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 Morgan 00:06
Hello, everyone, welcome to another episode of the future of work. I am your host Jacob Morgan. And today I am joined by Martin Moore. He is the author of No Bullsh!t Leadership, and also the host of a podcast by the same name called the No Bullsh!t Leadership podcast. He's also the former CEO of CS Energy. And perhaps most importantly, he is a fellow Australian. And he still has the accent unlike Yours truly, who lost the accent when I moved from Australia when I was two months old. Thanks, Mom and Dad. Martin. Welcome to the show.

Martin Moore 00:06
Thank you so much, Jacob. It's great to be here.

Jacob 01:07
Man, I I really do miss that accent. If we were to stay there just a couple years longer, I would be able to have it too. But at least they get to listen to you.

Martin 01:18
Yeah, absolutely. And as I get more and more exposure in the US, there'll be plenty of me around.

Jacob 01:22
Yeah, exactly. Well, thank you for joining me, why don't we start with a little bit of background information about you? And then we'll jump into the book and some of the some of the cool things that you talk about in there. So take us through the life of Martin, how did you eventually become the CEO of CS Energy?

Martin 01:43
Well, I started off my career as a law school dropout, funny enough. I spent six years in an all boys boarding school. And when I came out of there, I was very well geared academically, but very socially immature. And so when I had to adapt to a very unstructured life at university over in Australia, I didn't handle it particularly well. So I dropped out. I loved rugby, and learned to love beer during that time. But it wasn't the most.

Jacob 01:41
Are you a fan of the All Blacks

Martin 02:09
Oh, all stop you killing me. The wallaby the Wallabies is the Australian team

Jacob 02:11
I know I'm gonna like to say that Wallabies.

Martin 02:13
The All Blacks are sworn arch enemies is the New Zealand national team. So but yah, but I sort of had a bit of a burnout in those first three, four years out of school, I decided to get into software development, funnily enough, and became an IT guy. Now this is very much before it was trendy. I was an IT guy. And so there's hope for all of your listeners. And, and, and I sort of bounced around while doing project management work, which I actually loved, and loved the people side of it always loved the people side of it. And I decided to get serious about my career about 20 odd years ago, and took an executive role for a an ASX 50 listed mining company in Australia as the Chief Information Officer. And from there, I managed to go through a bunch of different industries, and a bunch of different job families. So I had roles as a CIO, a CFO, a head of sales and marketing, and a head of strategy. And the industries I went through were mining, insurance, transport and logistics, and of course, CEO of CS energy business. So what I did, I think, Jacob, which was remarkable. And I don't mean that in a way, saying I'm awesome. I mean, in a way of saying it's worth remarking upon, is that I learned to translate what I knew in a different context very quickly. I learned what my core skills were those transferable skills. And I learned that to be successful, I had to get the best out of the people around me, that was the only way I could do it. Because I wasn't a deep expert in anything. And so I had to rely on the fact that I could find people who were deep experts, liberate their talent, and motivate them to be their best, which was really the key to everything. And so after that, I finished my five year contract with CS energy in August of 2018. And started this business Your CEO and Mentor with my daughter, Emma. So Emma and I are in business together. And we've been doing that for three years and going gangbusters. We absolutely love it.

Jacob 04:07
Very cool. Yeah. It's nice to be in business with a family member, my wife and I have a podcast entrepreneurship as well. So it must be it must be quite fun to be working with your daughter on this.

Martin 04:18
Oh, yeah, it's awesome. And, you know, so many people in In fact, I would give advice to a lot of business owners about not having family involved too heavily in the business because you can give a lot of concessions to family culture isn't always the right thing to have. But Emma is absolute dynamite and we complement each other really, really well. She's a marketing specialist. And yeah, she's she's marketing on content. She runs the show. I do what she tells me it works out pretty well.

Jacob 04:41
Very cool. So I wanted to touch on one of the things that you mentioned that I found to be quite interesting because a lot of the CEOs I've interviewed on this show have told me the same thing. And that is that they have a very diverse background. So you mentioned you were in IT, you were a CFO, you were doing strategy stuff. It's very rare that a CEO gets to their level, I think like a successful, truly

great CEO gets to their level by following a single linear path. So can you talk about the importance and how that helps you be a better leader by getting access and exposure to all these different industries and verticals and roles?

Martin 05:16
Yeah, I think the most important thing about a Jacob is that you begin to understand patterns. And if you have good strong, abstract thinking skills, you can actually interpret these patterns and make sense of them and make really good decisions based on them. And so I think there's something to be said for that. I think if we talk about diversity to diversity is really about having a myriad of opinions and experiences and capabilities that you can put into the mix and leverage those and find out where the common points are, and find out where the rub points are, and work with those to get better outcomes by putting all of this stuff in the melting pot. And so as an individual, it's important that you have diversity in yourself as it is you build diverse teams. And I think any sort of experience that continuous learning thing, I know you speak a lot about curiosity, those sorts of things are absolutely fundamental to being a good leader.

Jacob 06:06
Was there any particular either industry or function that you learned the most from that you think helped make you become a better leader? Whether it's, I don't know, finance or operations or anything of that nature?

Martin 06:20
Yeah, I think probably my biggest learning curve for me, and the thing that challenged me the most was leading workforces that had a large contingent of blue collar employees. And

Jacob 06:30
Interesting.

Martin 06:31
Yeah, and when we talk about, for example, the transport and logistics company, I was a senior executive in, when I looked around there, there was a very, very high percentage of people who weren't literate, and numerate, the way a white collar workforce would be sitting in a finance department in the city center. And so learning how to deal with these people, I mean, they're wonderful, wonderful people salt of the earth, and getting to relate to them and understand them is an absolute joy. But then it makes you realize, I can't have head office release a 30 page procedure of how to do something and expect it to be done that way, because they're not gonna be able to read it, they're not going to be able to interpret it and not going to be able to apply it. So you need different tools. And I think the challenge of that, where we can sit in the ivory tower, sending missives out from the corner office, the challenge of knowing what really goes on on the ground is a real development path.

Jacob 07:20
No, I couldn't agree more. And for people who are not familiar with CS energy, can you give a little bit of context around the company? How many employees do that have? What did you guys do?

Martin 07:29
Sure, well it wasn't a particularly large company, but it's quite complex. So there was only about 500, standing employees, lots and lots of other workforces came in at different points in time to do maintenance work. So for example, we owned predominantly coal fired power stations, they don't take a lot of people to run them. But they're extraordinarily complex operations in particularly in market trading, because we would wholesale trade that electricity in the market in Australia. And so it was only about a 2 billion-2 and a half billion dollar balance sheet. But it was a significantly.

