

Jacob Morgan 00:00

We're before it goes live. But for now, channel, Fernando's co CEO of Workday is what I have. That's great. Okay. All right. Hey, everyone. Welcome to another episode of leading the future of work. My guest today, channel Fernandez, the CO CEO of Workday channel. Thank you for joining me.

00:20

Thank you so much for having me today. Take off.

Jacob Morgan 00:24

For people not familiar with Workday. Can you give a little context around the company? What do you guys do? And how many employees do you have?

00:32

Sure. So workdays, software solution provider, we do a native cloud applications for finance, human resource and planning. And we help companies to plan, execute, analyze and extend on one single solution. We support over 50% of the Fortune 500. And we have today 17,000 or 17,000 employees, Jacob.

Jacob Morgan 01:00

Wow. Okay. So pretty big sized company. I'm really curious about your background before we start talking about some of the fun leadership and future of work stuff. So you you grew up in Spain, is that right? That's correct. So you you were born there, raised there. Can you talk a little bit about where and in how you grew up in Spain?

01:20

Yeah, I would say I grew up, I grew up pretty happily low to middle class family. In the poorest region of Spain, which is fair place called estremadura. A little bit south west border there in Portugal. Yeah, and I lived most of my time in in Spain, except the last 10 years that I've been more living out of the UK in London. Yes, studying in public schools, and, you know, went to college over there. And did a year in physics, before starting consulting, and then really over 2025 years in the in the software world.

Jacob Morgan 01:58

Wow. So you said you grew up in one of the poorest areas of Spain,

02:03

the poorest one of all then we have 17 regional governments or communities, I guess, you know, similar to counties here, or maybe states, depending how you want to call it. And it's the poorest of all thing. Yeah.

Jacob Morgan 02:18

Wow. So can you talk a little bit about what, what that was like? So when you say poorest regions, you like when you were growing up? Was it hard to find a food shelter? What was the environment? Like?

02:32

No, I think, you know, we were definitely having food, but we would have just covered basic needs, right? That's what I would say. So I didn't, I didn't enjoy many toys, or any, any kind of luxury at all, in terms of access, certainly, you know, in terms of food, or very basic education, I did have that access. But my, my dad, really, you know, was born in the, during the Spanish Civil War. You know, I think he got his first pair of shoes when he was 14 years old. And he's always been a very hard worker, you know, no much education, but he's a self mind to meet entrepreneur. And, you know, I think I'm pretty happy, I learned very strong set of values from from my parents. So I, I do think grow with much from a material perspective, but I was pretty happy to do what I was tough on, and you know, what my parents could do the best to prepare for ourselves.

Jacob Morgan 03:27

When you talk about values from parents, and I can relate, I mean, my parents grew up also quite poor in the former Soviet Union. So I can relate a lot to that. Those stories environment, I mean, I personally didn't grow up in that environment. But my parents did. And they've shared a lot about what that was like. What did that teach you growing up as far as values, because obviously, you became the CEO of a massive organization. And we'll talk about how that that happened in just a few minutes. But growing up, what sort of values were instilled in you even in that kind of a tough environment? And how did that shape who you are as a leader? And as a person?

04:05

Great question. I think, you know, first of all, I grew, I was lucky to be in an environment where you fell off, right? And you felt trust, you felt integrity, you felt humility. And I live with all those things. You know, always kind of it's speaking very transparently and speaking the truth and, and really value and being grateful for the things you have, but also, you know, hard work, in terms of what I was surrounded with. So I think that that was, again, you need to earn the right for things. So. So that was good, to be honest, in terms of how it has forced me as a person I would say going forward.

Jacob Morgan 04:46

Yeah. One of the things that I and I don't know if there's any science or research on it, but I've talked about this with a few guests, who either are immigrants themselves or come from a family of immigrants. And it seems to me that there's a little bit of a different mindset that immigrants have or people who come from immigrant parents as far as work ethic, scrappiness, entrepreneurship just different way that they think about the world because growing up, they always had to scrap to survive. It's a very different mindset. Do you find that at all, in some of the people that you work with the immigrant mentality is, is maybe a little bit,

05:25

I think, I think definitely there is there is a correlation, I will say you don't take things for granted. But when you're good, good, good, good set of values in terms of, you know, you achieve things together as a team, doing the right things, and on the right way, as they said, with integrity and honesty, and, you know, humility, you're pretty much aware of, you know, a lot of the things that you still need to learn, need to understand. But, but you use seeing, you know, the value of hard work, as I mentioned before, and, you know, that can take you a long way. But, but of course, it's hard, right? Yeah, I see that, as you say, putting in Sileo, many of that immigrant community where people that had just come

from backgrounds where things, things have not been easier, right, even in, you know, in my own case, I would say just takeoff. You know, when you work with one language, there is no God when your native language sometimes and you go through episodes with definitely during your career, or just not easy to overcome, but you just strive to be the best version of yourself.

Jacob Morgan 06:33

What was the most difficult moment during your career?

06:38

What a great question. Like was, I guess a couple of times, a couple of times feeling where maybe you were in a place where you didn't really belong to, or maybe where you weren't in a place where, you know, you were not able to fill in some big shoes. And you were acknowledging some of the gaps that and how much learning you still need to go through. But, but just being humble about it, being, you know, grateful that you were able to recognize those areas that you need to improve on some of those deficiencies. I, you know, it's yesterday in a question, I'm gonna close those gaps and fill it up. And again, you know, I don't want to get him to put myself in a ceiling. Basically, the environment and the contents would do that for you is yes, you know, just just achieve, as I said before, be the best version of yourself.

