

Patrick Lencioni 00:00

You know, what would you want to like? What? Tell me about your audience? How about just like, who's your typical? Who's your avatar?

Jacob Morgan 00:06

Yeah, I would say it's not that dissimilar from from your podcast. I mean, people in the business world who are interested in leadership and work and how things are changing. So very similar to I'd say the the podcast that tunes in for your, your, your show.

Patrick Lencioni 00:21

Very good. Now I see that your you go with Wiley as your publisher? That is correct. Who's who edits for you?

Jacob Morgan 00:30

So,

Patrick Lencioni 00:31

there is called your editor. I don't know if they're your editor, but

Jacob Morgan 00:34

you had a few different editors. The last one, I think her name was Joe Zet. Okay, I have to double check. Your who's your editor over there?

Patrick Lencioni 00:43

Well, we don't we know we're publishing our first book and outside of them. So it's a it's one of it's kind of a niche publisher, a guy that used to work there, which I think is kind of how things are going. You know, because they don't really do that much, you know? And so we have anything. Yeah. In fact, interestingly enough, Jacob, we had a meeting with them yesterday about all of our old stuff. And my editor who's who's one of the co founders here, she's my in house editor. She was like, yeah, they suck.

Jacob Morgan 01:18

Man, how some of these traditional publishers are still around. I think a lot of people just go with them, because the name it's supposedly more credible. But yeah, it's

Patrick Lencioni 01:29

are you working on anything right now?

Jacob Morgan 01:31

Yeah. So I'm working on a book that's coming out next year, called the vulnerable leader. So I interviewed. That's right up my alley. Yeah, I interviewed 100 and see 100 CEOs to date, doing a big research project, looking at 10s of 1000s of employees, and then interviewed a bunch of psychologists and researchers and really looking at leadership vulnerability from a leadership specifically from a

leadership perspective, and getting stories insights, how to make it work when it doesn't work, looking at the psychology of it. So a bunch of cool stuff there.

Patrick Lencioni 02:04

Cool. Well, I mean, and I'm not being I don't want to be presumptuous. But one of the things that I have, I've worked on vulnerability is core to everything we do, you know, at five, just five dysfunctions and all that. So when you do that, if you want, if you want an endorsement, let me know. Again, I don't need presumptions, like oh, you know, but if you do,

Jacob Morgan 02:25

that wouldn't be amazing. You know, that would be great. I'm gonna make a note here to not forget to reach out to you and then we have a publisher yet. Yeah. Wiley. Yeah. Okay. So we I'm sure to leave and come up during our conversation now, because vulnerability is kind of a part of a lot of stuff. Yeah. All right. Let me push record

Patrick Lencioni 02:50

on my it is key. I'm ready to go when you are.

Jacob Morgan 02:54

Okay, cool. So I'll do a longer intro before it goes live. But just as a quick intro, now, Patrick Lencioni, best selling author of 11 books, including The Five Dysfunctions of a Team and his new book, The six types of working genius, which is what's the official release date?

Patrick Lencioni 03:11

September 27,

Jacob Morgan 03:13

okay, February 22. Okay, cool. All right. Well, unless you have any other questions, I will jump right in if that's okay with you.

Patrick Lencioni 03:24

That is great. Okay.

Jacob Morgan 03:26

Hey, everyone. Welcome to a another episode of leading the future of work. My guest today is somebody who I'm sure many of you are familiar with Patrick Lencioni, best selling author of 11 books, including The Five Dysfunctions of a Team and his brand new book coming out September 22. It is called the six types of working genius, I had the opportunity to check out an Advanced Reader Copy. It is awesome. Patrick, thank you for joining me.

Patrick Lencioni 03:54

It's great to be here. I'm really glad to be on the show, Jacob, this is gonna be fun.

Jacob Morgan 03:58

It is it is. Well, before we jump into all the fun book stuff, why don't you give people a little bit of background information about you? How did you get involved with what you're doing now writing books speaking? What What were you doing before all this?

Patrick Lencioni 04:14

Okay, I'll try to give it the Reader's Digest version. I was kind of obsessed with work as a kid because my dad would come home, it could be kind of grumpy. And I thought, why is that? And then I had my first few jobs. And when I was a little kid, and I thought, Oh, these some of these are not so fun. And then I got out of college, and I got my first job at a management consulting firm called Bain and Company, a very prestigious management consulting firm. Everybody said, that was the best job you could get coming out of college, spent a couple years there was fascinated by the human side of business, which Bain did not actually address. And I was like, Oh, wow, I'm interested in that. Because all the intellectual stuff is predicated on the human stuff. And if the human stuff is wrong, which it usually is, you can spin you can just spin Then on the on the being smart. So I then I went to Oracle and I went to Sybase I worked at two companies kept thinking I'm gonna go to grad school, but then I kept learning, launch my own firm 24 and years and nine months ago, and did not have any books did not have anything like that wrote a book, because somebody encouraged me to Levin books later, 12 books later. Well, here we are. So I was just fascinated with the human side of business. If I could go back to college, I'd probably study psychology and communication. I studied economics and Spanish. And that's, that's how I got here.

Jacob Morgan 05:37

Very cool. So let's talk a little bit about your recent book and where the idea for that came from. So do you remember where you were when this idea popped in your head of the six types of working genius? Like what was the driving force behind creating this?

Patrick Lencioni 05:53

Oh, I remember it very, very, very well. Because it was two years ago, and a month, and I was in a conference room. So COVID had just, we had just come back to work after like three months, because we're a small firm. And we said, Okay, we could do this. And I was doing a webinar for a bunch of priests, as it turns out, and their staff members, part of this group I'm involved with, which teaches priests how to be better leaders and their parishes, how to be better. And so I liked doing that. So I was all excited to teach them because I liked doing that. And then afterward, I got off, and I had to have a debrief call with the staff who put the conference on. And I had to give them some kind of bad news and push them a little harder and correct them. And I was pretty bummed about that. And then after that call, got over. I said to the person that was sitting next to me, and Amy's her name, worked with her for years, she's I said, Oh, my gosh, I have a new idea for a podcast. And I was suddenly really excited again. And she said, Why are you like that? Why do you go from ecstatic to frustrated to it? Too excited, too interested? And I knew right away, like, Yeah, I've been dealing with this for years. I had my own company, Jacob, and I would come to work excited about what I was going to be doing. And sometimes within an hour, I'd be grumpy. And I thought, What the heck is wrong with me? I work with people I love. I have accomplishments. My own company, I love doing this. And I'm grumpy too often. Well, it was that day that I decided when Amy asked me, Why are you like this? And she was really curious. And I said, I don't know. But I'm gonna figure it out. And over the course of the next four hours

here in our office, I got a whiteboard and started thinking, and I came up with these six different things, the circles on a whiteboard, I was just trying to solve my own problem. And then after we were done, we're like, wait, I think this is universal. took it home, right. And I wrote it on a whiteboard at home. Everybody that came into our home and our office, we'd share it with them. And right away, people were saying there's something here, this is real. Snow, we locked ourselves in a room for four months came up with an assessment, and more than a quarter of a million people have taken it over the last year, three quarters. And so is coming out after the assessment.