Jacob 08:01
Only two and a half billion--just couple pennies here.

Martin 08:04
Yeah, I mean, it's not it's not it's not big in the scheme of things of the sorts of CEOs that you would be talking to sort of the CEOs that you were done, mentioned in your book, but, but it was a big enough business, that you could actually understand the complexities of running a large business, it had, you know, six or seven layers of employees in some parts of the business from top leader down to the bottom, and the complexities of dealing with the asset management, and the operations and the trading of that electricity was quite, quite significant. Now, I know that coal fired power stations aren't particularly fashionable these days. But as we're getting to the point where renewable energy can stand on its own two feet, without the need for firming generation, that dispatchable electricity that you can rely on 24 by seven, it's going to be around for a little while. And so even though, even though you know, obviously, our goal is to transition as quickly as we can to get a cleaner, greener alternative. In the meantime, lights and air conditioning courtesy of us. You're welcome.

Jacob 09:04
I have to ask why, why the name of the podcast, no bullshit leadership and the name of the book. No bullshit leadership. I'm guessing that you think there's a lot of bullshit in the leadership space. So I'd love to hear your perspectives on why go with that name. It sounds like you're maybe a little bit frustrated with some of the leadership stuff that's going on out there.

Martin 09:27
That's very insightful of you, Jacob, because a lot of people don't realize there is an element of frustration behind this. But yeah, you're absolutely right, because I think the predominant themes that come through in the leadership discourse at the moment, are all about desirable leadership attributes and desirable attributes that leaders should hold. And don't get me wrong. There's absolutely nothing wrong with that. And these things are essential to have as a leader, but there's no how to guide. There's no practical guide to say, if I decided I wanted to become more transparent or more fallible, or more how Where would I start? What would I do? How could I grow those skills? And what context can I apply it in. And so I was a little bit frustrated that the leaders that I knew and the leaders in the workforces that I was leading, would go on training programs, they come back inspired and motivated, and feeling all warm and fuzzy about things. And then they would go away and do absolutely nothing different. And so it didn't help anyone. It didn't help the company. It didn't help the people they were leading. And in fact, sometimes it was even detrimental, because they felt as though they were better leaders than they actually were. So Dunning Kruger effect running rampant.

Jacob 10:35

So okay, so you started the podcast, you created the book. And so and I agree with you. I mean, one of the things that I was frustrated by and one of the reasons why I wrote my book is, like you and you talked about this in your book as well, there are, I don't know how many 1000s of leadership books, podcasts are like, it's just all over the place. And I personally was frustrated, because I felt like a lot of the stuff that I was reading was either based on maybe a single company, or a single leader, or maybe two leaders, or three leaders, or the concepts were very broad. And it didn't bring enough insight from actual CEOs, actual business leaders, like yourself who are running these global organizations, like their voice just felt like was completely missing from the conversation. And that's why I wanted to write my book, the future leader to bring all these things together, all these different voices. And it sounds like that's one of the reasons why you wrote your book is to give more of that context, that depth around leadership, because, I mean, honestly, it feels like it's a bit missing from this space.

Martin 11:38

Yeah, I think that's right, Jacob. And let's be really clear, I am a sample set of one. There's no doubt about it. But I think I did manage to unlock some of the really core things through my attention to the leadership task and my identification of myself as a professional leader, as opposed to, you know, any other type of executive that I think are useful. And when we started the podcast, I said to Emma, I said, Who knows, maybe it's shit, maybe it'll go nowhere. But, but of course, it's grown very, very rapidly. And, you know, we're in 70 countries, you know, the way that goes. And to find a voice that gets above that noise, I think said to us here, we've actually got something here that's helpful to people. And we're all about impact. And so if we can have that impact, the broader the better.

Jacob 11:55

Yeah, I couldn't agree more. In the beginning of the book, you actually touched on something, which I think is really important, interesting and not talked about enough. And that is the difference between business acumen and leadership, because you can have one and not the other And oftentimes, people don't have both. So can you talk about what is business acumen? Why is that important? And what is leadership? And why is that important? What's the difference between these things?

Martin 12:49

Business acumen is about knowing what to do in the business context. And many senior executives are extraordinarily talented in this regard. So they understand strategy. They are very strong commercially, in terms of making commercial decisions. They're actually quite good negotiators. There's a whole range of skills that they have. And if you think about the domain of management, and knowing about, you know, economics, finance, marketing, operations, etc. There are lots of people who know a lot about that stuff, and they're very good at it. And some of the brightest and most accomplished business people I've worked with, have also been absolutely terrible leaders. And let me give you one example, a chief executive I worked for a number of years ago, he was probably one of the smartest people I've ever met. And his conflict aversion was so palpable, that he could not have a difficult conversation when it was required. He was quite happy to give a group of people a bit of a spray, when he thought that he was getting cranky. And they needed to have a bit of a hard message. But one on one, he simply couldn't do that connecting thing, to give feedback and to say, I just need to talk to you about your performance, your behavior, whatever it is, because I need to lift it to a certain point. And the

inability to do that, I think, massively undersold his potential. He was he was a great CEO. But the potential for him to lift the organization higher, was just an opportunity lost. I think.

Jacob 14:14
So it sounds like business acumen is like you said it's, maybe it's more the, the stereotypical management aspect of the business, right? The p&l, the the, the strategy, the operations, the basically getting things done and making sure the business grows. And what is leadership? How is that different?

Martin 14:32
For me, I find it easiest to talk about what leadership isn't. But I think I think leadership is marshaling the resources you've got and getting the most out of them, and resources being people. I don't like to use that terminology. But sometimes we say our people are our greatest asset, which I'm sure you've heard said before. And I just think in most cases, that's not true. People are the most underutilized asset that an organization has If you think about asset management in the physical sense, when you've got an asset that you value, you treat it differently, you invest in it, you, you sweat it to get the most productivity out of it, you know how to give it long term maintenance. So that's sustainable, there's a whole range of things you do for physical assets, we simply don't do for our people assets. And if we were serious, we would do that. And so I find that that cliche a little bit amusing to tell you the truth. But a leaders job is to actually lift the people to understand them, to get the most out of them to achieve the results, they have to achieve the organization. And for me, the number one mandate for a leader is to deliver value, period. That's it. Now, before your listeners rail against the fact that I am a heartless capitalist bastard. value comes in many different forms, right? value can come as as much from providing a safer environment for our people, as it can from generating financial value. Someone who's running a surgical practice value might come from better post operative outcomes for patients. So value comes in many different forms. It's just a matter of understanding what form that is for you. What value means your organization and your context. And then going after that, to the exclusion of everything else.

Jacob 16:15
So it doesn't have to be dollars and cents.

