

Video - Keith Ferrazzi - Ready

Sat, 9/4 4:56AM 52:40

SUMMARY KEYWORDS

organizations, people, book, authority, leaders, ceo, coach, company, keith, pandemic, world, individuals, called, inclusion, sprints, team, work, meeting, create, talking



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Before we get into this episode, a quick message from our sponsor per septic, in our post pandemic world, designing and delivering an exceptional employee experience has become a business imperative, as we all know, for septic can help you get a clear picture of your employee experience with a continuous listening and people analytics platform aligned to your specific business goals. discover why more than 500 enterprise customers and 30% of the Fortune 100 Trust per septic to capture employee feedback, supported by insights and prescriptive actions for every level of the organization, Learn more at perseptic.com forward slash future of work, and perceptive is spelled p e, r ceptyx.com. And again, forward slash future of work.



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Too often people have great ambitions for their function. I'm a marketer, and I want to do all this, but dammit, sales, what gets in my way, we have these castrated beliefs that we have to own everything to control it. And the reality is, you don't want to own or control you want to co create, you have a vision for what you want the organization to do that's outside of your responsibility. What you need to do is you need to invite people through service to them in to join you to create something together. That's extraordinary.



01:39

Hello, everyone. Welcome to another episode of the future of work. My guest today, Keith ferrazzi, best selling author of several books, including leading without authority. He's also the CEO of rosy green light. And he has a new book coming out called competing in the

new work world, Keith, thank you for joining me, Jacob. Thanks. It's gonna be fun. Yes, we were just reminiscing that I used to work in an office that was literally upstairs from you, downtown Wilshire and Fairfax. I had to commute an hour and a half every day to work, and back from work. And so man, it's been not anymore. Not anymore. 1215 years now. So it's been a while. How have you been? What have you been up to lately?



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Well, more recently, we just conducted a massive research project, we raised \$2 million, the peak of the pandemic, from Harvard Business School, from Dell computers, Salesforce, headspace Weight Watchers, Lee Hecht, Harrison,



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walk me that we pulled together a consortium of a number of brands. And what we were looking to capture was a methodology and a roadmap on how the best and brightest leaders and organizations were reinventing their companies reinventing their leadership style, reinventing their workplace, during the pandemic, in a way that would be sustainable, to allow us to meet the incredibly new volatile world that we live in. And what what has evolved from that is a methodology called radical adaptability. And it basically looks at four elements of leadership, that are critical to be dialed up in this new work world. And then how one applies those to the redesign of the business model, the redesign of the workforce, and really looking at the purpose of an organization as well. So very excited about the work very excited that the research the book comes out at the end of 2021 2021. But it's available now. Oh, you're right. Everything's just fine by Yeah, yeah. It's available now on Amazon for pre order. And for those who order it on, we'll be giving a website to do so for those who order it. We're going to be putting together an entire video series around it, coaching you as an individual how to apply the book and be the kind of leader for the New World. Very cool. All right. So we're gonna have a lot to talk about. Before we jump into all this new research that you did.



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I want viewers and listeners to learn a little bit more about you about Keith and how you got involved in what you're doing. Now. I actually read a fascinating story about you when you were younger, that involved golf and working at a golf club. So maybe you can even share that as well.



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Yeah, me if you look at my first book, never eat alone. It chronicled. Why a young man, poor kid, immigrant kid from Pittsburgh.



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Father was unemployed most of my life growing up.



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Why a young man like that could have gone on to Ivy League schools could have gone on to be the



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youngest officer in the fortune 500? And the answer is relationships and people, but not just relationships in people in the traditional sense. But the ability to engage strategically with individuals in a way that both deepens the relationship authentically and generously in a mutual way.



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But also, it is authentic from a perspective of vulnerability, and real intimacy. So how do you create those kind of richness of relationships in abundance, and that was the book never eat alone, and really launched my, my thought leadership career, so to speak.



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Subsequent to that we've we've applied the work of understanding the nuances of relationships, and people in the workplace. We've subsequently applied all of that to large corporations and businesses. And in the process of applying that typically, we land and work just strictly with the executive team. We're working at the full stack, we work with the executive team of the Fortune 50. And helping transform those organizations through transforming the social contract among that executive team. Is there, you know, conversations in the shadow that stop really transformation from happening? Or is everything transparent? Is there feedback? Is there wrestling, you know, of ideas, it really very much looks like the founder ethos of a group of individuals. But not ironically, is we

also code some of the great unicorn companies, and those executive teams that are full of founders. And we coach through our, our,



06:41

our



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ventures group, the startups, and it's very interesting, looking at companies that the full stack, how interestingly enough, companies can actually learn from each other. And actually learning down the stack is better than learning up the stack. I've seen too many unicorns go and borrow a CFO, or a chief operating officer from a large company as they begin to go to scale. And they only bring in the practices of these organizations that, frankly, have are the ones that because of their practices were being disrupted by the unicorns. And then they build an organization structure and design that makes them imminently disruptive. So we're working very hard to make sure that these fast growth companies don't get off the rail, but instead embrace the principles that they that made them great in the first place.