Jacob Morgan 08:07

Yeah, that's crazy. Congratulations, quarter million people. My goodness, that's amazing.

Patrick Lencioni 08:12

It has been the reactions we're getting to this are like nothing. Cody, a guy I work with. He said, When we explained it to him, he said this will be bigger than The Five Dysfunctions of a Team right away. And we said, really? And he goes, Oh, yeah, this is way bigger. And all the reaction we're getting so far says that's true. So very cool. Thank God.

Jacob Morgan 08:32

Well, before we talk about the different types of working geniuses, I'm curious to get your perspective just on work today. So you spend a lot of time with organizations, you spend a lot of time researching and thinking about this stuff. Where do you think we're at in the world of work and leadership? What's your, your feeling on how things are

Patrick Lencioni 08:50

going? You know, I think it's a hard time. I'm not gonna lie. But I think it's a good time for those that are really interested in it and want to do well, differentiation by leadership is a good thing right now, because it's, we're at a low point, because I think what's happened is coming out of COVID, and a bunch of other things that are going on. I think that people are seeing work more than they were two years ago, three years ago, five years ago as a transaction. And they're thinking about how I can it's like an economic decision, like how much time do I have to put in and what do I get out of it? And which bums me out because I love mission driven work. I like when people are really excited and are doing things. I think money is a satisfier not a driver, you know, you need enough of it to feel good about your job. But it's really motivated to make a difference that that that is what people want. I think today there's more. I have a couple sons and I know a bunch of young people who got out of college two and a half years ago. They see their work much more transactional than I did when I got out of work. And so that's a problem. I think we're gonna see far fewer people feeling like loyalty to a mission. But the good news is Jacob, the the companies that get that. And the leaders who do that well, are going to have a competitive advantage like nothing else. So the good news is there's real opportunity.

Jacob Morgan 10:12

Did you say that kids who are getting out of college now they view their work as more transactional than before?

Patrick Lencioni 10:19

Yes. But five years ago, it was different. Five years ago, the kids were coming out of school and saying, Give me something meaningful, but with the shutdown, and all the work from home, and then a general kind of sense of distrust, like, what does this company want from me, I think there's a new cynicism among the young workforce. And it's pervading many organizations where people are saying, I want freedom, and I want to stay home. And I don't want to work that hard. And I don't want to work on the weekends. And I just love it when you get people that are excited to do a mission. And they want to make a difference in the world. So they don't care how it's like, I want them to have a great personal life, and I want them to be balanced, but I want them to be fired up about what they're doing, not about how often they get to go golfing.

Jacob Morgan 11:04

It's interesting that you mentioned that because I and these are like off record conversations I've had with quite a few business leaders and CEOs. And you know, when the camera stops rolling, when the podcast isn't going on. They're telling me that like Jacob, I don't know what the hell's going on. It doesn't feel like people want to work anymore. Like, it doesn't feel like you see, for example, like customer experience across the board has gone down service has gone down. It's getting harder to get people into the office, I hear all sorts of crazy stories. And a lot of leaders are just saying, Look, I don't want to say this on camera, but it feels like people don't want to work anymore. And are you hearing or seeing that? And why do you think that's the case? Because it's really mind boggling that this is happening?

Patrick Lencioni 11:47

Yes, I think it's accurate. And I think what's going on right now is that we're seeing a separation. I think that those that get it and really go after it are going to be coming through this better than ever. I think there are a few organizations that the minority of organizations are actually coming through this stronger because they're standing out. But I can't tell you how many times I've gone to a business and they're just closed, or they have a sign on the window that says we can't find employees, or I go to some of the largest companies in America. And they're not even asking for their their employees to come back to work yet. Which to me is is ridiculous. So I think that was

Jacob Morgan 12:23

ridiculous. Because that's another big because sticking Yeah.

Patrick Lencioni 12:27

Well, here's the thing, there's some jobs that you don't need to be in the office for. That's great. And I'm a real appreciator of what zoom and technology can do and freedom. I love that. But there are certain jobs that require creativity and innovation and really healthy conflict and, and relationship. And companies are putting these policies in place because they want to be I don't know if it's politically correct, or socially correct. And it's like, no, no, we're gonna be awesome at this. We should be in the office. Yeah. So I think that what happened is for the last couple years, it's been a real employers, Mark employees market, where employees can say, I don't want to work in the office, and I want to stay home. And everybody's like, well, I guess if we don't want them to quit. And I think that what we should be doing is saying, Who are the people, we need to be in the office that's encouraged them. And good things happen from that. So So I think it's ridiculous to have a blanket policy saying everybody can stay

home, because productivity is not the same when you stay home, unless you're a customer service rep. And you can sit in your kitchen and be on a headset and do that. But if you're doing anything innovative, anything that requires group thinking and debate, which a lot of work does, you got to be together a lot.

Jacob Morgan 13:38

Seems like the pendulum has swung too much in the other direction, because it used to be that employers had all the power. And it was kind of like employees would show up. And the company would ask all the questions like where do you go to school? How do you deal with failure, like it was all about the company. And then it was, the pendulum swung, and employees had more power. And they're asking about like culture and benefits and leadership and growth, which was which was great. And now the pendulum is like way on the other side, where its employees are asking these questions, and they're saying, That's great leadership growth. By the way, I don't want to come into the office, I want to get paid, you know, 20% more, I want stock options in the company. And you're like, hey, you just had a college? All right. What do you what do you ask him for here? So it definitely seems like things have maybe swung in the other direction. And we kind of need to get a little bit more balanced with what's going on in the world.

Patrick Lencioni 14:31

I think so Jacob, and I think right now, as we record this, there, I'm starting to hear about jobs being rescinded. And the slowing of hiring. And what's going to happen then is it's going to swing back the other way too hard again, and my recommendation is to to leaders is don't do your hiring based on what society is saying. If you need people that are committed to your mission, put that out there and the right people will come to work for you. You know, so So I think that The best organizations don't look around and say, Is it an employer's market or an employee's market? It's do what's best to get the people you want. And don't worry about the fact that the people you don't want are going to reject you, because that's probably better anyway.

