

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 00:43

Hello, everyone, welcome to another episode of the future of work with Jacob Morgan. Today I am joined by Shellye Archambeau. And she has a very long list of accomplishments, I will just briefly say that she is a board director of Verizon. Nordstrom, former CEO of Metric Stream, author of this brand new book that I'm holding here, so I'm going to hold it up to the camera, look at that color. I love it Unapologetically Ambitious: Take Risks, Break Barriers and Create Success on your own terms. Shellye, thank you for joining me.

Shellye 01:17

Oh, thanks so much for having me, Jacob. This is going to be fun. I'm looking forward to it.

Jacob 01:22

My wife saw this book sitting on my desk and she's like, what is that? That sounds like something I need to read. And I said, Funny you should ask. So before we jump into the book, because there's a lot of really great insights from here, why don't we just start with a little bit of background information about you? So take us way back. You probably don't know this, but we both grew up in Granada Hills, which I learned from the book.

Jacob 01:49

So I want to go way, way back. How you grew up how you were raised? I mean, what was your life like? How did you eventually get to become the CEO of Metric Stream board director of so many amazing companies and such a well known and respected leader today?

Shellye 02:06

Oh, goodness. So going way back. I am the eldest of four. My parents were crazy. They have four children in less than five years. And can you even imagine that Jacob, I'm like, Oh, so I know. And we moved around a lot growing up. So here I am, you know, the Granada Hills story. Here I am. We're living in Philadelphia, I'm in first grade. And we literally move over Christmas to Granada Hills. Dad has a new job in LA. And that's where we end up.

Shellye 02:41

Well, Granada Hills is very different from Philadelphia. And this is this 60s, I'm a little older than you, this is the 60s. So in the 60s, you had all the racial issues going on lots of fight for civil rights. And for as many people that were Pro, you had just as many that were con. And here I am. And I'm really the only

black girl in my class, matter of fact in the grade. And it might have been the school. That's how homogenous it was back then. And what happened was, all of the things that were happening out there in society, all showed up in school.

Shellye 03:20

So every, you know, people made it very clear that they didn't really want me there. Walking to school every day, people drive by and call me terrible things. Now listen, imagine that, these are adults. I am six-seven years old, right? I mean, this is ridiculous. It was just horrible. You know, kids would do things to me, I got beat up like, it was not good. So all of that, you know, my parents, especially my mom, you know, you come home and you every day was like, Mom, it's not fair, right? This has happened to me, or that's happened or I didn't get something I deserved. And mom would always say, Shellye, you're right. It's not fair. Life isn't fair.

Shellye 04:01

What? Life's supposed to be fair, right? I mean, if you get a piece of pie then I get the same size. If you get this and I get that right should be fair. What do you mean, it's not fair? So I was raised very early to know that life isn't fair. And so what are you going to do about it? And literally, you know, coming through what it did, is it made me very intentional about what I do to try to improve my odds, because I knew if I just did what everybody else did, I probably wasn't going to get much.

Shellye 04:29

Well, you know, fast forward. I'm now in high school. And I'm having that obligatory conversation with the high school guidance counselor, which is the are you going to college, right, etc. Yes, I'm going to college. What are you gonna do after college? I don't know. I just want to make enough money where my thermostat can be 72 degrees in the wintertime because it never went above 68. It could be below 68. But not above 68. It was freezing. Like how much money do I have to earn to keep the thermostat at 72?

Shellye 04:58

So anyway, she said well What do you like to do? I said, Oh, clubs, organizations, I mean, all these things, whatever she was playing a Shellye clubs in business are very similar. And I said, Oh, done, I like to run clubs. So I'm going to run a business. So literally at 16, I set a goal to become a CEO, because that's what the people were called at ran businesses.

Jacob 05:17

You set that goal at 16 years old?

Shellye 05:19

16. So now, did I know what that meant, Jacob? No, I know, I do what that really meant. But I picked it. So now that it was a goal. I spent my time being very intentional. How do I make this happen? Right. Got to improve my odds. So I went to Wharton because Wharton was the top business school. Is that right? I need to get the credential went to Wharton. And then coming out of Wharton, I joined IBM, because I wanted to be in tech, that was a growing industry more opportunity. And IBM at the time was

kind of the leader of the technology industry. So I said, Great, I'll join IBM and become CEO of IBM. So that's how I started

Jacob 05:57

Just like that, CEO of IBM.

Shellye 05:59

Just like that, exactly. And then I get there. I'm like, Oh, my God, this gotta be 120,000 people in this company. And they probably all want to be CEO. Right? How am I gonna stand out? What am I? So anyway, literally, that's how I approached everything. And honestly, after 14 years, I actually did very well, I, you know, I was the youngest black person made to be executive, I was the first black female to be sent overseas on assignment. I'm now running a multi billion dollar division of Asia Pacific. And my boss reports to the CEO.

Shellye 06:33

So there's no one above me that looks like me. I mean, I've done well, in 14 years. But, it wasn't clear that I was really going to have the opportunity to compete for the CEO role. And that was my goal. So I made the hard decision that said, Okay, I got to leave and find a different path to become a CEO. And I worked my way to Silicon Valley, after a free stint in Dallas, Texas as President of Blockbuster.com. Back in the 90s, when they were actually a behemoth.

Jacob 07:03

I remember, did you work with was it Nigel Travis?

Shellye 07:09

Yes, yes, Nigel ran all the stores.

Jacob 07:11

Yeah, Nigel was a guest on this podcast as well. Way back when so yeah, small world.

Shellye 07:18

Indeed, indeed. And I get to Silicon Valley, and I became the chief marketing officer and SVP sales for a couple of newly public companies NorthPoint, and then Loud Cloud, which was the Ben Horowitz, Marc Andreessen, precursor to Opsware. And then got hired by Kleiner Perkins to be CEO of a very broken company called Zap Lit, that we turned into Metric Stream. And over the course of you know, 14 years really built it into a global market leader for governance risk and compliance.

Jacob 07:49

Wow. So it all started with a 16 year old Shelley.

Shellye 07:54

It did. It did

Jacob 07:57

I can't remember what I was doing at 16 years old. I think I was playing Starcraft, which was a computer game. In the my grade point average was like a 2.7. Yeah, I was not a happy high schooler. So I can only imagine Yeah, can't imagine at that age knowing like what I wanted to do. Well that's fascinating and then so basically, you had that goal, and you worked for it. You pretty much your whole life.

