do? And Has that ever happened to you?

Mike 11:10

It has, it's probably happened to all of us. I'll be honest, I'm impatient. So like, my timeframe for stuff is maybe not as long as other people. In that case, it's like, you got to look in the mirror like, it is almost always you, if that's your situation, right. And a lot of people say, this company doesn't provide promotional opportunities. There's no cross training, there's no... And that could be true. But the reality is, how much do you marketing yourself? How much? are you again? How much? Are you showing that you're creative to everybody else's challenges that you're helping them? How are you working to get noticed? Have you gone out on your own and gotten additional training or, you know, on your own clock, there are lots of ways you can change your situation. And I look if you if you're not fulfilled coming to work every single day, you got to do something about that. You can't just complain about it. Right. And and I know economically, people sometimes say, Well, I need this job is great, like, you need the job, but you know, then skill yourself up. So you know, your life isn't dependent on that particular job and then go find something else. But don't don't stay in a the situation you're not happy in.

Jacob 12:19

Is there anything that you see from leaders that sometimes you know, they're they're just doing things that just drives you nuts, like, they could be better? They could be improving, but there's just they're things that they keep doing that is holding them back. And they're, you know, if they would just stop doing those things, they wouldn't be able to grow and excel, you receive like that?

Mike 12:41

I do. You know, there there are people who the two big ones one, one is sort of major, and then one is minor, but important. Major one is, look, you got to remember that what got you here today is not always what's going to get you there tomorrow. All right. And so leaders who, because they have a playbook that's worked, they just run that playbook. And you know what, Like, it works, it works, it works. And then all sudden, it doesn't, right. And that's a problem. I also leaders, look, there's a reason why the average lifespan or the average, most CEOs don't last more than five years. And the reason is, is because you after five years, you have to reinvent what you invented. Right? Like By that time, every decision, major decision of the company is your fault, whether you like it or not. So now you got to rethink those things. And it's really hard to admit that what you did before isn't gonna isn't lasting. But it's not the world is changing. And so that's like the number one failing of leaders everywhere is not not reinventing themselves or their playbook.

Mike 13:35

And then look, the other thing is it's, it's giving, it's giving yourself to people like I see leaders who think that their time is is more important than everybody else's. And that manifests itself in canceling meetings showing up late to meetings, rescheduling. It shows manifests itself in the ADD behavior, right, like being on your phone while you're talking to somebody, like those are non starters for me, like when I'm with you, I'm with you. And we're engaging, and we're talking when I'm in a meeting, you know, no devices, no nothing. And it really does hold leaders back because you know multitasking is just a productivity killer, right? Like so. So leaders, give yourself to your team, ask the same of them. And then you'll go schedule some time elsewhere to do email and things like that. You don't do that, while somebody is talking to you.

Jacob 14:25

So, you're really focused on being present with the people that you're with.

Mike 14:28

It's a much better way to say I see that was so articulate, like, why don't I say it that way?

Jacob 14:33

As I talk to a lot of people who say things like, you know, say you interviewed a couple CEOs for this. And some of the feedback I get is like, Oh, you know, that's great. I love what Mike is saying, or I love what Bob is saying wonderful insights, but my company doesn't support that. You know, my leaders don't don't believe in the same qualities that Mike is telling you to practice about empathy and listening but it's not the culture that I'm up so I you know, I can't do this stuff that Mike is saying. What would you say to those people? Do you ever talk to other leaders and they want to do it kind of what you're doing. And then they just say, well, it's not supported here.

Mike 15:08

You know, I hear that from time to time, but I would say is 80% of the time, they're wrong. You know, I've had over my career, I've worked in only three companies, so and 26 years in the first one, right, and then three, and three. I've had 30 different bosses in those 26 years, my first 12 years of my career, I 12 different bosses, and they always found a way, right, no matter what they tell, my boss was whatever, gotta adapt a little bit to your boss's style, but then still do your thing. And then when it got to the point where I concluded that the job I was in, or the the situation I was in wasn't accommodating to how I wanted to lead changed, you know, I made the call, and I changed. In the two companies, I just changed jobs. I moved from one place to another, eventually, I did change companies. But and you know, that's, that's just something, you got to keep challenging yourself.

