

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.

You can listen to past episodes at www.TheFutureOrganization.com/future-work-podcast/. To learn more about Jacob and the work he is doing please visit www.TheFutureOrganization.com. You can also subscribe to Jacob's [YouTube](#) channel, follow him on [Twitter](#), or visit him on [Facebook](#).

0:03:27 Jacob: Well, welcome to a special episode of The Future of Work with Jacob Morgan, that's the name of the show. And today, that's exactly what you get. It is Jacob Morgan. It is just me today and it's a very special episode of the podcast and before we get started talking about some of the research and things that I wanna share with you, I just wanna give a big thanks to the sponsor of this episode again which is Conga. And so if you get a chance show them some love, they recently released a new report on the state of digital document transformation which you can find at conga.com, that's conga.com/future.

0:04:05 Jacob: And so today, what I wanted to talk about is what it's gonna take to be a successful leader in 2030 and beyond. And this is what I've spent the last few years working on actually, and the new book that I have coming out at the end of February is actually called The Future Leader. And it's pretty much what it covers. And today I wanted to share some of the insights and some of the findings that I learned from writing that book and from interviewing the over 140 CEOs of companies around the world.

0:04:38 Jacob: And so, if you're interested in... Oops, I can't even speak. If you're interested in the book and more of this type of research, you can grab a copy of the book at getfutureleaderbook.com. And hello, I see a couple of people joining in. Those of you who are watching live. Hello, Sally from Chile, very nice to meet you. So let me give you a little bit of background information really quickly about the research that went into this just so you can get some context around what it is that I'm gonna be sharing with you.

0:05:05 Jacob: So I've been giving a lot of talks over the past few years on themes related to employee experience, the future of work, and how things are changing leadership, and I would constantly get questions from attendees, from business leaders that I would work with and advise. And they would always be asking me, "What is the future gonna look like?" In other words, they would all say, "We get what's happening now, we're really interested in trying to understand what should we be teaching our leaders, what should we be teaching our employees now so that when the next decade rolls around, we're gonna be ready for whatever these changes are gonna be because there's a lot of them that are out there."

0:05:41 Jacob: And so that really got me thinking and I started doing a lot of research and googling and I wasn't able to find anything research-based, specifically that really answered this question. And so the two questions that I wanted to answer are: Is the leader of 2030 going to look that different than today? And if so, how is that leader actually going to look different?

0:06:02 Jacob: And what I did is I interviewed 140 CEOs of companies around the world and these

are CEOs from organizations like MasterCard, Unilever, Audi, Best Buy, Oracle, Kaiser, SAP, Koc Holding which is in Turkey, Enel which is in Italy I believe, Map4u which is headquartered in Spain, so lots of big global organizations all over the place. I also teamed up with LinkedIn and we surveyed 14,000 employees around the world. And this gave me a very good picture around what the future leader is gonna look like. Now in today's episode, I'm specifically gonna share the most important mindsets and skills that you and your leaders are going to need to possess in order to lead successfully in the year 2030.

0:06:50 Jacob: So these are basically the nine and the only nine things that you and your team or your organization need to know to be successful leaders over the next decade. Just these nine things, okay? And when I interviewed all these CEOs, I asked them a series of 12 questions. I asked them about challenges for the future leader, skills for the future leader, mindsets, how they spend their day. I asked them about their top leadership hacks, I mean, you named it, I grilled all of these CEOs for pretty much an hour straight. And what I'm gonna share with you is what I learn from interviewing all of these CEOs.

0:07:28 Jacob: So again, those are the two questions that I wanted to start out high level with. And the general consensus from all of these 140 CEOs I interviewed, well, first you can think about this before I kind of go on. What do you think? Will the Leader of 2030 be that different than the leader of today? And if so, how would that leader be different? And the general consensus from these 140 CEOs is that while there are going to be some attributes, they remain the same. Things like being able to create a vision, execute on strategy, those things are going to stay relevant. But what the CEOs also told me is that in the future, business leaders are going to need to arm themselves with a new set of skills and mindsets. Why do they need a new set of skills and mindsets? It's because our organizations are going to look fundamentally different over the next 10 years than they do now because of technology and artificial intelligence, because of things like purpose and in meaning that employees care about globalization, the changing nature of talent.

0:08:32 Jacob: I mean, our organizations are gonna fundamentally look different in 10 years than they do today. And because our organizations are going to look different, it makes sense that we are going to need a new type of leader to guide and lead these organizations over the next 10 years and beyond. Now, the specific... So what I created after interviewing all these CEOs is something that I call The Notable Nine and I haven't actually shared this publicly yet. So those of you who are watching live, those of you who are listening to this in podcast form are gonna be the first ones who are gonna be hearing this. The Notable Nine is a collection of four mindsets and five skills.

0:09:10 Jacob: And so this is it. These are the only things that you as a future leader need to know. And I know there are lots of studies out there, there are lots of surveys that are out there, forget all of that. I went directly to the source, directly to the best business leaders, the top business leaders who are responsible for billions and trillions of dollars collectively around the world, responsible for the lives of over 8 million people around the world to get their insights around what it's gonna take to be a successful leader in 2030 and beyond. So that's what I wanna spend the rest of our time here today talking about, is specifically what these mindsets are and specifically what these skills are.

0:09:53 Jacob: So, let's start off with the four mindsets. Okay now, mindsets are specifically how you as a future leader need to think. And you're gonna find that as I'm going through these mindsets and skills, it's not as if you have never heard of these things before. These are gonna be things that

you have likely heard of before. So what makes this unique is that, A, it's this specific collection of these mindsets and skills, right? So it's the specific collection of these things that's unique. And it's not that these things are not important today, they are. But these CEOs that I interviewed collectively believe that over the next decade, these are going to be table stakes. In other words, you will not be able to lead successfully unless you possess these nine things.

0:10:39 Jacob: And you'll find that today, a lot of leaders don't have these nine things but they are in leadership positions because today, it is nice to have these things but it's not required. There are lots of leaders who got to their positions today simply because they make the most amount of money or because they've climbed the corporate ladder or because they're good at office politics and bureaucracy, not because they necessarily have the right mindsets and skills to lead effectively. That is going to change over the next 10 years. So let's jump right into these specific mindsets and skills that you as a future leader are going to need to have. The first mindset that these CEOs collectively identified as being most crucial is the mindset of the explorer. Now in the book, I have a story for each one of these mindsets and skills that illustrates how these things come to life. I'm not gonna go through all of these stories here, I'm just gonna give you the high level of what these mindsets are and maybe some tips on how to practice these things.