Shellye 08:22

You know what yes, the answer is yes. Um, and you know, like, I tell people, it wasn't that I knew exactly what I was signing up for. I just picked a goal. And when I went after it, the good news is, as I was rising through like, okay, I like this. I do like leadership, right? I do, like so it all that fortunately, that all worked for me,

Jacob 08:42

Yeah. And so I guess we can talk about your book now, because I love the way that you organized it. And you had these great sections in here, which are early lessons, strategize for success, living the plan, swerve and improving the odds. And so what I wanted to do is maybe go through each one of those sections and pick out maybe one or two things, I have things that I'm personally interested in. But if you have a part of that section that you think people would benefit most from then we can talk about that.

Jacob 09:12

For early lessons. I love the first one, there were three sections that really stood out to me one was create your own luck. One was set your goals and one was imposter syndrome. So create your own luck. I definitely want to go over because I think it's a very important concept for people to just understand that they have more accountability and control than they realize. So what is create your own luck actually mean? And how could that apply? You think for a lot of people today who want to be in leadership roles.

Shellye 09:41

Hmm. So creating your own luck to me, is positioning yourself so that when opportunity shows up comes around happens, you actually have the ability to take advantage of it. You know, so it's having Yes, the right skills, yes the right experience, but also I'll tell you it's having the right attitude. Attitude is a big piece of it as well. So that your open right to the opportunity when it comes. And I've always believed that planning can also improve your odds to be to be lucky for luck to happen.

Shellye 10:16

You know, it's interesting when, you know, an example would be when I went to Wharton, alright, so I decide that all right, I want to be in business. So I need to go to Wharton, and I want to go to Wharton undergrad, which was very hard to get into. But I thought I could save myself from having to go to grad school, right? If I went to Wharton undergrad, well, you could say I was lucky that I got in. Except I even though even before I knew I wanted what I wanted to do, I was getting good grades, because I knew I needed options.

Shellye 10:46

Right? So yes, I was lucky. But frankly, I actually helped myself being lucky by making sure that I was got good grades was very involved in school in the organizations, right, all those different things. You know, everything that's, that happens, when I set a plan, I assume it's going to happen and then do things to get ready for it. So when it does happen, I'm lucky that I can take advantage of it.

Jacob 11:12

I think was the CEO of Honeywell, who I was interviewing on this podcast, and he was telling me that there's basically no substitute for hard work. Or maybe it was that Home Depot, somebody was sharing a story of how, you know, they went through several jobs where they, they were not happy. And you know, they had leaders who didn't treat them well. But they consistently focused on their performance. And they consistently did really well. Because it's very easy if you're in an environment where you don't think people support you to slack off, and then you never get promoted.

Jacob 11:43

He was telling you the story of even though the environment wasn't great. He consistently worked hard. And then an opportunity opened up. And they said, well, who's going to be a good fit for this opportunity. And they said, Oh, so and so's working really hard. They're really great at this, that person should be promoted. So very much reminds me of that idea of, you know, kind of waiting for the right moment. It's like what you see in all those movies, right, like, wait for the right moment, and then we strike and it's just planning that whole time because you will get that opportunity.

Shellye 12:13

Yeah, it really is. I mean, an example when IBM was when I got to IBM, and I'm thinking everybody wants to be CEO, right? How am I going to differentiate myself? So I looked at what IBM did poorly, right? What was IBM not good at? And frankly, it was marketing. Thinking of a chief marketing officer, they called sales reps, marketing reps, right? I mean, they didn't know what marketing was. And so I thought, you know what, I'm gonna major in marketing. And every staff opportunity, every project was marketing oriented. I did. Well, Lou Gerstner comes to IBM, and says there's no marketing. first job. he hires a chief marketing officer, Abby Konstam, she looks around to say, Who are the people that are marketing? My first executive job with a marketing job.

Jacob 12:53

Hmm. Yeah, no, I love that. Because a lot of people. So I'm trying to think what the, the specific action can be for people who are listening or watching, I suppose it's to just be aware of what's going on around you. And consistently making sure that you're working on yourself and doing good quality work so that when the opportunity comes up, you can kind of pounce on it?

Shellye 13:13

Oh, wait, but I want to add one more, because that almost sounds like, work hard and good things will happen. And I don't believe that's the case at all. All right. I mean, you know, work hard, put your head down, and you're going to miss out on a lot of things. So it's important that you make sure you let people know what you're actually doing. And what you do, you know, and that sounds so basic. What do you mean?

Shellye 13:37

Well, when I give you simple example, in our culture, right, common way to meet people break the ice is you say, oh, what do you do? Right? What do you do? And somebody will say, Oh, you know, I'm Vice President of Operations for so and so. Do you know what they do, Jacob? No, no, we answer with titles. As much as we fight for titles, titles are meaningless, okay? They're meaningless because a title has completely different responsibilities company to company, Heck, even within the same company, right department to department.

Shellye 14:12

So take the time to tell people what you do, what do you do? Oh, I'm Vice President of Operations. I'm responsible for all the strategic accounts for the western region for blah, blah, blah, blah, 20 seconds. Tell them what you do. Because then when they're talking to somebody later on, and somebody says, you know, I'm looking for somebody who knows how to work with strategic accounts, and blah, blah, blah, blah, they're gonna think of you, if you just send your head of operations, you're not in their mind.

Jacob 14:35

Yeah. And I love that. That's great advice. Um, the next thing that I wanted to go over well there were two other ones that I really liked, set your goals and imposter syndrome. So maybe we could start off with set your goals. And you talked about 16 years old, you set that goal for yourself. Probably a lot of people at 16 didn't know what they wanted to do. But can you talk about the importance of setting your goals and maybe for a lot of people who are adults? How can they go about doing that in the right way?

Shellye 15:04

Sure. So setting a goal is really just setting an objective for yourself. It's out in the future, right? What are you trying to achieve? What are you trying to do? What are you trying to create? Right? Whatever the right verb is there. And the reason that's important is if you don't have something that you're actually trying to do no direction in, which you're trying to head. Then frankly, it almost doesn't matter what you go do next.

Shellye 15:27

People come to me often to say, get advice. Oh, what should I do next? Here's what I've done. But well, and my first question is always the same. What do you want to do? What's your What's your goal? And if the answer is, I don't know, then I have a really harsh response, which is that it really doesn't matter. Because it doesn't.

