

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](#).

Jacob

Hey, everyone, thanks for tuning in to another episode of The Future of Work with your host, yours truly, Jacob Morgan. Today I have another special episode for you. You know, it's interesting, I've done probably, I don't know, 500- 600 of these podcasts over the years. And still one of the most popular episodes that keep coming up are the ones that I've done with my wife, Blake. And I think we maybe have done two or three over the years. And whenever we do one together, people always say you should do more together, you should do more of these interviews, there are a lot of fun. Which by the way, if you want to hear more of us, you can check out BYOBpodcast.com which is all about entrepreneurship. But I digress.

Jacob

What I wanted to share with you today is an interview that Blake actually did with me. So she is interviewing me. And this is something that we actually originally aired on her podcast show called The Modern Customer. And I had such a great time doing it. And I thought it was there was a lot of valuable content and information. And Blake received a lot of really great feedback on it. So I also wanted to share that episode here as well for all of you. And again, this is Blake interviewing me. And the topic, the title of the episode was how to master customer experience leadership. However, this is just for leadership across the board. So anybody who is either a leader currently or wants to be a leader over the coming years, I think you're gonna get a lot of value and a lot of insights from this conversation.

Jacob

And of course, please make sure to check out my wife's podcast, Blake Morgan. Her podcast is called the Modern Customer Podcast. We've done a couple episodes on there. And if you're interested in anything related to customer experience, customer service, customer strategy, that is what she talks about on her show. And what I want to share with you now is the interview that we did together. I hope you enjoy it.

Blake 00:33

Jacob, welcome to the Modern Customer Podcast.

Jacob 01:44

Thank you for having me.

Blake 01:46

So today I have my husband, Jacob on the show. Jacob, you're here because I know that my audience is struggling with some very specific leadership issues right now. We are still in COVID. There is no light at the end of the tunnel yet. And companies are really struggling to figure out how to set up their leaders to be more successful in these very difficult times where employees are struggling. Now everyone is remote. People are at work wearing masks and times are complicated.

Blake 02:19

So Jacob, I'm really excited to have you on my show today to share your expertise and leadership with my listeners. What is the one thing that you think people have really gotten wrong about leadership that you've written about in your book? And tell us about your book? The future leader?

Jacob 02:37

Sure. So I'll first start with some information about the book while I delay has I think of an answer to your the first part of the question. So my book is called the future leader, as you mentioned, and it's based on interviews I did with 140 of the world's top CEOs from organizations like Unilever, Oracle, MasterCard, Best Buy, Verizon, Audi, and many, many others. And I also partnered with LinkedIn, and we surveyed around 14,000 employees around the world. And the goal of the book was to look at how is leadership changing? What is it going to look like? And what do we need to do now to be future ready leaders.

Jacob 03:15

So the main part of the book is looking at a set of skills and mindsets that leaders need to possess in order to be successful. And the funny thing is that this was originally meant to be a book focused on the future. But with what we're seeing as a result of COVID, and Black Lives Matter and all that other stuff. A lot of the things that I talked about in the book are actually more important to practice now, not just thinking about them in terms of the future.

Blake 03:41

So what's like one example? Something that you're hearing about with COVID with cultural issues like black lives matter? Like what is one thing that you realize from you took away from all the research that you did all the interviews that you feel like people really need to retain that message now?

Jacob 04:02

Oh, my goodness, I wish there was just one thing. So probably a few things. The first, and probably the most shocking thing I learned from writing this book is that most people actually become leaders at some point in their 20s. But they don't actually get any formal leadership training until they're in their mid to late 30s or early 40s. So there's a period of time in your life around 15-20 years where you're responsible for leading others, but you weren't actually taught how to do it.

Blake 04:27

I can't imagine me having been a manager, a leader when I was in my 20s. Because I had nothing to teach anyone.

Jacob 04:33

Even mid 20s or late 20s. You know, you're maybe you get put on a team and you're responsible for one other person or two other people see you're a leader in some capacity, but nobody teaches you how to do it. And so the one important thing here is that everybody deserves to get leadership development training, not just the people who've been at the company for 20 years who make the most amount of money. That I thought was very, very shocking. The other thing that I thought was especially shocking was that When we surveyed these 14,000 employees with LinkedIn, we asked

Blake 05:04

Wait, what, what did you do?