Jacob 15:56

You said you had 30 different bosses. So I'm kind of curious to take a little bit of a flip approach. So we talked about kind of the role of leader, but you can be a leader and still have a boss. So when you have these different bosses over the years, what did you always do your role as someone who is working under somebody else,

Mike 16:16

You know, good leadership is, you know, you hire great people, and you take credit for about 10% of what they do. And, you know, with my boss out of my bosses, I was like, try to make them look good, keep them out of trouble. Show them that you can be trusted, right? That trusting is important, right? Your first first six months on a job, it's all about building trust, and like, Hey, you can trust my decision making and you can also trust me to involve you in the things that you should be involved in. But, you know, know that you don't need to micromanage me, right? I mean, and then, you know, make them successful, and, you know, keep them out of keep out of trouble, right? That's rule number one. But the real rule is like, you know, what's gonna make them successful in the company successful, so make sure you're focused on those things.

Jacob 16:59

Do you remember having any particular bad bad bosses or amazing bosses? And what what did they do to be bad bosses or great bosses.

Mike 17:09

Yeah, the amazing bosses I've had, I've had a whole bunch and you know, all different backgrounds. And you know, that's why I think this kind of this thing about my boss, my company won't allow me is just not true. It's gonna he's gonna adapt, or you're gonna adapt. The best boss I've had, they've all the attributes that we described, but like, they also took an interest in me. My best bosses always, when they saw the potential that I had, they always gave me a little more they always pushed me a little more give me more responsibility trusted me, I was in the inner circle. And, but also were hard on me, right? The best bosses were actually the toughest, because they're the ones who forced me to grow. And I'll never forget my, my, the toughest boss I ever had was a woman named Karen Dykstra. She was a corporate controller at ADP when a company's man she was tough. Like, you know, you you did not walk in our office and like, put up bad numbers you just didn't. But she had a way about her that you

just you, you know, you just learned like every meeting, I walked out from her I like learn something new. And it was never me. It's never personal. It's always business, but you didn't

Jacob 18:16

Did she like yell at you and like scream at you or, so o when you say tough boss,

Mike 18:20

It almost to the point of like, get out of here and don't come back and numbers in this, but, but it was just very abrupt. So it's very, like, these numbers are terrible, you know, you're not doing well, you need to focus on these things. And you know, and I'll help you but like, you really got it, you really got to be better here. And it was what was great was it was on an ambivert it was on equivocal like, he didn't walk out of her office going well, I wonder what she meant by that. Like, with all the political practice in the world today, like, you have to, like say things and catch things. And

Jacob 18:55

Part of me feels like, I remember even when I had bosses and uh, you know, I interned at like, companies like Morgan Stanley A while ago, and I had some pretty like tough, mean stern bosses. And they, I kind of feel like a lot of people if you get that they're like, Oh, my God, my boss is so mean and they're like, like, it almost feel it almost feels like we've created. I don't wanna say soft employees. But like you said, you know, a lot of political correctness. A lot of I don't want you call it coddling or what it is. But a lot of leaders I talked to who've been around for a while telling me that it's very, very different now, then, the way it used to be when when they were starting up, you know, grilling up in the leadership game. And it's, it's interesting, because I suppose that requires a different mindset. I don't know. It's just a very interesting thing.

Mike 19:45

It does. You have to be mindful of it, but you also can't give into it right? You have to you got to make sure it's never personal. It's just business has to all be constructive. But you know what, we are not giving out participant medals, like we are here to win, and we're gonna win and you know what, because By Tableau and Microsoft, my two biggest competitors are trying to think of ways to put me out of business every day. Right? So, you know, I can't I can't be too busy, like, making sure that everybody feels included.

Jacob 20:11

Yeah. Actually remember when I was playing soccer many years ago, and we went to go pick up ours. And as I was at, like six years old, we went to go pick up a soccer trophy at our coach's house, and the coach opens the door, and he hands me like an eighth place trophy. And I come from Russian immigrant parents. And my dad looks at this trophy. And he's like, what the hell is this? He's like, Oh, we want everybody to feel included. He's like, you're giving trophies away for eighth place. And he's like, he could not believe, you know, coming from Russia that you get a trophy for eighth place. And like, I remember that moment, forever, of like, it's just, it's different. But I think you're right, as long as you're constructive and helpful. Like, it's okay to be Stern, but not mean, there's kind of a difference there. Which, which is great. So she was she was the best boss you've had.