0:11:40 Jacob: So the mindset of the explorer encapsulates several different things. So if you have the mind of the explorer, it means that you practice curiosity, it means that you are a perpetual or lifelong learner, that you have agility and nimbleness in your way of thinking, that you have a growth mindset, and that you are open-minded. So let's talk a little bit about these things briefly before I jump over to the next one. So the first one is curiosity. Curiosity is essentially this idea that you are willing to challenge convention, you are willing to go to the unknown, you are willing to explore and test things out, not simply rely on the status quo, not simply rely on the way things have been done over the past 10, 20, 30, 50, 100 years. So, curiosity is important because in this rapidly changing world that we're all a part of, it's gonna be the curious leaders who are going to be able to come up with these unique solutions to problems and to curate and find new opportunities.

0:12:49 Jacob: So you have to have that curiosity mindset, that curiosity way of thinking, and be okay with challenging the status quo and going against the convention. The next part of this is perpetual or lifelong learning. This is something that I and many people have talked about for several years, actually. Perpetual or lifelong learning. This means that you understand that you cannot simply rely on educational institutions or on organizations to teach you everything you need to know to be successful. Now, this mentality worked for a long time, right? You were able to go to school, you graduated from college, and pretty much everything that you learned in college stayed with you for many, many years. And that was okay. And if you needed to learn something new, you could take training programs or classes maybe through your organization.

0:13:41 Jacob: Today, that way of thinking no longer works. Again, because things change quickly, you need to be that perpetual, that lifelong learner. So you need to take more accountability over your personal and professional development. You can't simply rely on your organization to teach you everything. And in fact, by the time most people graduate from a four-year university, most of what they learned is actually outdated and obsolete. So you need to have that accountability yourself. Now, the good news, the good news here is that we've never had more tools and resources at our disposal to be able to do this. I mean, you can go on YouTube right now and learn pretty much anything you want. You can go on Khan Academy, on Coursera, on Udemy, and you can learn pretty much anything that you want to learn. The challenge is you need to be able to devote

the time and the resources to go about doing it, okay. So, don't rely on other people or on your organization to teach you what you need to know to be successful.

0:14:27 Jacob: The next piece of this is agility and nimbleness. Agility and nimbleness means that you are able to pivot quickly. The big challenge for a lot of leaders is oftentimes when they pick a path, they tend to stick towards that path. In other words, it's very hard for them to change direction, to course-correct. They set out on one path and that's usually what they stick on. Agility and nimbleness means that you are going to be okay with pivoting. You're gonna be okay with making decisions quickly. You're gonna be okay with, like I said, changing direction if you need to. And the last two components of the mindset of the explorer are growth mindset and being open-minded.

0:15:17 Jacob: Having a growth mindset means that when you are faced with obstacles and challenges, you don't view them as sort of brick walls that are in front of you. You don't view them as end all be all things. You view these things as things that you need to overcome. That's the difference between a growth mindset and a fixed mindset. If you have a fixed mindset, you believe that your talent, your intelligence, your personality, all these qualities are fixed and cannot be changed. If you have a growth mindset, you believe that you can overcome obstacles, that you can grow, you can become smarter, you can become more talented. So that's the important way of thinking here. Because you're gonna be faced with a lot of obstacles, a lot of challenges, a lot of difficult choices. And so as a leader, you need to understand and embrace the fact that when these things happen, you need to overcome them, not just face them and say, "Well, there's nothing I can do, I might as well turn around or I might as well quit." That way of thinking is not gonna get you anywhere.

0:16:22 Jacob: The last piece of this, by the way, is open-minded. Being open-minded means that you as a future leader are able to embrace the concepts and ideas from other people. The traditional mentality that most leaders have is that, "I'm a leader, I got promoted to this position and everybody should listen to me. I have the insights, I have the ideas, and basically what I say goes." Being open-minded means that you are okay with surrounding yourself with people who don't look like you, who don't act like you, who don't think like you, even people who don't believe in the same things that you believe. These are people who are going to challenge you and you as the future leader need to be okay and you need to be comfortable with saying that, "You know what, maybe, somebody else has a better idea than mine. Maybe this idea that this other person suggested has merit to it." And that's gonna be a hard thing to overcome. You're gonna need to put away ego. You're gonna need to practice a little bit of empathy. And you're gonna need to be okay with being challenged, I should say, by other people. So this is an essential mindset for the future leader.

0:17:30 Jacob: And I put all of these things into what I call the Mindset of the Explorer. And again, this is one of the most crucial mindsets that these 140 CEOs identified as being essential. And I wanna give you a quote. So what I'm gonna do from each one of these after I go over the mindset is give you a quote from a CEO that I interviewed. And this is a quote from the CEO of SOS International, and his name is a Arnaud Vaissié. Hopefully I'm saying his name correctly. And he's been the CEO of this 11,000-person company for 40 years. Probably, the CEO with the longest tenure out of any CEO I interviewed. And here's what he told me when we talked about the Mindset of the Explorer. He said, "Because of the fact that I have been in leadership for so long, I need to maintain an edge on curiosity and not be so blase. Because at some point, you say, I've seen it all. And frankly, with the changes going on, nobody has seen it all." So that's a direct quote from the CEO of SOS International.

0:18:27 Jacob: So that's the Mindset of the Explorer. A couple of things that you can start doing to practice this. First of all, surround yourself with people who are different than you. At work, in your personal life, whatever you gotta do, surround yourself with people who are a little different. Okay, I mean, look around your organization, look around your team. Is everybody an older white guy wearing a suit? If so, red flag. Second, make some time every day to practice a little bit of curiosity. Maybe you listen to a podcast, maybe you watch a TED talk, try to consume content that is outside of your comfort zone. So those are some things that you can do. Maybe one other one I'll give you is this perpetual or lifelong learning component. And try to understand how your career, how your job is changing and maybe what you need to learn over the coming years. And your organization might teach you these things, but they might not. So take some time, take a course on Khan Academy, watch a YouTube video if you need to, but take a little bit more accountability over your personal and professional life.

0:19:32 Jacob: Okay, the next mindset that I wanna talk about is the Mindset of the Chef. The Mindset of the Chef is about balancing ingredients. If you've ever cooked anything, if you're a chef, if you've ever watched how chefs cook, they always balance ingredients because you wanna make sure that the dish tastes great and looks great. So to do that, chefs have lots of ingredients that they balance. You put too much of one ingredient, it becomes too salty. Too much of another ingredient, it becomes too sweet. So you have to balance these ingredients. As a future leader, in 2030 and beyond, you too are going to have to balance ingredients. But the good news is that there are only two ingredients that you as a future leader are going to have to balance. The first ingredient you need to balance is technology. And the second ingredient that you as a future leader are going to have to balance is being purpose-driven and caring. Okay, so those are the two ingredients that you need.