Jacob 05:06

Surveyed 14,000 employees

Blake 05:08

I just wanted my audience to hear that again. So he did 140 interviews with CEOs.

Jacob 05:14

Yes.

Blake 05:15

For this book and surveyed 14,000 people on LinkedIn.

Jacob 05:19

No, with LinkedIn, they were they were the survey partner. But I mean, they they did the survey on their platform, too. So I guess technically it is with LinkedIn and on LinkedIn. And the crazy thing there was that we asked a series of questions, and we split up the questions based on individual contributor, mid level manager and senior level leader. And so we asked all the leaders in the company how well do you think you're practicing these skills and mindsets that I talked about in the book? Things like emotional intelligence, thinking like a futurist coaching and mentoring others having a growth, mindset, curiosity? I mean, we can talk about these things later.

Jacob 05:54

But I asked all these leaders, how well are you doing with these things? And by and large leaders said that, you know, we're doing pretty good. Not amazing, but we're doing pretty good. And some even thought they were in the amazing category. And then I asked the people who work for these leaders, and I said, how well do you think your leaders are doing with these skills and mindsets? That people who work for the leaders actually said, Oh, my God, our leaders are doing terrible. So this is a little bit scary, because what it shows...

Blake 06:20

Is this like how people think they're better drivers than they actually are?

Jacob 06:23

Yes, people think they're better listeners than they are people think they're better drivers than they are. And the same thing is true when it comes to leadership is that a lot of people, a lot of leaders think they're doing a very good job, but the people who work for them say they're not.

Blake 06:36

Most people hate their boss, just in my experience seems like most of my friends,

Jacob 06:40

Even from the research that I found in the book, a lot of people don't like their leaders, a lot of people don't trust their leaders, a lot of people think they could do a better job than their leaders.

Blake 06:48

Why is that?

Jacob 06:50

Well, I think by and large leadership around the world is failing. And I have a whole section in the book called The leadership gap, which goes over that in more detail. But simply put, we don't train leaders the right way. We've used outdated practices when it comes to leadership and just kind of assume that they're going to work. I mean, a lot of leadership principles are based on concepts from 100-200 years ago that are outdated.

Jacob 07:15

We don't incentivize leaders the right way. We don't offer leadership training that's modern and relevant and current. So there are lots of problems when it comes to leadership inside of organizations today. And we also don't teach everybody to be a leader. I mean, there's a period of like 15-20 years, like I said, where people just have to kind of figure this stuff out on their own.

Blake 07:37

So you're saying that not until people are like 40 years old are they getting leadership training.

Jacob 07:42

On average, yeah

Blake 07:44

Okay. Something you said is metrics is, we don't measure leaders correctly. And that's something you've probably heard me talk about with customer experience that only there's really no incentive for leaders to be customer focused, because they just need to meet their quarterly goals. And what what are the things you're seeing that companies are measuring? And what do you think is a better measurement?

Jacob 08:08

Well, it's not so much that we're not measuring leaders. I mean, a lot of how we measure leaders are based on dollars and cents. And I think we need to do a better job of measuring things like human factors. So employee health and well being employee experience, diversity and inclusion, sustainability

efforts. I mean, human factors inside of organizations that will tell you if you're working for good leaders or not, I mean,

Blake 08:33

When you say leaders is that like a big top executives, or is that a manager?

Jacob 08:38

No. Okay, so that's a good question. So in the context of the of the book, well, first, I think anybody can be a leader, you can be a leader of a team, a leader of a company, a leader of a department, you can also be a leader of self, right. I mean, life is hard as it is. And you need to lead yourself sometimes. So the skills and mindsets that I talked about in the book are applicable for anybody, whether you're leading a big company, a team or just leading yourself.

Blake 09:05

Okay, so basically everyone listening could get something from this book.

Jacob 09:08

Yeah, of course.

Blake 09:09

And from your course that you're launching.

Jacob 09:12

Yes, yes, we didn't talk about the course. But it's coming out. Well, by just by the time the podcast comes out. We're gonna have the course open for this week until August 14. And if anybody's interested in learning more about it, you can go to futureleadercourse.com and see what's inside what's included. I mean, there's a lot of fun stuff in there. So people can check that out.