Mike 21:01

She was in terms of like, exponential growth. Yeah, they've all been great for different reasons. And to be careful, because you never know what bosses will eventually Listen to this. I actually, I was on a, I was on a webcast I was doing. I was presenting an award to somebody, the CEO of ADP was on, he worked for him for a while. And he asked the question, like, Who was your best, favorite Boss, I hesitated for like, a microsecond. And he was like, I already blew it like you're all my favorites. I've had some bad ones. And so the prior question, you know, on the bad ones, or the ones that are just, you know, they're just nakedly ambitious and terrible listeners, right. And, you know, I did what I needed to do for a while, and then I just, I just found the new home, like, I didn't stay with it forever.

Jacob 21:44

Do you do any particular, of course not mentioning any names or companies, or any particular stories or situations come up of how a bad boss treated you or interacted in a certain situation?

Mike 21:55

Yeah, you know, it was really interesting. There's one very famous karma story. So there was a person at ADP. And he was actually a few levels above me. And I just remember, like, I was just a little kid, I was 23-24 years old. And I spoke up in a meeting because I had an idea. And he looked at me and he said, Who the hell are you and who gave you permission to speak in my meeting?

Jacob 22:17

He said that? In front of everyone else?

Mike 22:19

That's what he said to me, yeah. Yeah. And there was probably room for 20 people, like, devastated like I and thank God, there are other people in the room like, Oh, don't worry, he treats everybody like that. He was just known for that. Anyway, fast forward, probably 15 years, and I got promoted to the CTO of the company. And he was working for me at that point, right. And there was no revenge. There was no nothing other than a conversation that said, you know, what, thank you for, for doing that to me back then. You were a jerk. But it was very motivating for me. All right. And, you know, I picked myself up off the ground, and I kept going and, but be careful how you treat people. You never know.

Jacob 22:58

That's crazy. So you didn't get back in with any kind of revenge?

Mike 23:01

No, no, the you know, the best revenge is living well, like, it was painful for him to see, you know, this. I was 37 at the time to go into became CTO of ADP. So I was probably half his age. And he, you know, he was angry about it. But that was that was all it took. And you know, it wasn't his expense. It was just hard work.

Jacob 23:21

Yeah, yeah. Again, like he said, at the very beginning, right, there's no substitute for hard work. What do you do if you're working for a bad leader. Do you, I mean, any techniques? Do you quit? Do you try to have a conversation with them?

Mike 23:34

Yeah, look, you know, always always try to work it out. Right? There's, there's no harm in working it out. What I usually do is, I try to I try to get underneath what the behavior is, and what's driving it, right? Is this person afraid for their job and in a bad spot, you know, they're under pressure? And then you know, then try to figure out if I can help them with that I tried to talk to other people who know that person like these personality traits, have you seen any sales work, and then you have to have a conversation with your boss, like, I won't work for a boss that I don't feel comfortable at least saying, hey, like, this relationship doesn't seem to be going well. And like, I work in private equity, and I got board members, they're talking about, you know, demanding, like the they're, they're nice, but demanding. And I feel very comfortable, you know, saying Hey, guys, like, I think I think we're not on the same page here. Let's talk about it. And if all else fails, then you know, you just quietly look for another job. Because we who you work for is the second most decision after who you marry, because you're going to spend a lot of time with both but my like I most people spend more time at work than they do with their spouse. So gotta like you gotta like your boss.

Jacob 24:39

Yeah, I couldn't agree more. What do you think separates a good leader from a great leader? So I mean, I'm sure through your career, even at your current company, you have some leaders who are pretty good. And then you have other leaders who are just like, man, they're, you know, just above everybody else. What is it that those really amazing and great leaders It's your company or from your experience you're doing that the others aren't.

Mike 25:03

It's it's all about inspiration, right? Like, great leaders never have to look at an org chart, right? They, the people just follow them, you know, wherever they want to lead, and that those are the great leaders, like anybody can say, Well, I'm so and so on the org chart, you all work for me. So do this. And there's a lot of managers or leaders who can get a lot done that way. Right? It's very much command and control. And but the great leaders, it's, you know, people are jumping in the boat, because they want to follow that leader. And half the people don't even work for them, right? It's like, hey, I want to be on that team, or I want to help that team be successful. And that, that that's it and you can spot it a mile away? Like it is not, it is not hard to discern those people are,

Jacob 25:43

Is that something people can work on?