Jacob Morgan 07:35

There's a particular story, or example, come to mind when when you have that, that feeling?

07:43

Yeah. Yeah, even even. Even when, before I joined to work, they I was thinking when I really kind of withdrew from the process, because I thought that someone process in terms of getting to join the company, because I thought was someone with my, my background where I was coming from an experience potentially would not be the one selected? Potentially wouldn't be the one given the the most opportunities within the company's theorem, certainly, you know, you know, history or time has proven that I was wrong, I happy that I decided to continue. But, but that that's, that's how I felt at that particular moment in time.

Jacob Morgan 08:31

Wow. So you assume us withdrew from the entire process of being even considered for the CO CEO role,

08:36

was not really the CO CEO role. It was before I before I joined the company, so I joined were they to run the mayor, President, and at that point in time, you know, to run the mayor region, and at that point in time, because I was mourning externally, I know quantity, I felt that potentially someone more from you know, native speaking country, like the UK or someone with a different background would be considered for that role to run the radio not mean. So I yeah, I heart until through about, you know, I mean, truly withdrew from the process. And then where they kind of insisted, like I should carry on with the conversation. So, yeah, that was a good decision insight, right. But

Jacob Morgan 09:18

that's actually a really cool story. So can you talk a little bit about what was so you started the process of recruiting during the interviews? And then it sounds like there was a particular point but was there a moment or a point where you realize like, why am I doing this? I'm never gonna get this job. Like what what made you think that? Well,

09:39

I guess these one is the big station. I was happy on my own my previous job and I was recognized and I think I had a, you know, a potential, let's say, career to keep growing there and keep progressing. And this opportunity came and at some point, you just felt like, you know, it's clearly I'm an American company at that point in time that is going to have to do a lot of basically still go through in Europe and internationally. And with a global mindset. Here I am someone, you know, coming from the south of Europe, potentially not one of the most recognized places I'm trying to get into this role, you know, is it worth it to really spend the time during this process, because, you know, I don't think I'm gonna get there, and they're gonna end up selecting someone from either the UK or Northern Europe or, you know, someone that they would feel would be closer to, you know, to start with an American culture, or someone to run basically an American company within within Europe, right? Again, that was my perception. nodal perception is reality. So it has nothing to do with workplace. So yeah, so there was a moment where they say, and we the person was doing the work, they and the recruiter and withdrew him, right. I don't, you know, I don't have the time to really expand on these all these conversations. I don't think this is going to work. I think that was my own insecurities. And my own feeling that you know, I'll be the one selected. So I have all the all the things to do. I'm happy where I am. So let's, let's just leave it here.

Jacob Morgan 11:08

Do you know how many other people were up for that same job at the time?

11:12

There were a number of things? I don't know. Exactly. You usually don't know that data. But you know, but there were a few things. Yeah, there were a few of them, some of them most likely, with more the background and the, you know, basically from origin and experience that, you know, coming from that in describing Yeah.

Jacob Morgan 11:30

And so do you remember the email or the phone call that you sent to workday? At the time kind of withdrawing? Was it just, I'm not a good fit? Or was it? You know,

11:39

yeah, remember that? Yeah, it was like I don't think dangling a good fit. And I think that this is not going to work. And they still will have a number of basically, of course, obviously interviews to go through. And guys, you went out not ended up selected me. I just I think it's been lovely meeting you. But let's just leave it here. Because I'm also happy where I am, I think you're gonna, as I said, you're going to ended up selecting someone that is more a native speaker, and potentially is coming more from the Northern Europe, and that you will feel more comfortable to and closer to, you know, to your culture,

you feel that it would be more included since they want, you know, and and they said, No, No, you shouldn't feel that way. Um, is there been anything that we said or so that made you feel that way? And I said, No, this is like, how I feel. And maybe my perception was wrong at this time. And they push No, we think you should continue and you had good chances, and you don't really like you. And I said, Okay, let's, let's carry on. Hopefully, I proved myself to be wrong. I did do I didn't believe it at that point that I was going to be proved to be wrong.

Jacob Morgan 12:40

Yeah, that's such a fascinating story. So why do you think you got the job because you clearly saw yourself at a disadvantage as far as culture, language background, but the company still hire you, and you ended up becoming the CO CEO of the company. So why do you think you got that role? Even though other people had the culture, they had the language? What is it about you? That got you the role?

13:07

I think, Jacob, honestly, you know, this, of course, is more to the company to ask, but of course, I asked them, but I believe that, you know, going back to the conversation we had on how you grew. And sort of that is strong core set of values that, you know, you were raised with. And I'm not saying the other candidates would not have thing, I don't even know who the other candidates were, to be honest, but But you know, I think that just came across and worked. It's a company that values that much that culture, our culture, the one we have, so you know, the subtle bodies that grew up with it, you know, that integrity, that honesty that been very humble. And that we, you know, really borrowing hard work. And, you know, they, of course, you know, having a lot of energy and passion for it, but I think they do appreciate it. Some of those qualities that they felt that I would be a good cultural, fit, good cultural ambassador, and it was worthwhile to give me a shot.

Jacob Morgan 14:04

I again, I really love that story. Because I feel like that happens to a lot of people, either entry level employees or mid level leaders moving up or even top executives, were at some point, they get that thought of, there's no way I'm gonna get this job. Like, there's so many people who are more talented and more capable than me. But somehow that person ends up getting the job. So do you see this with other leaders in your company? Or just maybe people that you know, when they go through similar similar thoughts, and what do you tell them? When you see that when you see your leaders, other peers going through that?