Blake 09:33

Why do you think people who are already really busy just trying to keep their head above water need to do things like read your book and take your course and really work on themselves? Maybe they're not even incentivized to do it. So why should they do that?

Jacob 09:47

Well, there's two reasons. One, I suppose this is selfish reason. If you want to succeed and thrive in this rapidly changing world that we're all a part of, you need to work on yourself. It's one of the mindsets that I talked about in the book, The mindset of the Explorer, where you need time to be curious need time to work on yourself. These are crucial aspects of leadership because nobody's gonna look out for you, but you. So if somebody's not going to teach you leadership skills and leadership mindsets, but you want to become a leader, and you want to grow and succeed in your career, guess what, you got to do this stuff yourself. So I think it is crucial. It doesn't matter where you are in life, or where you are in your career. But if you have bigger aspirations, you want to grow, you want to make an impact on the world, you want to influence change, then you have no choice but to work on yourself. But if you're

content with mediocrity, if you're content with being where you are forever, then hey, by all means, don't do anything and just keep your head above water, which is what I think most people in the world do.

Blake 10:48

Yeah, I think people are stressed right now. We just actually had a baby, even in our own house, things have gotten a little hard, because we don't have the same systems that we used to have that we could rely on. So what advice do you have for in my audience are customer experience leaders? So they're dealing with small fires all the time with customers problems? And what advice do you have for something a tip from your book that people can immediately start doing? And I think about my audience of customer experience professionals? Like what is one piece of advice you have for them that you've learned from your research?

Jacob 11:27

Well, I think probably the best place to start is to define leader and leadership for yourself. This doesn't matter if you're in customer experience, customer service, employee experience, regardless of the role that you're in, you have to define what leadership means. What does it mean to be a leader? This was actually the hardest questions, the hardest question for the 140 CEOs to answer. And it's because we don't think about it, we all assume that we know who a good leader is and what leadership is. Because we see it all the time. When you go to the grocery store, when you turn on the TV, listen to the news, you experience leadership in some way all the time,

Blake 12:00

Like on the cover of a magazine at a grocery store. Is that what do you mean?

Jacob 12:03

No, like when you go to the checkout, you see who the supervisor is, like you see leadership everywhere, many, many times a day.

Blake 12:12

By the way that is depressing at our local grocery store. When I see the manager and I see what a schmuck they are.

Jacob 12:16

So you can see, so most people know what good leadership and bad leadership, they think they know what good and bad leadership is like. So we don't spend enough time defining it because we see it so often. It's sort of like trying to explain or define water to somebody. Nobody explains or defines water because we all assume that we know what water is. And you don't have to explain to somebody this is water, leadership is the same. It's all around us. And so we never take a step back to explain it. And to define it.

Jacob 12:47

This is why you can go in a company and in the same company, you'll have a leader who everybody loves and admires and respects. And in the same company, you have a leader that everybody hates

and wants to get away from. It's because the way that those people got promoted, the people who promoted them have different definitions of leadership.

Jacob 13:05

So the first thing that I think everybody needs to do is to define what does it mean to be a leader? What is leadership. And the reason why you want to start with that is because that is going to create the filters that will dictate what the next leader looks like. And if you don't have those filters in place, then all sorts of people are getting promoted. Everybody has different filters, some people have no filters, and all of a sudden you get a company that has a mix of good leaders and bad leaders. If you want great leaders, you have to start with defining leader and leadership and what those filters are, and our Yorkie, Athena, agrees with me.

Blake 13:41

Yeah, I think in the contact center world and customer experience, good leaders are people that came up through the ranks that maybe started in service, or, or sales, but they don't necessarily have good people skills. I'd like to actually flip this and ask you what is a good leader, in your opinion,

Jacob 14:02

For me, a good leader, somebody who masters and well, I'll give you kind of a visual that I use. And the cover of my book is a lighthouse, which Blake helped me come up with the cover idea.

Blake 14:15

Why are you embarrassed of course I helped you.

Jacob 14:17

I'm not embarrassed. I struggled with a cover idea for the book. And we had all sorts of ideas of like a telescope. And then

Blake 14:24

I love this because I love stories and I love what's the word for like images that represent...