Shellye 15:46

Now, sometimes they'll tell me, oh, I want to do blah, blah, blah. And I'll say, Great. Who else knows? Nobody, maybe their spouse. That doesn't work either. You know, you have to let people know what you want. Otherwise, they can't help you. And it's been my experience that people will help you if they know what you want, if they can, so let people help you.

Shellye 16:11

So setting goals is really all about picking that objective in the future. And honestly, if you can only think two years ahead, then that's better than nothing, right? I don't care how far ahead however far ahead, you can pick, pick that goal. Ask yourself, what has to be true for you to achieve that goal? And then ask yourself, how do you make that true? Which is basically the plan what has to be true? And then how do I make it true? That's how I think about everything. And that's how to make the plan.

Jacob 16:41

What do you do if you don't meet your goals? Or you fail?

Shellye 16:47

You just reassess, and you look at changing your plan. I don't change the goal. I mean, I told you early on, right, my goal was to be CEO of IBM. Well, you didn't announce that I was CEO of IBM, because I wasn't. So you know, failed at that I kept the goal though, which was become a CEO, I just changed the plan. And that's why there's a whole section called swerve, which we'll talk about, but don't give up on your goals because things get hard, or you hit a stumbling block, right? Or Trust me. obstacles, issues, problems, unexpected situations, 2020, right. All these things will happen. That's okay. Just figure out a different path, a different plan, but don't give up on your goal.

Jacob 17:30

The other thing that I think is really important, and you called it, obviously, what it is, is imposter syndrome. So, have you dealt with imposter syndrome? I mean, can you share a story maybe of when you were an executive in any of the organizations you were a part of? Did you experience imposter syndrome? And what did that look like? And how did you battle it or conquer it?

Shellye 17:51

Listen, I have been suffering from imposter syndrome my entire life. Okay, my entire life. So I can't tell you how to conquer it. Because I still do from time to time, which is ridiculous, right? look at things I've done. It's crazy, but I do. But what I can tell you is how to deal with it. How to Make sure it doesn't stop you. Right? I mean, when have I experienced it, man, just about every major, every major step. It's like, okay, you get the new job, you're now responsible for global XYZ and you're thinking, do I, I don't know enough to be able to do this. Wait until they figure out that I don't have all the skills that they expect, right?

Shellye 18:28

Do I really think that imposter syndrome is that voice in your head? That is basically highlighting all the doubts you have about yourself? Right? Except it's blaring, right? What makes you think you can do this? You can't do this. And then you get Oh my god. Oh my god. I mean, that's what it is. Well, here's the key with imposter syndrome. Studies show everybody suffers from it at some point or another. And women more than men and people of color and women of color the most. So what does that tell you? It's not personal. It's in the air? Is everybody suffering from it? It's in the air. I think it's because we live in a world that's so judgmental.

Shellye 19:08

So to me, it's like television, televisions everywhere. Television looks real. sounds real. It can even feel real, right? You get scared to get nervous yet. This voice, same thing looks real. sounds real, feels real. It's not real. It's not real. So try to work through that's what I do. I try to tell myself it's not real. And then if that doesn't work, if some I feel it only when people offer me jobs, right, I step into my first executive job. I walk into my first boardroom, right I've whatever that is, that's when you feel it. Well, listen, you wouldn't be there. If people didn't think you belonged. They wouldn't have invited you. So even if you don't believe in yourself, believe in them. Right believing in you. And worst case, yeah, and the worst case, fake it. Act like you are comfortable. Act like you are confident, act like you know what you were doing until you do Because eventually will you always do you always ultimately figure it out.

Jacob 20:06

Yeah, I completely agree. And actually, a lot of executives I've interviewed for my book or even for the podcast have told me that they've all gone through some point of imposter syndrome, and many of them still get it when they need to make a big decision, they need to invest money into a big project. The first thing is like, you really know what you're doing here, like, should you should you be doing this? Should you pass it to somebody else? So, um, but I think you're right, a lot, a lot of people experience and it's not something that like, you crush, and then it's, it's gone forever, like, it comes up frequently. And the important thing is to recognize it and have those mechanisms for what you tell yourself, which sounds like you have those tools, which are great.

Jacob 20:48

So the next part of the book, he talks about Strategize for Success, and one of the things we already looked at a little bit, which is preparing for the opportunity to appear. I don't know, is there anything else that you wanted to add to that? Or did we cover that one pretty well.

Shellye 21:00

Um, we covered that one pretty well, you know, but just let me just summarize it, though, real quick, which is, a lot of people, you know, will set goals. So here's what I want to do one day, and some people actually put plans in place to try to achieve that. Very few people make decisions every day, though, consistent with their plans. And that's really what preparing for success is about. And that's where the real power lies.

Jacob 21:26

So literally everyday like doing things on a regular basis, that can,

Shellye 21:30

it's like when you have decisions. I mean, here's a simple example. Right? So my husband and I, looking back, we're now engaged, and we're planning to get married, and I want to have kids sooner versus later, right? He does, too. So great. Well, before we even get married, we start saving for childcare. Okay, because childcare is going to be this huge thing we know it's going to be this huge thing. So when we get married, do we immediately go get new cars, like most people do? Do we immediately go get the Finally I get a nice apartment or I get to go buy a house?

Shellye 22:02

Well, what happens for most people is they aren't thinking about the future. What they're thinking about is finally right, I can do this. And next thing, you know, more than half their income is tied up in fixed expenses, which means the child does come along and suddenly you need a chunk of change. You can't afford it. I can't afford childcare. We know what you could have if you planned earlier. Right. So that you had that flexibility. We bought used cars. Okay, we bought and we did all these things that the people around us are like, Okay, what are you doing? No, but I had childcare. I had real good childcare. Yeah. make decisions.

Jacob 22:40

Yeah, it's a great example. Okay, so um, Strategize for Success. Some of the other things that I thought were really important, were fostering self determination. Because I mean, especially now, in this crazy world that we're all a part of, I feel like a lot of people really, really need to have that self determination. A lot of people are going through process of reinvention, changing careers, changing industries, you know, bending their entire lives. So can you talk a little bit about that self determination? And how do you how do you foster that?