07:33

And can you share the the story of how when you worked at a golf club, because I thought that was actually very relevant to the world of leadership and some of the stuff that we're going to talk about today? Sure, sure. Sure. Yeah. I mean, the basic principle that I awaken to in a golf club, is that so my dad is unemployed, my mom became a cleaning lady. And my parents said, it was time for me to go to work. I was 10 years old, and the local Country Club you were 10 years old.



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10 years old. Wow. And the local Country Club, offered jobs for caddies I think you had to be 12. But I was a big kid.



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So I showed up at the golf course. And my dad said to me, he's like Keith, show up the golf course a half of an hour early. And I'm like, pop, there's nobody there half of an hour early.

Why would I do that? And he just repeat himself anytime my father would repeat himself. I knew that I didn't have a shot. I was like, Okay, fine. I called it immigrant. Tourette's. Sometimes he just blurt shit out that I didn't understand. But it's fine. I just I I come from an immigrant family from the former USSR. I know exactly what you're talking about. They say shit that oh my gosh. Anyway, so I showed at the golf course half an hour early. But unbeknownst to me, I actually learned some things. As a result, I'm there walking around, and I would see how the greens were cut, which allowed me to read putts better. I'd see where the pins are placed. And it helped me give my golfers a vantage point of like, No, no, no, you don't need an eight iron approach. All we need is a nine because the the cup is in the front of the green. So that kind of information, but also just the, the ethos, the ethic of a drive of an immigrant.



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There was a woman named Mrs. Poland, she was the best golfer, female golfer, the club. She had me caddy for her once. And then she had me caddy for the next day. And that doesn't happen. Typically, you'd wait up there and you'd you'd get out maybe once or twice a week, if you were lucky. Two days in a row was a big deal. Then three days, then four days and I was like, holy cow. This is amazing. I just wanted to keep my head down and not lose this great opportunity. Well, she started asking me questions about, you know, what did I want to do with my life, etc? And I just didn't want to answer I was shy. I was I just wanted to engage with anything work related. But I felt that these personal questions I can only screw up, right. I was like, I just you know, I don't want to anybody make fun of me. rich people's kids. Were making fun of me at school because the clothes I wore and they'll help poor I



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It was and stuff like that. And I just didn't want anything to do with them. She kind of forced and she's like, Keith, what do you want to do with your life? Like, wow.



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And I told her, I said, you know, my dad says that because I was born in United States. If, um, can we come to the United States because we could do anything here. And I could grow up and be present United States someday? And she said, Keith, yes, you could, and I would vote for you. Very sweet. Well, two weeks later, she had the local congressman in enforcement. And all this time, she had been having the golf with her almost every day. And I was like, holy cow, what's going on here? Local Congressman, I met him got to know

him.



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You know, he gave me coaching and gave me some ideas suggested to get involved in speech and debate. I did. And through that, he even opened his library to me. Through that, I ended up winning the national Speech and Debate tournament in the United States, which was my ticket into Yale University, when nobody in my family had ever gone to college before.



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The lesson out of all of this is simple. Which is, you have to ask yourself, why did this woman do all of this. And there's probably a lot of altruistic reasons that contributed to it, she's a nice lady, play it, pay it forward. Maybe she came from the wrong side of the tracks, I don't know.



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But the reality was, she paid attention, because I took two strokes off of her golf score. I mean, I was an extraordinary caddy. And I did things other caddies didn't do, because I showed up at the golf course, a half of an hour early. And the simple principle, which is true of leading without authority, which is the book that you might have been referring to a moment ago.



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If you're a leader in an organization, you've got to show up a half an hour early for your people, and then define who your people are not by org structure, but by who you need to work with. Too often people have great ambitions for their function. I'm a marketer, and I want to do all this, but dammit, sales, what gets in my way are we have these castrated beliefs that we have to own everything to control it. And the reality is, you don't want to own or control you want to co create, if you have a vision for what you want the organization to do that's outside of your responsibility, what you need to do is you need to invite people through service to them in to join you to create something together. That's extraordinary. If you co create if you lead with generosity, then you'll have a shot at leading what is now all organizations, which are an incredibly networked function of organizations. So I wrote leading without authority, because I needed to write a

prescription manual for how do you get things done when you don't have control over all the resources. And it's become a very important book in a lot of organizations. And then with the research of the last year, around, what does high performing leadership look like in a post pandemic world? I think we've got a pretty good playbook for the transformation of organizations, and the transformation of teams to meet the transformation of organizations. I love It's such a fascinating story. And it's so simple. Just showing up 30 minutes early the golf course seems like correct me if I'm wrong, changed your life. That changed my life. Well, my dad, and Mrs. Poland changed my life again. Yeah, it's it's about people. It's all about people. Yeah, I love that story. Well, let's talk a little bit about the new book. So competing in the new work world, you do this massive to me \$2 million research project. coming out? I think you said December. Perfect timing.