Martin 16:17
No, no, God, no, no, in fact, dollars, dollars and cents. Yeah, that's important, because no business stays in business, if it's not looking after that. But But yeah, there are so many different ways. And it's not measuring apples and oranges, apples and apples, it's measuring apples and oranges. So sometimes it's hard to get the relative value equation between financial value and employee safety, and licence to operate, and sustainability, and customer outcomes and suppliers. So there's all these things that you're juggling as a chief executive or a senior executive that you've got to pay attention to.

Jacob 16:51
Can you, so it sounds like you can have business acumen and not have that leadership piece. But can you be a leader and not have business acumen?

Martin 17:02

Yes, and I suspect that will end in tears as well. But you'll have a happy crew working for you. I think. I think if you have the leadership skills, part of that is getting the people around you that have business acumen. So you're probably more likely to be successful as a competent leader, who doesn't have all of the business acumen that you are the other way around, I suspect.

Jacob 17:23

So, so that's actually very interesting because I think, you know, there's a lot of debate around this, right. So some people believe that a leader needs to be able to do both. Like you need to be able to drive a business, you need to have the business acumen you need to be able to grow the business, you know, manage the p&l, you know, do all that typical management stuff. But you also need to have that leadership stuff, the vision, the motivating the engaging, empowering, inspiring people. But it sounds like what you're saying is that if you just do that, and you surround yourself with people who are really good at the business acumen stuff, you can still be a great leader and build a great company. You don't have to do both.

Martin 17:41

Yeah, look, I wouldn't go so far to say you don't have to I suspect you're much better off if you've got both. But I'm saying there's probably a better chance of success if you're a great leader, because you will fill the gaps that you see. Yeah, yeah, if there was if there was a choice between the two. Now you definitely need the business acumen. And look, I do credit, a lot of my success, particularly in the early years of my executive career, on having studied my MBA and having a really good understanding of the breadth of what a business does. And I think when people asked me what I got out of my MBA, I'd say, I got the ability to have an intelligent conversation with any expert in any domain. So I could have an intelligent conversation with a marketing person. Could I be a marketer? I don't know. Probably not. Overtime, I probably could have always keen on enough. And the same with anything, whether it's finance or operations or anything else. So understanding enough so that you've got a really finely tuned bullshit detector. You know, when people are telling you the truth, you know, when they're off track, being really ofay with the principles and concepts of it, and then being able to liberate the talents of the people who are the experts in that field. I suspect that's where the where the real power is. And that's what I found during my career.

Jacob 19:13

Okay, no, that makes a lot of sense. So do you think because obviously, you know, we all have seen the stats have disengaged, a lot of employees are having ineffective a lot of leaders are how frustrated so many people are? Do you think that we're just promoting the wrong people? Are we promoting too many people that just have the business acumen into leadership roles and not enough of the people with the leadership qualities and leadership roles?

Martin 19:35

Yeah, Jacob, I think it's certainly partly that I think who we promote is, is interesting, and I've heard you say, you know, technical people get promoted because they're good technically, and then they find themselves in a completely different role. The transitions between being an individual contributor and being a leader are things we're not paying enough attention to. There's no real training and induction

and mentoring that goes into that first leadership role. When you think about that, we expect people who are good in one area to be good in another, the halo effect, it doesn't work that way. And there aren't that many good role models, because many before them have been promoted the same way. So you look up the line, and you look sideways. And you can't see too many people where you go, Oh, I get it, I see what leadership is, I want to be more like that person. And so you develop all the bad habits right at the start, that you shouldn't. And of course, every time you get promoted above that, it becomes more difficult. Just the simple fact that you have to let go of the detail more and more and more, the higher up you go in an organization. Many people never master that. That's why the workloads are 100 120 hours a week.

Jacob 20:21
Yeah, well, which is insane. So, you know, it's actually interesting because I always try to debate with myself like, why is this such a hard problem to solve? Because we have the studies, we have the research, we have the books, we know who some of the great leaders out there are like we, it seems like we have the tools and the resources that we need to solve this problem to create great leaders. And that, you know, you would think that by now, all the organizations, the majority of leaders, there would be great, we would love working with them in for them and everything would be amazing. Yet year after year, regardless of how much we beat people over the head with this kind of stuff. We don't see that much progress or change. And you know, why do you think this is such a difficult problem to solve?

Martin 21:26
Well, the $64,000 question, isn't it? I think that from mine, what happens with a lot of people is that they avoid the work of leadership, because some of the things you have to do go very much against the grain against the programming that's in our DNA. Let me stick with conflict division, which I mentioned before, this is a classic example. As a leader, you have to become comfortable with conflict. And being conflict averse, I think is the number one career killer, because if you can't handle that, it affects everything you do. So how do you actually get better at that you've got to make the choice, you've got to make the choice to willingly step into conflict situations until they start to feel more comfortable. I talk about like learning to ski in powder snow. Now being Australian yourself, Jacob, do you know that in Australia, what we call skiing, most years in North America, you would call downhill ice skating. And so I learned I learned to ski on very, very hard pack surfaces. Now when I went to Colorado, and I'm skiing in Aspen, in thigh deep powder, I had no idea what I was doing. And it didn't matter that I had an instructor standing there next to me with all the knowledge telling me where to put the weight on my skis, the inside ski, the outside ski and when to turn and how to position my weight didn't matter. I just had to do enough of it until it started to feel okay, that's it, I just had to do enough of it until I feel comfortable with it. Now, as we know, it's a lot easier to develop bad habits than it is to develop good habits. And leadership to a large extent is about pushing yourself to do the things that help you to develop those good habits. And as I said, a lot of my clients, you know, don't don't worry about it, you will get comfortable with it. It's only the first two or 300 conversations that are hard after that just becomes really easy. So it's pushing yourself to do that.

Jacob 23:06
Just a couple 100

Martin 23:08
Yeah, but look, if you if you go to the gym, right, you're trying to build up muscle mass. If you give up in the first two weeks, you're not going to get anywhere you've got to push through that pain while it feels uncomfortable. And you're not seeing results to get to the point where you do. That's all there is to it.

Jacob 23:13
Yeah, I think there's a quote from Bruce Lee. He said something along the lines of I don't fear the man who has practiced 1000 different types of kicks. He says, I fear the man who's practiced one kick 1000 times. And it's like when anything, right I mean, the first time I know that, I did a podcast and when I was on video, I was probably nervous. I was fumbling along the first time I did a speech, it was probably very uncomfortable. But you know, 600 episodes into the podcast 1000s of speeches later, like you build up that that comfort level where becomes more natural. And it seems like with leadership, it's very much the same. You could read about it. You can study it all you want. But eventually, I think somebody gave me the analogy of like, you can't learn how to swim by watching YouTube videos. At some point. You have to jump in the pool, like yeah, you gotta jump in the pool a lot.