Shellye 23:09

Sure. So self determination is basically means you've got a sense of autonomy, right? You believe that you're in control of yourself, you've got a sense of I use the word confidence, right? And that you, you have confidence that you can go get things but the key part that I was missing, as I was growing up was relatedness. And it really takes all of those things. And relatedness means you feel like you belong. And I always felt like the outsider in so many situations.

Shellye 23:38

So fostering that means figuring out how do you create an environment in which you feel you belong? So for me, it ended up being joining groups or starting groups. Those were, that's how I kind of built my relatedness. Whether it was early on things like itsmf, ITC metric forum when I was a professional watermark, or C 200, which are women's organizations. I started forming dinner club when I moved to Silicon Valley, which became my people, right? So it's finding it's really important that we have environments in which we feel we really belong and that others care about us.

Jacob 24:18

Hmm. There are two things that I was kind of torn with, you can let me know which one you think is more, or which one you prefer to talk about. One was in good reputation. The other one was take a stand. So if you were to pick which which one of those we should talk about next, which one would you go with?

Shellye 24:35

Oh man, build reputation and take a stand those are tough,

Jacob 24:38

I know, I felt the same too.

Shellye 24:43

So let's talk about the reputation. Okay. So I'm build a reputation. You know, it's funny, some people will come to me in their middle career or whatever and say, you know, I'm trying to build my reputation, you know, or create my brand and do the whole bit and what they're missing is they only have one You already have one, everything you do, and communicate and say and whatever is actually creating your brand is creating your reputation.

Shellye 25:11

And this is something I learned kind of by accident in college. And I'm just thankful I learned it into so early. So because you want to realize that that is the case, you'll suddenly one day say, Okay, I want a reputation of being bla bla bla bla, and think it's just going to happen, because it's not how you act. And what you do every day is what builds that builds that reputation. It's how you impact others, because that's what they remember.

Jacob 25:37

When I think of building a reputation, a lot of people think of Yep, creating something, my online persona, but very few people, like you said, understand that they already have one. And we don't, we don't think about it. But I remember, there used to be a lot of conversations around personal branding, like way back in the day, couple years ago, and it's I think it's becoming even more prevalent. Now. So your brand, I suppose your reputation manifests, and how you act, how you talk to people, how you treat others, like all the interactions, because people will remember that.

Shellye 26:12

Yeah, absolutely. And trust me, if you create this persona, you know, this personal brand, that is different from who you actually are, what that does, is it creates an environment in which people will not trust you. They won't they won't trust you. Because who to showing up? Right? here's here's your brand, but when you meet them in person, they're like really? Okay, so that that doesn't work. It's incongruent.

Shellye 26:41

As a matter of fact, if you think about it, but you'll hear it, you'll hear just the opposite. You know, what I met so and so? And they're just like they see, right? And people it's a, it's a genuine like, awe, you go so much further, by having it be exactly the thing, then it actually being different. And by the way, you can't just say, Well, here's the brand, I'm going to start acting like because it's impossible to act like something you're not 100% of the time forever.

Jacob 27:11

Yeah, I agree. And I think a lot of leaders struggle with this too, because they try to create like these different personas, like they're one person at home, they're another person at work. And then it's like, well, who am I? So you just being you, I think is an important, important aspect there.

Shellye 27:27

It really is. It really is. Being authentic.

Jacob 27:30

Yeah, the authenticity Exactly. So the next section, living the plan, one of the topics that you have in there is forget about work life balance, which I think a lot of people are going to be like, Oh my god, what? How can we forget about work life balance? So what why should we be forgetting about it? First of all, and I think you wrote all this right before COVID. And everything happened, right?

Shellye 27:52

I did.

Jacob 27:53

So has that changed at all after COVID?

Shellye 27:57

No, if anything it just reinforced it. Let me explain why. The whole term work life balance, I really cannot stand the term. And the reason that I can't stand the term is because what is a balance? A balance is a static structure, right? That's even on both sides at all times. Is Your Life static? No, no, life's like this. And I'm going to be judged on whether or not I can hold my life in balance, static, no matter all the swerves and turns and twists. That's crazy.

Shellye 28:27

I think the term was created to make us all feel perpetually guilty. All right, no, ah, you know, we're all the tabs, but they're all on the same head. I take my professional priorities, my personal priorities, I put them together, and I ruthlessly prioritize, and I get done, what needs to get done. And what that means is one things won't get done, or somebody else has to do them.

Shellye 28:52

So in times of COVID, especially, please, like I said, Nothing is the same right now that it's been, you have dogs coming in, you're trying to do stuff, you've got kids, you have to feed you've got mean all these things that you're suddenly you can't use a lot of the resources that you used to use to help you. And you're not going to like integrate, I believe in integrating life, which means you do what you need to do when you need to do it. And that's most important now.

Jacob 29:18

Yeah, I like the approach of an integrated life work life integration. Yeah, I mean, I'm I live in the in the Bay Area. So we're on lockdown. I'm getting no schools, no playgrounds, no zoos. I got kids downstairs and dogs. My wife's working from home. It's chaos. There's, there's very little balance that's going on in the Morgan house right now. I can tell you that.

Shellye 29:38

No, that is true for everybody. So if you're sitting there failing because I'm not balanced. That's terrible. No, don't worry about being balanced right now. Just worry about get done. What has to get done on all fronts.

Jacob 29:50

Yep. Next one you have in there is embrace your limits, which I that was another really, really important one. Can you talk about that? Hmm,

Shellye 29:58

yeah. So embracing your limits. It's just realizing, you know what your what you're good at what you're not, you know where you can push, one of the things that I personally believe is that it's important to strengthen your strengths.

Shellye 30:11

It's funny people coming up and professionally, right, I just remember people always look like a strengths and weaknesses, you got to strengthen your weaknesses and. But think about that, does that really make sense? What you tend to be known for are your strengths, right? You're known for your strengths. And if I took an hour and worked on a weakness, I might budge it a little bit. But if I took an hour, and worked on improving something I've already strong yet, I probably move it a lot farther.

Shellye 30:40

So why would I waste the time trying to just get a weakness to be a little less weak, versus making my strength which I'm actually known for, which will actually have a bigger impact on what my future opportunities might be all kinds of things. I had to strengthen my strengths. Now weaknesses cannot be detractors. Right? If it's a detractor, you've got to get it to par. But all I'm saying is, once that's the case, there's no reason to spend a lot of time strengthening weaknesses. That's why you have teams, right? You pull people together to bring a different capabilities, you don't have to be strong in everything.