14:41

I guess it's a great question, right? It's all of us. We have our vulnerabilities and we have our insecurities at some point in time. That's normal, right and 70 so I, you know, if I may see that, and I had those conversations sometimes when you ask someone to be part of the process for a pro motion or a more senior job, and that person will have some concerns about he or her or his abilities to fulfill those shoes. You know, I, if I think they are good feet, I just try to encourage them to try it out. Because if you don't try it out, you will not know. You know, and you just give yourself the best opportunity you can, right? So if, yeah, so I really tried to think about the great freedom, you know, you will know what you don't you know what the outcome will be, you don't give it a shot, and you can try out.

Jacob Morgan 15:32

You know, the flip side of that is also I think, something people struggle with is they say, you know, I did try and it didn't work out, so I should never try again. So for example, in your case, let's say you did go through that interview process. And they said, you know, Chantel, thank you so much for your time. You know, we know, we told you to continue with the process. But unfortunately, we ended up going with somebody else. What do you what do you think that would have done to you? And would that have kept you from trying to get other opportunities in the future?

16:01

is a great question, Jacob hang, of course, I've been on processes, you know, one or two, where you know, there was someone else selected? Right? I think they are, you need to be humble, and you need to take the learning experience, right? You need to take the feedback. You IB definitely would be wrong for you to say this is yes, because I was expecting aid and where it come from. And so as a for more than a you need to recognize that is someone else that is a better fit, you know, at this point in time, and that's completely fair. And secondly, what you need to do, and I've done it when you know, not being the one selected, I can think of at least one clarification, you know, you need to try to understand why where we were where your shortcomings, what could you have done differently? Or where are the gaps or areas where you need to prove and prepare yourself for the next one. So accepted? Acceptance, sometimes it's hard learn. Keep moving on, right? You never know, there might be other opportunities that just might be even better down the road. So take it with, with a positive attitude and a growth mindset attitude.

Jacob Morgan 17:10

So that has happened to you or you that has happened. That's happened to me. Yeah, of course. I suppose it's happened to a lot of people. And it's very easy to get discouraged and beaten down. But like you said, when you have that growth mindset of and it is hard to take a step back and kind of examine why didn't I get this? What can I do to improve? How am I going to get it next time? It's not an easy thing for people to do. I read that you worked at McKinsey in the 90s. So going going away back. I'm curious, what was work like in the 90s. So when you compare work today with work in the 90s, obviously a very different world. I mean, I imagine McKinsey in the 90s have like suit and tie everyone's professional, you know, like very conservative kind of organization. Is that what it was like back then?

18:01

Suit and tie you describe it very properly, right suit and tie. Very conservative organization very hard working, right. I was in a project during six months where I think I only have two weekends free. And that was including, you know, Saturdays and Sundays hanging out? I wouldn't say that's the norm of all the projects. I don't you know, don't get me wrong. But yeah, but it was hard work. Right. So I spent a lot of time away from home Monday to do Friday, and including weekends. And, you know, it is service being working on projects from other countries. And but it was a fantastic learning experience, you do have the opportunity to work with, you know, great, great people, both from a human perspective and from IQ perspective. And, you know, great learning in school, but yeah, pretty different than than today, right from from I was uses mainly because even from a technology perspective has nothing to do with

the ways the how we do things today our work today, which is much more efficient than it was in the 90s. Right? Yeah.

Jacob Morgan 19:03

Yeah, I mean, I can imagine, right? You didn't have laptops, the no cell phones or people like were paging you you had to give the number of a secretary probably it's a very, very different world. Did you get any formal leadership training back then? Or did you have to just figure things out on your own?

19:20

No, we got for my leadership training, right. In that case, I think at that point in time at the beginning of the career was more training for some particular skills, right or that but I always believed that, you know, there is a great learning on the job. Part of it, you need to get training to me wrong, but learning on the job is so important, right? And then, you know, I think I like always like to be an observer of the game. So you see people in action, and you, you know, then go and reflect what do I think that person does? tremendously well, and would maybe thinks that you know, I don't think that person has stand so well, from senior leaders, and then what fits to you and what it doesn't. Because sometimes you might be seen someone that does particular things so well, but then he doesn't really fit to you doesn't make you to be authentic. He knows, then I don't like that is you got to try to do things that you know, doesn't break your authenticity, I think because that's, at least that's how I think you portrayed yourself. That's how you come across a person. Right?

Jacob Morgan 20:27

Yeah. You talked about working hard. And you know, back then six month project, you didn't have very many weekends free. It seems like if that happened today, people would freak out. Do you think that employees today are not willing or wanting to work as hard as they did? In the 70s 80s 90s? I think kick

20:48

off today, people are working really hard as well. It's just that they're working more efficiently and more productive. Right. And I guess if we could have worked those days, how we're working today, maybe several unsure the some of those weakens, would have been avoided? I believe people do they are, are working pretty hard as well. Yeah, there is potentially even a lot farther demand for more flexibility. But I think that that's right. You know, if you asked me, at that point in time, I don't think it was done much healthy in terms of the work life balance, right, we were having these discussions in terms of his work life balance or structure, or this is something that we can solve for right. And many important that those times in the 90s, he was more structural. And we were not solving for and sometimes we didn't have the right prioritization set, right? I think having a good healthy balance between taking good care of yourself taking good care of your family, at the same time that of course, you are responsible at work, we get the best out of you as a person. So it's not always a question what you need to be working 16 hours a day, as we were working on the 90s. I don't think that, you know, numbers aren't you are more productive?

