

**Jacob Morgan 00:00**

I'm just going to introduce you, Stephen, Mr. Covey Best Selling Author of trust and inspire how truly great leaders unleash greatness in others. And then like I said, later on, I'm going to do a longer intro where I'll talk about all the other stuff that you've been involved in in your other books.

**Stephen Covey 00:14**

Yeah. Okay, that sounds great.

**Jacob Morgan 00:17**

Okay, cool. So let me push record on my camera here. And then usually what we do when we do a promo, we can just start off and can you just say, My name is Stephen. Mr. Covey. And you're listening to leading the future work with Jacob Morgan?

**Stephen Covey 00:32**

Yeah, leading the future. Yeah, we

**Jacob Morgan 00:35**

actually leading the future of work with Jacob Morgan. Yes. And then we're going to have it as a kind of our promo, kind of like a little teaser that we send out beforehand, and then we'll do a bunch of clips, then we'll do the whole podcast. So the podcast used to be called The Future of Work with Jacob Morgan. But yesterday, because of a new book that I'm working on it, we decided to change it to leading the future of work instead of just the future of work. I spent so much time talking about leadership. But the podcast leader in the title,

**Stephen Covey 01:07**

I like that. I think that's a good move. Yeah, work? Yeah, that's good. What's your new book, you mentioned, it's on vulnerability is Zen leadership. Yeah,

**Jacob Morgan 01:17**

it's still very, very early on in the writing process, it's going to come out in May of next year, the tentative title is going to be called the vulnerable leader. So I'm interviewing 100, CEOs for that, serving around 10 to 20,000 employees, and really just exploring everything about vulnerability in the workplace, and how to you know why it's important how to make it happen.

**Stephen Covey 01:38**

is wonderful. To see you talking about. Yeah, it's part of what I'm the modeling the stewardship of modeling. One of the key things to model today is authenticity. And its twin sister, her twin brother, whatever you might call it, vulnerability. They it's vital. Yeah. And, and so I think that's great that you're doing that.

**Jacob Morgan 02:01**

Yeah. And we'll definitely talk on that. Talk about that, too, because I have a note here to make sure we touch on that. Yeah. All right. Well, unless you have any other questions, just whenever you're

comfortable, just say the you know, my name is Stephen. Mr. Covey. And you're listening to the future work with Jacob Morgan, and then I'll jump right into some questions.

**Stephen Covey 02:19**

Okay, you got the lead in the future of work podcast with Jacob Morgan are just genius. Yes or not?

**Jacob Morgan 02:27**

Yeah, you can just say leading or you can just say you're listening to the, my name is Stephen, Mr. Covey. And you're listening to leading the future of work with Jacob Morgan. Okay. I'll do that. Okay. And whenever you want, I mean, it's recording.

**Stephen Covey 02:41**

Okay. Hello, I'm Stephen. Mr. Covey. And you're listening to leading the future of work with Jacob Morgan.

**Jacob Morgan 02:51**

Awesome, cool. All right. So then I'll introduce you really quick, and we'll be on our way. Great. All right. Hey, everyone. Welcome to another episode of leading the future of work. My guest today is Steven M. R. Covey, the author of a brand new book called should have her in front of let me do that one more time. Hello, everyone. Welcome to another episode of leading the future of work. My guest today is Stephen Mr. Covey. He's the best selling author of a book called trust and inspire how truly great leaders unleash greatness in others, which, of course, is a topic I'm a big fan of so Stephen, thank you for joining me.

**Stephen Covey 03:31**

You're welcome, Jacob. Really excited to be with you today.

**Jacob Morgan 03:35**

Yeah, we have so much to talk about. Why don't we get started with a little bit of background information just about you. You have a pretty interesting background. Pretty interesting family, very successful father, who's been introducing a lot of these concepts to the world and I just learned four or five generations of Stephen Covey's

**Stephen Covey 03:57**

Yeah, I'm actually the fourth generation. But we all have different middle names. So we don't carry the moniker third or fourth. It's my father, Stephen R. Covey, who wrote The Seven Habits of Highly Effective People. He's the third generation and, and then I kept it going, Jake, if I so I named my son Steven is Steven Hutchins. Covey. And then he named his son Stephen. So I'm a grandfather of a Stephen Covey to Stephen best Covey. So none of us want to end the streak. We want to keep it going. It's so yeah, I'm actually the fourth generation. But just that that's why we use our middle initials to differentiate.

**Jacob Morgan 04:40**

It's funny when I still talk to people or various CEOs, and I say, you know, is there a book that you recommend or what's the most impactful book that you've ever read on leadership? They always still point to that book of Seven Habits of Highly Successful People. It's, it's amazing the and it was written a while ago, and it has just so much staying power. So clearly Your dad touched on a nerve there.

**Stephen Covey 05:02**

Yeah, he did. And, and he because it was first published in 1989. And we have a new 30 Year Anniversary Edition out in the last couple years. But it, the reason it's so relevant is that it's, it's based on principles, as opposed to just practices. So the principles remain constant, even in a changing world, and maybe especially in a changing world. So it actually feels even more relevant today, because they serve the principal serve as an anchor to ground us with all this change and disruption going on around us everywhere else. And, and it really is a foundational work that, that gives people a roadmap of, of focusing on their personal effectiveness for themselves, and then in their relationships. And so foundation on that way.

**Jacob Morgan 05:55**

Well, before we start talking about some of the present, why don't we talk a little bit about the past? So you can let us know? What was it like growing up in that household when you were a kid? You know, obviously, you saw your dad doing all these crazy things and changing the world? I mean, what, what was life like for baby Stephen? Mr. Covey?