Jacob 31:17

And I suppose part of that is surrounding yourself by people who are good at the things that you're not good at. And I think leaders often times, they struggle with that, right? Because as a leader, you oftentimes want to be the smartest in the room, you want to be the best in the room. And you got to have a little bit of courage and to, you know, not be insecure to surround yourself by people who are maybe more talented or capable than you in certain areas.

Shellye 31:41

Absolutely. And you know, it's interesting you say that, Jacob, because, honestly, I believe that the main, the main role and responsibility of a leader is to build more leaders. All right. So the best, the best feedback that you can get is when somebody that you've hired if it's worked for you goes on to do something greater. Right, then you've done. That's fantastic. You have like excelled at the whole thing of building more leaders. So do not I mean, ah, the best position in the world is when you have a team where everybody is significantly better than you are.

Jacob 32:19

Yeah, don't be upset. If somebody gets promoted, that you are leading, you should be happy for them and not like That's mine.

Shellye 32:27

I mean, yes, absolutely. Absolutely.

Jacob 32:31

I like that approach. Okay, so embracing your limits. And I think a part of it is also probably having a lot of self awareness, right, understanding your strengths and weaknesses and how other people perceive you as well. Um, the next part of that is manage your own career, which I also think especially now is really, really good advice. So can you unpack that a little bit?

Shellye 32:50

Yeah, it amazes me how many people don't do that. I mean, you would never spend 1000s of dollars, Jacob for an airline ticket, pack your bag, put your dogs in the kennel, right? Close your mail, do all kinds of stuff, go to the airport, get the airplane, put the seatbelt on and look at the pilot and say so where we going anyway? It's crazy, right?

Shellye 33:12

But we do that every day with our careers. We spend 10s, if not hundreds of 1000s of dollars on education and training and conferences, all this development stuff, right? We show up at work, we do our work. And then we wait for somebody to tap us and say, Oh, we think you should do this now. Oh, we think you should? No, it's nuts. You need to own your career, decide what it is you're trying to do. So that you know what kind of skills you want to be building, what kind of opportunities you want to go after, take help to be able to do those things. But you own your career, not your boss, not your company, not your mentor, not your spouse, you own your career.

Jacob 33:50

So how do you actually put that into practice? So for a lot of people who have regular full time jobs who are thinking Oh, yeah, you know, I want to do what, what she's recommending, does that mean like, finding the training and development programs your company offers and, you know, take advantage of those, you know, grabbing coffee with people who could maybe teach you things like really just being that active driver of yourself?

Shellye 34:12

Yeah, it's being proactive, right? It really is just being proactive. You know, here's a simple example, early in my career, because as you said, We have people on this listening probably early as well as late. This was early in my career I show up at IBM. And I've got this goal. In the back of my mind, I want to be CEO one day. So I'm watching the executives. And you know what, all of the executives that I'm seeing are really good speakers know, they're able to communicate, hey, it seems like with no notice that they need to they can get up and present and do all those things.

Shellye 34:43

I hated speaking, not hated. I wasn't very good at it. Right? And I'm thinking, Oh my God, if I don't figure out how to become a better speaker, I'm not even gonna make an executive forget becoming a CEO. Right. So I spent time and I actually worked on it. What got trained and I did all of that. And now I'm a pretty good speaker.

Shellye 35:04

So when I say all your career and be intentional about it, it's looking to say, What skills do I need? What experiences should I get? And then go get them, go do them so that you are moving forward. Don't wait until when later when somebody says, Oh, well, the reason you're not getting promoted is because you can't do x. That's a little late, you can be proactive about this.

Jacob 35:28

Yeah, I was like to tell people, nobody's gonna look out for you. But you so you gotta, you know, take more accountability over your personal and professional development. But I think part of the good news is that we have so many cool tools and resources at our disposal. Now, I mean, you can go into YouTube and learn pretty much anything that you want for free. You just got to spend the time to like, go into YouTube and type in how to be a better speaker, how we deal with conflict, you'd be surprised the things that you can find if you're willing to invest a little bit of time and effort and energy into doing it.

Jacob 35:59

And I think you actually have to now like, if you don't have that mentality, I think a lot of people are going to struggle or get left behind in their careers. Okay, so getting back to, I think the next one is swerve, which is also good, and also very applicable now. Because a lot of people, especially now as a result of COVID, are going through lots of swerves. I've talked to several executives of companies who are like, yeah, I'm, I'm taking a complete pivot, like, I'm not doing anything in corporate America, I talked to one lady who used to be a corporate attorney, and now she's doing a mobile dog grooming service.

Jacob 36:33

So people are just complete swerves all over the place. And one of the things that you talk about is move around the roadblocks that you can't move. And you know, don't smack your head into a wall non stop, go around it. So can you talk a little bit about that one?

Shellye 36:48

Absolutely. So, you know, we're gonna come you can create plans, right? I just said is if goals, make plans, whatever, plans don't always go as you expect it. And that's okay. But when you so when you hit a challenge, you know, IBM, right. I said, Okay, I don't think I'm really gonna get the chance to become CEO. I could have stayed. I could have stay in there probably would have done fine. I wouldn't be CEO. Right. But what why would I stay there? So that became this roadblock? So I had to leave? Right? I moved around it.

Shellye 37:20

Sometimes you have bosses that are not supportive, right? And you've got to figure out what you do in terms of get around it. Don't just sit there and say, Okay, I'm stuck. Because you're not stuck. You always have power to go over under around. And by the way, if you don't think you have enough power yourself, get help. Get help there are people out there, there are mentors or supporters, right there allies are all kinds of people. So asking for help is a sign of strength, it is not a sign of weakness is that you know yourself enough to know when you need the help. You know, things I like to say Jacob is the only difference between a roadblock a stepping stone, is how high you lift your leg.

Jacob 38:05

I like that quote. That's a good one.

Shellye 38:08

So don't let anything stop you. We come up against something just figure it out around over under our get a whole bunch of people and just go through it.

Jacob 38:17

Do you have any stories from your experience or career of how you were presented with a roadblock? And you had to go around or under?