0:20:29 Jacob: Now, the thing is you need both. You need technology and you need the humanity. Technology helps us with speed, with decision-making, with being agile and nimble sometimes, with products and services and things that we create. The humanity aspect is what we need to attract and retain top talent, to build relationships, to close deals. That, too, is very important. Now if you have an organization that is just about the human side, you'll find that you're gonna be slow, you're not gonna be able to make decisions quickly, you might not be as innovative even either. If you have an organization that's purely technology-based, then you're gonna find you might be quick, you might make good decisions, but you're not gonna be able to attract and retain the best talent. You're not gonna be able to build relationships. Your customers and employees won't wanna be a part of your organization. So you can see that you need both of these things to be successful.

0:21:23 Jacob: Now for you, as a future leader, the challenge is gonna be, how do you balance these things? Because today we keep hearing about automation and technology and we're so obsessed with trying to implement these things in our company. But what we need to remember is that technology should be used. I'm not advocating for getting rid of technology. Use as much technology as you freaking can.

0:21:44 Jacob: But do it in a way that helps your employees. Do it in a way that helps your customers, not in a way that replaces them and not in a way that puts a barrier. For example, have you ever called one of those 1-800 number for either your table or for a flight? And the first thing that you always get is an automated phone tree. Now if you're anything like me, the first thing that I do is I mash the buttons relentlessly on the phone until the bot gets confused and says, "Let me

transfer you to a customer service agent who can help you." And in my mind I'm thinking, "Just give me the customer service agent to begin with."

0:22:23 Jacob: Okay. So what happens in a lot of organizations whether it's through chatbots or 1-800 numbers with the phone trees, whatever it might be, we are so obsessed with putting this layer of technology between us, between organizations and people. And we do it because we think it helps with efficiency. And sometimes it does. But we need to really pay attention when and where technology actually creates a layer between our organization and our customers, between our organization and our employees.

0:22:56 Jacob: So by all means, use as much technology as you can, as much technology as you want, but don't sacrifice the relationship aspect. Don't invest in technology in a way that puts extra barriers between people and don't do it in a way so that it actually replaces people. I'll give you one of my favorite examples. And it's from Accenture. And they replaced... Or I should say, they automated 17,000 jobs, 17,000 jobs, that's a lot. But they didn't lose a single employee, because what Accenture did is they took all these employees who were number crunchers. They were literally just adding, multiplying, dividing, just looking at data non-stop and then presenting the data to their clients. And Accenture said, "Look, we're gonna use bots for that now, because honestly, they can do it better and faster than you." But instead, what we wanna do is we wanna upskill and retrain these 17,000 people and we wanna help them become strategic advisors to our clients.

0:23:55 Jacob: Okay. So that's a very good example of how an organization is balancing the humanity and the technology piece, thinking like The Chef, because they use technology to replace those kind of mundane boring tasks. And they use it to upskill, to augment, to support their people, not to replace them. So that's the mindset of The Chef. And I'm gonna give you a quote from Nancy Brown who's the CEO of the American Heart Association, and she's responsible for 3000 employees. And this is directly from Nancy Brown. And she says, "There's so much focus on technology and how it's going to change the workflow, the work product, and how we communicate with customers and employees. It's vital not to lose sight, however, that the world still goes around because of relationships between people. I think current and future leaders need to be able to work both with people and technology, which will require more collaboration and more teamwork." And I really love that quote from Nancy Brown because it really shows how and why these two things need to go together.

0:25:00 Jacob: So some things that you can do to practice the mindset of The Chef. First is, just like a chef, I want you to taste regularly. And tasting means that you're frequently in touch with your employees, with your organization trying to look for pain points, right? Where can technology be used to make the lives of employees easier? Where do we maybe have too much technology where employees are getting a little freaked out and thinking that they might get replaced or automated? Really pay attention to those things. And then adjust and make changes accordingly. Elon Musk, he's a... Hey, I see a couple of people in the live... Hey, Daniel Shapiro from LinkedIn. By the way, Daniel who's in the chat here, he's one of the people from LinkedIn who helped make the research with the 14,000 employees possible. So, I'm gonna be sharing some of those insights later. Hey Dan, how's it going? Oshwan, Shelan, Sally, hello everyone.

0:25:55 Jacob: Okay. So a couple of things that you can do to practice the mindset of The Chef. First, as I mentioned, you do the taste testing. Okay? So you pay attention to these different pain points in your organization and you adjust accordingly. Second, I want you to think of how you can

use technology but use technology in a way that actually augments your humans, not in a way that replaces them.

0:26:20 Jacob: Okay. Next we're gonna talk about the mindset of The Global Citizen. And this too from the 140 CEOs I interviewed was one of the top mindsets. The mindset of The Global Citizen encapsulates two pieces. First, you think globally and the second is you embrace diversity. Thinking globally means that you look big picture. And so there was an interview with Jack Welch fairly recently, I think, a couple of years ago. And he was talking about how the future version of Jack Welch will not be able to be like Jack Welch. So Jack Welch, he led GE and he spent almost all of his time in the United States. He didn't have that global perspective outside. And what Jack said is that the future CEO of GE is gonna be somebody who's gonna need to understand the culture of Bombay, of Australia, of Japan, of the UK, of the United States, somebody who has that global perspective.

0:27:14 Jacob: And so for me, I play a lot of chess. Those of you who've seen any of these videos or tuned into the podcast, you'll know that I spend a lot of time talking about chess. And for me, the analogy with chess is... It's being able to look at the entire chess board. So in a game of chess, you can't just pay attention to where the action is happening, you gotta look at the whole chess board. And that to me very much is what the mindset of The Global Citizen is about. Don't just look at where the action is happening. Don't just look at your team. Don't just look at your particular product. Don't even just look at your particular geography. You need to look big picture, look globally, look macro. That's gonna be a very, very important mindset for future leaders. And again, it's because things are changing so quickly, things are changing so rapidly that you can't just pay attention to what's right in front of you.

0:28:03 Jacob: The second aspect of The Global Citizen mindset is embracing diversity. And there was this really great story that the CEO of Solvay gave me. And Solvay is a chemical company. They have around 25,000 employees. And I interviewed their CEO, Ilham Kadri. And Ilham told me this really cool story about how she earned the nickname The Water Lady. And she was trying to negotiate this really big deal, this big project between Saudi Arabia and the United States. And there were a lot of challenges. People before her tried to negotiate this deal. It kept falling through. Nobody could figure out how to get this deal to close. And it was, again, to build a reverse osmosis water plant.

0:28:44 Jacob: Now, Ilham was unique in the fact that she had the opportunity to study in different parts of the world, she worked in different parts of the world. She understood different cultures and values and behaviors. And so she was able to come into this deal and she understood Saudi Arabia and their perspective and their way of doing business. And she also understood the perspectives of the United States. And so she was able to come together and close this deal because she understood how these different parts of the world operate, how they think. And she was able to bring them together.