Martin 23:33
Yeah, absolutely. That's absolutely right. And and you know, I talked about you do, I talked about the golf analogy, there's only so many lessons you can have before you need to go and hit 1000 balls. That's it. You've got to put into practice and get the field.

Jacob 24:15
Yeah, well, I'm learning how to play golf now. So I can very much relate to that.

Martin 24:19
Right. Okay. I'll share how bad that game is later. So and look, this is why for me, I've made my leadership steps as imperative statements. They are things that you need to do to improve and become better. And there are practical steps to doing that. So if you want to, if you want to be better at giving one on one feedback and getting into those difficult conversations and having that conflict where you face it willingly, where do you start? Well, it's 90% will and 10% skill so you better start with getting your head around it. And I give a number of psychological frames to look through to say, this is the sort of thing you need to hold on to, to give yourself the motivation to do that thing. to step into that willingly when you're afraid or anxious or uncertain about what the outcome is, you've got to find a way to get over that. So start thinking about the other person, that's probably not a bad place to start, you know, don't rob them of an opportunity to improve just because you're afraid. And so there are a number of different frames, tools, questions, techniques, that helps you to develop these things, if you apply them rigorously. And still, many people with this knowledge won't apply them rigorously because we're human.

Jacob 25:27
Yep, so it sounds like the challenge is really and why leadership is such a big problem ultimately comes down to habits and just we have a lot of bad habits. And we don't practice the good leadership habits enough. Or maybe we're not given the opportunity, or we're not putting ourselves in the position enough to practice what makes good leadership.

Martin 25:46

Yeah, I think that's, I think that's entirely the case. And fortunately for me, I'm a little dysfunctional. So when I first started leading and was having difficult conversations early on, I was terrible. I gotta tell you, I was, I was as bad as anyone, I'm probably worse than most, because I was so arrogant. And it was all about me. And I was so self centered in these conversations. And I was all about proving how good I was. And when I realized that that wasn't getting results, I could have just gone, oh, well, I'm going to battle through anyway, because I'm smart enough to push through all this. But what I did was to say, Oh, I'm actually bad at that, that skill. It's a core skill of leadership. And I'm bad at it. So I just threw myself into it. And I did as many of these things as I could in a shorter period of time as I could to try and get comfortable and to improve. And over time you do improve. I mean, I don't know how long was bad for. I asked the people I used to work on and maybe it was bad for 10 years? I don't know. But I know that at some point. At some point, I got good at it.

Jacob 26:43

yeah, do you get people, sometimes I get this stuff after a presentation, you know, somebody will raise their hand and they'll say something like, you know, a lot of these concepts and ideas sound great. But I work at a company where the culture doesn't support that. So do you ever get people who come to you and say, Hey, Martin, you know, that's great, you know, I would love to do these things. That sounds wonderful. But my leader doesn't support that my company doesn't support that culture. So I just kind of have to do what everybody else tells me I should do. What do you say to those people who kind of blame their company or blame their culture or blame others for why they can't become a better leader?

Martin 27:17

Look, I think there may be something in that. But I'm very much someone who believes in intrinsic motivation. I also, I believe that you can actually influence the environment around you. For someone who said that to me, I'd say, look, as a leader, you get to control everything that happens below you. Right, you have a control element of that. Now, of course, you don't actually control it. But you can actually oversight that you can set your own pace, you can set your own tempo, you can set your own standards, the only thing you have to worry about is if someone above you won't let you do that. So if you want to actually set some standards that are too high, and the people above you don't let you set them, well, that's a different matter. But that's unusual. In my experience, what I normally see is that the excuse of the individual, and every excuse to me these days, maybe I'm old and crabby Jacob but every excuse to me these days sounds like the dog ate my homework. Right? So when someone says I can't influence my environment, I go. Okay, cool. So let's, let's run through the checklist. There are some things you can influence are you doing that? The next thing is, this is a perfect opportunity for you to learn to influence upwards because that's a key skill. You can't be a great executive unless you influence upwards and CEOs have bosses too. They've got to report to a board of directors. So how are you going to do that? develop that skill early? If you're really in a situation, which I think is probably rare. But if you're really in a situation where your culture is so stymied that you can't do anything, then that's what I call a constraint that you can't break. Vote with your feet. If you really want to improve things go and go somewhere where you can.

Jacob 28:52
I always say it's a it's a famous quote, right? It's better to ask for forgiveness than to ask for permission. So do something. And then if somebody said, you get called out on it, you say, Oh, I'm sorry. I didn't know Please forgive me. Instead of saying, Can I do this? But what if you're not a leader. So let's say you're an individual contributor, you want to become a leader, and you don't feel like you can do some of these things.

Martin 29:15
Yeah, once again, constrained to the job. So if you're working for a leader who is oppressive command and control style doesn't actually give you any feedback, guidance support, asks you to do irrational things. There are lots of these leaders around and if you work in one of those, yeah, if you if you work in front of these leaders, your outlook is hopeless and every day will be painful. So please do yourself a favor and move on. Don't Don't rationalize to say that it might get better because it won't.

Jacob 29:43
Yah, people forget that you do have an option and trying to go work for another company. And I think the worst and this is a mistake I made. The worst mistake I made is hanging around at an organization thinking that it would get better. And the best action or the best thing that I did is finally to take action and lead these organizations. So people need to remember that you can do that.

Martin 30:01
Absolutely.

Jacob 30:01
So I just wanted to ask you about something that just popped into my into my head because I was remembering last time I was speaking at a conference in Australia, and I haven't heard about this before. And somebody was explaining to me the Is it the tall poppy syndrome? So, I don't know if that's just specific to Australia or if we talk about it differently in the United States or different parts of the world. But can you just explain what that is? Because I thought it was fascinating. And I'm sure a lot of people can relate to it. And I'm curious how you dealt with it.

Martin 30:32
The tall poppy syndrome is basically if you can think about a field of poppies, and one of them grows higher than the average, then the others want to consume it and strangle it and drag it down. But that's that's the way it works. And so

Jacob 30:44
Sounds terrifying.

Martin 30:46
It is terrifying. Yeah. So in Australia, there's a very strong sense of egalitarianism. There's a strong sense of an I think, the no bullshit culture is very much Australian. It's very much embedded there. And people don't like to see others who are sticking their head above the pack. So when I see someone driving along the road in, you know, a very expensive convertible Bentley or something like that, I'll go

Hey, good on you. You know, you've obviously worked hard and you know, done some things to get that hope you're happy, because that doesn't necessarily make you happy, but hope you're happy and good luck to you. Right? power power to you. Most Australians would look at that and go look at that wanker in the Bentley. Right. Now. You know what this term wanker is right? Like Yeah.