Jacob 14:30

Visualizations. I don't know.

Blake 14:33

Aleg...no. People are gonna know

Jacob 14:35

But the point is this. the cover of the book is a lighthouse. Which Blake helped me come up with

Blake 14:40

A metaphor, I guess.

Jacob 14:42

Yeah, it's I think sometimes we have to turn to history to get a good idea of the present and the future. And a lighthouse is designed to help mariners and explorers reach their destinations, but also to do so in a safe way. Keep them off shallow waters, keep them off the rocks that might strain their ships. And I think of leaders very much the same way.

Jacob 15:06

The whole purpose of a leader is to guide their people and their organizations to success but in a safe way. So as a leader, you have to learn a set of skills and mindsets that allow you to build yourself up to become this lighthouse so that you have this big bright light, that you can shine on to the sea of uncertainty that we're all a part of, and shine it onto others. But the thing is that if there are no ships in the water, then a lighthouse is useless. And that's what a lot of leaders forget, is that if you become a great leader, just yourself, if you don't have any ships in the water, then you're kind of useless as a leader.

Jacob 15:42

So the key thing here is don't just focus on yourself. But you also have to focus on others, guide other ships to safety guide other ships to success, and not just yourself. So that to me, I think is a good visual of a leader. As far as what makes a great leader. I think it's practicing the mindsets and skills that I talked about in the book, which I refer to as the notable nine. It's four mindsets and five skills that the CEOs identified as being most crucial.

Blake 16:11

Well, now, of course, we want to know what are they

Jacob 16:13

Yes, now we need to go through the mindsets and skills. So I gave all of them funny, quirky names, which of course, Blake also helped me come up with some of these names. So I'll just quickly name them and give an overview of each one. The first is the mindset of the Explorer, and mindsets, again, are how you think. And then skills are things that you actually need to know how to do. So the mindset of the Explorer is curiosity, being a perpetual learner, adaptability and agility, having a growth mindset, these are all very crucial ways for you as a leader to think

Jacob 16:48

The mindset of the chef is about balancing humanity and technology. Because these are the two big ingredients, the two big forces inside of your company, and you need both. But you also need to make sure you don't have too much of one or too much of the other. So the chef mindset is about balancing, being purpose driven and caring, and also balancing this idea of technology. I call it human-IT (humanity). But the IT is, it's H-u-m-a-n-I-T. So hopefully people can get kind of that. That's human-IT.

Jacob 17:20

The next mindset is the mindset of the servant, which is about serving your leaders, your team, your customers and yourself and also having humility and vulnerability. Most people don't think of serving themselves. I think you've even talked about this as well, where you put your own oxygen mask on first before you help others. See, you have to serve four groups.

Jacob 17:40

The next mindset is the mindset of the global citizen, which is about thinking big picture thinking globally, surrounding yourself by people who are not like you. Next are the five skills. Starting off with the skill of a futurist was a bit which is about thinking in terms of scenarios and possibilities.

Jacob 17:59

The skill of Yoda is about emotional intelligence, which is empathy, and self awareness. The skill of the translator about listening and communication, which are timeless, but had been around I mean, but they've changed now more than ever. And the last two are the skill of coach, which is about motivating and engaging, empowering others, creating effective teams working across generations and cultures, creating future leaders.

Jacob 18:23

And the last skill is the skill of the technology teenager, which is basically being tech savvy and digitally fluent. So again, these are the things that a lot of leaders think they're doing a decent job at. But the people who work for these leaders say they are doing a terrible job at so there's a lot of room for us to improve in these things.

Blake 18:43

When you were doing 140 interviews, Jacob was there one common thread that over and over you heard CEOs say again, and again.

Jacob 18:51

Well, many threads, but I guess it depends

Blake 18:53

And this was pre COVID when you did these interviews

Jacob 18:56

Yeah. I mean, the big the overall big theme was that leadership is changing. And because the one of the questions that I asked them is, is leadership changing? And if so how? And they specifically said, if you were to take a lot of the things that you know, things that you did 10 years ago, 20-30 years ago, and if you just repeated the same stuff today, and in the future, would you be just as good of a leader? And almost all the CEOs said no, because things are changing.