Jacob Morgan 15:13

Yeah, no, I love that. All right, so let's talk a little bit about some of the concepts and themes from the book. Probably the, the place that makes sense to start with is the three stages of work, which you talk about, which are ideation, activation, and implementation. So let's talk a little bit about what those three stages of work are. And are these stages that are applicable to everyone and anyone? And why do we need to understand what these three stages are?

Patrick Lencioni 15:40

I love that you started with that, because that's kind of how the whole model came about. But most people don't ask about that. They just want to know what the six things are. So I love that you're asking that because we really believe that there are three major processes that take place in any kind of work. But depending on that kind of work, the amount of time and energy you spend in each of these phases, varies. So the first one is ideation. That's clear. That's where you come up with a new idea. That's where you're inventing and looking around and going, what's going on, what should we be doing differently? Ideation is the first stage. The last stage I'm going to jump to stage three is called implementation. And that's where you get stuff done. Okay? That makes sense. That's like, Okay, we're

going to implement this. But there's a stage in the middle that we discovered, that is missing in so many organizations, that's a little harder to identify. But it's critical, and it's called activation. So ideation takes place. And we talked to a guy at a company and he was in charge of innovation, and it's a company that rhymes with the word pikey, or pike, but and you know, and they make shoes and apparel. So we talked to a guy at Nike. And he said, Oh, my gosh, when we showed him this model, he said, we go from ideation to implementation, we take a new idea, and we throw it over the wall and give it to people to implement. And then half the time, it doesn't work. And we blame them for being bad at implementing, they blame us for being bad at ideation. But the problem was, there was nobody in the middle doing activation, which is, let's assess that new idea. Let's tweak it. And then let's take some time to get people on board. Without that middle stage, we end up doing bad implementation and wondering why it doesn't work. So identifying that middle stage, my wife and I, Jacob, were just talking about this the other day, she's an Ideator and an implementer. And I said, Laura, before you put that into practice, let's sit down and talk about is that the right idea? Should we rethink this, and let's sit down and talk to the kids about whether or not they're on board. Without that middle step, things just don't work. And it's not because it was a bad idea is because it wasn't properly vetted and, and gotten people on board.

Jacob Morgan 17:52

So I'm assuming everybody goes, or these three stages are relevant for everybody. But somebody might be saying, hey, you know, Pat, that's great. But I'm just told what to do. Like, I don't have time to ideate. Or to think, you know, my manager just gives me things to do. I'm coding I'm developing, I'm in sales, I just make phone calls to try to get money. I'm in customer service, I'm just answering the phones, these three, three stages don't apply to me. I'm just kind of an order taker. Is that a fair way to rebut these things? Or are they still relevant?

Patrick Lencioni 18:25

It's a fair way to to rebut it. Because oftentimes, people are frustrated because these other stages aren't going on. So let's say to say, let's say you have a job, Jacob, that's mostly implementation. Okay, some people do. The problem is, if nobody has properly vetted the idea or explained it to you and got you on board got you to buy in, your ability to implement is going to be limited. So when somebody says, Man, they just give this to me and tell me what to do, what they need to be seen, as has anybody activated this idea yet, we don't even get it. We don't even understand it. Tell us about how you arrived at this, then I'll be much better at implementing. So while they might not necessarily be directly involved in all those stages, if those stages aren't happening, they need to be saying to people, hey, they need to pull the chain on and stop the press and say, until you guys do this other stuff, this isn't going to work.

Jacob Morgan 19:20

Yeah, it seems like a big part of that is storytelling is the connection, right? help young people understand how the work they're doing is making an impact. And that's, that's very relevant, I think, to all roles.

Patrick Lencioni 19:30

Oh, my gosh, and that's where one of the most important things of these six types of working geniuses, all of them are necessary. And they're part of the process of getting work done. See, I develop this just

to explain my own frustration at work. So it's an individual tool for me to understand what my geniuses are and what other people but what we realized is every project we've ever worked on needed all six. And since I only have two, I need everybody else. And if we don't tell the whole story, a project fails.

Jacob Morgan 20:00

Yeah, makes sense. Well, so speaking of those six types of working geniuses, which are wonder invention, discernment, galvanizing enablement and tenacity, why don't we go through each one so that when people are listening or watching this, they can kind of figure out which one they are. And I know you have an assessment as well, which we can talk about too. Sure, let's go over what these six different types are and how people can identify roughly which one they fall into.

Patrick Lencioni 20:27

Right. And, and again, everyone has to have these as working geniuses, that where they get joy and energy, and they're usually really naturally good at it. Two of them, they're okay at it, they don't get a lot of joy energy to have them they're usually really bad at and it robs them of joy and energy. And it is crazy. How many of those quarter of a million people that have taken this will read this in 10 minutes after taking the 10 Minute assessment. They're like, Oh, that's me, oh, no wonder I sucked at that job. Or No wonder I'm good at this or no wonder I need help in this area. It's such, the face validity of this is so fast and so high. So let's talk about the six types though of working genius. And I'm going to do it in the order in which they occur. In a project, it's not like, perfectly linear work is messy. But this is the general order in which they occur. The first thing that happens on any project is the genius of wonder. Okay, the genius of wonder, that's the genius where a person is really good at kind of pondering things and noticing things and asking themselves and other people questions about why are things the way they are? Why Jerry Seinfeld? Yeah, exactly. He just sits around. And they don't always have an answer. But they always have the right questions. Ya know, most people with the genius of wonder, my wife and my son have this. They didn't even know it was a genius, because society doesn't say that's awesome that you do that. In fact, most often they go, why are you still asking questions? Or why aren't you bought into this yet? And they're like, because I don't know. What about this. And so the genius of wonder, this project, the six types of working genius came about because Amy on my team who has the genius of wonder, she said, Why are you like that? She didn't know the answer. But she said, I think I want to know why you're like that. So that leads to the second step, which is invention. Okay, the genius of invention. That is somebody who looks at that question and says, Hey, you ponder that you ask the question. I'm going to come up with an answer. I want to, I want to use original thinking, innovative, original thinking to come up with an answer to that. And some some people are born that way. I've been that way since I was a kid. I loved it. When someone comes to me and says, I want you to make up something from scratch. I'm like, Oh, I'm so happy. I even do it when it's not asked of me. And that can be a pain in the butt sometimes. But the point is, that's a gift. I have a God given talent that I don't know why I have it. But I love doing it gives me joy and energy. So we go from zero to invention. Yeah.