Shellye 38:26

Oh, the answer's yes, of course. Um, so let me share one where I okay, here it is. I'm I'm, I'm ready to be promoted. I mean, I've done what they've asked me to do I'm have high marks, right, the whole bit, I'm ratings, etc. I should be ready. And I'm talking to my boss. He goes, yep, definitely you're ready, there just aren't opportunities. All right, does that make any sense or an opportunities? So after about, six, seven months, you know, of this, I'm like, this doesn't make any sense.

Shellye 38:57

So I finally finagle my way to get a skip level conversation, right with his boss. And I have the conversation. And I say, you know, by the way, I am interested in being promoted, I want to do such and such and such and such. And he says, Yes, I know, I'm like he goes, but there just start opportunities like that in this area. And I'm like, What do you mean? He said, Well, we know you don't want to move. And I said, That's not true. I'm very willing to move. Where did that come from? Oh, we just thought you wouldn't want to move. Alright, so here's the deal. At the time I'm married husband, he's working to I've kids, an assumption was being made. Right.

Shellye 39:37

My roadblock was this assumption that I never heard until I finally went around to actually have here's the conversation. So if you're not if things just aren't working out, right, you've got to go after, you know with with different angles. I once had a situation where here's here's one, I had a peer who was constantly under trying to undermine me no one of these people that's like, always doing the digs. Right.

Jacob 40:06

Yeah, I know what you mean,

Shellye 40:07

Yeah, okay. Right. A lot of people have had that. Alright, so how do you deal with that? You know, first you try to have a conversation to say, you know, hey, is there something I'm missing? Oh, no, no, you're fine. You're fine. It's all good. And then you hear feedback, right? Like what the world. So here's what I, here's what I learned to do. That may also work for you. When I learned to do was, I started complimenting this person in only in public. I compliment this person in public whenever I had the

opportunity. Oh, look at so and so did right. And such. Oh, but so and so. Right, blah, blah. I did that over and over it. People like Wait, why would you do that? She's digging you.

Shellye 40:43

Here's why. Because then when she started to poke at me say bad things about me whatever it was, in congruence, people were like, Why is she saying that Shelly says nothing but positive things about her. All of a sudden it became her problem, not mine. So there are different ways that you can have roadblocks.

Jacob 41:07

Yeah, those are actually really great stories. I'm glad I asked you. Yeah, those are fantastic. So a couple others that I really liked in this category. Well, I had three more that I picked out maybe let me pick one or two. One is never say die. That I really liked. So what what does that actually mean?

Shellye 41:24

Yeah. So never say die basically means do not give up, we are going to figure out how to get it done. Whatever it is, right? Never Say Die. And where this came from, is when I was CEO of MetricStream, we have fought and scraped our ways. And we're finally market leaders and feeling really good. Revenues finally flowing customers are calling and then second half of 2008 hits and bam, right, right up against a wall. Well, we have been investing with the idea that we were going to raise money in 2009.

Shellye 41:58

So suddenly, we are on fumes, right? And we have to have the conversation as a team to say Are we going to fight are we gonna fold because we're in bad shape. And we were and when and what it meant was we take pay cuts are doing which is not good. But we decided to fight. And we added the Never Say Die, literally to our, our, our company values. That was never say die, because we agreed is never say die, we are going to figure out how to make this company successful, despite all of our issues. And we did. So never say die is about resilience. It's about just because something gets hard. Don't stop. Life is hard. People don't talk about that. Life is hard for everybody. So just because it is hard for you don't think you can't do it.

Jacob 42:48

So what did what did you do? I mean, I know there's probably a whole conversation around this. But as far as being resilient and not not dying? I mean, what what did you guys have to do to make sure that the company continued to grow and thrive?

Shellye 43:04

Focus, I can't tell you how important focus is when you are in the middle of a storm, right? And hard times, everybody, everyone has to be pulling on the ore in the same direction, when you don't have a lot of resource and you can't afford to waste anything. So it's all about Focus, focus, a lot of communications, and letting people know what's important. It's like, okay, we need to win this customer literally, at one point it came down to if we don't close this customer and get them to sign and pay us up front, right? We're not making payroll. I mean, literally, oh, yeah. When I say we were we were in tub,

this was not an easy thing, right to say, yes, we're gonna fight. So it was like the whole company, everybody is now in sales, everybody.

Shellye 43:48

So let's figure out what we can do, right to make sure that this happens. We got a bill we make payroll, right. And we arrived in terms of scope, but it was situation after situation, you know, that came up. And it was just getting everybody focused on what is actually important now. And when you do that, all the extra stuff falls away, you know, that little infighting. And then I mean, nobody has time for it.

Shellye 44:14

So focus is the most important thing that you can bring and vision, because it's hard, and people aren't sure if you're gonna make it. And so people might want to jump ship. So you've got to make sure that you are inspiring people every day, that they see you right in it and audit and want to be a part of what will come.

Jacob 44:34

Part of, I think what goes really well with this and the other theme was around, keep learning. And this has been a sort of a consistent theme with a lot of the different areas, you know, learning new things, building your reputation. You know, creating your own career, like a lot of this has to do with this idea of keep learning.

Jacob 44:52

And I feel like so many people assume that by the time they graduate college, you know, they can just take whatever they learned and apply it and they're good or if they need to learn something their company will teach them something. But we need to have a lot more accountability to learn ourselves. So can you talk about the importance of keep learning? And does a story or experience come to mind for you where you had to learn something yourself?

Shellye 45:15

So yes, keep learning night, one of the phrases I use a lot is doing my homework. Right? doing my homework, and doing my homework is, is even around goal setting, right? You set a goal, okay, I want to achieve this. Well, what has to be true to achieve it? Well, I don't know. So I've got to do homework, I've got to go learn, I've got to go find out, I've got to understand, right, etc. So I can figure out how I then go get it.

Shellye 45:39

So yes, I'm a big believer in being in doing homework. And you know, being prepared means you need to actually learn and be prepared before you show up. If you're going into a situation, I don't care if it's a meeting, if it's an event, it's Congress, whatever on a topic or on an issue in which you don't know, all that you think you should know, don't expect the meeting is going to educate you. You know, a lot of people do well, I'm gonna go to this meeting. No, no, no, if you're learning in the meeting, then odds are, you're not able to actually contribute, you're able to move that ball forward.