Jacob Morgan 21:54

Yeah, and you bring up, I think, a very interesting point, right? Taking care of yourself or family? Can you share anything? Like? Do you have any rituals or practices that you do to maintain, you know,

being present and not getting burned out? But like, what does a typical day look like for you? And how do you make sure that you still take care of yourself and, you know, do the things that you want to do?

22:16

Yeah, I think taking care of yourself, as you say, and well being is super important, because it keeps you fresh. And it keeps you you know, coming with the best in terms of what you can give to your job, right, so what I do, I mean, when I'm at home, and I spend a lot of time on the roads, and it's not the most consistent, I like just to do training. I do kickboxing I do Muay Thai, that really gives me a lot of energy, right? Being, I like to do dancing. So I dance twice a week with winning at home with my wife, we do either salsa, we do more than dancing, we alternate between one or the other. Right? We do some classes there. So I'm kind of not maybe the most normal one in terms of what you do. But those things that really freshen me up. And then and what a normal day look like, it's a mix, right? I spend a lot of time with customers and prospects, because that's, that's part of my job. And honestly, I learned a lot from being spent a lot of time on or just spend quite good time on internal meetings, and then just been trying as well with partners. Obviously, I always try to ensure that I have enough time to think and reflect, right, think either about his strategy or you know, reflect on what's going on in the company. Yeah, so it's, it's a mix, but you know, customers, prospects and internal meetings, partners, obviously, sometimes media investors and other conferences also kind of fulfill up the time.

Jacob Morgan 23:46

Yeah. Speaking of dancing, I heard that you also danced with employees. So you know, conferences, sometimes you might be on the dance floor with all your employees there. And I think it's kind of a broader metaphor, right, of not just dancing with your employees, but kind of being with them. And oftentimes, leaders get very uncomfortable with that, especially CEOs. So I'm curious to hear your perspective on why why do that? Like, why be with your people? Why dance for them? Why, you know, I mean, what if you make a fool of yourself, and people think you can't dance? Like why why put yourself out there like that as the CEO?

24:23

I would say, and yes, I know, their work mean, honestly, I see any of our employees as they are just my peers, and they are just my colleagues. And I just have fun. So you find on these panels, sometimes 10 of these conferences were either internal ones, where we have on our sales kickoff meeting, or our customer conferences, and I'm with employees, and of course, we we spend so much time talking about work of meetings and so that if we have an opportunity in the evenings, you know, just to dance, and just to enjoy a little bit, most of those times and get to do it with the junglers once or the Jiang Just once, right, and that gives you so much energy back, that I really love it. So it's the it's not like I'm doing it because I feel that I need to do it or, or you know, that will make me feel cool and doing it because I love doing it. And I'm really grateful that they're spending time with me and giving me energy back. And we're having a good time together, as all right, I am honestly, we spend enough time talking about work. So fun is one of our core values. You know, people will express it differently. I love to express it that way. Because, yeah, I love dancing.

Jacob Morgan 25:32

Yeah. I love that. I'm really curious and interested. And I'm sure people would be interested that it obviously when I introduce you, I said co CEO, so you have a co CEO structure. Why the CO CEO structure? And do you think this is something that can be applied not just for CEO roles, but just kind of like any leadership role, like, can you have co SVPs? co director is what what does that relationship look like? And why have it?

26:00

Yeah, well, it's a great question, I guess I would focus the answer more around the CO CEO, right? I think, you know, the, the CEO role is, is a bit of lonely role many times or many seniors. Right. So I think is, and there are many things obviously, that you cannot share with you cannot share with anyone else. So having the opportunity to discuss with someone else things that you can discuss with sang with anyone else in the company is great, because it takes a you know, some of the borrowing, I would say, sort of your shoulder or that you can share with someone, I don't think it is a role that, you know, I wouldn't be the one saying it's an easy one, I need these for every organization when of course you see more and more you'll see the technology you sitting on, you know, financial services firms, and so on so forth. But I, I believe that there are a number of characteristics or criteria that are necessary to be placed in order to make it work. The first one, I would say COVID is you know, there's got to be trust, there's got to be no ego, or colleague generosity, because of course, there are things you're going to have to discuss, where you might have a different points of views, and that's fine. At the end of the day, we all try to do well, and you don't come to the conclusion was the best for the company. It's good when you have complementary skills. And it's good to have, you know, clear sight of areas of responsibilities. And I think with that criteria is in place, we certainly have that criteria in place at work, it can work, and it can work very nicely. And you know, there is a good opportunity sometimes for divide and conquer. Right. So we we need an ID light and Caroline and I think we cover lots of ground and to redress how we may structure it this way.

Jacob Morgan 27:45

You mentioned that a leadership role a CEO role in any probably senior role could be pretty lonely. And I don't think a lot of people realize that like a lot of a lot of employees either entry mid or maybe even some some leadership roles. don't realize that being a top or a senior executive can be a very lonely role. Can you expand on that a little bit and share? Why is that a lonely role? And, um, do you have any stories or examples that come to mind of when you felt lonely in that role?