**Stephen Covey 06:16**

Well, you know, it was amazing, it was the only thing I knew. And, and, but what I did know was that my dad was up to something. And it was pretty good. And, and because I could see how, when he'd give a presentation somewhere, when I was a young kid growing up, or even a teenager, I just saw how I went on some of his business trips with him. And he takes me occasionally you take take, you know, my siblings sometimes and we'd all get a pick a trip that we got to go on, of our choosing. So he always kind of commingled his work with the family. And, and, you know, I pick Orlando or something, so I could go to Disney World and, and so I'd go to his presentations, I was maybe 12 years old, I remember one time, and, and I could see that the audiences really responded to what he was saying, you know, and to me, it was just my dad. And the thing is, is the things he was talking about in these business settings, were some of the same things that we talked about in the home. So I think that the kids, we were his first his first guinea pigs, if you will, that the test his ideas out, he tried them first with us. And, and so I kind of grew up learning the seven habits without knowing that they were the seven habits yet, because they didn't come together at seven habits. They were taught individually, initially. And then they came together ultimately, so but it was great, because the best thing I can say about my father, who passed away about 10 years ago now is this, Jacob that. And I said this at his funeral, as good as my father was in public, as a, as a teacher, and as an author, and he was really good. As good as he was in public, he was even better in private, as a husband, to my mother, as a father to his kids. You know, he was We who you thought he was, he had real integrity. And and, and so it was the same person in private as he was in public. And that, you know, that's an extraordinary thing, really. And I'm grateful for having that kind of opportunity to grow up with, with parents like that. My mother's the same way to she was.

**Jacob Morgan 08:28**

Yeah, I'm curious. So you, I have a daughter who's going to be six years old. And she's never gone on a trip with near my wife had one of our speeches, but she might later this year. And so I was actually curious, since you've gone on some trips with your dad, is there a particular moment, or a speech or something that somebody said that really resonates with you that you remember from your time being on the road with your dad, where you were just like, wow, this is, this is amazing. This is so cool. I did anything like that ever happen to

**Stephen Covey 09:01**

you? Yes, if I gave you to, when when I was very young, I just remember. I don't remember the company, but I remember is with an organization. And he was teaching what really became habit five, in the seven habits, which was seek first to understand then to be understood. Kind of a simple idea, but a very profound one, because most people go the opposite, right? They want to be understood first, but there's a real power and first understanding and I'll never forget watching him teach this to these very senior executives. And, you know, they allowed me to be in the room when we what's a what's a young kid going to be able to do right? So they allowed me in the room from a distance, but I remember seeing these really capable, competent people kind of struggling to get this principle right because it Just not a natural thing, to start with empathy and with understanding we all want to be heard. And, and so I remember seeing, at some point, here's my father was teaching this and they were practicing because he would actually roleplay with them. And he was role playing, and he was trying to teach them to show empathy, understanding, but everyone will just respond back with autobiography, you know, telling their story of, well, here's the advice I'd give you. And they hadn't, they hadn't achieved understanding first. And so they were kind of struggling, and he go from executive to executive, but then suddenly, at some point, it like kicked in. And someone responded back with understanding, and with empathy, instead of trying to tell their story. They really were trying to understand and, and once it kicked in, for one, it started to kick in for others. And I just saw this light bulb like go on and people's, you know, hearts and minds and, and, and just kind of transformed the whole nature of the discussion where suddenly people were getting what he was saying. And it was really powerful. And they really, they got, they liked the idea. They just was struggling with how to do it. And I saw him kind of snap and see how to do it. That was I remember to this day, it just being taken aback by it.

**Jacob Morgan 11:20**

Yeah, it seems like the other one experience.

**Stephen Covey 11:23**

Yeah, the other one, that, and this, this I actually write about in this trust inspires, is this happened many, many times where I was actually doing some speaking with my father, my prior work is called the Speed of Trust, I'm speaking about the Speed of Trust. And my father was was was was teaching eighth habit and some of the other things he had done. And and he would ask audiences this question, he's had these, we don't have 1000 people in the room. And these were public settings, public workshops. So they were coming from all kinds of different companies, mostly senior or mid level managers. And he'd asked people, you know, how many of you believe that the vast majority of the workforce inside your organizations have far more creativity, ingenuity, talent, energy and ability than their current job requires, or even allows them to contribute? How many believe your people have more

to give, and basically, every hand in the room would go up. And then he'd follow on with, and how many of you also believe that the vast majority of your workforce is under a relentless pressure to do more, with less, and again, almost every hand would go up. And it was kind of like, just the juxtaposition of those two statements of people have to do more with less under huge pressure in a changing world, complex world. And yet, they're not able to give all their creativity, ingenuity, ability, talent that they have inside of them, even though they got to do more with less, you know, what's what's wrong with this picture, kind of like how our leadership is not tapping into all the potential that's out there. In spite of the fact that we've got to do more with less, and we're, and we're missing so much of this. We're not tapping into that kind of talent. Now is really the, the starting point of my thinking about this book, trust and inspire, was to say, how can we lead in a way that actually unleashes that creativity and that talent, that potential instead of contains it or stifles it or even controls it? So I thought that that was over multiple, you know, presentations, just seeing this in city after city, throughout the US and throughout the world, that this was a common thing, that everyone had a lot more than he give, but they weren't able to contribute it. And that something was wrong with that picture.