Jacob Morgan 23:02

I think of Sara Blakely, the creator of Spanx is for the invention there.

Patrick Lencioni 23:07

Yeah. Somebody said to her, why do we have to be so uncomfortable or look bad? And she was like, oh, yeah, that's a great question. I'm going to figure it out. And, and there it is. So those first two are ideation. The next genius is called discernment. Discernment is, is really gut feel and instinct. But it's not magic. It's like integrative thinking. People that see patterns and their instincts. Their intuition is usually very, very good. They know how to discern. So you go to them with that idea and say, Hey, I have an idea. They look at it and say, like Cody, who works with me said, this is bigger than the five dysfunctions or Nope, I think there's gonna be a problem here. My gut tells me this isn't going to work. People with discernment you want to listen to? It's almost impossible for them to prove that they have this, but everyone around them when you when you put this out, there they go. Oh, yeah. That's Tracy in my office has discernment. She's my book editor. She never had a background in editing. But she can read anything. I write and say this works. This doesn't that character is realistic. This, this falls flat. And I have learned that she is almost always right. She has really good gut feel. And it's not because she's an expert at something, Jacob. It's because God gave her this instinct. It's to the point where my wife will say she's always an Ask Tracy. And I'll say should we buy a new house? Ask Tracy, should we go on vacation to Hawaii? Has Tracy what she thinks Tracy just has good judgment and really good instincts about what's going to work and what's not. Some people got it.

Jacob Morgan 24:49

You Yeah. Reminds me of Magnus Carlsen. He's the number one chess player in the world. And oftentimes when he's playing a game of chess, and people are analyzing the game, they're like, What the hell like why why He made that move. And then, you know, the interview afterwards. And he's like, it was my intuition. It was my guess. And it's usually always right. And when the games are analyzed later with a computer, and the computer was like, Yeah, that was the best move on the chessboard. Nobody, nobody understands why. But he plays the move, because he kind of feels it based on patterns and games in what he believes is the right way. And you know, that's why he is who he is.

Patrick Lencioni 25:22

And people would say, well, he's just good at chess, you could give him any other activity because of that skill. And he would figure it out one of my sons, Matt, he is good at chess, and he's a D. And if you say, why are you doing that? He's not going to give you a linear answer. He's gonna say, I don't know, I think I've seen this before. I'm pretty sure it goes like this, this, this and this, and you're like, how did you see that? And they're like, yeah,

Jacob Morgan 25:44

yeah, that's very cool. So that's the third.

Patrick Lencioni 25:46

The fourth one is once an idea has been vetted and discerned and approved, then we get to galvanizing. galvanizing, there are people who wake up in the morning and love to rally people to do things. You're one of these people. They're like, I want to tell people about this. I want to excite them. I want to inspire and instigate people to move and to accept something. I love that process. And that's what galvanizing is. And every work, every project needs it, I know this, because I was called on to do it in my own company for 23 years. And it's not a genius of mine, and it was driving me crazy. That's why Jacob was so frustrated, because I'd come to work ready to, to invent and discern which are my

geniuses. And they go, Hey, you, you know, we're behind on this, you're gonna have to motivate us to get it done. And I'd be like, I thought I did that yesterday. Yeah, we need it again. So every day, I was galvanizing. And I finally looked around and said, Hey, Cody, you're a good galvanizers. You're the chief galvanizing officer. I, I will be the CEO, but I'm gonna give you permission to push people out of their comfort zone to go around the office and get people excited because you love doing it. His job satisfaction went through the roof. Mine went through the roof. Literally, we were getting twice as much done in half the time, because we were doing what we loved doing, rather than getting frustrated by doing things we didn't.

Jacob Morgan 27:14

Yeah, that's interesting. Yeah, I think I took an assessment to I don't remember off the top of my head, which remember what you are the categories?

Patrick Lencioni 27:22

Yeah, you're an inventor. galvanizers. You're what we call okay, that sort of, you're called the evangelizing innovator. Okay, I'll take it. Yeah. And you know, how many people that have podcasts and do things like you do, you're like, I'm discovering things, and I want to tell the world. And you know, how many people were here tonight? People that don't have that type of go, That sounds miserable. And you're like, how could it be miserable? It's so much fun. That's the beauty of working genius. One man's garbage is another man's treasure, you know,

Jacob Morgan 27:55

my wife would laugh at that, because sometimes she's like, Jacob, sometimes you're like a kid. And I'm like, Well, now I have a proof why in the way I am Patrick Lencioni told me

Patrick Lencioni 28:05

you're going to show her that this description. And it is like a kid I Geez. Or they're like, oh, my gosh, a new toy. This is so great. I'm going to tell all my friends. And in fact, people think they're over the top at first. And they realize no, you're totally serious, aren't you? And you're like, Absolutely, this is the coolest thing since sliced bread. That's what IGS do. And it's a hugely valuable thing in an organization. But there are times when your wife needs to say, Hey, Jacob, we don't need that right. Now. We need something else. And that gets us to the last two geniuses.

Jacob Morgan 28:38

Yeah, she's definitely had to be like, Alright, Jacob, let's take it down. down a notch. Let's say yeah,

Patrick Lencioni 28:45

Jacob, I have to tell you something. As much as we use this in corporations. This has changed my marriage. Because my wife and I, oh, my gosh, my wife and I most of our arguments for years, we've been married almost 30 years now. And until we got this, I didn't realize she and I both lacked one of the geniuses, which I'm gonna get to in a second. And we would look at each other and go, Why don't you do that? Why don't you do that? And we were judging each other, and simultaneously feeling guilty. And then when we came up with this model, we realized, oh, my gosh, we both suck at that. Neither of us wants to do it. We kind of resent having to do it. Oh, let's give each other some grace.

Jacob Morgan 29:23

Yeah. But in a marriage, you can't hire somebody to do that missing piece. Can you?

Patrick Lencioni 29:28

Well, interestingly enough, you can't, but you can outsource certain things that your parents, your parents probably thought you should never outsource that. It's like, but we both hate it.

Jacob Morgan 29:39

So it's like I can't wait to hear what it is that you've outsourced. Okay.

Patrick Lencioni 29:43

So here's the last two, the last two fall under implementation, neither of which my wife and I love. Okay, so the first one is called enablement, enabling. And I don't mean like enabling a drug addict or an alcoholic. I mean, enabling a person to get a project off the ground and realize a dream. Some people have a natural gift for doing this. I do not. This is where they hear somebody say, Hey, you guys, here's a new idea. Who's Who's with me. And they're the first one to go. I am. And I think I know what you need. I'm gonna, they're quick to volunteer, they're great at providing support. They're affirming, and they're quick to dive in. This is a critical genius. Most people that haven't Jacob think are just nice or easily manipulated. It's not that at all, They are one of the most valuable parts of any team. And it is a genius that needs to be appreciated. And, and, and nurtured. Because without it, the best idea in the world is not going to get off the ground. I've worked with organizations and didn't have any of them.