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So let's start with coming from a high level, right? Because there's been a lot of talk of transformation. What do we do during the pandemic? and this and that? What did you learn from doing this research project? What is it that some of the most amazing organizations do? And maybe is the best place to start with the radical adaptability framework?



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Yeah, the radical adaptability framework has four attributes for site, agility, inclusion, and resilience. I'll go through each one oversight. How do you get your entire organization



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leveraged to look around corners and see risks and opportunities. The companies in the pandemic that failed were the businesses that had



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risk management and,



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and strategic planning in their own departments where those individuals might have had information about the pandemic, but it didn't get turned into action, because risk

identification and opportunity maximization was not ingrained in the work processes itself and the team itself and those that did have



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Success like Lockheed space. Lockheed space, saw what was going on in December in a in China and was prepared and did scenario planning during January, and in February when fully virtual. And I was with companies that had other divisions in China. And they were as shocked as everybody else in March 13, or whatever the specific date was when the lockdown happened in the United States.



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So, dispersing, your your risk, and opportunity identification into the fabric of the company, and crowdsourcing, these, these identification as a as a natural part of your work process is critical for organizations to foresee and be able to adapt. So that's one foresight. The next piece, would you would you like to chat a little bit about that first? Yeah, I actually wanted to ask you about that. So I mean, this is a huge one, right? Because I, I get this question a lot from business leaders, and they say, you know, how do we get our employees to implement this? How do we get everybody to see around corners to think about the future? And any advice and where you start? So if you're a leader of a team, how do you encourage this type of routine really quite simple. The practice is, every member of your team adopts a framework, or a lens by which to look at risk and opportunity. CFO might be looking at economic policy, cash flow, etc. The sales organization may be looking at customer needs, the marketing organization may be looking at competitive threats, etc. And then, and IT folks may be looking at technological disruption, once a month come together, and everybody gets a moment to raise their hand and say, I've got something we should consider. I've got a risk, I've got an opportunity, I've seen something, you bubble it up. You decide in that meeting in less than five minutes whether or not issues should go to planning, or they should go to assessment for planning. And if it goes to assessment, you have another meeting you discuss it, you decide whether it goes planning, or if it's obvious, it goes right to planning.



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That is something that most organizations don't have. It's a simple process.



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And organizations now that we're encouraging, like companies like Unilever doing entire business planning for their North American region, with the top 300 leaders crowdsourcing that kind of foresight,



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interest in that kind of growth opportunity. Yeah. So it's really just about getting people in the room and sharing what they're seeing.



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Yeah, but in a in a methodological way. And you say in the room, you don't that's the point. You don't have to have them in the room. You could do it a synchronously through a shared google doc or poster board. You could do it in a room, but through breakout rooms, there's lots of ways to do it. But the point is, it doesn't it doesn't require a centralized department or a physical meeting. So would you say this is mainly been a challenge because it's like a communication breakdown on companies.



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I think most organism This is where I said the the founders ethos, the founders ethos is that I may be the chief marketing officer, but I'm also founder. So I'm the Chief Marketing Officer, but I care about shareholder value, I have permission to ask any question I want. And the problem with most organizations that they become so siloed that we sub optimize the whole for each individual silo division function, optimizing for itself. And it's so the the winning is through the interdependencies. And very few organizations know how to do that.



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Got it. That makes sense. So everyone basically operates in their own little bubble and they don't know what the hell is running. It's only reinforce it, you do it, you do a staff meeting. Everybody goes around and does report outs.



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What the hell's the report out? It's just reinforcing siloed thinking, and everybody else's take notes on their own stuff, not even paying attention. Okay, is a simple action item there for people who are watching or listening is once a month, get together, whether it's virtual in person, a synchronous or real time. And you have people from different teams, different departments bubbling up the things that they are seeing, or noticing as far as opportunities, threats. Exactly. Okay. Simple enough. Right. Let's move on to the next one. So the second one is agility.