**Jacob Morgan 14:00**

Yeah, couldn't agree more. Was there ever a point in time where you considered doing something else, like not going down the road of speaking or writing and doing something just totally different and not continuing the, you know, the family legacy? Like, I don't know, being a pediatrician or going into corporate and you know, just becoming an executive at a company? Or did you know, from a young age that this is the path you wanted to take to write books to speak to do whatever you're doing now?

**Stephen Covey 14:30**

Yeah, no, there was a, there was a time when I didn't know. And also, I will say this, that it's only in the last It's only the second act of my career that I've gotten into writing and speaking, the first act I actually was just into business into building the business running it. And before I decided to join with my father, I'd done real estate development. In I was based in Dallas, Texas, and we were, you know, building buildings and leasing them out. And, and that was pretty exciting. It was, it was in the it was in the mid 80s, you know, the heyday of real estate development going on in Texas and these extraordinary buildings that were being built. And that was pretty fun. And, and, you know, and later, I went and got an MBA, and I had a chance after my MBA to go back into real estate development, because I'd done well there and I had an opportunity to do you know, being a fast track towards a partnership type role if I went that path. And that was tempting, because it was exciting work. And then similarly, I also, in between years of business school did, I was on did investment banking, on Wall Street, with a big investment bank, and, and they offered me and wanted me to join and do that as a career. And that was pretty exhilarating, to be on Wall Street and doing big deals and things and, and so I literally was comparing, okay, when I, I'm finishing here, what do I want to do? Do I want to go back into this real estate development? Do I want to try Wall Street, play that out? Or do I want to join with my father and his company, and this was before Jacob, before the seven habits had been published, it was about to come out. And I just knew this book is going to, it's going to resonate with people, because I'd seen it in all these presentations prior. And I knew I was going to it was going to work. And so I made the decision, you know, I'll I'll join with my dad, because I think here's a chance to really make a dent in the, in the universe, the quote Steve Jobs, to make a difference. And, and, and I took that leap, I say leap because it was a small company at the time. And, and these other two are more substantial, bigger

opportunities. But I felt like, this could be exciting, too. But But I took that leap. And initially, my whole path was, you know, there's no way I can do what my dad is doing. I don't want to be compared to him, how are you going to, you know, follow some of that wrote the seven habits. And, and, and is but So instead, I went down the kind of the the leader or the business path where I started in sales, and then let a sales team and then lead the sales organization, then then this plant services group, and then it became the president CEO, built the business, you know, to operate all around the world. So I kind of carved my identity around. I'm the business guy, not not thought leader. And it was only later when we merged our company that I decided that that you know what, I think I found what I want to say, and and I found my voice around trust, that's when I shifted gears and said, maybe I'll go down that path to

**Jacob Morgan 17:58**

that one thing I want to touch on before we jump. Okay, so one one thing I wanted to touch on before we jump into all this stuff in your book, and I think you actually talked about this in your book, too. Is the weekly family meetings that you had. Can you share a little bit about what those weekly family meetings were? And I think in the book, you also have a story, you know, the green and clean story?

**Stephen Covey 18:19**

Yeah. Yeah, well, we'd have these family meetings to come together as a family, a sense of connection, a sense of belonging, a sense of what our family is all about, you know, we're not just, you know, it's habit to from Seven Habits begin with the end in mind, we applied that to our home, to our family, I grew up with that. We had these family meetings, I carried it on with my family, where we tried to have weekly family meetings to try to come together to family clarify the important things to us as a family and, and, and tried to make sure each person in the family felt part of the family and valued and so forth. So in one of these meetings when I was a kid, my dad was trying to teach kids as kids to take responsibility. And, and, and ask, you know, ask for people to take on jobs around the house and the big job was who was going to take care of the lawn the yard? And and, and I was just a seven year old boy and I volunteered, I'll do it. And so, you know, so my dad said, Okay, this is a big job, but I think you can do it and I'm gonna give you the responsibility. So he trained me over a two week period and this was back in the days before automatic sprinklers you know, you had to manually turn them on back then and and which dates me a little bit. But again, I was a seven year old boy he taught me and he said looks and all I care about is the is two things that the lawn is green, and that it's clean, green and clean. And and that's the standard. That's the result. We want how you do it is up to you. Here's how I do it. If I were you, I'd turn on the sprinklers because you'll get green and you know, it'll be green faster. But if you want, you don't have to turn them on, you could just use a hose or buckets or spit all day long. As long as the lawn is green and clean, that's all I care is the result. And he taught you. So he taught me what Green was talking about clean was he you know, cleaned up part of part of the lawn, that the other half I'm clean. And so I, you know, again, a seven year old boy trained me over two weeks. He also built in a process of where I would judge myself against the standard of green and clean. And I would be accountable. To report on how I was doing against green and clean twice a week, we'd walk around the lawn, and I tell him how how it's going against green and clean. So two weeks of training. And then he turns the job over to me. This is the middle of the summer. It's scorching hot. And it turns it over to me. It's like a Friday. And then I do nothing. Nothing for days on end. Saturday, nothing Sunday, nothing Monday night and Tuesday. Wednesday has been five days. And it is scorching hot. The lawn is turning yellow by the hour at this point. And we had a big neighborhood