0:29:18 Jacob: And because of that, she earned this nickname of Water Lady for being able to close that deal. So embracing diversity and I touched on this with the mindset of The Explorer as well, it means that you are okay, not only being okay actually, but demanding, being proactive in trying to surround yourself by people who don't think like you, who don't act like you, who are different than you. And I can't tell you how many times I see this when I... And I give a lot of talks every year to leadership teams all over the world. And one of the things that annoys me the most is

when I go into these leadership teams, and I see leadership teams where everyone looks the same, literally a bunch of older white guys in suits. That to me is not embracing diversity. You need to surround yourself with people from different sexual orientations, religions, cultures, ethnic backgrounds, geographies, whatever it takes. You have to surround yourself with people who are different than you.

0:30:19 Jacob: Now, when I talk about embracing diversity, I also don't mean in having a Global Citizen mindset, I don't mean that you necessarily have to travel and live everywhere in the world. That's not what I'm saying. You don't need to live out of a suitcase and go to 200 different countries. And that's not what we're talking about here. That certainly does help, but the more important thing of having The Global Citizen mindset is surrounding yourself with people who are not like you. By the way, this doesn't mean that you just go to like different ethnic restaurants and say, hey, I had Chinese food. I had Japanese food. I had German food. Look, I have... I embrace diversity." Come on, that doesn't count here. I'm talking about being a part of teams and leading teams who are different than you. And here's a simple test that I want you to think, that I want you to apply to yourself.

0:31:06 Jacob: Let's say that wherever you are in the world, I took you out of your current environment and I put you in another environment. So let's say you are in Africa, let's say you are in the United States. Let's say I took you out of the United States, and I dropped you off somewhere in China. Or let's say you're in the UK and I took you out of UK, and I dropped you off somewhere in Brazil or South America or Latin America. Would you be able to lead just as effectively? That's a very interesting thing to think about. Would you be able to lead just as effectively in another part of the world or on another team? If you've spent all your life in healthcare, would you be able to lead a team in manufacturing? If you've spent all your life leading in the United States, would you be able to lead just as effectively in France?

0:31:56 Jacob: That's what having The Global Citizen mindset is all about. Now Ilham Kadri, the CEO of Solvay, she is literally the type of leader where if you took her out of her environment, like right now, if you just found her and you said, "Hey, Ilham, we're getting on a plane, I'm not gonna tell you where we're going, you'll find out when we get there." And if you picked her up, threw her in a plane and dropped her off anywhere in the world, I am so confident that she would be just as an effective leader, because she has that Global Citizen mindset and she embraces diversity. So let's talk about a couple of things that you can start to do to practice that mindset. So first, as I mentioned, big picture. So when it comes to making decisions, when it comes to even just doing the day-to-day aspect of your job. I want you to constantly think big picture, not just on the product that you're working on, not just on your team but what's going on in different parts of the business? What's happening in different parts of the world for your business? Think bigger picture.

0:32:55 Jacob: Second, embracing diversity. I want you to actively proactively seek out being a part of teams where there's a mix of people. Okay. And this takes a lot of courage to speak up and say, "Hey, you know what, I noticed that this team I'm a part of, everybody is the same age and everybody is from the same background, like do you think maybe we can throw in some people with different backgrounds and perspectives and cultural identities here, just to mix things up a bit?" You need to be the type of person who can speak up.

0:33:29 Jacob: And again, this requires courage. It's not an easy thing to do to speak up. But it's gonna be an essential thing that you as a future leader are going to need to do. Now I wanna give

you this quote from Glenn Fogel. He's one of the CEOs I interviewed. He's the CEO of Bookings Holdings. And it's an organization that has 25,000 employees around the world, and they are responsible for sites like Priceline, like Kayak, those types of sites that I'm sure you've all used. And his quote is, "You can't be the leader of a world-sized organization without having a world-sized mindset." I love, love, love, love, love that quote from Glenn.

0:34:02 Jacob: Next we're gonna talk about the mindset of The Servant, the mindset of The Servant. Now, one of the things that I really always find fascinating is that throughout history, we've always talked about and have assumed that servants are lower class, lower educated, they're not as influential. Yet today, everybody always talks about this concept of being The Servant leader. So we've kind of come full circle. And so having the mindset of The Servant partially means having the service... Being a Servant leader, but that's one piece of it. So practicing the mindset of The Servant has a couple of things to it. So first you need to have a little bit of humility and vulnerability, not taking yourself too seriously. You need to be a humble person and you need to practice vulnerability, meaning you need to open up a little bit.

0:34:58 Jacob: As a leader, as somebody who wants to be a leader you need to be okay saying, "I don't know." How many times have you've been in a meeting and either you, yourself, or with a leader and you can tell that somebody is just BSing their way through a meeting. They have no clue what they're talking about, but they're just saying stuff because they don't wanna be perceived as being a shmuck. It is okay, as a leader for you to say, "I do not know." That's how you practice humility and vulnerability. That's what I want you to practice. The next time you're in a conversation with somebody, the next time you're in a meeting, the next time an employee comes up to you and says "Hey Dan, or Hey, Tina, Hey, Jacob, I have this question for you and I'm hoping you're able to answer it for me. Do you know the answer?" If you don't know, don't make something up, just say, "You know what, that's a really good question, I don't know. Maybe we can work together to find out what that answer is, but I really, I don't know. I don't know what the answer is." Humility and vulnerability. The other part of having the service-oriented mindset, you need to understand that service orientation is about four things: Serving your team, serving your customers, serving your leaders, and serving yourself. Everybody always forgets that.

0:36:22 Jacob: So serving your leaders basically means that you have a good relationship with your leader, if you have a leader. If you have a piece of information that you know they need to know of before they go into a meeting, tell them about it. If you see a problem with something, don't just go to your leader and say, "Hey there's a problem," try to come up with a solution and present it to them. Try to serve your leader whenever you can. Next is serving your customers. And my wife, Blake Morgan wrote a whole 220-page book about this called The Future Customer and I talk about her a little bit in my new book as well. But it's basically putting yourself in the shoes of the customer. What can you do to make the customer's lives easier and better? Next is we talk about serving your team. And one of my favorite stories around serving your team comes from David Novak. He's the former CEO of Yum! Brands and when he was the CEO, the company had 1.5 million people, employees and franchisees, making it one of the world's largest employers. And he told me this really interesting story. So when I interviewed David I said, "David, you have this really amazing career and you've become a very powerful and an important leader. What moment during your life most shaped your career, your leadership journey, who you are as a leader?"