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We lived in something called crisis agile crisis agile. During the pandemic, we woke up and said, What the hell did we get a chunk accomplished? In the last week? We looked at where are we struggling? What do we need to solve for? And we designed what our next week sprints were, and we went off and ran off. And then we assessed candidly, openly, transparently at the end of every sprint, that's called agile. That's a formal process called agile that is used for software development, project management, program management, but very seldom used at



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A company level overall. And what we saw was organizations were able to do things as a result of this level of agility, they could have never done before, Unilever condensed a six month product development cycle down to several weeks. So did many organizations, though, like, General Motors retooled an entire plant to make ventilators. And they did it in a fraction of the time they could have ever done otherwise. So we did disproportionately powerful, bold, accelerated things, because we adopted agile. So we need to sustain that. And there's an entire chapter in the book about how you begin to look at your organization, staff meetings, etc. and adopt adopt agile up and down the organization. So that's number two. Okay, so similar maybe to the first one, if there was an action item that people can take away, and I know you have probably several of them in the book, what is one thing that people can do to implement that kind of approach in their company, utilize your weekly staff meeting for agile sprints?



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So what you know, everybody should show up at the weekly staff meeting with their own agenda, which says, What have I achieved? Where am I struggling? And what am I going to do in the next sprint, open it up to the group to what I call bulletproof stress, test that discussion, and then you go on to the next sprint, and don't do report outs anymore? You

do agile standups, which gets the whole team involved in everybody's agile sprints. So utilizing agile sprints is probably the lowest hanging fruit there. Okay. All right, we can go into the the next one.



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Yep. Next one is inclusion. So at the peak of the pandemic,



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there was the diversity and inclusion movement in the United States around equity and fairness and diversity that came to the forefront around Black Lives Matter. Now,



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that was way overdue. And we still haven't scratched the surface. But just because we get to a level of equity, where we have diverse representation and fair pay in seats, doesn't mean that all of the voices of the organization are hurt.



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And so we designed a model and looked at organizations that that had a full stack of inclusion were real, radical inclusion. So inclusion, if you've got to believe that inclusion, getting people involved, yields innovation.



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Most people are wedded with the belief that inclusion, getting a lot of people involved means slow. So how do you get from inclusion, which in the olden days meant slow, because you throw meetings at things? Now, if you're throwing meetings at things, you're still going to be slow? But how do you use hybrid work tools, in order to involve more people



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get bolder ideas, and still make faster decisions. And a big part of that is something called asynchronous collaboration. I wrote a white paper recently, which perhaps we can send

out to your audience. It's, if you and then I did a series with NPR on this, which focused on our research around hybrid teams, and how do you reduce the number of meetings, improve innovation and improve the speed of decision making, all things that used to work against each other.



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And what we've been able to do is show how using eight, what's called a synchronous collaboration, which is you start with, if let's say, this is the I know, you're gonna ask at the end, what's the example this is the example. The example is, I'm launching a project to change my brand. And I want I want to refresh my brand. And I would send around to the team, or the broader team and I say, team, it's leading without authority team, meaning whoever I think is needed to be involved in this conversation. Here's the problem I'm trying to solve. Maybe the problem I'm trying to solve is our brand doesn't feel relevant to our market any longer. here's the here's a bold thought we have of changing it, you know, the brand tagline is going to shift from this to this, we're going to upgrade it in the following ways etc. Here are some struggles or challenges that I foresee with that sales organization is going to like it,



24:11

etc. The next thing is Who should we be involved in this decision process? But the names don't you send that document out with your point of view at the top of it. And let's say it's a Google Sheet, or a SharePoint document, where everybody can see that but then everybody on the team has to add their own point of view across all of those, so they can comment, they're like, no, this isn't the issue. This is or this you know, we need these people involved, not these people. And this is the problem not this is the problem. So you know, we use the document, to have the debate as far as we can take it before we ever have a first meeting. Now, everybody has been thoughtful if I if you had a meeting of 12 people



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and and you put this question on the table, what percentage



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Everyone's thinking, do you think you're gonna get into the room?



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12 people two hours? Like, what? What average percentage of those 12 people's ideas? Would you get in the room?



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Probably not me, I don't know, what a percent. Yeah, if that, you'd probably get 80% of three people's point of view, right. And now, if I do it this way, starting with a synchronous, everybody has a shot at getting their ideas on the table, you're ivig, you've increased the inclusion of them and share a voice of everybody in the room. And then you can do it to 20 people that weren't even in the room originally, and don't even have to be in the room. You do all of this and design your meetings in advance. Now, you're actually transforming. Now, you're actually transforming the way decision making occurs.



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Hey, everyone, it's Jacob. Before we get back to the show, just a quick reminder, the future of work requires that leaders put people first employee surveys, and people analytics from perceptive can help your organization capture critical feedback about the employee experience, and then focus action where it matters most to drive the business forward, learn more about how you and your organization can do that by visiting perceptics.com, forward slash future of work. And again, that is [PRCEPTY x.com](https://PRCEPTY.com). forward slash future of work. And now back to the show.