barbecue over the weekend. There's garbage strewn all throughout. It's anything but green and green. And my dad was just this close, you know, just about to just take back the the responsibility thinking, you know, he's just too young. Can't can't do this. But but he didn't he instead he went back to our agreement, where he said, Why don't we walk around and you can tell me, you know how it's going, like we had agreed that we do. So we began to walk around. And I looked around and I realized this lawn is not green, it's it's yellow. And it's not clean. There's garbage everywhere. And I began to break down and cry. And I said, Dad, this is just so hard. And he said what's hard, you haven't done one thing yet. And you know, what was hard Jacob was me to learn to take responsibility to own this job. And, and, and he said, well remember what I said that I'd be your helper. If I have time. I said, That's right. Yeah, do you have time, he said, I've got time. So I ran into the house, I grabbed two garbage sacks. I came out I took one of them. And I gave him one of them. And then I began to direct my dad. And I said, again, I'm seven years old, I said, Dad, will you go over there and pick up that garbage. That's all on the ground, because it makes me want to vomit. So when you pick it up, and he goes, I'm your helper, I'll do whatever you say. So at that point, I'm directing my dad, he's doing what I'm asking him to do. And it kind of dawned on me and hit me, this is my job. I own this. And I took responsibility, not only that day, but for the entire rest of the summer. And the lawn, from that point on was green. And it was clean. And my father used that story that came out of his family meeting to illustrate, you know, the idea of a win win performance agreement. I was seven years old, I didn't know what those words meant. But here's what I did know, as a seven year old, it was simple. I felt trusted. I felt my father trusted me. And I didn't want to let them down. And I ultimately responded to that trust. And I began to believe in myself, I could do this. And I developed my capabilities. And I took responsibility, took care of the yard, and became really confident coming out of that. And just a great illustration of kind of the power of trusting and inspiring another what it does to people, even a seven year old boy, if it can work with a seven year old, maybe this could work with a 27 year old or 47 or 67 year old. Because that's what trust does to people, it changes you. And I develop those capabilities and rose to the occasion. So that was a great, you know, one of the first experiences real, really around this idea of trust and inspire. I had it in my dad.

### **Jacob Morgan 23:57**

I love that story. And it's probably such a powerful leadership lesson to experience as a young kid too. I'm always trying with my six year old daughter and I have a soon to be two year old son. And my wife and I are always thinking about like, what lessons can we instill to shape them when they get older so that maybe you wouldn't you know, one day somebody asked them that question and they're gonna say, Well, you know, one day my dad in like, what kind of leadership principles can we instill? So I love that story. Let's talk a little bit about your your book now. And I want to start just very high level what how? How has leadership changed? So obviously, you have a pretty extensive career, you were in business for a while you got your MBA, you built your current company, and now you're writing books and speaking so when you look back over the past several decades, if you had to point to some specific changes that you've noticed and observed in the world of leadership, what would those changes be?

### **Stephen Covey 24:51**

Well, a number of different things. One is first of all, we've we've learned to distinguish between management and leadership, both are important. Both are vital. And But too often we conflate the two.

And, and, and we need great management, we also need great leadership. And the key principle here is that you manage things, and you lead people. And the danger comes when we start to manage people as if they were things. And so sometimes people, you know, Abraham Maslow statement he did as good with the hammer tends to think everything is a nail. And when we get really good at management, we start to, you know, which really works well with things with systems with processes, structures, inventories, financials, technologies, you manage those things, but we can become really good at that we start to manage people as if they were things but people have autonomy. So we want to make sure that we manage things that lead people, that's one, we've obviously brought a lot more things like emotional intelligence into the mix, to recognize it's not just IQ, but EQ, and, and, and self awareness in the connection with people that matters so much, we brought more mission and purpose into things that, you know, that people want a sense of purpose and meaning and contribution. And, and that, that matters and makes a difference. We've brought a lot of different, you know, evolutions like this and advancements. And, and, and clearly, also what has changed is that our world itself has changed so dramatically. You know, through technology, it was estimated in 1900, that human knowledge doubled every 100 years, in 1982, is estimated that human knowledge double w 13 months. Today, it's estimated that human knowledge doubles every 12 hours. So you can't be know it all. So it puts the premium on learning. So the world is changed, you know, look what's happened coming out of this pandemic, the workplace has changed work from home work from anywhere, remote work, hybrid work, you know, you're an expert in this, the you know, leading the future of work, as because and all of this is changing right in front of our eyes. And the implications of that on leadership is, and this is a big thing I talked about in this book is that the world has changed dramatically. But our style of leadership hasn't kept pace. With the changed world, we're still operating too much out of the base, a model of leadership that grew out of the industrial age, a command and control style of leadership has just become we become better at it, a more advanced version of it a more sophisticated, a kinder, gentler command control, I call it an enlightened command and control, which is a lot better than the authoritarian command control. But it's still the base is still too much around the old model, you know, and it's still too much managing people instead of leading. And, and, and that that that needs to shift. And that's what this book crushing inspires attempting to address is that while the world has changed, our show, leadership has not kept pace. That's why when my dad would give these, these workshops, these big presentations, that's why most everyone would say our people have a lot more to give than they're able to give. That's a leadership issue. Now, that's a leadership problem. And so we've got to, and command and control, we'll never get that out of people. And I'm trying to that I think most people will become clear on that, that command and control doesn't work very good in this new world of work. And so we're clear what we need to move from, I'm trying to become equally clear what we need to move toward. And that's what I'm calling trust and inspire in juxtaposition to command and control. Where rather than trying to contain and control people and manage them, instead, we're trying to lead you know, develop and unleash them, and inspire them and not just motivate and get that potential out. And we need a new way to lead in this new world. And so we've made evolutions along the way. But the world has so dramatically changed and is changing in front of our eyes. incremental improvement along a limited paradigm is not going to cut it. We need a complete paradigm shift of how we lead as a sea change. And that's what tradition inspires men to represent.