28:16

Yeah. Yeah, let me think about it. So obviously, as I said before, there are a number of things that you are thinking about that will be impacting either the strategy or the company, or the organization or the company or so that, you know, you, you you're thinking about doing, no decisions have been made, you have to watch out and you can just not be talking about things because you know, there there are, you know, there are impacts on their people implications. And, and, again, you do need to reflect and be certain before, before you use start communicating, obviously, right. There, you know, again, some people may see you, they, you know, because now you have a more senior role and a senior role you might be at less approachable, or you're super busy. So people would be maybe sometimes less authentic on the way they are, they're, you know, approaching to you or communicating with you or being you know, too much respectful or jealous or, or the way they're interacting with you and it

changes a little bit. And you notice that not only is it that you want that to happen, but you notice that Yeah, so it's it's it's a number of these things you I don't think I hopefully I would like to think that people see me that way that I've changed much or almost no change at all. But the relationship that some people and how they see you Yes, because you have a different responsibility or a different business car right now may see you a little bit different and behave a bit different with you, which might create a bit more distance than maybe sometimes. Yeah, sometimes you would like to have

Jacob Morgan 29:56

I've heard that quite a bit and that can make it tough, right because You don't really have many people to go to to talk about, you know, probably your spouse, your significant other. But besides that, it's people forget that part of what is so important when you're working is to have peers and people that you can confide in and share and have open dialogue with. And sometimes very senior executives don't always have that. And it can be, it can be pretty challenging. You mentioned having disagreements, do you? Is there a story you can share? Or first? Have you ever had a disagreement with your co CEO? And is there anything you can share about that? And what the disagreement was about? How did you guys get past it? And how big I mean, were you guys like throwing stuff at each other cursing, I hate you, you're an idiot, like how disagreements?

30:54

No, I can't say that we we do have different points of views, sometimes about things. I call it that we agree that we disagree. But we never throw things to each other. We never shouted to each other. Trust me, we are very respectful. And as far as we speak up with respect, which is again, what we're trying to inculcate within the organization, that is a good and a healthy conversation to have, and to take place, right? So sometimes is, you know, as it can be in any particular topic, like, we just may have a different view in terms of I don't know what the investments priorities are for next year. And we may agree on two out of the three, we may not agree on the third one, where we may have different views. And we just say we agree that we disagree, let's try to go and get more data on this one. We like to do a lot of data driven decision. So when whenever we get to that situation, and can be a much more objective and data driven decision, where we agree is this go on forward, analyze, and see what makes more sense. And then again, if you're generous, you have no ego, we're here to do the right things for the company, we're here to make workday successful for the future. So that's, that's, that's great. Right? So we, let's just do that. And we will have the follow up conversation, when we just make a decision. When we make a decision, we just move on. Right? Um, you know, son, he's usually more times right than me, because he's just much smarter than me. But but you know, but from time to time, you know, I kind of ended up being right, honestly, couldn't care less is what's right for water, they know what's right for me.

Jacob Morgan 32:29

Do you guys ever get to a point where you just don't agree? You know, the data is different. And you just come to an impasse? And it's like, well, I don't want to do that. And I don't want to do that. Do you bring in other people to help make a decision? Or have you always been able to come to some sort of a resolution?

32:45

So far, we'll always be able to come to some sort of resolution? And yes, of course, it's not yes. You know, Anil, and I manage in the company, we have a great executive committee team. And we had a great senior management team. And they're also you know, we they're also managing the company, they're also making decisions that are very significant to us as a company. So we are not on this alone.

Jacob Morgan 33:08

Yeah, one of the other things that I know is very important to us this idea of having a good attitude. For work. Sometimes that's hard to do. Right? Sometimes, I don't know, maybe you failed at something, maybe your your your leader is telling you, you're not doing a good job. How do you have a good attitude? And do you need to actually have a good attitude all the time, even when things aren't going? Well?

33:36

I tend to have a positive attitude. See the glass half full? And yeah, even when things are not going well, of course, he will say we also had, you know, I don't know, quarters, or you know, or maybe sales are not where you would like them to be. But at the end of the day, you ask yourself, the simple question is having a bad attitude, or is me being a little bit more grumpy, or more depressed, changing, going to change anything, most likely what's going to happen is going to make you take worse decisions with that I'm not saying that you will not have a bad day, everybody will have a bad day. But I tried to, you know, take a step back and try to see the positive side of life. And maybe you know, what we do is very important, don't get me wrong in terms of managing a business. But there are many more important and significant things in life, things even that we are working as a company we are contributing and supporting to write doesn't matter if it is climate, or if it is the communities that we live and we support if it is providing opportunities to people. So even if you are not on the on the best mode or you know, this didn't go your way. Try to take a step back, try to reflect like we did the best we can if we didn't do anything, right. What can we learn from it, and just keep moving forward. Right. And you know, so I tried to minimize that moment, in terms of if you're having if you Having a bad attitude how long that moment can be right? I think I think as leaders, it's very important that you know, and you realize that you know, you are, you're can continuously watch and observe. And of course, you need to be authentic, but you need to understand how much are you passing down? In terms of either, you know, you're not being happy? Or, and what is that gonna mean? And how is that gonna impact people, and he's the, he's gonna get the best out of your team. So this is not so just be mindful of that is important. Of course, you know, on one to one, many of my direct reports are friends. And we, um, we shared a lot. But yeah, but I tried to keep a positive attitude, you know, and there is a lot to be grateful for, to be honest, you know, when you look at what's going on in the world.