Jacob 19:26

And if you think about it, a lot of people have become leaders, not because they are genuinely good leaders, but because they are good at navigating office politics and bureaucracy. They stayed at the company for a long time. They have friends in the company,

Blake 19:41

I think some people are just really confident as well. They put up a good face.

Jacob 19:44

Maybe they made a lot of money. Yeah, they put up a you know, fake facade. Now, not all leaders, obviously. But a lot of leaders. That's how they get promoted. And, you know, back when I had full time jobs working for other people, I remember when I interned for Morgan Stanley, this guy who hired me, allowed me to intern there was a VP. And then like two weeks into my job, he's packing his stuff. And it was because he, he was a leader, he stopped bringing in a ton of money, and he immediately got fired, they let him go. And this is how it is in a lot of organizations.

Jacob 20:20

So the CEOs who I interviewed said, That's not gonna work anymore. Leadership now, and in the future is something that you need to earn. It's about putting people first. It's about practicing these skills and mindsets. And it's about understanding that the world is different.

Blake 20:39

The VP got fired because he didn't make money that quarter. But you're saying maybe in the modern world, because this was a while ago?

Jacob 20:45

Yeah, 15 years ago... no, more

Blake 20:47

The leader would have fixed his tools, maybe or worked on his employee experience to retain him, though?

Jacob 20:54

Well, the point is, he wouldn't have gotten promoted to begin with, just because he made a lot of money understood. So you can't promote people, and you can't get in a position of power, and expect to be a great leader just because you make a ton of money. And the leaders that I interviewed specifically said that with globalization, technology, the changing nature of talent, big shifts towards purpose and meaning and transparency, that we are living in a new world.

Jacob 21:24

And we are working in a new type of company. And because of that, we need a new type of leader. And this is why we need to think differently about leadership, because the world is different, and our businesses are going to be different. So you need a new type of leader.

Blake 21:41

I mean, we haven't talked that much about COVID. But the world has changed so much. And I mean, you're out there doing your podcast show interviewing tons of people. And I mean, it seems like the biggest theme to me is just the virtual and remote work. And you've written a book on employee experience. And I know you felt like the content in your book, and your course was really relevant to

navigating the difficulties of managing in a remote world. Do you have an idea of how we can think differently about remote management and start to do a better job than we've been doing?

Jacob 22:18

Yeah, there are a few things. And leadership has always been hard. But now, when you can't even see people, it's even harder. So I think there are a couple of things that leaders need to remember for leading in a remote world. And I'll give a couple maybe practical tips. First is, especially in a remote world, you need to start off all your conversations by focusing on your people. You don't don't jump on a phone call and say how are the sales going? How are the projections? How's the project going? Give me an update on this, give me an update on that. You jump on your phone calls and you say, how are you doing? Are you safe? Is your family safe? Are you okay? You need to make sure that you put people first people need to see it was a human leader.

Jacob 23:00

I think another thing that's crucial for leaders is to be vulnerable first, you can't expect people to be open with you, if you are not going to be open with them. And now especially during COVID, you need to be open with them. So when you jump on a phone call with your team, you can tell them, man, things are going crazy at home. Like I mean, you and I both have teams, and you've heard me talk on the phone of my team. And I've heard you talk on the phone with your team. And we're pretty open and transparent with them of like, Oh, you know, it's kind of hectic, you know, we have the baby here, we're a little stressed out, there's a lot going on, like we talked to them like human beings, we're, we're vulnerable with them first, so that they can see that we too, are struggling and going through our own challenges with COVID. And that way, when he asked them, How are you doing? They're gonna be just as open with us.

Blake 23:45

Is there a limit, though? to how much you want to let your team see how vulnerable you are? I think there might be...do you want to cry in front of them, or,

Jacob 23:55

I mean, I know plenty of leaders who have cried in front of their people. Why not? I mean, if you're comfortable enough with your people Sure, do what you want, you know, I it's a how vulnerable you want to be is a very subjective thing. It's kind of up to you as a individual.

Jacob 24:11

But I know lots of leaders who have been very, very vulnerable, some who've been somewhat vulnerable. It's it depends on your comfort level. So I don't know, I don't know if there's like, I'm being too vulnerable with my team. I mean, if you start sharing all of your personal stories, and you assume that everybody at the company is your best friend, probably not a good idea. And if that's what you're doing, then you probably need to work on like, you know, just social cues and social awareness. And

Blake 24:36

Yah, don't talk about your marriage problems.