**Jacob Morgan** 29:35

So, kinda want to go back to this theme of management first leadership because this is I feel like this has been a very, very old debate. I remember even Mintzberg famous leadership author and scholar, you know, he talked about this thing of Henry Mintzberg. Right. This was talked about

**Stephen Covey** 29:54

Abraham zelens Nick, is maybe the first Yeah.

**Jacob Morgan** 29:56

Now Yeah, So it's been talked about so lot, so much. And then I feel like every time I talk to some CEOs, it's very, there's a lot of different perceptions on it, right? Like some people say, you know, we don't even use the word manager anymore. Everybody's a leader, like, we don't even use that word. And then other companies, I talk to all their titles or management titles, and then other companies I talk to you, there's kind of like they have managers, and they have leaders, and people are just using these things interchangeably, just assuming that everything is the same. So you think there was a very clear distinction between management and leadership, and that we actually need both inside of a company, right?

**Stephen Covey** 30:35

Absolutely, we need both. I'm not here to bash management, we need management, we need good management, and a lot of it. And we also need good leadership. And in some ways, in some ways, Jacob, it could be semantics, sometimes, you might put it this way. If you look at management theory, and practice as a whole, you might say that leadership is the highest component of management theory and practice, you know, in other words, it could be on a continuum with leadership being part of it. So that's why we can get mixed up in the semantics. But I think the main point, I would say, is, look, if I'm, and I'm okay, if a company calls their people, leaders, that's fine. Because, you know, I like that same time. They're also, you know, you're, you're a manager of the business. And you're a leader of the people, I'm just trying to distinguish between managing things, leading people. And, and but I'm not trying to say management is bad, leadership is good. They're both good. They're both needed. And it's very easy when you're good at management, to have that become the dominant paradigm that even goes into what could be a leadership role as you work with people. And when you try to become efficient with people, instead of focusing on effectiveness, you'll be efficient with things effective with people manage things lead people, that idea, so yes, it's an end approach. But I do think sometimes, well, sometimes the language can matter, you know, no one would want to say, well, you know, I really need to be managed. But people do like to be led. And, and, and so I just think that, that is just worth highlighting the distinction where it does matter is connect is things versus people. Okay, and I do think it matters. And I think we need more leadership, with the

**Jacob Morgan** 32:35

end, should a leader be both? Like, should you either be? Or can somebody be either manager or leader? Or they can be both? Or how, how do you distinguish that?

**Stephen Covey** 32:47

Yeah, you can be both? Absolutely, you're both you're both, you're in a sense, you're the, the, you're in whether you use the word manager and leader, I'm gonna just use the same word right now just to say,

to show you can be both, you can be the leader of the business and the leader of the people. Yeah, and, you know, he's just that, in your own mind, there's a little bit of a distinction of how you would approach it. And, and so that's why I don't want to get too hung up with the semantics, but rather the different roles and functions being played. And and, but but I think a more useful distinction is that is the leadership style, if you will, that if the danger of the of managing thing managing people like things is that that can tend to be more that command and control style. And, and that works fine with things and systems and processes and strategies and structures and technologies. Command and control but doesn't work very well with people, especially with these new generations, Gen Z and millennials that want and expect a different kind of engagement and leadership and don't want to be managed that way. And, and so, so to me, the bigger distinction I'm making is less management leadership. There's some element of that in this book, and it's more command and control and even its advanced version in line command control, versus trusted inspire, you know, in my training to kind of maintain and contain things and people are my friends unleash and release them. Do I see people as whole people or just as fragmented parts were their economic beans so I need to motivate them through carrot and stick motivation that's very much command and control versus their whole whole people. They bring their whole self to work body heart, mind spirit. So I'm trying to inspire them, not just motivate them and you know, inspirations intrinsic motivations, extrinsic and, and, you know, operate on a different basis and, and do I believe there's enough for everyone? An abundance mentality or a Um, is there scarcity of everything? You know, there might be scarcity and some economic things. Scarcity, I like to say scarcity might be sound economic theory, but it shows the lousy Leadership Theory. Abundance is a far better approach towards leadership. And so that distinction between command control and trust and inspire to me, is a more valuable distinction. As leaders look out, you know, what do our people experienced from us. And I just would ask our listeners, if you had a trusted inspire leader in your life. I bet we've all had command control leaders, and command control people, we probably know that. But if you had someone who believed in you had confidence in you, they maybe they believe in you more than you believe in yourself. And they, they gave you opportunities, they gave you chances, they extended trust you they trust it and inspired you. My father was that for me, and I've had others to a bit for our listeners and viewers that they've had someone in their life that way, whether at work or at home or in community, friends, neighbors, and what that does for someone, and how they're just drawn to that what it did to you. You know, we all want this is what we want, I believe, and what if we could become that kind of person for another? So how do how are we leading? Is it more like dress inspire, and more like command control? So that's, I think, the distinction that's useful?

**Jacob Morgan** 36:24

Yeah. Yeah, I couldn't agree more. And then I mean, it seems like when you are with this kind of leader, you feel like you can do anything like you feel like you can tackle any obstacles or problems, you can identify any opportunities, you feel like you're safe, which is a very, very important element of all this. Why do you think we're having such a hard time evolving, right? Because, you know, your dad is talking about this for years, even before your dad, lots of authors and leadership experts and speakers have talked about this, it feels like for decades, yet still, organizations are having a very hard time adapting and changing and embracing new approaches to leadership? Yeah, why is this so hard for leaders to embrace? And why is it so hard for companies to change?