26:33

Yeah, it's been. So it sounds like a lot of technology helps enable a lot of this stuff, right. 100%. And that's one of the things we saw, which is organizations that did use the technology, to to reinvent the way they worked, not just took the way they used to work and try to use the technology to replicate that. So this, that's why we created the research. We said, let's not go back to old ways of working, the research theme was let's go forward to work not back, going forward to work. Yeah, it's funny, because there are kind of like, as you just mentioned, there are a lot of organizations who've just been taking their old ways of working and thinking about work, and just shifting it towards a more virtual environment while really making any change. And then there are some organizations like you're mentioning, like Unilever, who actually use this time as a way to just disrupt and change how work is done. So do you have an example of how, how would an organization maybe we can have like the same scenario played out two different ways.

So first, do you have an example of a company, hypothetical or real that is taking an old workplace practice and just moving it to a new world versus an organization that's actually changing that workplace practice?



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Yeah, well, I would say 80% of companies used to have their staff meeting and everybody would show up in the boardroom, we'd all sit around, and we would do report outs for the staff meeting, right. And now we just ported that into a virtual meeting where instead of doing it, and they're sitting around doing the same thing in teams, or they're doing the same thing in,



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you know, in zoom, so that's, and I'd say, 80% of companies are still doing that. Yep. Well, when we coach executive teams, we coach them through what we call a collaborative stack. So the physical meeting, which some people are starting to have, again, is the last resort, when you really need to go deep in ways that you can't do as well, virtually. But the remote meetings can also be used for broader innovation, more involvement. And if you use the remote meetings, well, using breakout rooms, for instance, you have 12 people in a room, ask a powerful question, break everybody in a group of three in breakout rooms,



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in the group of three in breakout rooms, have them open a Google doc and answer the question there. Now, you've got a lot more people's point of view



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into the conversation than if you had had it a group of 12 then you end the meeting and you have them continue to think about this and use a synchronous collaboration, which is that actually allows you to extend the inclusion even more. But more importantly, now you start with asynchronous collaboration, which was what I was talking about before. And then you move down the stack, a synchronous remote and then use physical as the as the meaning of last resort.



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Not as the first thing you throw at something. So that is and organizations like Dropbox, git lab, our own company and Project Greenlight companies that we coach,



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General Motors, IBM and others are learning these tools. Okay. And I think there's one more piece of the radical adaptability framework right there. It's called resilience. So at the peak of the frustration, fractured America, fatigue, leaders were crying in front of their people literally, it stressed over



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worried about their parents. And there was a heightened level of vulnerability and emotional well being became a real dialogue. Now, I've been working with I was just talking to CEO of Weight Watchers today and headspace yesterday, we've been working with a girl.



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ginsburg goes across many, many girls, excuse us, I interviewed for my, my book on leadership as well. She's great. Oh, that's great. She's amazing. Yeah, I literally just talked to her this afternoon.



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And then yesterday, with with with the CEO of headspace CC,



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these individuals have made a commitment because of their products and for their own sense of well being of their people along with the head of HR, Procter and Gamble, and the CEO of CVS, they've all committed to radically redefine mental well being in the workplace, not just as a, not just as a safety net. Whereas if people crash, they're taking care of Yes, that's better than before, where it was shameful, but also as a competitive advantage, where we think about the corporate athlete, and mental well being becomes an element that you're constantly trying to refine and get better at, so that everybody in the organization is in their full mental strength, and capacity. And as a result of that, you have a more productive workforce. So we're starting to unveil that and we're doing some

pretty big research on that it's continuing, you know, our research work comes under the umbrella go forward to work calm. And we can see a lot of the stuff we're doing in this space. Also, in this issue of resilience, I wrote a great piece in Harvard Business Review that I'm proud of called the I think it's called the seven.



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Let me just look at it really quick. Find it for you.



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It was the seven strategies to build a more resilient team,



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and Harvard Business Review, okay. And it was a lot of research that culminated in that and is very proud of that piece. Okay, so this, this framework, the radical adaptability framework seems like that is the core



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of a new book, right, structuring it around that the first half of the book, okay, it's you if these are the elements of the future of leadership that need to be dialed up. Now, then how do you apply foresight, inclusion, agility, and resilience, to redesign your business model. That's the next chapter in the book, to redesign your workplace, next chapter of the book, and to assure that your purpose is constantly relevant to the people in the organization. So second half the book, it talks about where you apply it to reinvent transform the company. Okay, guys, well, so I want to shift gears a little bit, people are just gonna have to buy that book when it comes out.



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But no, buy it now. Buy it now reorder, and we will ship you the video series and all of that. Yeah, for an author of the pre orders make all the difference in the world. So pre order the book.