Jacob Morgan 30:48

Yeah, what's the key differentiator between galvanizing and enablement?

Patrick Lencioni 30:52

galvanizing is what we call it disruptive genius, where they go into a room and go, hey, everybody heads up. Here's this new idea. I want to organize who's who's gonna do what we need this, we need this, we need this. Enabling is the person who receives that and goes, I understand what you're calling for. I know exactly what you need. I'm in. In fact, I'm going to do two things that you haven't even asked me for.

Jacob Morgan 31:14

Because so the so the enablement the enabler needs the Galvanize here to start, and then the enabler kind of helps make it happen.

Patrick Lencioni 31:24

Absolutely. And then the last step is the one that my wife and I don't have. It's called tenacity. Tenacity, is the genius of finishing things and, and like blowing through obstacles to make sure things get done on time and on budget and to spec, people with tenacity, love to come in to work, and, and just get things done and drive to finish. In fact, if they can't finish something, they are really frustrated. Me. On the other hand, though, I've written 12 books, hate finishing, and the last chapter, so my books are always bad. And my editor has to say, I'm not letting you out of the room until you rewrite that. And I'm

like, But I'm already ready to move on to the next book. And she's like, I know, but you're gonna finish this, and I'm gonna make you do it. She, she's tenacious, and I'm not. And I need her around me to make sure things get done.

Jacob Morgan 32:16

Huh, I like that. Okay, so what did this you said it changed your your marriage, change your life, some things, you can outsource this. So how have these things been impacting just your personal life? And how did you get help with the things that you're struggling with? Well,

Patrick Lencioni 32:29

it's so funny, and it's hard to be the cobblers children with no shoes. You know what I mean? So I've written books that other people are using that I'm not using, I wrote a book called the three big questions for a frantic family about how to apply the principles of organizational health to families. And people go, Oh, my gosh, it changed my family. We use this all the time. And I'm like, oh, no, I'm not even using it in my own way. So Laura, and I do not have tenacity. Finishing things. And staying top on top of the details is not our gift. I have four boys. So Laura has worked from home and taking care of most of the home duties, you know, we share and things but she that's her role. One day, I remember coming home from work. And I drove in, I walked in the door and I turn the lights on, and they didn't go on. And I said, Hey, Laura, I think the power is out in our neighborhood. And she said, No, power is not out in the neighborhood. The neighbors have power. Oh, but we don't. She was yeah, no, we don't. I said, what's going on? She said, Yeah, they cut our power. I said, what happened? She was I forgot to pay the bill. I was like, you forgot to pay the bill. Don't they usually send you a warning before they cut off the parishes? Oh, yeah, they send like two or three warnings. And talk about an idiot, I get frustrated her like Laura, we can't do that. And what I should have said, because you know, if I were in charge of that, the same thing would have happened. Because we're both like that. We're like so up in our head in the clouds coming up with new ideas, solving problems, that neither of us love doing that kind of work. And here, I was judging her for not being on top of it. But it would have happened to me too. So I want to tell you, Jacob, today, we are in the process of hiring a woman whose job it is, my wife is going to call her every morning for 10 minutes and say, These are my goals for today. And then at the end of the day, she's going to call her for 10 minutes and say this is what got done and what didn't. And the woman's gonna say why didn't get that get done. Okay, that's gonna be on the list tomorrow. We'll talk about it in the morning. And it's not a punishment. It's a gift. Because Laura and I neither of us like to do that. And so she's finally going to have somebody else be her accountability coach, because it's just not something she does naturally. Nor do I.

Jacob Morgan 34:38

I'm trying to remember who else told me they have something like this. It maybe what maybe it was Marshall Goldsmith, who's I think it was Marshall Goldsmith, who

Patrick Lencioni 34:45

sounds like the kind of person that would probably want to do that.

Jacob Morgan 34:48

Yeah, it's similar. I can't remember what the phone call was. But he said he calls somebody every morning to go over something like that as well like to to have that accountability to hey,

Patrick Lencioni 34:57

I ran into him in an airport one day. I remember it very Well, is that here in Oakland near where I am? And he's he was on the phone with the guy saying, Yep, nope. Yep, yep, nope. And we asked him what it was. And he has something that causes him to say, Did you floss your teeth? Did you pay your bills? Did you do this? Did you do this? And again, it's like one of those things, if it's important, and you want to have discipline, and you don't naturally have discipline, have somebody call you and remind you have something? That's so funny. I saw him doing that once.

Jacob Morgan 35:27

Yeah. are speaking of these six these 16 uses? It seems like kind of analogies like it's a working chain, right? I mean, they kind of all have to go together in some capacity. But what happens if one of the links is broken? You know, like, you have the wonder the invention, but you know, some of the pieces aren't working there or one link is broken, because it throws everything out of whack. Right? Yeah. You

Patrick Lencioni 35:52

know, what's wonderful is now that the assessment has been out for almost a couple of years. And in writing the book, I had great stories. So right after the assessment came out, I worked with a big company. They were I mean, multiple billion dollar technology company, I did the assessment for their team. And nobody on their team had wonder. They had nine executives, no one had wonder as a genius. In fact, not only do you have geniuses, but you have frustrations like the things you really don't like. And most of the people on the team hated wondering, that idea of sitting around pondering things, asking open ended questions was like untenable to them. They like to get stuff done. They looked at the report. And they said, This is why we're five years behind in the market. They said, We never wonder nobody ever sits in our meetings and says, Hey, maybe our clients don't want that anymore. Maybe the markets going in a different direction. They're so impatient about implementing things that nobody has the time and they said, if we don't solve this problem, we are never going to catch up to the competition, because you have to wonder and you have to ponder the environment. And it was the CFO who said that, who himself hated that kind of stuff. But he said, This is why we're struggling. So they said, Okay, we're gonna have to restructure and, and bring somebody in to help us do that. Then Jacob, they said, they looked at their results. And they only had one guy on their team who had the genius of invention. This is a technology company. And they were way behind in the market. They had a lot of legacy technology. That's how they were still around. And the one guy on their team that had invention was their lawyer. Their chief legal counsel was the only person on the team that had invention. So they're like, Oh, crap, what are we going to do? They said, Hey, we're going to change your job, you're going to be our chief legal counsel, and you're going to be in charge of new technology acquisition. The guy was over the moon. He's like, I love thinking about stuff like that. So they changed his job. And so I looked back a year later, I went to their website, I said, Hey, I wonder how they're doing. The chief legal counsel was somebody else, there was a new person, they had completely taken the lawyer out of his job as a lawyer and made him a full time new technology acquisition an engineer, or lawyer look for? Yeah, see, and that was the beautiful thing of it. He had that genius, which means he loved it, he gets joy and energy from doing it, they needed it. And he is now helping that company by

doing what he's meant to do. But they they had no language or no insight into this until they took the assessment.