**Stephen Covey** 37:08

Yeah, because we're so entrenched in it. It's like, we're like fish who discover water last, we're so immersed in it, we're oftentimes not even aware of it. I mean, it's right in our language that we use all the time without thinking about many times, you know, span of control, chain of command, rank and file, you know, recruitment, these are military type terms, that kind of around a command or control type approach, we don't even think about it. And then it's in our systems and structures and where we might have forced rankings, or we might have developed, you identified the high potentials and, and those that aren't and, and so it's, you know, it's kind of rooted in systems and structures and hierarchies, in language, in mindsets and paradigms and, and that, sometimes we're not even aware of it, because we're just so immersed in it. I think that's one reason. I think another reason is, is, in a sense, because I asked the same question in this book, you know, don't we already know this? This is not new. And yet, we kind of do know it. But moving from knowing it to doing it is that there's a big gap. And to know, and not to do is really not to know, so Well, we know it, we're not doing it because there's data that shows that still, even though we know that command, and control doesn't work anymore, still, about nine out of 10 organizations are operating with some degree of command and control as their modus operandi. And that might be different for some leaders or some some, you know, companies but but most are still operating with this, even though we kind of know it doesn't work as well. So we're, you know, we're, there's a gap between know and do. And also we're showing mercy that we're sending and not even aware. I'd give you one last one is that is the idea that, you know, old paradigms, old mindsets can live on indefinitely. Yeah, even when we discover a new and better Wednesday, they can continue like bloodletting. You know, bye bye, letting a 3000 year old medical practice that was started with the Egyptians, but it continued on, you know, up until, you know, in Europe in the late 18 1900s, or 1800s. And, and yet it was disproven, as a theory to the practice in the 1600s. That the, you know, the disease is not in the blood, and it was disproven, and yet the practice, the paradigm was so entrenched into people and the like, it persisted for another 250 300 years after kind of it was disproven. And in a sense, command and control is modern day bloodletting. It chaotic it persists and continues even though it's That doesn't work. It's and so you know, there's a lot of factors. And then also a gives just maybe one last one. And that is that maybe for many of us, this is what we know. It's what we're good at. It's what brought us to where we are in our careers. It's the models and mentors we've had, they've been more maybe in the traditional, old style of leadership, and or maybe we've been good at it. And the idea of moving to new style, letting go, trusting, inspiring, maybe that feels a little fearful. What if it doesn't work? What if, what if I've been burned before? What if I don't know how to let go these types of things? So it's what we know. And it's always hard to move to a new style, that we are not our style, we can change our style of leadership. That's the idea.

**Jacob Morgan** 40:47

I'm glad I wasn't alive during the time of bloodletting, because I've heard some of those stories and you putting leeches on the bike? I mean, it sounds absolutely terrifying. To like human to have to go to somebody who's going to be doing that to you and just man freaks me out.

**Stephen Covey** 41:01

Yeah, the cure sounds worse than the disease, right?

**Jacob Morgan** 41:05

It sounds terrible. So I wanted to use the majority of the rain over the remainder of our time to talk about these, these three stewards, stewardship, which I think are kind of like the core focus of your book, which are modeling trusting and inspiring. And maybe we could talk about each one of those for a few minutes, and you can explain what they are and how those actually come to life. So let's start off with modeling. What does modeling mean? And actually, maybe even before that, what does stewardship mean? Three, stewardship. So what, what is the concept of stewardship? And then let's go through each one of the three.

**Stephen Covey 41:39**

Yeah, so I'm, I'm submitting that part of the fundamental beliefs of becoming a trusted spire leader, include seeing leadership, as stewardship has meaning, it's a responsibility, not just a right. Often we define leadership as kind of as a position. And with that comes rights. Instead, leadership is influence. It's your kind of moral authority, based on your credibility, your character, your competence. And as opposed to just position. And so inherent with that leadership, rather than rights that you have, as a leader, their responsibilities, and I call that a stewardship, which another way to say stewardship, for me is a job with a trust. So these are kind of jobs we have as a leader that we've been trusted to, to do that come with being a leader, if we're going to lead people, these are responsibilities we have for the people that we leave for how we're gonna go about leading them stewardship. So I tried to, in a sense, redefine stewardship, or at least make it come alive for us today, and not just narrowly defined it around around sustainability, which is often words placed. So yes, these are jobs with the trust responsibilities. So the first, as you mentioned, is modeling. And modeling is who we are. And we're all modeling. The question is, what are we modeling, or remodeling the behavior that we want to see? And, you know, are we modeling the values that we say that we espouse personally, are we modeling the values that our company espouses? If everyone's modeling, what are we modeling, I learned this the hard way. For me personally, I've learned it time and time again. But I'll never forget one time, Jacob, I was at a basketball game. And with a young child, and I got into the game, you know, and thought the referees were making bad calls or missing calls, and I was getting frustrated. And we were losing. And I remember at one point, the referee missed a call, and I stood up, and I pointed my finger and I yelled, You know, you blew it, right? If you miss that call, only to look down and see my four year old, standing up with the same posture of pointing the same finger and yelling the very same words at the referee, you know, and I and I realized then that we're all modeling. And, you know, that wasn't, that's just wasn't my, my best modeling moment, when I realized that, you know, that that's happening. And as leaders, we're modeling. So the question is, what are we modeling? And are if we want more transparency, are we modeling being transparent? If we want to have more respect in our team in our culture? Do we model demonstrating respect and going first? Do we model the vulnerability that we'd like to see to build the authenticity and the trust on the team? Do we model extending trust to others and, you know, leaders go first, somebody needs to go first leaders first. So the whole idea of modeling is that we go first and we model what we seek and in you know what the behaviors we'd like to see. And so I highlight kind of three pairings of BA The real virtues that I put it together as pairs that are vital the model, humility and courage. And that's a, you know, interesting combination similar to what Jim Collins called, you know, in level five leader, deep personal humility, intense professional will, I'm saying That's courage, humility and courage, we need both. We need authenticity and vulnerability, we need empathy and performance, which is a very paradoxical combination. You know how empathy out helps us understand how to help others perform, we have to perform it, but we also need to