0:37:42 Jacob: And he told me this really amazing story and every time I share it, there are two stories where usually I get goosebumps when I share, this is one of them. And David told me that

when he was an executive at PepsiCo, he was relatively inexperienced and new in his role, and so he wanted to learn as much as he could. And so he brought together a team of 12 merchandisers in St. Louis and he sat them all down around the table and said, "Who's the best merchandiser that everybody learns from, that everybody loves, that everybody looks up to?" And one by one, everybody around the room said, "Oh, you gotta talk to Bob. Bob is the best merchandiser. I have learned more from Bob in three days than I have in three years working here. You should see how Bob handles customers. Bob is amazing." And so one by one, all these employees went around the table and they all spoke about how amazing Bob is. And David looks down the end of the table and he sees that Bob is crying hysterically. And David goes over to Bob and he says, "Bob, what's going on?" And Bob says, "I've been at this organization for 47 years and I never knew that anybody felt this way about me. And I'm retiring in two weeks." So you can imagine that he's retiring in two weeks...

0:38:58 Jacob: My wife is bringing my book up... So you can imagine... Thank you, my dear. So you can imagine the shock that David had, okay? This employee has been at the organization for 47 years, he's retiring in two weeks and he says, "I never knew that anybody felt this way about me." Okay? And ever since then, David was, he went on a recognition crusade. And there you go there's... For those watching live that's the book right there. First time, hard cover. And so ever since then, David, went on a recognition crusade. And he... When he was the president of Pizza Hut, actually when he was the president of KFC, he gave his employees who did a great job, he would give them a rubber chicken. And he would number the rubber chicken, he would write down what the employee did to deserve the rubber chicken, take a picture of himself with the employee and the rubber chicken, and send them a framed picture and hang the picture in his office and gave them \$100. Because as David told me, "You can't eat a rubber chicken," And he did this constantly, he created this recognition award. When he became the president of Pizza Hut he did it with the cheese hats. When he became the president of Yum! Brands, he did it with wind-up teeth. And other leaders across the organization started to copy this.

0:40:17 Jacob: So my question for you is, how many Bobs do you think you have working in your organization? One of the simplest ways that you can service your team is by recognizing them. Going up to your employees one by one... And you need to understand how each one of them likes to be recognized. Maybe it's sending an email to your team calling out a particular employee, maybe it's just you going up to the employee and saying quietly just shaking their hand giving them a pat on the back and saying, "Look, I've noticed how hard you've been working, I really just wanted to say, thank you." Regardless of what it is, ask yourself how many Bobs do you have working in your company, and what can you do to start to recognize them? Okay? It's the easiest thing that you can do. The last thing that I wanna mention is serving yourself because a lot of people forget about this.

0:41:01 Jacob: Serving yourself. As a leader you cannot show up to work each day leading others, if you're burned out, stressed out, overworked, exhausted, unhappy, you can't. This is why whenever you board a plane, they always say, "Put your own oxygen mask on first, before you help others." The same thing applies to leadership. Before you lead others you must first take care of yourself. Whatever you gotta do, spiritually, mentally, physically, I don't care. You cannot show up to work, leading others, if you're not in a state where you can actually do so. Whether it's meditation, whether it's in my case, a lot of the things that I like to do. I play a lot of chess...

0:41:55 Jacob: I do try to do a lot of relaxation, I go to the gym, I eat healthy, these are all things

that are important for me so that I can lead my small team of 10, and so that when I show up and give a speech for an organization, I can do a good job. What do you need to do to take care of yourself so that when you show up to work, you can successfully lead your team? And whatever it is, you got to do it. And I'm gonna give you this quote here from one of the CEOs here I interviewed Carrie Birkhofer, she's the CEO of Bay Federal Credit Union around 220 people and Carrie said, "I meet employees the first hour, on the first day they start at the Credit Union. New employees are welcomed as a group. And when new hires start together, I'm there. I greet them, I welcome them and I answer any questions they may have. All new employees, regardless of their position are seen, heard, respected, and listened to by the leader and they know that I am there to serve them. Not the other way around."

0:42:58 Jacob: Okay, and I really, really love, love that quote from Carrie. So let's jump into the skills. Okay, so these were the four mindsets that I talked about the mindset of The Explorer, the mindset of The Chef, the mindset of The Global Citizen, and the mindset of The Servant. Now we're gonna talk about the five skills. So remember, the 140 CEOs I interviewed these are the most important mindsets that they identified as being crucial for the future leader. Okay, now we're gonna talk a little bit about the skills. The first skill is the skill of The Coach. This is the biggest one, the meatiest one, this has the most in it. The skill of The Coach means that you are... You can motivate, engage, and inspire your people, which are, by the way, different things. Motivating them is really, it's about creating an incentive, it's more of the push, okay the push aspect. Engaging is how you can sustain and keep their attention over time, and inspiring is the pull component. What can you do to pull them? Not to push them. So motivating, engaging, and inspiring. These are three different things.

0:44:05 Jacob: The coaching aspect also means that you help create other leaders, you can work across generations and cultures, and you can create effective teams. Now, I won't go into every aspect of this, because again, there's a 340-page book that looks at each one of these in more detail, but I'm gonna share a little bit around this, specifically looking at The Coach. There is one key aspect here, probably the most important aspect of the mindset of The Coach. You need to believe that your job as a leader is to help make other people more successful. But I'm gonna give you two words to add to the end of that sentence. Help make other people more successful than you. Now these two words at the end of the sentence, are really gonna make a dramatic impact and change in how you think about this because it is not hard to help make somebody else more successful.

0:44:56 Jacob: Okay, somebody can spend 10 minutes with you, 20 minutes with you on a call, in a meeting. They learn something new, they take away a tip. And you could say, "Hey look, this person is now more successful. I'm a great leader." It doesn't require a lot of effort, but if I were to say to you that your job is to help make somebody else more successful than you, now all of a sudden you can see how much more effort is required, how much more time is required, how much more... How many more resources are required. It's a big difference and you might be saying, "Oh man that's so hard, I have a lot of people." Exactly. Leadership is not supposed to be easy. Leadership is supposed to be hard. And your job, your role, your purpose, your... The whole... The reason behind why you exist is not just to make decisions and tell everyone what to do, it's to help make other people more successful than you. Now if we break down the two aspects of a leader, I think most leadership can be bucketed into two things. Okay, so all leaders do two things. The first thing that leaders do, is they make decisions. Okay, they have more access to information, they sit higher up on the food chain, they make the decisions. The second aspect of what leaders do, is they get people to move in the direction of that decision. Today, we already see the influx of artificial

intelligence and technology inside of our organizations.