Mike 25:45

Absolutely, absolutely. You have to work, it's hard. You know, if you're not, if you're not born with it, or you weren't, like, grow, even if somebody didn't role model that behavior for you, then you don't have to take a step back and find some people who can mentor you like pick two or three great leaders, like I

talked about Jamie Diamon, he's somebody I like, I like to follow around a couple others. And then you just got to work on it every day. And it starts starts in the morning, you know, I have a rule that I learned from somebody else, which is, you know, you got to catch somebody doing something good every day, right? So like every day, no matter how bad my day is, no matter how bad the numbers are, I make time to send an email, make a phone call to just tell somebody, they did a great job on something and read it every day, every day without fail. I have a notebook, I write it down. And I and I do it.

Jacob 26:34

Do you have any other little little techniques or tools like that that you use. That's actually a really good one. I haven't heard that one before.

Mike 26:44

Yeah, it's I can't take credit for it. So there's a guy named Tom Mendoza, when he's a founder of a company called NetApp is a big role model mine, you can see his leadership talks out on YouTube is great. Phenomenal, but yeah, a couple others. I mean, one is, let's see, it sounds silly. But I try to do something on social media every day. Whether it's to recognize somebody to do something just to keep keep my presence out there. And then the last thing I do, I don't do it every day, but I try to do it every week is the easiest time to talk to somebody is when they have done something great, right. So that's why I do that every day. The hardest time to talk to somebody is when they're struggling. And so it's not, you know, the the call from the CEO to the salesperson has closed a big deal. It's great. It's important, and it's okay, awesome. But the call to a CEO to the salesperson who made their number every year, but missed this year, for some reason, is the most important call you'll ever make as a leader, right? It's like, hey, you're great, you've always been great. You hit a speed bump, no big deal. We believe in you, you'll you'll, you'll kill it next year. And you got to do that stuff. So it's so important, but it's not so intuitive, like what to call the people who didn't do a good job. But sometimes you got to do that.

Jacob 27:54

Well, maybe, to wrap up we can end on so for people watching this, if they're maybe like three things that you think they should do or focus on to be a better leader to grow excel even more in their careers. What advice would you give them?

Mike 28:13

Yeah, well, yeah, look. role modeling is really important, right? find great leaders, preferably ones who you have access to, that you can talk to in your life, and you know, get their time, like, just spend time with them, watch them understand them, it's really important. Second thing is that the one piece I always give is just keep remembering that your personal capital with others is how you can make them be successful if you enter every day, thinking about that, like when you get into these competitions, where people don't agree with you, like just try to understand like, why they aren't agreeing with me. Why do they think that what I'm proposing is in conflict with their agenda? And how can we work this out? Right? And if you, if you get a cadre of people who believe that you're more you're helping them or more than others, like you're gonna be, you're gonna be great. That is leadership. That is leadership.

Jacob 29:00

I love it, yah those are great pieces of advice. And maybe just last final question for you. What do you do to stay up to date on leadership? Are there books that you read? Are there resources that you personally go to? Or is it just all kind of experienced at this point?

Mike 29:15

It's all kinds of experience. Right now. I try to spend time looking at social social media for interesting articles and things like that. I am religious about reading, like the economist and Harvard Business Review and looking for interesting articles on leadership. But mostly, I just watch this watch great leaders, and then I look and then I do do a lot of check ins with my team and make sure that I'm living up to my expectations, right, because you got to, sometimes physically, when things get hectic, you've got to make sure you're not going off the rails.

Jacob 29:45

I love it. Well, Mike. This has been very, very insightful. I love your stories, the techniques that you use the practices that you put into play. So I really, really appreciate you taking time and sharing that with me.

Mike 29:56

Now, my pleasure. It's really great to spend time ago.

Jacob 29:58

Yeah, likewise. we'll say Your team for me hope you guys are doing well over there.

Mike 30:03

I sure well i'm sure John and Lisa really love to hear about that. So thank you.

Jacob 30:07

Yeah, my pleasure. Thanks again.

Mike 30:09

All right, man. Take care.