Jacob Morgan 35:54

So you said you share a lot how, how open and vulnerable? Are you with your, your team? Do you wear your heart on your sleeve? And just share anything and everything? Or are you more focused on sharing work related issues, like mistakes and failures? Like how, how open and vulnerable? Are you really,

36:13

I think, if you asked me, I overshare, potentially too much, right? It's not that I take anything, everything out of my chest, because I don't, again, things that would not be helpful. But barring a believer in transparency, RBD, very, you know, we were doing business with workmates. But we can also be friends, that would be great, that does not mean that you know, you have to be close friends with everyone you work with. But of course, we spend a lot of time doing business. So, you know, try to create a trust environment. So I even on when I make decisions, I am usually providing a lot of context on what I make the decision, you know, that I make, Will was based upon, again, even on oversharing exercise, but also to try to learn if there is feedback that they would like to give me, like, you know, I think, you know, you know, I don't compare or agree with you on this particular model, or I think you weren't wrong here or there. So I tried to share context. So yeah, I overshare. I'm not saying that that. I'm not saying that that isn't, you know, that is I'm super happy about sometimes it's you share less, but I tend to share a lot.

Jacob Morgan 37:25

Yeah. What do you think about when nobody else is around? So when you're, you know, it's late at night, and you're laying in bed? Or it's the morning? Or you're in your office alone? And it's quiet? What are what are the thoughts that you have?

37:42

Yeah, those those are moments where you usually think and reflect, as I said before, in terms of the the strategy of the company in terms of the the, you know, are we really, you know, focusing on executing on our priorities? What are the things that are not working? And if they're not working? What could we do about it? Who are the people that potentially are struggling? Or having a tough time? And if they are, what can we do about it? And we should be doing? What, you know, those those are? Those are the moments where I would say they are not the most structured thoughts, in terms of this is the case that I do have, but you tend to think AI there, um, you know, go and look at what happened this week? What is going to happen next week? And what's going on with it all on the company? And you know, what can you do to make things better? Whatever that looks like?

Jacob Morgan 38:32

How do you quiet your mind when you need to? Because it seems like you can have a lot of thoughts, and the thoughts could be never ending. And those thoughts could maybe keep you from sleeping. And I've heard lots of stories for leaders who you know, they they get anxious, I've had CEOs telling me that they've had panic attacks before that they've had severe anxiety that they couldn't sleep. One CEO of a bank was telling me that he you know, for like three days he couldn't sleep because his head, which so many thoughts. So how do you quiet your mind and stay present and not let all these thoughts just take over all the time? What

39:11

a great question. I have a great partner. Oh, my wife. You know, yeah, she's the person with whom I will be sharing everything. Well, everything that he's not, you know, confidential business information, let's be clear, right. But kind of everything in terms of those feelings or in terms of how am I doing or, or you know, what I'm think I'm Australian, what's going on with me, so that that helps because she co Of course, she knows me. She's the person that knows me best in the world. And she provides great

guidance, right? Sometimes, but not very constant. I do meditation by an Uber really constant on it and not the person that does it every single day. But sometimes, you know, you feel that you need it. And you do it. Yeah, I'm being I. I try to be very pragmatic and try it. To really understand the, you know, the things that I cannot influence and cannot change, like, you know, there's not much I can do now about what's going on in the macro cause there is something that I can impact but you know, interpret what I need to focus on the things that I can control, and the things that it can act upon what's going on my all my company, right? Um, so I tried to not overheat myself with the stress. Yeah, I think I've done a decent job, but rallied around that. So that's, that's what I would do.

Jacob Morgan 40:36

Yeah, having that supportive partner, I mean, my wife does the same thing for me, too. And I like to think I do the same thing for her. But yeah, I mean, it can be hard, right? I mean, we spend a lot of time working. And sometimes the thoughts just don't stop. And it can be pretty, you know, pretty tough to, to get them to be quiet. One last thing I wanted to touch on before we jump into some action items, for for leaders out there is around this notion of skills versus jobs. And, you know, for many, many years, we used to focus on the job, the job, the job, the job description, and now I think we're moving towards this idea of focusing on skills that people have. Can you talk a little bit about that? why that's so important? And is that something that you are a believer in as well?

41:21

I'm a huge believer, jackoff, I think, you know, let me tell you why. Right, I believe skills are the foundation or the future of work and the future of talent. I believe that, you know, focusing on skills as well opens great opportunities for diverse pool of talents, in an investing of those. So and that will make in companies richer from a point of view perspective, and providing opportunities, you know, to talent that we couldn't provide before. I believe that, you know, identifying the right skills for the right jobs, will help us to put the people on the places where they can succeed. The best, right? And also, you know, understanding what are the skills we need and the abbess Q we need to do on people to make them successful on particular jobs, and we're going to provide those at work, they we provide these gig, or short term opportunities in my in salesperson that you know, could get a better understanding of what happens in the marketing, before he gets a sales lead opportunity and good work on a short term opportunity marketing, to understand that part of the process, we just make it better that person internship connecting and collaborating with the peers, as you know, going forward. So I'm, I'm a true believer for all the reasons that I just mentioned to you. Right, that just gives us the right way to go. I think he's not been easy before. I mean, still, we're at the beginning of the journey. Jakob, let's be clear, because especially with large companies and opportunities, you know, you need to technology in terms of helping out to, you know, scale up those skills, and really do the proper matching with some of the career opportunities. Right. But he's the is the right way to go.

Jacob Morgan 43:06

Yeah. Yeah, couldn't agree more. Okay, so we have around the 15 minutes or so left and last 15 minutes, I wanted to talk about some some of your advice for leaders out there. So first question on that is, obviously you work with a lot of leaders, not just from customers and prospects, but also you have a lot of leaders inside of your company. What do you think the biggest mistake is that leaders make as far

as something they do that keeps them from becoming more successful or growing and developing in how do you avoid making that mistake?