Shellye 46:18

And that's what you need to be able to do and demonstrate in order to be considered for the next thing. So do your work. First, be prepared, that's all part of we talked about luck, improving your odds to be lucky, that's part of it, is doing your homework. So that learning piece is really important. Because Listen, the world is changing too fast. Technology is changing too fast, everything is changing too fast. So if you aren't keeping up with where things are, then you're not going to be able to contribute to the level that others will and you won't be able to move forward.

Jacob 46:51

So what did you do when you were CEO? Or even now, do you still focus on on learning? And what do you do? Like how do you learn now?

Shellye 46:59

Ah, you know, it's interesting. So he's a couple ways in terms of learning one, I, you know, I try, I try to read, I'm a I'm an economist, person, like the economist. And I pick things that are interesting that I don't sometimes even know much about. And those things I will read, right, or I will do I look to see what's coming, what people are talking about, and then try to get educated on all right, how do I use this? or How did this work? Right, etc. It's a, it's an ongoing effort. And trust me, it's hard because there is so much coming at me, I don't know how, I don't know how people that aren't kind of in that mode, are actually keeping up with what's happened.

Jacob 47:41

Yeah, you kind of you need to be some of the CEOs I've interviewed who told me, things are never going to be as slow as they are now. And that's kind of the mentality that you need to have, like, the rapid pace of change is just since the new the new normal, and you really need to be part of

Shellye 47:58

Exactly it is just accelerating it when we're on an acceleration path. Exactly. not linear.

Jacob 48:04

So the last section of the book is about improving the odds. And you had a couple of really good sections in there starting off with the finding your mentors. And so for people listening to this, who are in that process of like, yeah, I want to have a mentor, how do I go about finding that person building their relationship give any advice or suggestions?

Shellye 48:22

I do and let me just tell a quick story. That's okay. Jacob around this. So here I am about six years into my career. And IBM decides that they want their high potential people to have mentors, but more than that, they're asking us so we want our mentors to be so I pick a gentleman by the name Roland Harris. He's a couple levels above me. I think he likes me right and like okay, Roland. I put his name down.

Shellye 48:43

Well, several days go by and Roland calls me up. Shellye, hi, Roland. Shellye, you put my name down to do your mentor. I'm like, Well, yeah, Roland, I, I thought he liked me. He says, Shellye you've got me

go get somebody else. And I'm like, What? So I learned two things in that one. I didn't even know Roland considered himself a mentor. Right. So a mentor mentee relationship doesn't have to be formal. All right. That's one, two, I can have as many mentors as I want. Because he just told me I can go get more.

Shellye 49:20

And literally the way I've approached my career After that, is I didn't bother with these formal relationships. Because I found if I asked somebody to be a mentor, you get this wide eyed literally backing up if I get this right. All right, my personal stuff, they don't like you. They don't time and they don't even know if it's gonna be worth it. I don't know if you're good mentee right. All those things. So I just did ask people, I just started treating them like mentors. So I just adopted them. And as a result, I had a ton of mentors over my career. And I highly encourage people to definitely go out there and adopt mentors and I tell you, the book How to do it.

Jacob 50:02

So a mentor and I think you're right. A lot of people assume that having a mentor needs to be a formal relationship like, hey, Shellye, will you be my mentor? But the reality is you can just have somebody, you don't even need to call it that you can just have somebody who you go to talk to somebody who's writing you guidance, somebody who, you know, you don't need to have the official name behind it. Reminds me when, you know, when you're younger in your teens, and everybody says, and we boyfriend, girlfriend, are we are we official? Right? You know, and it's a very committal thing. It's like, Oh, I don't know, like, I'm happy where things are, I don't know, if you want to call it that. Weird. People that you can talk to?

Shellye 50:42

Yeah, it's true. Because at the end of the day, a mentor mentee relationship is a relationship. That's really what you're just trying to create just trying to create relationships. And so that's what to focus on.

Jacob 50:55

Okay, perfect. So the next one, I want to go over in this section. Take risks. This is a big one, because a lot of people are worried. What kind of risk do I take? Do I take a big risk, a little risk? What happens if the risk I take fails, and I fall flat on my face? What do I do? So can you share? How do you think about taking risks? And any stories about risks that you took that went well, or didn't go well?

Shellye 51:23

Oh, gosh. So yeah, I've been taking risks all all the way through, the way I think about risk is something comes up right after typically, there's an opportunity because risk and opportunity are two sides of the same coin. You can't take an opportunity, without taking risks. But I asked myself, okay, so what's the likely outcome? If I do this? What's the upside? And then I asked myself, what's the worst that can happen? And can I live with it?

Shellye 51:52

Now, the reason I asked myself, what's the worst that can happen is many times we don't do things because we're afraid. But we don't spend any time actually understanding what are we actually afraid

of? And if we actually spend the time to parse what we're afraid of, you might figure out that it's not that bad. Which is why I'm can I live with it? Right? Is it gonna damage my health forever? Is it going to put my family out on the street? Right? Is it going to mean the things that no, I cannot live with? But you know, what, there's a lot between that, that I can live with?

Shellye 52:28

So I buy what is it you're afraid of, and then you might actually be able to deal with it. And if I can live with it sounds like the risk. So when I think about risks, I mean, man leaving IBM was a huge risk. I had my whole network at IBM, I had a path I was on a high potential. I was all these things, right? And I'm leaving IBM, and suddenly I end up boom, in a brand new place. No reputation, right. People don't know me have to prove everything all over again. I mean, it's a huge risk when you do those things.

Shellye 52:58

Taking the job at Zaplet, which was a very broken company, losing money that most investors thought it was already out of business. I mean, oh, my God, you can't get a risk bigger than that. But I took that risk, too. So yes, the good news is that panned out, leaving IBM very first job didn't really, I left IBM to become president of blockbuster.com. This is back in the late 90s, when blockbuster was a behemoth. They were everywhere. And they wanted to start their.com. So it was standing up a brand new division.

Shellye 53:33

And I thought this was the perfect place to come to kind of get experienced seat at the table, build something before I went off and actually built kind of my own thing, if you will. And so looking at this, I thought, great, I'll go do that internet, write all that stuff. That'll be terrific. While I get there, do a bunch of things. But in six months, seven months becomes pretty clear. When blockbuster passes on the opportunity to do a deal with Netflix, that you know what? They don't have the vision.