Jacob 31:28
Everybody knows that one.

Martin 31:29
Yeah. Okay, good. Good. So, and this is this is the natural reaction, you know, that it's, it's to look down upon or frown on success, which is strangely weird. I know, the US culture isn't like this. But it's weird to frown on success like that and to rubbish it.

Jacob 31:44
Well, actually, I wouldn't, you know, maybe it's not as predominant as it isn't Australia. But I've certainly talked to a lot of leaders in organizations where they feel like the more successful they become, the more upset those around them become, because they feel that they should have gotten that role. And you see it in a lot of toxic cultures all the time.

Martin 31:59
Yep. Yes. And in those in the immediate environment, Yes, for sure. You know, when when someone says you're doing better than they are in a competitive environment like that, for sure. But I'm talking about people who have no relationship. There's no competitive frame at all. And to still have that, that General, you know, let's bring everyone back to the pack mentality. if everyone's back to the pack, yet. Let's bring everyone back to the pack. Let's not have people standing out because it makes us feel bad about ourselves, or makes us look bad. And so I think probably the more I don't want to make this sound, I'm not saying this in a political way. But the more socialist the country is, the more believes in, you know, everyone common good everything else, the more likely that is to flourish, that sort of culture is likely to flourish. So I think Australia is probably a little bit further left of center than the US, I think, in general.

Jacob 32:45
Yeah. How does the tall poppy syndrome manifest in corporations in Australia? I mean, I'm sure, again, the this manifests itself in lots of different organizations, but do you have any examples or stories of of how this might manifest? So I mean, one thing that pops into Yeah, like a team of people, somebody's doing a little bit better. And everybody like backstab them tries to, like blame them, you know, pull them back down. Is that what we're talking about?

Martin 33:10
Yeah, politic, politics, politics, same in Australia, right in corporate politics. If an individual in particular, once you start getting up to the pointy end of organizations, it gets very competitive for the roles. And a few small number of executives that I've worked with, are just happy to be there and put their head down and achieve results and deliver. They're there for the right reasons. And they're great people who are selfless and think about the organization First, there are many more than that, by weight of volume,

that I think are the ones who will see someone getting ahead and try and find a way to undermine that. So they'll have they're the ones who create the relationships with the CEO that are those little relationships where they'll just Damn you with faint praise. Or they'll point out something that you've done wrong or haven't done the right way that maybe they would have done differently. It's just this, these subtle little things that they'll do in conversations like that. Sometimes it could be a lot more overt. because very few outcomes in organizations that are significant, are confined to one business unit or one function, they generally span across a number of silos. And so quite often, you'll find executives who are a little bit jealous of a peer who's doing well, they will withhold resources, they will do things to to sabotage an outcome. That's pretty that's pretty severe, but I've seen that happen a few times as well.

Jacob 34:34
Actually, so one thing that popped into my mind, there was a story, I think it was Kathy mozarella, the CEO of Graybar, which is a fortune 500 company in the United States. I'm pretty sure this was her story. But she gave me an example of how she before she became CEO. She worked at this company for I think the majority of her life and she there was an executive role that opened up and it was up to her and somebody else, and she thought she was going to get this position and they ultimately ended up giving it to somebody else. And I think she told me the story of how she called her dad. And she was telling her dad, you know, she just want to be here anymore. She's frustrated, she's angry, she's upset. And her dad basically gave her this bit of advice that said, you know, you should call up that person who got that promotion, tell them Congratulations, and ask them if there's anything that you can do to help and that you are there to support them. And so Kathy, kind of like, you know, brought the ego inside didn't let it get the best of her. And that's exactly what she did. And what ended up happening is that she later became the CEO of the entire organization. And this person was now the one who was who's helping her and assisting her. And I love that story. Because I think in a lot of organizations, it's very easy to say, I can't be here anymore. I quit you, I hate you. I hope you fail. But having that bit of, you know, and not letting the ego get the best of you ultimately ended up allowing her to become CEO of a Fortune 500 company.

Martin 35:54
Oh, absolutely, and that's, that's a great lesson. And I think just having that, that that's classy, right? That's a classy thing to do. When someone gets a promotion, you can you can rail against it, you can backstab them, you can tell everyone else that you should have got the role. But to actually be able to say, you know, I can say, okay, you did really well, I'm really glad you've got this role. Congratulations. I hope you take everything that you've got in front of you and make the most of the opportunity. I mean, doing that is classy. And I'm big one for being classy around that stuff. Even though I say the word bullshit, I'm big on class, right.

Jacob 36:26
How do you deal with this? Because, again, this is common, I think in a lot of organizations, there can be this backstabbing this fighting this office politics, this bureaucracy. So as a leader, how do you deal with that if you see your employees doing it to each other? And similarly, if you're a leader, and somebody is doing this to you, or even an individual contributor, and somebody is doing this to you, how should you respond?

Martin 36:25
Well, I always say that the best revenge is success. So if someone's actually doing to me, I will double down. Occasionally, what I would do is, if it was getting significant and disruptive to me in the team, I would actually go to the person above me who was being targeted with, you know, the, the poor advice. And I'd say, look, I just want you to know, I know what's going on, it's not going to stop me or slow me down, I'm just going to go and do my job. I don't care about all that stuff. But you just need to know that I understand what's going on. And you shouldn't pay too much attention to what you're hearing off the floor. Because just look at our results. Just look at how we're going just see what we produce for the organization. So it's sort of always trying to stay on the moral high ground, because the view is so much better from the moral high ground, Jacob, isn't it?

Jacob 37:40
Yeah, it is. So you so your advice would be to not engage?

Martin 37:43
Absolutely, absolutely.

Jacob 37:45
Okay, don't, so there's a Woody Allen quote, right, who says, never argue with an idiot because they'll drag you down to their level and beat you with experience?

Martin 37:50
For me, it's a case of do your job the best way you possibly can, all the time, put company first, team second, yourself. Third, you'll always do pretty well that way. Don't play politics, but understand politics because it can bring you down. So in order for you to be free to do your role the best you possibly can. You've got to be aware of what's going on around you just see what's going on uncensored. And if you do need to intervene at some point just to get the wolves away, do it.

Jacob 38:24
And what if you're a leader and you're seeing this happen amongst your team, your employees? How do you put a stop to it?