Jacob Morgan 38:24

Well, what happens if what you're doing doesn't align? Like some of the things require a pivot, right? I mean, he's a lawyer, he's obviously specializing in law, and now he's switching to something that seemingly is not even related to using his law degree. And I feel like a lot of people, right, we get degrees, we get put in roles, like sales or marketing, and you have to climb that corporate ladder. And what happens if you're in one of those types of roles, where you're not able to use one of these six types of working geniuses, but you also can't, you know, like, a lot of people, if I'm in sales, I can't always pivot to marketing or to r&d, or to something where I can unlock my genius. So what do you do? And that's such a great question.

Patrick Lencioni 39:00

So in that case, that was a really egregious example of taking a lawyer out of law and putting them into technology, right? But from

Jacob Morgan 39:07

Yeah, which is not not a lot of people are gonna be able to do that

Patrick Lencioni 39:11

right now. And for most of us, we don't need to, for most of us, what we do is we go to our manager, and we go, Hey, look at this, these are my geniuses, these two, and these two are competencies. I'm okay at them. I can stand that. These are my frustrations. And usually the manager and the employee go. Well, you remember that thing you did really? Well, you were using your geniuses and your competencies. Remember the thing you struggled with? Oh, yeah, no wonder you hate that stuff. Oh, my gosh, let's take a look at the whole team. We have a team map to where the team looks at it, and people go, I'd like to do more of that stuff you hate. And the person goes, Oh, I'd like to do more of that stuff you don't like and so it's often about just tweaking the job or tweaking the the way you go about doing it. That is a win win for everyone. So it's usually not I have to change my whole career. It's usually just a manage You're says, Well, why do we have you documenting everything? You're not good at that? She loves that? Why don't you be the one that galvanizes people, it really is easy to make minor adjustments that make all the difference in the world morale and productivity. And I'd rather say productivity first, and then morale go up like crazy. But if you don't know your geniuses and your frustrations, you can't do that.

Jacob Morgan 40:24

It also seems like a big part of this is self awareness. Because part of being self aware is understanding your frustrations, the things that you're good at the things that you're struggling with. But it also seems like vulnerability is a big part of it, because you need to admit the things that you can't do. And I think in a lot of organizations, we struggle with that right. Self awareness is something that we teach and vulnerability isn't something that we want to admit. So how do you? I mean, it seems like it requires a certain kind of accompany where I can go in there and say, hey, you know, Pat, I gotta tell you, I'm

really not good at these things. Like, you know, I would imagine a lot of people are not comfortable doing that, you know,

Patrick Lencioni 40:59

what's funny? I would you think so, right. But there's something so relieving about being able to go in and say that, and you think a lot about vulnerability, and so why it's so critical to build trust, you can't build trust with somebody who doesn't have the capacity to say, Hey, I'm bad at this, or I was wrong, or I need help, or I need to apologize. Vulnerability is critical in any human relationship, right? What's hard is if you expect a person to be vulnerable without any context. So So if I go in, and I say, Hey, everybody, let's just go around the table. What are you terrible at? People are gonna be like, Well, I'm terrible, because I'm so perfect that it intimidates people, you know what I mean? But when you have them fill out an assessment, and they look at the results, they want to share it with people, because it's actually validation, that they're not lazy, or untalented. They just have different gifts. So we start with CEOs, we used to use the Myers Briggs when we worked with CEOs and their teams. Now we use this because they'll look at it and they'll go, oh, yeah, you guys, I hate this. You know this. And people go, Yeah, we do. See this is validation that I'm not good at this. And I need somebody else to help me. Cody on our team likes to say the best CEO is the self aware one. Yeah, and most times, you would think they'd be afraid to admit it, most of the times, they're like, Oh, please, I want the whole world to know that I'm terrible at that. And if somebody else can help me with that, I'll get to spend more time doing the thing I'm great at. And one CEO is great at new ideas and other greatest execution and other grades at using intuition. Wow, when they figure it out, and hire people and surround themselves by people who fill in their gaps. It's a beautiful thing.

Jacob Morgan 42:38

Yeah, now, I want to reserve the remaining time that we have to focus specifically on like action items, things that people can do after watching or listening to this. And the first kind of thing is, let's say you identify the working geniuses that you have. Yep. Is there something that says what type of work you should be doing based on that type of genius? So for example, let's say I'm in wondering in event invention, does that mean I should be in customer service? Does that mean I should be in sales that we're leadership? Like, is there a correlation between the role and the working genius?

Patrick Lencioni 43:10

No. Well, well, yes. And no, not field, like somebody could say, Should I work in Marketing? And when we, when we operate at that level, it's really confusing or sales. It's like, well, what kind of marketing if you're a wi, you can work in marketing, but you're probably coming up with a campaign or understanding like, Okay, how do we message this, but if you're an E T, in marketing, the implementation you might be around, I'm going to turn leads into sales opportunities, I'm going to take marketing leads and figure out how to crank through them and get them to the right rep. So we close that deal. So two people can say I work in Marketing, but what is your role within that field? Okay, and too many people say, I've always wanted to work in film. And it's like, well, wait a second, that doesn't mean anything to me. Do you want to come up with a new idea? Do you want to be a grip and lighting person? Do you want to do editing? Do you want to do post production? So when we think about I want to work in a certain field. I mean, law is another one I want to be a lawyer. Well, the difference between a contract lawyer, a constitutional lawyer, an intellectual property lawyer, and a trial attorney is huge.

And those things do correspond to your working geniuses. So what we need to start doing is getting beyond the field or the or the title and getting into the actual work itself. Okay, does that make sense?