0:46:21 Jacob: Over the next 10 years, it's gonna become crazy. We're gonna see technology everywhere, artificial intelligence is going to make... And in a lot of cases today, it already does, make better decisions, more accurate decisions, faster decisions than a human. In 10 years this is just gonna become table stakes, it's gonna become common, we're gonna turn to technology, to AI for decision making or at least helping us with decision making. So if you're a bad leader and all you do is believe that you need to make decisions and tell everyone what to do, if technology is gonna take that aspect of your job away then what good are you as a leader, if any, what value do you bring to the company if what you believe your job is, is now being done by technology? Now, if you are a great leader, and you also focus on these human things, engaging, empowering, motivating, inspiring others. Now all of a sudden your value increases 10-fold, because that is something that technology cannot do and will not do in the foreseeable future. Okay, so really what I want you to do is to add those two words to the end of that sentence, help make other people more successful than you. And I want you to ask yourself as a leader, when you look at these two buckets are you making sure that you are doing both of these things?

0:47:42 Jacob: Okay, the decision making, but also perhaps more importantly is the human aspect of this because I can promise you, over the next 10 years, it's gonna be these leaders, these human leaders who are ultimately going to be the most successful in their organizations. Now I wanna read you a quote from the CEO of Sprint, Michel Combes. He's one of the 140 CEOs I interviewed, and he said, "I see my role as a coach, on one side, I need to produce a vision, on the other side, I need to enable people to deliver this vision, a vision and to be comfortable in their ability to deliver and to make sure that I always push them to their maximum." Right. One of the things that a coach does is they help you become a better version of yourself. You look at any great athlete, any great sports team, they always say, "I couldn't have done it without the coach." A coach helps you to do things that you didn't know that you could do. So ask yourself, as a leader, as a future leader, is that what you're doing? The next skill is the skill of The Futurist. This was ranked by the 140 CEO's as the number one skill that future leaders are going to need to possess. The number one skill, okay the skill of The Futurist.

0:48:49 Jacob: The skill of The Futurist is about making sure that you can think in terms of possibilities and scenarios. Okay. The skill of The Futurist is about thinking in terms of possibilities and scenarios. Again, using a chess analogy. One of the things that really separates a good player from an amateur player is their ability to think in terms of scenarios. There's are a couple of ways that you can think in terms of chess. One way that you can think is I'm gonna move my pawn, my opponent is gonna move their knight. I'm gonna move my queen, they're gonna move their bishop. Okay. So you're thinking in terms of one path.

0:49:24 Jacob: What great grandmasters do is they think in terms of scenarios. In other words, they look at what are the potential moves that I can make, and based on one of those moves, what are the potential moves that my opponent can make? And then once my opponent makes one of those moves, what are some of my potential responses? Okay. So in other words, we're thinking in terms of possibilities and scenarios, not just in terms of one path. Now, I wanna give you four questions that you can ask on a regular basis to practice this skill. The first is ask yourself why might something happen? Whether you're looking at artificial intelligence, whether you are looking at a specific technology, a business decision, whatever it is, ask yourself, Why might something happen? Question number two: What else might happen? So if the one thing doesn't happen, what

are some other scenarios that might happen? Third question is, What do you actually want to happen? We always forget to ask this. What is it that you want to happen? And the fourth question I want you to ask yourself is, what might impact why or why not something would happen? So, again, in the case of technology and artificial intelligence and jobs, what might impact a massive jobs apocalypse?

0:50:38 Jacob: Okay. In other words, if you were to engineer a massive jobs apocalypse where technology and AI takes away billions of jobs around the world, what would be the requirements of making that happen? What would be... Or what else might happen that would keep a jobs apocalypse from happening? So you gotta think in terms of these scenarios and possibilities. Interestingly enough, we do a good job of thinking like this in our personal lives. When you go out on a date with somebody, when you buy a house somewhere, when you send your child to a new school, you always think of like, "What's gonna happen if the property value goes up? Is this a person that I could see spending the rest of my life with? What are they gonna be like when they're a little bit older? How are they gonna handle challenges? Are we gonna be a good match in the long run?" You think in terms of these scenarios. But for some reason when we show up to work, we don't do a good job of thinking like this. Instead we just think in terms of checking things off our to-do list. Did I get this task done? Did I do that presentation? All of a sudden, this thinking, this Futurist thinking goes away. And because things are changing so quickly, we need to make sure that we think in terms of the, a Futurist.

0:51:43 Jacob: Okay, next. And let me give you a quote as I promised. This is from Tom Wilson who's the CEO of Allstate. And he's responsible for over 53,000 employees. And he told me that leadership is about shaping the future, not just reacting to trends. Anybody can react to the trends. The question is whether you can see and shape a better future. That is what leaders do. The next skill is The Technology Teenager. And I'm actually gonna start this one off with a quote, and this is from Michael Tipsord who's the CEO of State Farm. He's responsible for 90,000 people. And he says, "Tomorrow's leaders will need to have a technology fluency that lets them anticipate opportunities and threats, distinguish hype from what's credible and embrace transformative possibilities." The Technology Teenager means that you're tech-savvy and digitally fluent. I don't want you or expect you to be a coder or a developer as a leader. But you do need to understand what are the technologies out there, how might these technologies impact your business or your job or your career and what should you do as a result?

0:52:46 Jacob: Okay. So high level, just understand what's going on in the technology landscape, how these things are going to impact your business. Okay. Well, I'm not asking for anything super crazy here. High level, basic, easy stuff. Every company is a technology company now, which means every leader needs to be a technology-driven leader. Don't just say, "Oh, this is an IT thing. My TCO handles that. My CIO handles that." You as a leader need to be able to have these conversations around various technologies. Okay? Let's make that agreement here. And a simple way that you can practice this is just start to play around and tinker with these different technologies that are out there. Spend some time, like I said, watching a TED Talk, listening to a podcast, reading a report, talking to your peers, going to an event. Whatever you gotta do, you need to be able to have these technology-driven conversations. Okay. We have just a couple left.

0:53:40 Jacob: The next one is the skill of Yoda. And Yoda is all about emotional intelligence. And there are two aspects of emotional intelligence that these 140 leaders told me are gonna be most important. Empathy and self-awareness. Empathy is about putting yourself into the shoes of

someone else. Being able to see things from someone else's perspective. That's what empathy is all about. Can you put yourself in somebody else's perspective? Can you see things from somebody else's point of view? That's what empathy is about. It's not about sympathy. Sympathy is about saying, "I'm sorry. I'm sorry you feel that way. I'm sorry this happened to you. I'm sorry, I'm sorry, I'm sorry." We get told, "I'm sorry," all the time, by everybody. Don't say I'm sorry. Empathy is about I understand where you're coming from, I understand how you feel. I've been in a similar situation. Here's what I did. I get it. So it's really trying to be able to create that emotional connection. Empathy. Again, remember empathy, not sympathy. We have a lot of sympathetic organizations. We do a very good job of practicing sympathy. Empathy is oftentimes where we struggle.