demonstrate and show empathy understanding habit five, he's my dad's phrase again. But the one I'd highlight is, is what you're expert in and, and authenticity and vulnerability, that today, there's so much, you know, if authenticity means real, today, there's so much fake out there. And, you know, people want to know is what you see what you get. And people respond to being authentic. And, and, and to people who are authentic. So authentic means real vulnerability means I let people see into me see what's real. And I love the term intimacy, and break it down into these words into me see, so that people see into me, and that's real intimacy. And I'm open, I'm transparent, and I'm not trying to put on airs or our front. And it takes some courage to be vulnerable. And there's obviously needs to be some level of parameter is Brene. Brown says vulnerability without parameters is not vulnerability. So there's some parameter, but we need to be more vulnerable than we've been. And again, this is your area of expertise. So you know this well, Jake up and that builds trust, it builds teams, it builds relationships, authentic leaders, that I'll just say this, I was with executive recruiter last week. It's a headhunter in the technology space that goes after CIOs and CTOs for big companies, you know, so at the highest levels, and he says that when he's recruiting people to, you know, fill a Chief Information Officer role or Chief Technology Officer role, when he gets into the interview process with these candidates, if people are not authentic and not vulnerable, in how they come across in these interviews, they try to put up put on the air and act like they're this perfect candidate, don't show any vulnerability. He says, I don't advance them, I don't recommend them, I actually stop. If they don't show a vulnerability because they don't show vulnerability. People are not going to relate to them. They're not real. They're not being open and authentic, and they won't connect with people. They won't build teams and trust and cultures. And don't move them forward. Without them showing that vulnerability. I just thought that was fascinating. That he was prioritizing vulnerability at that high level of this is a sign of the kind of leadership that is needed today, what people want and what they respond to. So that's modeling. And the point, the main point of modeling is go first. Someone needs to go first leaders go first.

**Jacob Morgan 48:10**

Yeah, I love that. I love that this recruiter is really focusing on that because he right. You know, you can be great at your job. But if people don't want to work with you, they don't want to spend time with you. They don't want to follow you then what good are you going to be in any kind of a senior role or a leadership role so that the human aspect of leadership is I think, very important. Okay, so that covers the first, the first stewardship, the modeling, which, you know, leading by example, it pretty much is what it sounds like. And then we have trusting and inspiring, so let's go to trusting and what that one entails.

**Stephen Covey 48:43**

Yeah, so the second stewardship is trusting. So your model, then you trust. And and I don't mean you lead by example, you go first, now you extend trust to people as a leader. And here's the basic idea is that in order for us to have trust, yes, we have to be trustworthy. But we also have to be trusting. It's not enough just to be trustworthy. Because you could have trustworthy people working together, and no trust between them, even though they're both trustworthy, if neither person is willing to extend trust to the other. So you have to be trust Dean, as well as trustworthy. In a sense, Marlene has been trustworthy. So trusting this is being just that trust team, to build the relationship of trust to build the trust on the team, in the culture. And as leaders, the more trusting we are of our people, the more we give them opportunities, the more we give them chances, then then they can develop their capabilities,

then they can rise to the occasion, perform better, maybe then maybe even better than we did, because we're delegating and we're trusting them around opportunities and responsibilities without dictating every aspect of it or how they do it like my dad with me with green and clean. He said I just care about green and Lean, how you do it is up to you. And you know, that's really been trusting. And then people, they become their creative and they come up with all kinds of things that maybe we never could have. So people respond to it, they rise to the occasion they perform better. They develop capabilities, and they reciprocate and give the trust back. But if we, as leaders don't trust people, guess what, they're probably not going to trust us back either. And I find that in organizations, as I work all around the world, that may be the biggest reason why employees don't trust their leaders in low trust cultures, anywhere in the world, low, you know, low trust companies, where the culture is really low trust, why don't replace faster leaders, because the leaders, first and foremost aren't trusting their employees. And the employees are reciprocating that distress right back at them. So if we want to have trust, we got to give trust, we got to become more trusting. And as this is a stewardship of a leader to be trusting of our people, I'm not asking you to blindly trust anyone and everyone you got to use good judgment is a smart trust, we're not setting people up to fail, or the project to fail, because people aren't ready for the trust, we're giving them. That wouldn't be smart, smart trust, use good judgment, always have expectations and accountability to the trust being given, like my dad with me and green and clean. There was expectations and accountability. Let's walk the yard twice a week, see how you're doing. So you built control through an agreement, as opposed through micromanaging. But we become more trusting of people. And that unleashes them, and they perform better, and we perform better. And we both capability along the way. So that's a two way street.

**Jacob Morgan 51:43**

Yeah, it's a two way street. All right. I know we only have a couple of minutes left. So why don't we quickly touch on the last one? Inspiring?