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So your previous book was all about leading without authority. I think it actually fits very well into some of the things that we've been talking about now.



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But I guess the first question around that is what what is the problem with authority? Because some people watching you, Oh, there you go. That's a good looking book there.



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Some people watching or listening might be thinking, well, Keith, are you saying that we should just get rid of all authority inside of companies, that's bad?



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Well,



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last year, a dear friend of mine passed away, his name was Tony Shea.



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And he was the CEO of Zappos. And he had



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innovated on the back of the principle of holacracy, which is self managed organizations, and self managed teams.



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At the time, I was deeply respectful of his attempt,



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not clear that it ultimately led to what he was looking for delete.



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But I've always intrigued by and so was the CEO of Amazon was talking to Jeff. And he's like one of the major reasons they let Zappos thrive on its own. And they did for so long as they were using it as an incubator around these practices of, of human elevation in the workplace. And if Amazon's success is going to be kept by anything, it'll be kept by its ability to leverage human capital at scale. I mean, they're one of the, you know, the largest organizations in the world. And how do you manage teams in that way?



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So I didn't answer your question yet. Do I believe authority is bad. I do believe and I know that an over reliance on it stops innovation. The over reliance and authority



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is why IBM and General Motors got where they



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got years ago. And now they're trying to overcome that, and break down that, that that



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deference to authority, and the lack of individualism and innovation. So very important, very important that organizations break that down and find and thrive in the new work world without leaning on that kind of authority. Now, it happens in a lot of entrepreneurial companies, because founders and entrepreneurs, they tend to be rather strong minded. And they come into an organization. And as a result, they they kept their own growth, they kept their own scale potential. Very important.



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So how do you balance how much authority to have and how much authority and you

know, should exist with inside of an organization?



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I think it should be ignored, mostly.



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And



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it's a it's a lazy man's tool of leadership.



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Great, I can explain more about that.



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Yeah, I mean, just because somebody reports to me, doesn't mean I have 150% of their energy, I got to earn that.



36:17

And when you I remember, I made that mistake, the shift. And I speak about this in never in leading without authority. When I was at Deloitte, I was a kid. And I became the chief marketing officer, before I was 30. I had no authority, I navigated my way through service generosity, work, I heard the vision of the CEO that we wanted to be one of the best brands in the world. And I went out and did a massive research project. on my own. Nobody asked me, I interviewed I called a professor and said, I'd like to, I'd like to study professional services marketing, we don't have a course on that at Harvard. Well, I'd like to study it. If I take your course. Can Can I? Can I actually not take your course. And can you judge me based on this white paper I want to write. And the professor said, Sure.



37:08

And so I did that. And then I, after interviewing the head of marketing at McKinsey, and all these places, I turn the paper back to all these organizations said, here's the analysis I did. But I also sent to the CEO of Deloitte.



37:22

He's like, Whoa, what's this? And he, I said, well, you said you wanted to be one of the best performing brands in the professional services world, here's everybody's formula.



37:31

And he was blown away. He said, once you come in, kid, I was in my 20s. Once you come in kid and work on a project about marketing in the firm, so great to be fun. Then I started calling the marketers in the organization, we didn't have a CMO, we were very dispersed. Ask them, what would a marketing function look like and built in, etc. After a while, it became pretty obvious that I was the leader of marketing, even though they didn't have a title. And nobody was really the leader. So they just named it for me. And I became the leader of marketing in my, my 20s have a fortune. Fortune 500.



38:05

I love it. I love it.



38:07

Yeah. Now when I went over to Starwood,



38:12

I screwed it up. Because I was like, I felt like such a big shot. Now, I'm the youngest officer, and, uh, you know, switch 500. And Starwood was a big deal at the time. And I'm like, wow, I got all this authority. And I leaned on that, right? And instead of having the same humility, same curiosity, etc. And I look at that, and it was shameful. And I see it happening all the time. I see I see executives leaning on authority to get things done and not co creating the future of the business with their peers. So what did you do that was so wrong when you were at Starwood?



38:52

You know, I, I felt like I not I no longer had to spend all the time



39:03

soliciting input. I had a strong vision and I could execute on that vision.



39:09

And whether that vision was right or wrong, it wasn't owned by everybody.



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Even my own people.



39:16

And ownership doesn't happen through buy in. I think buying is bullshit. It's a it's also a lazy man's eye. It's a it's a, it's a prideful, it's a hubristic man's view of the world where I'm going to create an idea, I'm going to go sell it on you that the buyer who wants to be sold to reality is you want to create something great. You show up with humility and say, I've got an idea. Here's 30%, cooked. Let's co create something extraordinary together. And that's what leaders need to do today.