43:41

Well, so great question. Um, sometimes they, you know, for great leaders, they they tend to think too much on the next career steps without understanding what they need to do to really deliver and be successful or the current career state is that they do have today I think sometimes they they could be better off understanding what sort of coaching and asking for more feedback in terms of understanding the areas where they need to keep improving in order to keep moving forward. I think active listening is one of the the hardest thing that that you know, that the leaders need to be very good at is not just that they're going to be a spelling it all out for you is sometimes you're going to be telling things that you're going to need to read between lines and then understand what that means for how you are, you know, either making decisions or acting or behaving or areas for improvement. Yeah, I think those would be settled the areas that are with advisor

Jacob Morgan 44:59

you're the first one you mention is particularly interesting. So it sounds like you've noticed that sometimes leaders are not there, they're focusing too much on the future and they're not in the present. They're thinking of like, how do I get promoted? How do I get that next job that next, you know, whatever. And they're not so much focusing on being present and what they're doing and being able to do an amazing job with their project or their team?

45:22

Yeah, correct. Especially for very ambitious, you know, leaders that they want to go, you know, high very fast, if you want, by high kind of keep being promoted. They Yeah, they tend to think too much on, you know, planning kind of future career without solidifying and delivering on the on the current job, even preparing proper succession. On the current job, and, you know, I'm proper, you know, basically structuring the thing and talent sometimes, you know, good, good, you know, what defines a good leader, I mean, tons of things will define, right, but I think you you set a vision, and a Northstar as with your team, of course, that is cohesive and consistent with the company's strategy. You you kind of really inspire the team in order to get there, but you show them the way how you focus how you prioritize on the how we're gonna get there together. And then you have people that are hire people that also hire really good talent, and they grow really good talent. So you prepare for success. You're right, and then you have a good kind of trust code and how we work together. And and we succeed as a team, right? Sounds pretty simple, is much pretty hard to put it in motion sometimes. Right? But I think, you know, sometimes it's just like, let's just do the right things. And what are the right things to do? Right? For for the long term for the company? It sounds very simple. But yeah, let's do the right things.

Jacob Morgan 46:42

What are you also responsible for building a lot of teams? How do you build a team? What do you look for? Do you guys do any kind of like analysis on personality traits? Or like skills and weaknesses? Or what's your, your process or structure for creating? Yeah,

47:01

great question. We tried, I guess, you know, we tried to create the bare diversities, and that is from all points of diversity, right? It can be diversity of opinions can be diversity. So basically, of gender can be diversities of backgrounds, because those, those things tend to be much richer, right? You tend to create the complimentary things. So we talking, you know, in this particular thing, or this leader is going to need to require this particular capability. So for skills, if we see that that leader is not having or is missing a part in mind that there is a part with someone needs to be great at planning and your strategy, but then there is an execution part, or operational part. And you see that that leader can be greater planning and execution and then, okay, so it's going to be the operating operationalization of all that, for that to happen, right? And then how we complement that either. So sometimes when you know, and you, let's be honest, right? You don't get it right at the beginning, but you need to understand what are some of those shortcomings and how you forgive, create things that are complementary, right? And then trust, high functioning teams or high trust things. And that means that there's going to be, you know, personality traits, as you say, in terms of, is that chemistry? And is that trust taking place? And if it is not, you know, you as a leader, of course, I get much better observation on my own things. Is that working together? Or do we need to provide internal mobility opportunities, because maybe this person again, or this leader is not as therapists or his best on this particular role? And we just need to find a different one, and give another opportunity, right? And make that change?

Jacob Morgan 48:38

Do you use data for this? Or is this just kind of like opinion and being a big

48:42

no, we use, we use, we use a lot of data, right? We're using internally more and more skills in terms of where it's needed. We try. We we, honestly, we are a company that makes a lot of data driven decisions. And anytime that there is an objective point of view, we seek and we encourage, like, what is that objectivity? More than it is a gut decision? Because I don't, you know, we don't believe those take you too far. Right. So I will always be seeking what is the data saying? And then of course, we need to provide judgment, as leaders, I, you know, understanding that data, but I want to understand what's the data saying?

Jacob Morgan 49:18

So it's a combination that sounds like data plus judgment, which is, I think, is an important point. Because sometimes, it seems like leaders can either use their gut all the time, you know, too much, or maybe they rely on data too much, and they don't use judgment. But it sounds like the best approach is to use the data, but also have people looking at that data and making judge

49:39

data data doesn't come with context, right. So you you gotta judge the judgment, because there is a lot of context that can be you know, linked to that data, you kind of make, you know, just oh, I don't know that leader is not doing a good job on these because look up with the data is saying, Well, you know, do we put the leader on the best circumstances to succeed was I know the context from a professional perspective, and maybe even from a personal perspective, sometimes that you need to understand, you know, how much is the leader, you know, basically relying on all the teams to make him or her

successful? And how we provide either that clarity? Are we prioritizing? Have we done the investments we committed to do for that team to be successful? Again, how we empower that to happen or not? Right? So that's what I say that, yeah, data tells you a lot. But you gotta understand the context to put the judgment.