Martin 38:33
Zero tolerance, it's got to be a zero tolerance policy for that stuff. And normally what happens I think we're all susceptible to forming and flattery. So when we have one of our people who comes to us, and they're telling us how smart we are, what a great job we're doing, how strategically brilliant we are, and all that sort of stuff that can be quite seductive. And so just being aware of that, and as you said before, putting the ego in check, being aware of that and making sure that if anyone talks about someone else to you, that you nip that in the bud, you can't let that go on and fester. As soon as you listen to a conversation like that, rather than saying you need to go back out and sort that out yourself. Don't come in here and talk to me about you know, Marty you've got to weigh talking about you and me here. You want to talk about someone else, you bring them in with you. Were you sorted out outside this room. So you've really got to have that zero tolerance policy for it. And when you see people below you engaging in it in their teams, you've got to step in

Jacob 39:29

Yeah, it's tough love approach. I had a Erin Meyer, who wrote the no rules rules book with Reed Hastings, the CEO of Netflix, I shared the story so many times on this podcast. But when I interviewed Patti McCord, their former chief talent officer who created the Netflix, the famous, you know, culture deck, she was telling me the story about an employee who came into her office and he was complaining about somebody else, you know, this person is terrible and blah, blah, blah. And Patti said, okay, hang on a second Wait here, and she went, she grabbed the other person said, Okay, now tell me everything. You know, tell this person everything that you were telling To me, it's like, you know, your grown up. You're an adult, don't backstab, don't go behind somebody's back, like, be okay, having that open conversation and that no tolerance. I love that approach.

Martin 40:13

That's right. And look, I will just say there, there is one other scenario that I think you'll find reasonably often, as a CEO, I found it really important to be talking to people at all levels in the organization, not just sitting in the ivory tower and waiting for the executive feed to come to me, because that's unreliable at best. And what I'd find is quite often being down a couple of layers in the organization, two, three layers down, people would start to tell me things about their boss. Now, just remember, I've gone down to talk to them walking through their operational part of the business or through the office, I've actually asked them, so I've invited the conversation. And quite often they'll start to unload on the boss. And then my response is always, you know, if they report to Jenny, well, have you actually spoken to Jenny about this? If the answer is yes, what did Jenny say? If Jenny, if they report what Jenny said, then I'll say, Okay, well, I need to take that up with Jenny, thank you very much for your input. And and to take that with the grain of salt to put the level of importance on it that's required for the context that you're in. But to make sure that you're always referring someone back to the immediate manager. That's, that's the way to do it. And so quite often, you'll have people see you as the opportunity, or the CEO say, Well, let me tell you, mate, you get a bit of that.

Jacob 41:25

Yeah, okay, well, we only have around 15 minutes left. So I thought maybe we could do in the last 15 minutes to just quickly go through this framework that you have in the book because I thought it was really great. And it was deliver value, handle conflict, build resilience, work at level master ambiguity, make great decisions and drive accountability. So maybe we could just spend two, three minutes on each one starting off with deliver value, which we kind of touched on at the beginning. But is there anything else that you want to add to that piece?

Martin 41:54

Probably just a few things, because this is quite difficult. Now I spoke at the start about really understanding profoundly what value means to you and to your organization. And that's, that's the first step. But once you've done that, stopping everything else is probably the most difficult thing you'll ever try and do as a leader, it's really hard to stop stuff that's already started gets a life of its own, it's on a plan, money flows towards it, it's got people allocated to it, who become emotionally attached to it. So it's really hard to shut things down. But that's really important to give you the simplicity and focus you need, you should be picking out the top, you know, 2,3,4, things that are going to drive value for the organization. And absolutely nailing those things. You shouldn't be mucking around with priority number

154 it's immaterial, it doesn't matter. So I think getting that real focus and simplicity, focusing on the high value things and doing those all important. And with that comes another whole swathe of very important cultural attributes that you need. So you've got to develop a culture of excellence over perfection, you've got to have this culture that says, We're not here to, you know, disappear in, you know, paralysis by analysis, we've got to keep moving organizational momentum is so important to us. So work out what drives value and get after it, and keep moving and make decisions quickly. Right. So so that's really all tied up in the value piece.

Jacob 42:09
Okay, all right. So let's deliver value. Number two is handle conflict, which we also kind of touched on but maybe you can expand on what what sort of conflict are we talking about here and why is this so important?

Martin 43:23
Conflict is part of almost everything you do as a leader or the potential for conflict. So when you walk into a negotiation, you know, there's going to be some conflict there. It's an adversarial construct. When you're contributing in a group meeting, there is a potential for conflict. When you have a one on one conversation with one of your people, there's potential for conflict. If you're trying to build a high performing team, you can't do it without facing into conflict, you just can't. And so it's everywhere as a leader. So getting comfortable with it. And being able to stay rational and composed when you're a conflict situation is super important. And I think the most difficult situations are those one on one conversations we spoke about before purely because they haven't with the people that were closest to the ones that we want to like us, we want them to like us, we want to be accepted by them. We want them to think we're a good leader. And so this mantra of respect before popularity is just so important. Respect before popularity every time. Don't do things that you think are going to make you popular. Because if you're trying to be popular, you are shit out of luck, it's impossible. You can't do it. And the higher up you go, the more you know that not everyone's going to like your decisions, and a lot of people are going to hate some of the things you do. And that just comes with the territory. So willingly overcoming that one on one conversation piece with the people that you're closest to will help you to overcome the conflict division of the point where it permeates through everything else that you do as a leader. So I want to focus on that one on one situation because that's the toughest one to overcome.

Jacob 44:52
I had a Barry Rafferty, the CEO of Ketchum, the the global PR and communications firm and she told me that one of the things that she learned over her career is that it is Better to be trusted and trusted than it is to be liked. Because oftentimes a lot of people want to be liked. And people might like you and not trust you. But it is far better to have people trust you and understand why you're making a certain decision, then to like you, and it sounds very similar, right? Better to be respected than to be popular. And I think you even talking about in your book, people might not like you for a number of reasons, your smile, your tie your suit, it doesn't matter if people like you, but they need to have, you know, respect and understand and trust your decisions in what you're doing as a leader.

Martin 45:33
Absolutely right. Yeah, for sure.

Jacob 45:35
Okay, next one, we have build resilience, which I think is an important one. So can you talk about that one for a minute?