0:54:51 Jacob: Okay. The next aspect of this that we need to remember is going to be the self-awareness component. Self-awareness, when it comes to the aspect of Yoda, is really all about understanding your strengths, your weaknesses, what zaps your energy, what frustrates you, what excites you, really understanding who you are as a person and also making sure that those around you understand those things about you as well. In other words, if you try to identify what your strengths and weaknesses are, if those around you don't see those as your strengths and weaknesses, then it doesn't matter how you think about yourself. It's really important for these things to line up. If you think your strengths are communication and collaboration and building relationships, but nobody else around you thinks that that's what... That those are your strengths, then those are probably not your strengths. And I did a workshop not too long ago with executives at a company, and I had leaders do this for themselves and then they paired up with somebody else and did this for somebody else, and the responses were all over the map.

0:56:06 Jacob: Okay, there's internal and external self-awareness, the internal is how you see yourself, the external is how others see you, and you need to make sure that you can try to align and make sure that these two things fit together. So, ask yourself, what are your strengths and weaknesses, how do you see yourself and how do others see you as well? Okay, so empathy, put yourself in the shoes of somebody else, understand somebody else's perspective and point of view, and self-awareness, your strengths, your weaknesses and how other people see you. Now I wanna give you a quote here, and the quote here is from Hans Vestberg who's the CEO of Verizon Communications, responsible for over 152,000 people. And he told me the first layer of skills a good leader must master are internal, managing himself or herself as an individual human being. This includes physical health, emotional balance, self-knowledge, everything that you bring along with you to each meeting, each decision, and each public event.

0:57:03 Jacob: A lot of leaders are tempted to ignore or de-emphasize this most based player, but they do so at their own peril. And I love the way that Hans ends that quote. Okay, the last skill that we're gonna talk about is the skill of The Translator, and for those of you who are watching live, hello everyone. We have people from London, we have people from Chile, from the States. So hello everyone, hello, thank you very much for joining. So the very last skill is the skill of The Translator, the skill of The Translator is about two things: Listening and communication. Now, you might be thinking, "Well these are things that have been around for a very, very long time." And it's true, they have been around for a long time, but these are also two things that are changing more than ever before. Think about the ways in which we listen and communicate now, all the different channels we have at our disposal. It used to just to be, you would go to somebody's office, walk over to their cubicle, maybe call them on the phone. Now we have email, internal collaboration tools like Slack, or Facebook at work, we have video conferencing tools, we have texting that we

use, we're gonna be talking about augmented and virtual reality, we have all these platforms that are at our disposal for listening and communication, but it's not the same thing.

0:58:21 Jacob: So for communication, it's important for you to understand as a future leader, what are the channels that you have access to at your disposal? And how do you make sure that your message gets across regardless of what the channel is, okay, regardless of what the channel is? Do you ever get those letters or those emails from a leader that look like they should be letters written to a therapist? Or do you ever get a text message from someone asking you for a project update, and then you gotta send like 2000 words via your thumbs? Those are clear examples of people who don't understand how to communicate correctly on their preferred channel. So, as a future leader, I want you to ask yourself, what are the channels you have access to? How do you get your message across regardless of what the channel is? Next, I wanna quickly touch on the difference between listening and hearing. Hearing is the unconscious act of letting sound enter your ear, right now you might hear birds outside, you might hear an airplane, maybe you heard my dogs or my three-year-old downstairs, because I sure did. And so you might hear different things. Listening is the purposeful conscientious act of giving time and attention to someone.

0:59:34 Jacob: It means understanding your body language, it means putting away devices, it means looking somebody in the eye. As a leader, can you imagine the impact that you will have if an employee comes to you, and they wanna talk to you about something serious, and they can tell that you are hearing them, but mentally you're checked out, mentally you're somewhere else? Think about the impact that's gonna have on their morale, on their self-esteem. It's gonna be killer, it's gonna crush them. So, as a future leader, you need to make sure that you can practice this listening component. And again, in the book I talk about a bunch of different things that you can do, but for now high level just for this, I really want you to focus on the conscientious effort of listening versus hearing. Okay, body language, asking follow-up questions to make the conversation feel collaborative, paying attention to your body language, making sure that there are no distractions, giving somebody your time and attention. And there's a quote where people always say, the greatest form of love and respect that you can give somebody is to listen to them.

1:00:35 Jacob: And I wanna lead you with this quote from Arnold Donald, he's a CEO of Carnival Cruises, 40,000 employees, and he says, "If you wanna be an effective leader, you have to understand the motivations of those you're leading. You really need to be able to listen, and if you can listen well, the world will reveal itself to you, but you must be able to listen." So these are the Notable Nine, these are the four mindsets and the five skills that you as a future leader need to master. These are the only things, okay, forget everything else that's out there, these are the only things I want you to focus on. And again, this came from over 140 CEOs of companies around the world, whatever anything else says, scrap it, because this is what the world's top business leaders are saying is gonna be crucial for the future leader, four mindsets, five skills. Now, I mentioned that I teamed up with LinkedIn, and we surveyed 14,000 employees around the world. So I wanna share just a little bit of some of that research before we wrap up.

1:01:33 Jacob: So, when surveying 14,000 employees, we broke it up by seniority level and we asked individual contributors, managers, and senior executives, "How well are you, your managers, and senior executives practicing these mindsets and skills today?" So when I asked individual contributors, "How well are your managers practicing these skills today?", 39% said that their managers are practicing these skills very well or reasonably well, 39%. But when I asked managers, "How well do you think you're practicing these skills?" 69% of them said that they were practicing

them reasonably well or very well. So there is a 30% gap between how well managers think they're practicing these skills versus how well people who work for these managers think they're practicing these skills. The gap is even bigger between senior executives. I asked individual contributors, "How well are your senior executives practicing these skills?" 38% of them said reasonably well or very well, 73% of senior executives put themselves into the reasonably well or very well category, a 35% gap.

1:02:49 Jacob: This gap was also similar between managers and senior executives, okay. So between mid and senior level leaders the gap was 34%. The scary thing is that the more senior you become, the more disconnected you become from your company. In other words, the more senior you become, the better you think you're doing with these things, but the worse you're actually doing according to those who are around you, okay. So this means that there is tremendous opportunity for leaders around the world to practice these things and to also communicate these things to their people. Because it doesn't matter how well you think you're doing. Really what matters is how well others around you think you're doing, okay. That's what matters most.