Jacob 24:38

Yeah, you know, stuff like that is maybe a little too extreme. So I think being vulnerable is crucial. Putting your people first is crucial. And this might sound weird, but it's technology related. If you want to be an effective leader of a virtual team, for goodness sakes, people get yourself a decent quality microphone and a camera. And it sounds like a weird thing. Like what does that have to do with leadership. But guess what, if people can't hear you well, and if people can't see you, well, you're gonna have a hard time leading them.

Jacob 25:08

I can't tell you how many phone calls I've been on, or how many presentations I've been on, or how many I've seen, where you get these senior level executives who are sitting in a room, and there's a big bright light behind them. So you can't even see their face, the you know, they're just like a silhouette. They're using a regular laptop mic that keeps cutting in and out. So you can't hear all the words that they're saying. Meanwhile, they're trying to give you these really motivational and powerful messages, and it doesn't work.

Jacob 25:34

People need to see you clearly. And they need to hear you clearly. So if you want to be an effective leader of a virtual team, especially now, get yourself a decent quality mic, and a decent quality camera. Because in person, people can see you and they can hear you very clearly. And communication is a big part of leadership. Virtually, if they can't see you, they can't hear you well, you know, a lot of your effectiveness as a leader goes out the window. You're not going to motivate and engage and empower people through a wonderful email that you send, it can certainly be a tool, but people need to see you and they need to hear you to be motivated by you to be able to, you know, build that relationship and connection.

Jacob 26:15

So I think those are important places to start. And it's really interesting that a lot of the conversations lately have shifted away from AI and technology, to really being human. So now more than ever, leaders need to put their people first, practice emotional intelligence, practice empathy. put people first, I think is probably the best piece of advice I have for any leader at any company in any role.

Blake 26:43

Because I know you, I'm gonna ask you this question, because I know you know the answer to this. We have a local waffle shop that I would say is a great illustration of empathetic leadership. Do you want to tell the story of the waffle shop?

Jacob 26:58

Yes, I love my waffle story. So it's called Ole's Waffle Shop in Alameda, California, it's probably four or five miles away from where we live. And the owners of this waffle shop, we're getting ready to retire I think next year, and they bought themselves a wonderful piece of land. And they were going to build themselves a dream house there. And COVID hit and their waffle shop lost a ton of money. And well,

first, I should preface if you go into this waffle shop, you will see pictures of employees framed hanging on the walls. So they clearly care about and value their people, they have a philosophy of putting people first.

Jacob 27:37

And so what happened is when COVID came about that a lot of their employees really started to struggle, they didn't have enough money to pay for their basic expenses. So this husband and wife entrepreneurial team that is responsible for 40 employees, they sold their plot of land. And instead they decided to put \$400,000 of their money back into the business for their employees to be able to pay them a living wage so that they can afford to exist pay for groceries pay for their rent. And that to me, I love that story. Because we hear about these billion dollar companies who had to layoff 5000 employees. Meanwhile, you have mom and pop entrepreneurial team, responsible for 40 employees willing to give up their dream home so that other employees can thrive.

Jacob 28:25

So for me putting people first is it's about a philosophy backed by a set of actions, not just believing that people come first but showing it and I think that's where a lot of leaders struggle. Don't just believe it, but you actually need to be able to show it.

Blake 28:39

It seems to me in this country, at least, that we're having a bit of a leadership crisis right now, like, people don't know who to look to for leadership. And I think that's a great opportunity for business to put a stake in the ground on what you're saying empathy, self awareness, consideration for other people. If there's one lasting message you'd like to leave my audience with from your book, what would you say that one message is?

Jacob 29:06

Oh, my goodness, that's a tough one

Blake 29:08

Or your course.

Jacob 29:09

Yeah, well, so I'll mention the course, for sure. But I want people to consider that in over the next 10 years, I think we're going to have around 250 or so million leaders around the world. These are people who are responsible for the lives of others. These are people who shape society, they shape the world, they shape culture, they shape our values. And if we're going to have 250 million people in leadership positions, we better make sure that we have the right people in place.