Jacob Morgan 44:32

Yeah, no, no, it does. It does because you're right I mean, the things can be broad and you need to understand the details of what that kind of includes in each one of those areas. What about for leaders out there so I you know, I'm a leader I've done wonder in venture but you know, I'm supposed to be leading a team. What happens if I have working geniuses that you know, I would imagine for a leader galvanizing is probably part of it, right? Getting people on board. They say wonder is a big part of leadership. All right, coming up with these big ideas and getting people to go there. What happens if I'm in a position of leadership? And I'm like, Hey, wait a minute, I don't have wonder, you know, I don't have the ability to galvanize people. And now I'm starting to have doubt, right. Imposter syndrome, maybe I shouldn't be a leader. How does the the leadership role play into this? Because some of these things you're expected and you're supposed to have,

Patrick Lencioni 45:21

as well, yeah. And I think what we need to do is is, is get back to the fact that your job as a leader is to make sure that your leadership team is complete and effective, and that you're humble and vulnerable enough to know what you're good at. And do that well. And know what you're not good at, and surround yourself with people who can. And when you're that humble, and when you're that realistic about things, people will follow you. Because they're going to I, we I've had a leader of a big company say I don't have discernment. And he means my gut is not great. I usually go to data and everything else I need to discern around me, so I can turn to them and go, Okay, what the data says this, what is your gut telling you see, a great leader is not afraid to let people around him or her be stronger than him or her in certain areas. And that's what's key. You know, we had a pastor, and we did a couple of write to us right after this came out. And they did this. And they said, I've been a pastor for 20 years for about the last 17. I felt guilty, like I shouldn't be a pastor. And now I realize I don't have wonder and, and invention. I can't write a sermon or homily to save my life. I don't think that way. But what I am good at is running the church and making sure that giving people the support that they need. I'm going to outsource somebody to help me with that. Because it's not my skill. Somebody else would say, I think I'm a terrible pastor, because I can't run this church. I'm not there. When people need me, I just sit in my office and come up with a great homily or sermon. They're both good pastors, if they have a team around them, does what they don't do. So there is no one type to be a CEO, there is not one type.

Jacob Morgan 46:52

What about the how this relates to having a growth mindset? Because the idea of having a growth mindset is basically right, you can learn new things you can grow, you can adapt. So if I don't have one of these working geniuses, can I learn them? Can I switch from one to the other? Are these learnable and practical skills that I can get better at? Or is this just kind of like the way it is?

Patrick Lencioni 47:13

I love this question. First of all, I would say have a growth mindset and that you want to be as good as you can and the things you're great at. And you have to do things you don't love sometimes, and learn to learn to enjoy them as much as you can. Spending a lot of time doing something that you're not

naturally gifted at, that you are not put on this worth to do is a misapplication of the growth mindset, because that was what that says I have to be perfect at everything. Yeah, the irony is think about Michael Jordan, I love this story. Michael Jordan was fantastic at going to the basket and playing defense. Right? He was not a shooter. Now many people would say, Okay, this summer, you know, you're gonna have to become a better shooter. Because next year, we that's the part of your game that's lacking, you know what they told him, they said, don't worry about it, continue to lean into your strengths, that will take the pressure off you to be a great shooter. And then you'll learn to shoot from a standpoint of it's, it's, it's a new thing I could do, he became a great shooter, but it was never his greatest strength. But so many other athletes, we screw up and CEOs by saying get good at the thing you're worst at, then they lose competence in the thing they're best at.

Jacob Morgan 48:25

Yeah, I love the John Wooden, you know, they call them The Wizard of Westwood, coach of UCLA men's basketball team in the 50s and 60s. And one of the things that he was famous for is, instead of trying to improve weaknesses, he would focus on the strengths of his players. And if there was a player who was really just good at making a shot on the court from one particular spot, he would design plays, so that during the game, that player would get the ball in that particular spot on the court to make the basket, which I think is very much what you're kind of driving at here, right is focus on the strengths that you have. And don't assume that you need to be perfect at everything. And you're right. I mean, a lot of people misrepresent or misconstrue what this idea of growth mindset really means,

Patrick Lencioni 49:10

right? It's not about perfection. It's about knowing who you are, and making the most of who you are.

Jacob Morgan 49:17

What if you work for a leader? Who, who's not on board with some of these concepts or ideas, right? Because you let's say go to my let's say you're my leader, and I go to you, and I say, hey, Pat, you know, took this assessment, and I, you know, realize these are things I'm really great at, and these are things I struggle with. But in my current role, I'm spending a lot of time doing the things they struggle at, and I'm not doing any of the things I'm great at. And you say hey, you know what, Jacob, I don't really have time. Right? You do your job, you got a lot of things you got to focus on. Like, come on, like I don't have time for this. What do you do in that kind of situation where you are not actually allowed to focus on your geniuses because that happens to a lot of people.

Patrick Lencioni 49:59

Yeah, I honestly and I don't say this, you know flippantly, but you have a responsibility to yourself. And you know, and I believe these are God given to use the strengths that you were given. And, yeah, it's there's something virtuous about being able to get out something that you're not great at when you need to. But putting yourself in a position to do that all the time, means you're not tapping into your skill set that you have, it means you're probably going home at work. And this goes back to my, to my first comment about my dad, it's like, I think we're all meant to use the talents we have, and going to work and gutting it out and saying, well, the boss doesn't care is not going to make you a better husband, a better parent, a better friend, and a better person. And so I think, do everything you can, most organizations we found are interested in helping somebody be better. But if you're in an organization

that goes, I don't care, I need you to work in a coal mine coal miners do this. If you can get out of that coal mine. Do it, it's so worth it. And the benefit, you know, remember that old saying, do what you love and the money will follow. I think that do what your what you're passionate and joyful about. And really good things happen. And so I say if you know that nobody's interested in helping you do what you're best at, take it upon yourself to get in that situation. But I am shocked at how many leaders and managers are glad to move somebody into a different role, because they're going to be more productive and happier.

Jacob Morgan 51:28

are so let's talk about maybe a series of steps that people can take. So it seems like step one is you need to identify which one of these working geniuses. People can do that by reading a book, or which

Patrick Lencioni 51:37

two because the combination is really important, because you're like an inventor, Galvin, iser, that's very different than an inventor, tenacity person. So it's good to understand the two.

Jacob Morgan 51:50

Okay, so people can do that by grabbing the book, take the assessment, where's the assessment, if people are working

Patrick Lencioni 51:55

genius.com Just working genius. There's two G's in the middle.com.