Jacob 54:01

Were you part of those conversations? So I was asking Nigel about that, as well. So do you remember, I also interviewed Mark Randolph, who's the first CEO of Netflix, and he was telling me the story of how they like chartered a plane. And they went over to blockbuster. And they were so excited to pitch this idea and they thought it was going to happen, and that the executives of blockbuster were like, no, we're just going to do this ourselves. And that Marc and his team were just like, like frozen like they were just shocked. So what you said, Were you a part of those conversations.

Shellye 54:37

Yeah, so here's so here's that that meeting, I help I help broken a meeting I got a chance to meet Reed. As part of you know, they're doing Netflix, I'm doing blockbuster I currently meet at conferences and things or whatever. And then it's a matter of, you know, setting up the meeting and having things come but this was really a decision, you know, by the CEO. That Nope, not not doing It, you know, in hindsight, you sit there and say, oh, man, what an idiot, right?

Shellye 55:04

Well, it's not so much it happens all the time blockbuster at the time was printing money. And here's a company that doesn't have much to show for it has some technology, right? And so you're always

thinking, Okay, if this turns into something, I'll just buy it, because I've got all this money and now fit. But the biggest challenge I saw was this didn't see, the forethought, right, didn't have the forethought for where these things are going.

Jacob 55:27

Yeah. Oh, makes a lot of sense. I mean, it's such a fascinating story. And to talk to you and that Nigel and Mark Randolph and get everyone's perspectives and insights. It's really, really interesting. Like, because everybody's very smart. I mean, everybody who's a part of those discussions is very smart, capable, talented person. And somehow these things happen. You know, sometimes it's just hard to explain.

Jacob 55:53

We only have a couple minutes left. So I want to just ask you a couple of fun rapid fire questions about yourself starting off with what do you think was the biggest business mistake you ever made? Or failure, greatest business failure?

Shellye 56:07

Oh, my gosh, the greatest failure was, Oh, the greatest failure for me. I would, I would still put, I would still put blockbuster. And I know that's not a decision. But because, I mean, went to blockbuster. And they're spending a year and a day there, learn some things for sure. But I didn't move the ball like I wanted to the ball, you know, I was planning to do that and really be able to create something significant. And I wasn't able to do it.

Jacob 56:39

What one moment most impacted or influenced your approach to leadership? Like, is there a specific story or experience, something that happened that really made you reevaluate how you think about yourself as a leader?

Shellye 56:58

Honestly, I, I've been a leader earlier talking about clubs and organizations that I was involved in, etc, I would say the earliest experience would actually be one with my Believe it or not, was my mother. Because my mother, I remember my mom saying to me, um, it's important to understand what makes people tick. If you really want to be able to lead people.

Shellye 57:27

And what she meant by that is, you have to understand what motivates people. Right. And honestly, that that's one of the key lessons all the way all the way through for sure is okay. In order to understand what makes people tick, you actually have to understand people, you've actually got to spend time you've got to happy caring and got it. I mean, there's so many things that get layered on to that very simple concept.

Jacob 57:50

Here's a great question that somebody asked, What risk would she take today that she wished she would have taken much earlier? It's a great one. I like that question.

Shellye 58:01

Oh, yeah, that is a good question. you know, it's interesting, I'll caveat it to say, I believe that one thing leads to another. And so I'm reticent to go back and change anything, because I'm happy with how things ended up. Right. I mean, so you have that. But if there's one risk that I would have taken earlier, it probably would have been positive then getting to Silicon Valley earlier. I got to, you know, I got to Silicon Valley and do that window. When was it? 2000? Yeah, 2000 2001 right in there. And when it would have been good to have been there before?

Jacob 58:35

What are you most proud of?

Shellye 58:40

Gosh, I am most proud of my kids.

Jacob 58:43

I like it. What is a resource It can be a book, a website, anything but what is an important resource besides your book, of course, an important resource that you think leaders need to be aware of that can help make them better?

Shellye 59:02

Oh, wow. Mmm hmm. One resource to help make people better leaders. Yeah trillion dollar coach.

Jacob 59:14

Trillion Dollar Coach, that a book?

Shellye 59:16

It's a book. It's a book about Bill Campbell's leadership style.

Jacob 59:23

I remember that. I think I have it on my Kindle. Actually. I think I read that.

Shellye 59:27

Okay. Bill Campbell was a coach to Steve Jobs to Larry and Sergey at Google to I mean, he's beyond he is the reason for a number of companies that have become its reasons called trillion dollar coach is the things that he's influenced impacted have create trillions of dollars of market value.

Jacob 59:49

Yeah, there it is. Um, so people don't think I'm lying. There it is on my camera. Coach for people who are watching Yeah, I remember reading this. This is a very, very fascinating read. Okay. Yeah, that's a great book. I would recommend too. And to maybe last question for you, if you were doing a different career, what do you think you would have ended up doing and why?

Shellye 1:00:08

Oh, um,

Jacob 1:00:10

so if you were 16 and you instead of picking CEO, Was there another potential for you?

Shellye 1:00:15

Actually, it's funny when I was younger than that. I want it to be a pilot. But I have had really bad eyesight, and it was before LASIK and so I couldn't qualify.

Jacob 1:00:29

Alright, pilot that would have been fascinating. I'm always fascinated with that with pilots. Um, well, Shellye, thank you so much for taking time out of your day to speak with me. Where can people go to learn more about you grab your book, anything that you want to mention for people to check out?

Shellye 1:00:43

Well, thank you, Shellye.com S-H-E-L-L-Y-E .com can learn more about the book. You can learn more for sure about me and things and you can sign up for our newsletters to get inspiration and what have you. So Shellye.com and follow me on social media. I'm very active. I try to share inspiration and wisdom and impact.

Jacob 1:01:06

Can I say that it's awesome that you were able to get that URL? Oh, thank you. I was able to get like, if I could get like jacob.com I would be thrilled. But sadly again, bad 16 year old Jacob. Oh, well. Thanks again for taking time out of your day to to speak with me and Thanks, everyone, for for listening. Again. My guest has been Shellye Archambeau. Make sure to check out our book. It's called unapologetically ambitious, take risks, break barriers and create success on your own terms available wherever books are sold. I had a chance to read it. It is awesome. And I'm sure you'll get a lot of value out of it as well. So Shellye, thank you again.

Shellye 1:01:51

Thank you, Jacob, appreciate you having me on.

Jacob 1:01:52

Oh, my pleasure. We'll see everybody next time.