1:03:35 Jacob: So again, these gaps are pretty big between managers and senior executives around the world. So I wanna wrap up with just a couple of things that you can start to do. First thing that you can start to do is I want you to ask yourself, "How well do you think you're doing with these mindsets and skills today?" And you can actually go to a site where you can take an assessment. And the site is futureleadersurvey.com. Okay. So if you go to futureleadersurvey.com, there's an assessment there that you can take. And it will ask you a series of questions around these mindsets and skills. And you can see how well you're doing. Better yet, you can ask your employees to take this assessment about you because perception is reality. So first, again, I want you to look through these four mindsets and five skills. Make sure you understand what they are. And again, I'll be sharing more insights about this in the coming weeks or months, but you can always grab the book if you wanna learn more.

1:04:40 Jacob: So ask yourself, "How well are you practicing these mindsets and skills and how well are others or those around you, how well do they think you're practicing these mindsets and skills?" Second thing I want you to do is I want you to have conversations about these mindsets and skills with your teams, with your co-workers, with your peers. Talk about what these are, what these mean, and how you and how they can practice these things. Because as you can see, those of you who are watching live, the cover of this book is a lighthouse. The reason why I chose the lighthouse as a cover is because a lighthouse is supposed to guide mariners and explorers to success or to safety, I should say, helping them find their way back home, but doing so in a safe way. You as a leader, as a future leader are a lighthouse. You not only need to build yourself up to become the lighthouse, but you need to guide other people to success in a safe way. There's no point... A lighthouse is useless if it's not guiding anybody else. If it's shining its light unto nothing, a lighthouse is useless.

1:05:46 Jacob: So one of the most important things for you as a future leader, be the lighthouse but you also have to shine this light onto others, onto those around you. Last thing, ask yourself what you can do to improve 1% a day. I'm gonna repeat that. Ask yourself what you can do to improve 1% a day. I'm not asking for a lot. I'm not asking for anything crazy. But if you can improve 1% a day by the end of the year, you will be 37 times better. If you can improve 1% a day by the end of the year, you will be 37 times better. So what does 1% a day mean? 1% a day means that the next time you need to make an important business decision, you think of a couple of scenarios or

possibilities in your mind. It means that the next time you have a co-worker or a peer or somebody who's upset about something before you respond, you take a couple of seconds and you put yourself in their shoes to practice empathy.

1:06:44 Jacob: 1% a day means that you spend a little bit of time just learning about some new technologies that are out there. 1% a day means that you go up to one of your employees and say, "I just want to say thank you for your hard work. I appreciate what you are doing." That's what 1% a day means. Simple things. And there's a great quote that I love from Ben Franklin and he says, "Small strokes fell great oaks," meaning that little things that you do over a longer period will have a dramatic impact. So small strokes fell great oaks. So ask yourself what you can do 1% a day. And then by the end of the year, you will be 37 times better.

1:07:26 Jacob: And I wanna leave you with one quote. But before I wrap up with that quote I just wanna remind you that these are the four skills and the five mindsets that you as a future leader need to master. These are the four mindsets and five skills I want you to teach your team, to everybody in your organization. That's it. Four mindsets, five skills. If you can do this and teach others these things, I'm very confident that you will become a future ready leader and you will be successful. And by the way, success doesn't just mean making money. It means having a positive impact on society, on the world, on communities in which you serve. Four mindsets, five skills.

1:08:08 Jacob: So to wrap up, I wanna leave you with one of my favorite quotes. I mentioned that there are two quotes and two stories where I typically get goosebumps when I share them. This is the second one and this one is from Sheryl Palmer. And Sheryl is really an amazing, amazing CEO. She's the CEO of a company called Taylor Morrison. They're a home building company and they have, I think around 2500 employees. And I asked her the same question that I asked David, I said, "What was the most impactful moment during your career that shaped who you are as a leader?"

1:08:41 Jacob: And she told me this really moving story about how a couple of years ago, she had to write two letters to her family and to her organization. And in the two letters, she wrote, the first letter was, "I'll see you in six weeks." And the second letter she wrote was basically, "Carry on the legacy that we started." So it turned out that Sheryl had a brain tumor, and she had to go into surgery, and she wasn't sure if she was gonna make it back. And the first letter is what she wanted her team to receive if the surgery went well, okay, that I'll see you in six weeks. It's basically if surgery went well, I'll be back in the office in six weeks. The second letter, the keep our legacy going, was the letter she wanted her team to receive if the surgery didn't go well. Okay, and I think we all know what that means, didn't go well. And so those are the two letters that she wrote to her team. Now thankfully, everything went well. But I wanted to read this quote from Sheryl, because to me, when I think of all the CEOs I interviewed and all the quotes I got, this is probably one of my favorite quotes, if not my favorite quote from the book.

1:09:43 Jacob: Now, it's a little bit long, so bear with me. So, in Sheryl's own words, "Although I've always believed I lived life to the fullest and looked for the good in each person and situation, going through this made me realize how precious each life encounter really is. It made me a better leader, because I was able to appreciate how important every interaction is and not to take anything or anyone for granted. Many leaders go through their days fighting fires and not appreciating the golden rule of business. People work for people, not companies. A leader's responsibility is to set the vision and not allow the business to just happen, but rather make relationships and interactions intentional, meaningful, and purposeful. Some may consider it really hard work, but being a leader

is a choice. And if you decide that this is who you really are, then there is no middle ground. It's all consuming, no two parallel paths. Being a leader can't just be when you show up to the office, it's a natural passion and an eerie intersection in all parts of our lives. But when you do it, it's the most rewarding life journey in the world."

1:10:55 Jacob: So I really, really love that quote from Sheryl, and it really speaks to this idea of being intentional and purposeful with how you lead. So I'm gonna wrap there. And really my challenge for you is are you willing to step up to become the future leader that we all need, the future leader that we all deserve? I'd love to hear your thoughts, comments, feedback. Do you like these types of episodes where it's just me and I'm sort of sharing ideas, and insights, and research? If so, I will do more of these in the future. So please, please, please let me know what you think. And also share your leadership journey with me. Do these mindsets and skills resonate with you? Are you practicing them? Are your leaders practicing them or not practicing them? I love, love, love getting any stories or examples. You can email me: Jacob@TheFutureOrganization.com. And I really, really do hope that you grab a copy of the book, it's coming out very soon. You can do so at GetFutureLeaderBook.com.

1:11:58 Jacob: And last but not least, of course, I have to thank our wonderful sponsors for this episode again, Conga, C-O-N-G-A. Show them a little bit of love. Check out their recent report on the state of digital document transformation. And you can do that Conga.com/Future. And I will see all of you next week. I hope you have a wonderful day, or morning, or afternoon, wherever you are in the world and become that future leader, become that lighthouse that we all so desperately need and deserve. I'll see you next week.