Jacob Morgan 52:01

Okay, so let's say people figure that out, I take the assessment, and I'm like, great. I'm wonder invention. Now what,

Patrick Lencioni 52:09

right, by the way, it takes 10 minutes to fill out the assessment, and, and five to 10 minutes to interpret it. And then you're on your way, and there's more information there. So what you do is you sit down, I think the first thing you should do when you do this, is go over with your spouse or your best friend, because they're going to look at it and they're gonna go, oh, my gosh, I get this. And they're going to help you confirm it. And they're going to be interested in it. You get to brainstorm about what does this mean in my life and in my work,

Jacob Morgan 52:34

then go, or you can go over it with your with your leader with your team, then

Patrick Lencioni 52:37

go and definitely so let's say you're sitting at home, you're like, Okay, I have 10 minutes, I'm going to do this, it cost 25 bucks. Dave Ramsey is a friend of mine. You know, Dave Ramsey is a financial guy, as a Pat, this is worth a hell of a lot more than 25 bucks. And we said yes, we want every, we want somebody to give it to their junior in college son or daughter. So they figure this out and avoid 10 years of misery doing something that they're not meant to do. So it's not expensive, it takes 10 minutes,

you're sitting at home and you do it, share it with somebody, say I want to explain something to you, this is what I've learned about myself, go to work, and sit down with a colleague or your manager, and just say, I want to show this to you. Because I think it's interesting, the chances are that person is going to say, oh my gosh, let me help. Let's figure out how to make you more valuable here. Okay, then though, getting the getting an entire team to do it. That's even better. Because now you've got other people on your team saying, let's reorganize this together. Because that thing you want to get out of is something I actually want to do more Cody wanted to galvanize my team, I didn't want to do so much of him. So when you when you look at it on a team, there's even more opportunity for for goodness, because we're we're swapping and trading and and figuring things out together. But there is no cost to going over this with a manager. The worst thing that could happen is a manager could go well, I have you in the wrong job.

Jacob Morgan 54:00

Yeah. So. So once you go over there, let's say you take the assessment, you talk about it with your spouse, your significant other friends, you talk about it with your manager, it seems the the next step then is like the action, like what do you do? So you you, it seems like after you do that, then you need to be really taking a step back and figuring out what type of work you should actually be doing. And then you just go do that type of work. And

Patrick Lencioni 54:22

yeah, it's well, it's, it's never perfect, but I say how can I spend more of my time in my area of genius, less of my time, and hopefully very little in my area of frustration. And then, and then manage the things I do in my area of competency in the middle knowing that I'm going to get the opportunity to do the things I'm best at. So it's just like how do we minimize one and maximize the?

Jacob Morgan 54:47

Yeah. And should this be kind of like a daily thing that people are thinking of? Like for example, if I'm starting my workday at 7am Should I kind of just be looking at my calendar and thinking, Okay, this is what my day looks like, how to I make it so that I don't know 70 80% of my time is in my working geniuses and 20% of my time. It's not I wish it were that is there.

Patrick Lencioni 55:08

I wish it were that quantitative and if but if if you had a gun to my head, I would say, you should spend more than half your time and your genius, and certainly 85% of your time in your genius in your competency. If you're spending more than 15% of your time doing the things that drives you crazy, then that's a problem. But here's the other thing. I love this question, Jacob. You sit down and you look at your schedule, and you go on a given day, and you go, Oh, crap, like, for me, I have three hours of tenacity work today, because we all have to do it. You know, but I can call that out my son who works with me, Matt says, I'm gonna go in the conference room over there. It's my tenacity cave, and I'm gonna come out in two hours, I'm gonna grunt through all the tenacity work I have to do. But just calling that out, says, I'm not going to feel guilty for hating doing that work. I'm just gonna get it over with one of the biggest reasons

Jacob Morgan 56:03

why there's a difference. Go ahead. No, no, sorry. Go ahead. Go ahead.

Patrick Lencioni 56:07

I was gonna say one of the biggest things about doing this is to eliminate unnecessary guilt and judgment. We judge ourselves and feel guilty. Because like, why don't I like doing that? It's because you're not meant to do that. And then why is that guy so bad at that? Because he's not meant to do that. So when we judge others has been lazy, or incompetent, or judge ourselves as being lazy or incompetent? It's because we don't realize that none of us are good at everything.

Jacob Morgan 56:31

Yeah, and you bring up an interesting point, which is there's a difference between hating your job versus hating a task that you're doing. That's a part of your job. Yes. And, and sometimes you're gonna hate I mean, I do that too, right? Sometimes there are parts of my job that I hate, like, you know, the tenacity stuff. But overall, I love what I'm doing is I'm sure you love what you're doing. And people really need to make sure that they understand that that just because you have a day or two where you're doing things that you don't like, doesn't mean you need to freak out and quit your job. Like it's a part of it just you know, life and work, you're gonna have to do things sometimes you don't want to do

Patrick Lencioni 57:04

Yep, my, my wife and I. So you're at home, like you said, you have a spouse, there's two of you. So at best you cover for geniuses. At best, you're two thirds covered my wife and I share a genius. So we're at 50%. Every day, there's things we have to do. But we get to go oh, okay, yeah, we have to do this. We don't like it. We're not that good at it. We're not going to complain about it. But we're not going to expect ourselves to like it. Let's just get through it. And, and then we'll look forward to getting to do the things we love.

Jacob Morgan 57:34

And love it. I love it. Well, we are out of time. This has been an awesome, awesome conversation. Why don't you let people know where can they go grab your book, anything that you want to mention for people to check out or to connect with you?

Patrick Lencioni 57:46

Yeah, so so if you want to, if you want to get the book ahead of time, you can pre order it, you'll get it today it comes out. And you can go to any place where books are sold. So it's the six types of working genius. My company is called the table group. And so if you go to table group.com, you can see all the stuff we do around organizational health. And there's usually a link to but working genius.com Not only can you fill out the assessment and go to go purchase it there and do that very quickly. But there's other information and we're building a whole library of stuff that the interest in this is bigger than we could have imagined. And so we're building a whole bunch of things, including naming all of the different combinations, so that people can have some really helpful labels to know what they're great at.

Jacob Morgan 58:28

Very cool. I'm looking forward to seeing that. Thank you so much for taking time out of your day to chat with me the time just flew by. I feel like there's so much more I

Patrick Lencioni 58:37

know I want to talk to you about so many of the things you're working on too, because it's fascinating to me.

Jacob Morgan 58:42

I know we'll do another episode together one of these days, but I really appreciate you taking the time and sharing your insights with me. And with all of our listeners and viewers. Jacob

Patrick Lencioni 58:50

Thank you very much. It's been a blast. God bless.

Jacob Morgan 58:54

Thank you. Thank you and thanks everyone for tuning in my guest again, Patrick Lencioni. Make sure to check out his book, The six types of working geniuses, six types of working genius sorry, coming out September 22. available wherever you can find a book and I will see all of you