Jacob 29:35

If we want to be a part of a world that we're all proud to live in. And if we want to be a part of organizations that you know where we genuinely want to show up to work. So this is a very, very important thing for us to focus on not just for companies but for the world at large. And the big, sort of the big piece. The big nugget from all of this is just encourage people I encourage people to think like a

lighthouse build yourself up by all means, but remember that if there are no ships in the water, then being a leader is useless.

Jacob 30:06

There's a long way to go. And being a leader is the hardest job there is. But it's also the most rewarding and I can actually share a story. What are you doing? like holding a book here in my way?

Blake 30:18

Are you playing with the book? Are you looking for something?

Jacob 30:20

I'm looking for something I'm looking for the story,

Blake 30:22

I'll allow you to look for your story.

Jacob 30:23

Thank you. There's a story, one of my favorite stories from the book is from Sheryl Palmer. I think I remember most of it. And oh, here it is. So Sheryl Palmer is the CEO of Taylor Morrison. And she told me this really compelling story, I asked her, What was the single most impactful moment that shaped your leadership trajectory, like who you are as a leader. And she told me the story about how she had to write two letters to her team. One letter was I'll see you in six weeks. And the other later the other letter was carry on our journey, keep the legacy going.

Jacob 31:00

And so Sheryl had a brain tumor, and she was going in for surgery. And the two letters that she wrote are one was the letter that she wanted her team to receive if her surgery didn't go well, which I think we all know what that means. And the second letter is the one that she wanted her team to receive if the surgery went well, and then she would be back at the company in six weeks. And she told me that that was a very impactful moment. Because having to write those letters and think about everything really changed her life and who she is as a leader. And I'll read you this quote from the book.

Jacob 31:35

And she said, "Although I always believed I live life to the fullest and look for the good in each person in situation, going through this." And this meaning this surgery, this experience, "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, that people work for people and not companies. A leaders responsibilities 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, 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 your natural passion in an eerie intersection in all parts of our lives. But when you really do it, it's the most rewarding life journey in the world."

Jacob 32:36

And that's one of my favorite quotes from the book from shell Palmer. I think that's a I don't know, I got goosebumps when she told me that story.

Blake 32:44

Yeah, I think that's a beautiful story. And it reminds me of just being a parent too know you and I are parents and you got to be strong, and

Jacob 32:52

One of the kids is sitting right next to us sleeping. Thankfully,

Blake 32:56

I had to adjust his pacifier. And we'll Jacob, you are so good at what you do. I'm so proud of you. And I know my audience would really benefit from checking out your course where can they find more info about your course that's based on the future leader book?

Jacob 33:10

Yes. So I'm very, very excited and proud of this course. Because we basically put together something that I wish that organizations had. And it's based on all these interviews and the CEO surveys and the 14,000 employees we looked at, and the URL for that is futureleadercourse.com.

Jacob 33:30

And when people sign up, well, first you go to the page, and you'll see all the information about the course the enrollment, I believe is open till August 14. And you'll see that there is surveys and assessments, you get access to me via the course platform, there's interactive videos, you get a couple of coaching calls that are included. There's a ton of really, really useful content in there. You'll get transcripts, you can get mp3, if you prefer to listen to it instead of not watch it. So I'm very, very proud of it. And I hope people decide to check it out. And I can give Should I get my contact info here. So if anybody has any questions about it,

Blake 34:05

As long as it's not your phone number,

Jacob 34:07

No. So future leader course is for the course. And my email is Jacob@thefutureorganization.com.

Blake 34:18

Well, Jacob, this has been enlightening and I love listening to you talk. I think you're so good at what I do. I do I love listening to you talk about the material because most of the time we're just solving logistical problems in the house. Although now we have our podcast the be your own boss podcast.

Jacob 34:35

Yeah, people should also check that out. BYOBpodcast.com if you're into entrepreneurship. We share everything that we've learned on that on that podcast.

Blake 34:43

Alright, so you've heard from Jacob Morgan, author of the future leader, definitely check out his course I watched him record it. I know how valuable it is and how much work he put into it. And you have all been tuning into the modern customer. If you have time. Please leave me a review. on iTunes to help more people find my growing show

Jacob 35:03

And follow her on Spotify.

Blake 35:05

Thank you for listening.