Martin 45:43
Yah, Jacob, this is very important. I think we've all had the opportunity to build a lot of resilience over the last 18 months or so with the pandemic. It's been, it's been a good environment for us to grow that which I think is great. I think anyone can hold the home when the sea is calm, it's the ability to function calmly, rationally, not losing your cool, not becoming avoidant, not blaming other people, but to actually function as a strong leader, under severe circumstances of setbacks, crises, you know, emergencies. That's what separates the mediocre from the really good leaders. And this is one of the things that you can actually build quite readily. It's, I think it's easier to build than some of the other leadership facets that I talked about. Because you don't have to go looking for situations, they come at you all the time, there are so many opportunities to put this in play that you can't avoid. So you might be able to avoid a one on one situation. But you can't avoid some of the crises that come your way you have to deal with them. And so having the tools to deal with them, and understanding how to gain perspective, how to rationalize the environment, when you're dealing with a high level of complexity and a crisis, to make it simple enough that you can make some good decisions and function without getting overwhelmed. Those sorts of tools are readily available to us. And I expose some of those, of course. But I think a lot of people feel as though they're good under pressure. But if you talk to the people that work for them, or the people around them, they're absolutely terrible under pressure. And I've seen I've seen executives throw chairs across rooms and smashed plant pots, you know, on the window sill.

Jacob 47:13
Really? Oh, man.

Martin 47:14
Oh, totally, totally. I've seen some, some terrible stuff over the years. But but more commonly, more commonly, I've seen that a lot of leaders under pressure, like to go into fetal position under their desks, they they can't handle the stress and pressure the situation. So they avoid, and they try and rationalize why they can't move yet. I'm waiting for this piece of information on that piece of information. This ties in quite well with the master ambiguity piece. But yeah, that...

Jacob 47:35
Yeah. I've seen that too. And, um, some of the CEOs they interviewed most recently, I think it was Tim Ryan, the CEO of PwC. In the United States, he said that, it's only going to get harder, because there's more scrutiny. There's more spotlight on leaders, there are more people who are going to be criticizing you and examining every decision that you make. And that if you can't handle that, if you don't have that thick skin, that resiliency, you're going to crumble under that leadership pressure is, especially as you grow more in your career. And so I think that's a very, very important skill to be able to build is that level of resiliency. You also touched on something interesting. And this is what I found in my book is well, you touched on it, I think, for conflict, right? You said, People leaders say they're better at this. But then if you ask the employees who work for them, they say they're not good at it. I think you were talking about conflict, or were you talking about resiliency there?

Martin 48:31

I was talking about resilience, but it's it goes across the board pretty much, doesn't it?

Jacob 48:35

Yeah, no, because when I did a survey of 14,000 employees, I looked at all the skills and mindsets that I talked about in my book, there's four mindsets, five skills, and the leaders who we surveyed generally said, Yeah, we're doing a pretty good job of this stuff, you know, not amazing, but they said, we're doing a pretty good job of this. But then we asked the employees, how well are your leaders practicing these mindsets and skills? And they said, Oh, man, they're terrible. So it's really interesting to see, it's kind of like we all think we're better listeners than we are. We all think we're better drivers than we are. But if you don't have this conversation with the people who are around you or working with or for you, you're never going to really have that true answer. So I it's fascinating that you see this across the board.

Martin 49:17

Yeah, that's spot on. And can I just add on to that Jacob that I talk, I talk in the resilience piece about the value of having a trusted advisor, and that someone who's close enough to you to see how you operate day to day to be in those moments, where you'll put to the test and who was prepared to give you unvarnished feedback, fearlessly. If you can find a trusted advisor that is worth its weight in gold for later because the lack of self awareness or than the amount of rationalization we go through. We have some sort of foil for that someone who can balance that for us.

Jacob 49:47

Did you have that when you were CEO?

Martin 49:49

Yeah, I did. I've been very fortunate over the years to have a couple of trusted advisors almost in every role. But but at least one in almost every single executive role that I had, who was prepared to tell me the truth and I value that more than you could imagine.

Jacob 50:02

And I suppose when they tell you the truth, you have to not get mad, right? Oh, you're fired? I can't believe like, I mean, it's it's important, right? Because it's, it's easy, man, I keep thinking like these random things that pop into my head. So there was one, you see the movie or the show Boardwalk Empire.

Martin 50:19

Oh, yeah, I loved it.

Jacob 50:21

So there was a show where Bobby's character, somebody says something to him. And the guy says, Don't take it personally. And he says, I'm a person, how could I not take it personally, and then it ends up like, killing him or something like that. But the reason why I thought of that is because when somebody gives you feedback, it's hard to not take it personally, right? If somebody is criticizing you,

whether it's in a positive way or a negative way. So when you have that trusted advisor, you can't take it personally where you get angry, otherwise, people won't give you that honest feedback that you need.

Martin 50:55
That's right. You can't take it personally. But you have to take it to heart, which is tricky. You have to, you have to absorb it and, and at least consider the possibility that your trusted advisor is right. And I think that in itself is tricky. Because automatically, the hackles come up, you you will reject, you reject the negative feedback, that's automatically what we do. It's a defense mechanism. And so there's been many times when I've had feedback from a trusted advisor, where I'm sitting there listening carefully, and smiling and nodding and thanking them for the feedback. And in my head, I'm going, you are so full of shit, you have no idea what's gonna Yeah, seriously. And, and, and the the way to the way to actually overcome that is to not let go of it. When that person walks out of the room, to not say they they don't understand they didn't have that right? To say, Okay, what if they're right? I'm going to take it away and ever think about it, but I'll probably need to sleep on it. Because at the moment, I'm a bit pissed off. So I'll give myself some time I'll sleep I'm gonna wake up tomorrow morning, I'll make a note of myself. And we'll have a think about it properly because there's probably something in it. If they've if they've had the courage to actually say that to me, then there's probably something in it. They've they put themselves at risk to do that.

Jacob 52:03
It's like an exercise in therapy. So my mom's a therapist, my father in law's a therapist, and you know, one of the exercises I think therapists always do, especially in couples therapy, is when your spouse or significant other brings up an issue, that therapist will always say, Okay, now strengthen the other person's argument. build on what your spouse or significant other said and make their argument stronger. And I think similarly, in this case, if somebody is giving you feedback, instead of defaulting to that, oh my god, you're you're full of shit. You're nuts. I hate you try to build on their argument. How could you make that trusted advisors argument even stronger than it is? And I think if you can default to that mentality, you know, it'll make that relationship far more effective.

Martin 52:48
Absolutely, for sure, it will. Yeah, I always liked the concept of debating because at times, you have to defend the indefensible. And that's a great, that's a great skill to have to be able to do that. Because it just means you've got to put yourself in a perspective you're not used to or don't agree with.

Jacob 53:04
All right, we have a couple left though. The next one is work at level.