39:48

And I can't stop people might be saying, Well, I'm an employee at a company. I don't have any authority. How do I lead? Where do you even begin to say



39:59

that was the door



40:00

So, the you start with step number one is you ask yourself, What are you trying to achieve

what vision you try to achieve? Step number two, is you ask yourself who is the team I would need to work with to achieve that this matter who reports to, then you reach out to those individuals with service and, and generosity, and ask them to co create with you something extraordinary. And you say to them, I would love to create this with you, what's your vision, and you co create the vision. The first person, when you have a vision in the world of leading without authority, when you have a vision for for transformation of the organization, the first person you invite into your team, you're inviting them now into their team, they own it.



40:50

So it's not about ownership, or, or credit. It's about co creating and celebrating others and lifting other people up, I had to create a word, there wasn't a word for this kind of leadership, with people that don't report to you.



41:07

So I created I call it a co elevation.



41:11

co elevation going higher together.



41:15

Yeah, I'm really proud of that. So it sounds like you can't have ego involved in this. Or it's not gonna it's not gonna work, right? No, not at all.



41:26

ego will,



41:28

will, will, will spoil the soup.



41:32

And I know that



41:34

we all,



41:36

we all have egos. And leaders, especially, you know, I know a lot of leaders who have huge egos. So have you done any coaching on this? Or have you seen firsthand how leaders can fall? Well, this is what we do for a living. I mean, we, we sit in executive teams, and and we coach this, these bad behaviors of old work ways, we coach them out of the team, we coach in a new set of behaviors, real time. Now, I'll throw a red flag on the plane, in the middle of a staff meeting, I'm like, Wait a second, you just shut down three other people in this room, you know, stop it, you just shut down ideas. And I don't know if I'll be talking in that case to somebody, you know, giving a report out or whatever the CEO for that matter. And the key is to observe the behaviors of a high performing organization. And Coach that real time into the room.



42:30

I love that you will actually be in a meeting just observing. And then when you see something like that you just like a referee in a game. Yep. Stop. That's awesome.



42:42

And I'm sure people might be like, Whoa, who's that sitting over there? Well, no.



42:50

Everybody knows who I am. And they know why we're there. I mean, we've got a number of coaches, we're just extraordinary. All of us are founders ourselves. We all have run organizations, we've all been executives in organizations. And we all recognize that we've got to do this with love and intimacy. And, and a lot of financing Crus. I mean, we've, we're there in service of this team. And it's so important that we help it be successful, just like look, any, imagine a basketball team not having a scrimmage, where the where the coach

like no blows, the whistle stops observes up, look at that plate, look at just what happened there. Right, look at just what happened there. Let's do that again. Let's do that again. And that's what we do.



43:30

So from from all the different executives and the teams that you're coaching, what would you say some of the most common I just bad behaviors are that you see, amongst leaders and what you try to replace it with?



43:44

Probably the worst behavior is the behavior of conflict avoidance. Oh, interesting. It's not sharing openly in the room, but keeping it to yourself and talking about it behind people's backs.



44:00

I would say that's probably the greatest.



44:05

That's probably the greatest, I think it's one of the greatest rotors of shareholder value. Okay, so meaning that let's say I'm an executive, I'm, I have an issue with somebody on my team, what you're saying is that that executive doesn't express it, they keep it to themselves and kind of sabotage behind the scenes.



44:23

Yeah, if not sabotage, it could just be passive aggressive, or just like bite their lip, and they don't share it because the CEO seems emphatic about it.



44:33

Or, you know, the head of marketing is not supporting sales the way it should. And instead, the sales guy goes around him and either builds his own sales support structure or, or tells him to the CEO but says, Don't say I said it, I mean, bullshit. sunlight is the

greatest disinfectant. bringing things transparently out in the open is crucial, crucial. Now, to do that. You've got to have psychological safety. You've got to make sure that your people



45:00

feel safe and comfortable in a room. And you've got to build that. And we have exercises that deepen the bond of individuals as well, which is equally as important. So does that tie in to this concept of radical candor has been so popular lately, or being brutally honest or transparent? Now the Netflix culture? Does that kind of play into that?



45:22

Yes, absolutely. Now, some cultures hire for radical candor.



45:28

Which means, you know, you, I talked to Ray Dalio, who's a big proponent of this, and I said, Ray, you know, you hire assholes. It's easier for you.



45:37

And, you know, you laugh, but that that culture is tough. Now, in most organizations that are big, they've got lots of insight into lots of sensitive, insecure people running around, they can't handle the truth that well. So you've got to build that permission. Among the team, the social contract, is what we coach to. But it's also important that you, as a leader have this open conversation, you know, what is the role of the team coaching each other? That's a very big deal.



46:04

What happens when you try to lead without authority, and you come up across somebody, or you cross paths with somebody who is leading with authority, and you guys don't see eye to eye?