**Stephen Covey 51:53**

Inspiring, I think this is where leadership was going Jacob towards inspiration. And, and, in fact, you know, we've been focused on engagement appropriately. So for 20 years. Plus now. And we still need to be because we still, most people still aren't engaged or not fully engaged. So let's continue that. And there's another frontier beyond engagement. I believe that inspiration is the new engagement is a next level of engagement. And there's a study from Bain and Company that shows inspired employees, yes, inspired employees are 125% more productive than satisfied employees. You might expect that, but they're even 56% more productive, that engaged employees. So it's another level of performance as possible. And not only will they perform better, they'll you'll generate better well being when people feel inspired. So there'll be happier, it'd be a better culture. And so inspiration. That's why to inspire a significant, but a lot of people might say, Well, gosh, Steven, I am not charismatic, you got to be charismatic to inspire. And I'm separating inspiration from Charisma. And I'm saying no, they're not the same. I know a lot of people who are charismatic, but who are not inspiring. And I know other people who know him would describe as charismatic, but who are extraordinarily inspiring, because of who they are and how they connect with people how they care. So my premise is that everyone can inspire it's a learnable skill, inspiring others is a learnable skill. And to do so is a huge opportunity, huge competitive advantage for leaders, for organizations, to inspire their people. And you can do it as a stewardship we have as leaders. So how do you inspire? Well, when you model the behavior that

inspires so the first stewardship will inspire, when you trust people that inspires them. So the second stewardship trustee will inspire. So we're already halfway there, by just modeling and trusting. But what really brings us home is when we connect, connection, connect with people, through caring and belonging, and then connect people to purpose, and the meaning and the contribution that inspires connection. So connect with people connect to purpose, and connecting with people that's all around you know, you start with yourself that the self level that I've inspired, I found in my why it's hard to inspire others if you yourself aren't inspired, but when you have your own sense of purpose, your own wise burning inside, it's easier to have that candle light another candle help another person and find their way. So you start with yourself, but then at the relationship level, you focus on caring. Is that simple, but when people feel like you care about them, it actually not only influences them, they it inspires them. To feel cared for that someone cares about me, is like The expression goes, we all know people don't care how much you know, until they know how much you care, caring, we can all do that small acts of caring, big acts of caring. And then at the team level, it's belonging, a sense of belonging and inclusion and part of something. So in our family meetings that we did in my family, our weekly meetings, we would have a family model where we would say this to our kids and to each other. I am, here's our family motto, I am important, because I belong to a family that loves me. And we're trying to create a sense of belonging with our, with our kids with each other. My kids have told me that was meaningful to them growing up, they had a sense of I belong to this family that loves me, that was both caring and belonging. And so that will do it. And if that's all you did, as a leader was focused on caring, and the sense of belonging, you will inspire your people, your team. If you do one more thing, if you also connect, not just with people through caring and belonging, but connect people to purpose to meaning into contribution that will inspire to, I think we can all do this better more. I was with the Pepperdine University, and went to their Graduate School of Business, the Graziadio School of Business. And here's what their purpose is. We are creating leaders who are not just best in the world, we are creating leaders who are best for the world, best for the world leaders. And that sense of purpose permeates the entire school of business, their professors, their students, their staff, the janitors, everyone working there, they have a, we are about best for the world leaders. So find the sense of purpose. It's easier in some organizations and others, easier in some roles than others. But, but the whole point is that you can create and embed purpose, meaning and contribution into almost any role in almost any organization, if you're intentional, deliberate about it, and find those ways to make that come alive. And that will inspire people. So, you know, everyone can inspire how by connecting with people through caring and belonging, and by connecting to purpose, to meaning and contribution, inspiring others is a learnable skill. It's also a stewardship of responsibility we have as leaders to inspire and it's what our people want. A study from Zenger Folkman asked at of 16 different competencies, that leader that people want to see from their leaders. The number one competency they want to see is a leader who inspires them. And yet, they're not getting rich. So what if we became leaders? That's why think trash and inspire is this new elite.

**Jacob Morgan** 57:49

I love it. I think that's a great way to wrap up. Steven, why don't you let people know where can they go to find your book? Where can they go to connect with you? Anything that you want to mention for people to check out?

**Stephen Covey** 58:02

Yeah, absolutely. So the books available everywhere. amazon.com, Barnes and Noble of course.com. Retailers everywhere at airport bookstores for like, also you can go to trust and inspire.com trusted inspire.com You can follow me on on Twitter, and Instagram, Facebook at Stephen, Mr. Covey. At Stephen, Mr. Covey and love to engage with you, I think you'll find this book to really give you tools that were going to help make your leadership relevant in this new world of work. And I think I love being on your podcast, Jacob, because leading the future of work, I think includes leading this in a way that's more relevant for our new world, the future of work, we got to have a leadership style that's aligned with that, and not just perpetuating an improved version of a dated style. And so that's what I think trust is three areas. But I'm really grateful for the extraordinary things you're doing as you're leading the future of work, and I hope to be a co catalyst with you is giving people a leadership style that will help them in doing this as well. So thanks for this opportunity to be with you. And with all of our listeners.

**Jacob Morgan** 59:16

Oh my pleasure. Always great to have inspiring leaders such as yourself on the show. So thank you again for taking time out of your day. Really, really appreciate it. And thank you everyone for tuning in. Again. My guest has been Stephen Mr. Covey. Make sure to check out his brand new book. It is called trust and inspire. And as he mentioned, you can find it pretty much anywhere you can find a book and I will see all of you next week.

**Stephen Covey** 59:41

Thanks. All right, let

**Jacob Morgan** 59:42

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