Jacob Morgan 50:32

Yeah, no, I love that. I think that's an important point. How do you approach solving problems? So for example, you know, as a CEO, you're probably faced with a lot of problems. You want to grow the company, you're thinking of a new product or service to create, you're trying to close a deal? I don't know, somebody's in the wrong role, and you need to move them? Do you have like a structured framework that you use as far as how you think about a problem to get to a solution? Or is it just, you know, kind of all over the place? I

51:03

wouldn't say it's all over the place, I have a simple method, which is I tried to understand, you know, disaggregate the problem to you know, smaller parts that it can digest. So there will be inputs and outputs, there will be challenges and variables in every single problem, where the knowns and the unknowns, and when this a big problem is tried. Okay, would that problem would that entail? And then how can I disaggregate that problem into smaller parts that I can understand? And come to Yes, and again, either from a data on which perspective, or maybe I can solve for, and then maybe solving for, you know, this part will basically be providing answers for how do we solve the rest of the problem? I don't like to be on on Sukra way, so discusses, you know, big problems that I don't understand. So that's, you know, someone will come, of course, these will come usually with problems, and they will come with suggestions or solutions. But some will say, Oh, we have this problem. Okay, let's understand what are the different parts that are causing that problem? What are the inputs and outputs that we do have there, and what we can solve for, to either get a better understanding of the overall problem, or either will solve with these we may be solving for the most of the problem? Is getting? Getting an understanding of the different components? disaggregating it?

Jacob Morgan 52:12

Yeah, yeah, chopping it up into little pieces. It seems like a good approach. You also work with a lot of different people, right? I mean, 17,000 employees, a lot of customers out there. And I'm sure you work with a lot of people who are not like you, right? They're not as vulnerable, they're not as open, they're not as comfortable dancing with their employees, they're, they're different. How do you balance that relationship? Right? Because sometimes you you might be thinking, you know, we it would be great for this leader to be more open and vulnerable, but that leaders just thinking that's not me, I can't do that. How do you? How do you balance that? Like, how do you work with people, when you have a certain belief, or a certain approach? And there is different? And has that

52:59

happens a lot, right? I guess the most important thing is respect, you have to have respect for we are all different and we meet that makes it all you know, that makes it all better, right? Doesn't necessarily, you know, need to enjoy or, but you have an hour and you know how that person I did two things are approaches, but you have a lot of respect. So I would say respect and learning because then are

always thinking as an observer of the game. And we think is there are there things that I can learn from this is it I'm not I don't know how I am. I'm not super proud that I'm you know, super vulnerable or oversharer sometimes or, or maybe, you know, I would like to be more concrete and you know, net things out much better than I do. So there are always things that you can learn from other personality traits and other leadership styles that work really well. So just be ready for that learning process.

Jacob Morgan 53:58

Is the CEO you're already the top right, I mean, you there's no like higher role to get to. So what do you do to focus on personal and professional development? Because there's no there's nowhere else for you to go, there's no more up. So it's very easy to just get complacent in your role and say, you know, I'm the CEO, I'm good. Like I don't need any more development. I don't need any more growth like there's there's nowhere for me to grow to do you still focus on your own development as far as becoming a better leader and what are you expecting for you

54:27

here to be geiko? I would say that maybe not because the CO CEO role maybe just because of age right now I realize that I am lucky that I have a good understanding and awareness of all the things I do not know. And I will tell you that sometimes it's just purely right when I was 30 years old you had to pretend to launch a company public into the Know Your Mark Germany disappear meaning NASDAQ in Europe right many potentially people here in this podcast will not know about know your mark But you know, it was a meeting that's that no any longer there. And I thought that I knew it all, through the end is I think just with age, that's gives you that experience of time. Right now and grateful. Yeah, I'm more aware of a lot of the things that I do not know, and I have shortcomings on, and there is a ladder, and you still need to grow. So I think being a constant learner is honestly, what drives me is honestly, which, you know, I'm grateful for because, you know, so one of, you know, when I'm on on, you know, on a fly a lot, you know, all over the world. And when in some of these flights, I try to reflect on what did I learn in the last, you know, month or, and that would just do that, which keeps me feeling? And I think that's a good advice for leaders, you know, if you're learning you grow in your life.

Jacob Morgan 55:50

No, no, I love that. I think that's a perfect way to wrap up. An amazing conversation, lots of wonderful stories. Where can people go to learn more about you learn more about the company, anything that you want to mention for people?

56:05

I would say, of course, there's a lot of public information there around workday, I think what we're most proud of is our culture. Jayco. And, you know, we, we really take care of our employees, which is our number core one value. And we were, you know, founded on a strong set core values. And we're really grateful for what our employees are doing and helping us to be nurturing this great and amazing culture that we do have here and supporting our customers. Yeah, that's the only thing I will mention.

Jacob Morgan 56:37

And I'm sure you guys are hiring.

56:39

Well, we certainly have customers that we do have demands out there. We we see long term and great opportunity, you know, for us in this market, and clearly to fulfill some of those demands. We need, you know, great talent that will help us to do so. Right.

Jacob Morgan 56:57

Very cool. Well, Chantel, thank you so much for for taking time out of your day and sharing your insights. I

57:03

really appreciate it. Thanks to you. Jayco fan, by the way, you've been you're a great interviewer and you make people feel very comfortable. So So congratulations to you.

Jacob Morgan 57:11

Oh, flattery gets you along the way on this show.

57:15

No, thank you very much. I don't think you should know about me. I never say what I don't think so. I'm always very, you know, well, sometimes I shouldn't say some things about it. Well, when I say anything, it's always because it really believes in it. Otherwise I never do it. Okay.

Jacob Morgan 57:31

Well, I appreciate that. I appreciate that compliment very much. And thank you everyone for tuning in my guest again, channel Fernandez, the CO CEO of Workday. And I will see all of you next week. Alright, let me push stop record