46:15

Well, we talk about that a lot.



46:19

And there's a chapter called serve, share and care, which is how do you overcome resistance to you being a co creator or leader? How do you overcome that kind of resistance when somebody doesn't have that same commitment. And I there's tons of examples, where we have in our lives, where we have friends that are jackasses where we have work associate that we didn't get along with, and now we're friends with, we know it's possible, we got to invest the time. And there's lots of tips around it in terms of sharing vulnerability, you know, trying to find ways to be of service, elevating their agenda. There's all these tips, but it takes work. And most people are just indulgent, lazy, and they're sitting back in a company like I got enough to do I, why should I have to go and kiss but from this individual over there? Why should I have to deal with their bad behavior. And as a result, organizations don't function. Because we all sit there and diligently with our arms crossed, saying, well, when they change, then I'll change. Like third graders.



47:26

It's funny, I, I interviewed a few people on this podcast, who I can tell her like, so frustrated with what's going on just in the world of work and leadership.



47:37

That it's like, it's almost like a tough love approach, like grow up, you know, stop acting like a little kid and make change happen. And it sounds like you're very much one of those people just tough love approach. It's not that that tends to be our, that tends to be our coaching style as well. Yeah. Well, we only have a couple minutes left here. So I thought maybe for the last few minutes, we could talk about just any tips or action items that you have for leaders inside of organizations, maybe we could split it up for leaders and non leaders. So maybe entry level employees, people who are early on in their career, and they are thinking for everybody. Okay for everybody, which is every one of you needs to be participating actively



48:19

in the in the transformation agenda of your company every week. So your gut your job you're doing. But then you have another job, which is how to make everything better.



48:30

And the job of making everything better requires you to work with others, you can't do that yourself. Because I'm sure you see things that are outside of your purview. That's where you've got to enlist relationships in the company that commit to make things better. And this is where you create some pinky bond social contract with people it's like, let's go do this together. Let's go take this hill, let's go reinvent the sales organization. Let's go. And that's amazing. I've been, you know, I've been witness to, you know, the Gandhi, the Martin Luther King of organizations where one person becomes the tipping point, and the transformation of a movement in a company. And they didn't do it through reliance on asking for a title.



49:15

I didn't wait for a title. They they marshaled a movement. And that's your job as a leader or that's your job as a new entrant. I was a kid at Deloitte and I did it. And I became the youngest partner ever elected at the time.



49:31

You know, I see this happening among major executives at large companies today. I love what the new Chief Marketing Officer of IBM Carla's doing.



49:43

So I see this happen on all levels of the organization, same set of principles, humbly serve a company, by co creating with a group of individuals and humbly serve the mission, but co elevate, serve each other I think the real definition of what I'm saying is co elevate now, Doc well



50:00

As simple of your life, but doesn't this require a specific type of individual or having a certain mindset or skill set of having the confidence of having the self awareness of, you know, being able to speak like, Can anybody do this? Are there certain qualities that somebody should have to be able to be, I'll be cheeky, everybody can do it after they read my book leading without authority.



50:22

I mean, that's why I wrote the book. It's it's a, it's an art form. Among the it's a, it's an unspoken art form, among some who are extraordinary at it. And then the rest of us need taught, and we need coaching and we need, we need practice. So like anything else, you know, like my first book around networking, is everything can be learned and grown. You don't. Some people are artists naturally, and other people need to work their butts off to get better. Yeah, yeah, no, fair enough. Well, Keith, thank you so much for taking time out of your day. Why don't you let people know where can they go to learn more about you your book, anything you want to mention for people to check out? Yeah, I mean, if you go to Keith ferrazzi.com,



51:05

you will learn and be able to go everywhere from there. Okay. And we also have a lot of resources at a new website, called ko elevation, calm, ko elevation, comm ko elevation. I know, both of those places would be great places to start. And we want to read some of our research this past year. It's go forward to work.com go forward to work. Very cool. Well, Keith, again, thank you so much for taking time out of your day to speak with me.



51:36

Thanks for having Thanks, everyone. And thanks, everyone, for tuning in. My guest, again, has been Keith Razi, make sure to preorder his book, which is coming up very soon. It's called competing in the new work world, and I'll see you next time. Thanks for tuning into this show. I really do hope you enjoyed it. And don't forget to head over to define leadership.com to grab a copy of my brand new PDF that's gonna walk you through a framework on how to create your own personal definition of leadership. And why that matters. Now more than ever, you will also see the definitions of leadership from some of the CEOs I interviewed including from the CEOs of organizations like KPMG, Oracle, and Verizon. Again, you can get that PDF at define leadership.com and of course, I would love it if you subscribe to this YouTube channel for more videos just like this in for interviews with some of the world's top business leaders, thank you for watching.