Martin 53:03
Yeah working at level, one of the most common problems you'll see that ranges through all levels of an organization from the CEO down, and that's overcompensating for people below you and doing their jobs for them. When you're paid to work at a certain level, you have a certain job that you need to do, which has certain results that are required, and a certain time horizon that you have to look towards now. The the definitive work on this, I believe, is a book called The leadership pipeline, Ram Sharan Steve Dotto written a number of years ago, which talks about why each layer in an organization is

different. And to work at the level you're supposed to be working at is a real discipline, because it's so easy when someone below you doesn't do the job the right way, if you just roll your sleeves up and step in, and do it for them, and then pat yourself on the back and say, I'm leading from the front, or I always get results, right? There's all sorts of ways of doing that. But you're not doing anyone any favors, because for a start, you're robbing that person of the opportunity to improve and to increase their capability. You're wasting time on things that you're paying someone else to do. And as Jeffrey J. Fox says, You don't hire a dog and then bark yourself. Like you should be doing your job, not theirs, as as long as you as long as you're spending time doing someone else's work, you're not doing your own. So I challenge people who do my leadership program that you have to at the end of this week, when we do this module, you have to be able to come up with a way of saving at least 10% of your time every week just by working at the right level. This is a time saver. If you're working, you're working more than 70-80 hours a week. It's not because you've got a really important job. It's because you're doing a lot of the wrong things.

Jacob 54:38
I couldn't agree more. Next, we have three left master ambiguity.

Martin 54:44
Yeah, and ambiguity is rife. And the context we're talking about these days with the much of progress in technology, globalization, supply chains being broken through COVID. There's a whole range of things that make our environments so complex and ambiguous. It's Not like anything we've seen before. And the job of a CEO or a senior leader is to take the ambiguity of their environment, because as CEO, you might have almost nothing in black and white terms, pretty much everything you deal with the shades of gray. But for the person who comes in on the front line today, they need to know what's required from them to do a good job, what does good look like for me today? How do I add value to the business? And how do I contribute to the purpose of the organization right now? So you've got to have this translation of extreme uncertainty at the top through to extreme clarity at the very bottom. And translating that in the layers in between is tricky, is very, very tricky, because different leaders handle it differently.

Jacob 55:40
Yep, all right. Last two, this is a hard one make great decisions, because it's not always possible to make a great decision is it?

Martin 55:49
Yes, I think…

Jacob 55:48
Right, well, you got to tell us how.

Martin 55:53
Well I think it is, because normally, you can tell whether a decision was good or bad. In hindsight, you look back and work out whether it worked out the way you thought it was going to work out and away you go. I think there is. Or there are a number of indicators that can tell us prospectively, whether or not

a decision we make is good, bad or indifferent. For example, a great decision is going to be timely, it's got to be fast. And I think the biggest problem we have these days is decisions are too slow. So you're after momentum. I always say a decision that's 80%, right today is infinitely better than a decision that's 85%, right next week, which is infinitely better than the decisions is 90% right next month. And we know that nothing ever gets to 100%. Nothing ever, right? So it's about making those judgment calls and moving forward. Most of the time, we hesitate on decisions, because we're afraid of getting it wrong. It's that simple. And we can move a lot faster than we think. So the way I came across this was I found myself leading through a number of different crises, where I didn't have the clock, I didn't control it. I know your chess player, you hit that clock, someone else, you're not controlling that. And so I didn't have the tempo on the clock myself. It was either driven by the media, who was putting cameras and microphones in my face, a regulator who was investigating an incident and asset failure where we had to get that asset up and running and quickly. It was always driven by someone else's tempo. And I found that the decisions I was making in those times were actually really good. So I deconstructed what I was doing. That was the essential part of decision making that wasn't slowing me down, but was helping me to get effective decisions. So things like knowing who to consult and how much to consult, making sure that there's a strong line of accountability for making the decision, making sure that all of the available inputs are there, but not waiting for stuff that may never turn up, making sure that you bring the most out of the people around you. And so it's one thing to have diversity, but unless you can actually find a way to take the diversity out of people and let them put it on the table. It's not of much value to you To tell you the truth. And so all of these things, making sure that you look at the balance of interest between all the stakeholders who are affected by decision measuring short term versus long term elements of a decision. And most of all, making sure that you're hitting the root cause and not just the symptoms of a problem. So these things are all pretty important when it comes to making great decisions. And if you think about it in those terms, and look at each of those things, you can actually make pretty good calls.

Jacob 58:25
And the last one we have here is drive accountability, which probably I would imagine ties very much into make great decisions because if you make a decision you got to be accountable for it. So how do you drive accountability?

Martin 58:35
It does. Absolutely. accountability. And I talked about this, if you did nothing else. And you managed to put in place strong single point accountabilities for everything that was important in your organization, you would improve, like night and day, single point, accountability has a completely different energy to it, then the allcare no responsibility when things are shifting around multiple groups, multiple teams. So for example, if I say to someone who's working on this, and they'll say, Well, I'm doing this bit, Jacobs, doing that bit, Martin's doing that, Jenny's doing that bit, I'm not sure who's bringing it all together. But you know, we're feeling pretty okay about it, because I'm doing my bit. And that's completely different having someone who's on the hook for an outcome. And when you've got an individual who's on the hook for an outcome, they get innovative, they get creative, they get interested, they get committed. And so it's a completely different energy. So having someone who's singularly accountable for delivering something as critical, but you can't do that unless you empower them properly. Because accountability without empowerment is just cruel. So learning to empower people is the key here, how

do I actually give you the wherewithal to do what you need to do? How do I not mess up your decision rights? How do I give you the guidance and support and time that you need with me? How do I give you clarity of objectives? How do I stop you from getting distracted by work that comes in from the side that you shouldn't be doing? There's a whole range of things that you need to do to empower people That'll give you the right resources. And so once you get that nexus between accountability, empowerment, right, it completely changes the way you can execute. That's building the execution machine in your company.

Jacob 1:00:11
I love it. Well, we could talk a lot more about this stuff, but we are at the top of the hour. And I think that's great because it's going to pique people's interest. They're going to want to learn more. So Martin, where can people go to learn more about you, your book, your podcast, anything you want to mention for people to check out.

Martin 1:00:28
I think Martingmoore.com is the way to go. It's exactly as it sounds, Martin G. Moore. Everything's there for the book and speaking and so forth. And no bullshit leadership, the podcast on any great podcast player.

Jacob 1:00:41
Very cool. Well, Martin, thank you so much for taking time out of your day to chat with me and share your insights. Really appreciate it.

Martin 1:00:49
Thanks, Jacob. It was great being here. Thank you.

Jacob 1:00:51
Of course, and thanks, everyone for tuning in. Again, Martin Moore has been my guest. You can check out his book, his podcast, all titled no bullshit leadership, you're gonna get a lot of value out of it. And I will see all of you next week.