

Be Real, Be Whole, Be Innovative: Wharton Professor Stewart Friedman's Total Leadership Framework

Jacob Morgan 00:00

the work piece is going to at some point crumble as well, exactly. I feel like everybody would inherently pick family over work. Well, it's looking

00:07

at the larger picture. Of course, sometimes you must compromise proving that the best career decisions are based on what matters most to you in your life.

Jacob Morgan 00:16

I guess it sounds weird to say it would pick work over my family. Well, you

00:18

might not say that in polite company. But yeah. What kind of father am I? What kind of father do I want to be? What do my children need from me?

Jacob Morgan 00:28

It's kind of one of those hard things to figure out. Right. But

00:30

if you know what matters to you, it's a lot easier. I had no clue what was happening. It was only because my kids were saying you got to come home dad.

Jacob Morgan 00:42

Hey, everyone, welcome to another episode of great leadership, my guest today, Dr. Stewart Friedman, organizational psychologist at the Wharton School of the University of Pennsylvania, also the founding director of the Wharton Leadership Program. And you also found it I heard the Wharton's work life integration project, which I want to talk to you about as well. So Stu, thank you for joining me today.

01:05

Thanks so much for having me, Jacob. It's great to be here.

Jacob Morgan 01:07

So a lot of questions for you. Why don't we start off with just a little bit of background information about you? And some of the the research and the work that you have been doing in the world of leadership? Because you've been studying this and practicing this and implementing some of this stuff? For probably many, many years? How'd you get involved with all this stuff?

01:33

Well, I was a graduate student at the University of Michigan, in Organizational Psychology in the early 80s. And that's when I really got involved in exploring the world of leadership and how people grow and create freedom in their lives. Over the course of their lives, and my research for my dissertation was about how large organizations prepare and select people for executive roles. So the top three levels of fortune 500 company, what year was that? Dissertation? 1984?

Jacob Morgan 02:17

Oh, my goodness. Oh, one year after I was born. Yeah. Yeah.

02:21

Stop it. That's not That's not helpful, Jacob?

Jacob Morgan 02:27

Well, I'm very, very curious. Yeah. So go on. And I'll jump back to your

02:34

ego. So I got deeply involved in leadership development and succession, and succession planning and talent management systems. And that's what I wrote about, in what I think was the first large scale study of, of that subject. And I looked at the impact with the correlation really, between how an organization went about doing the work of cultivating the next generation of talent, and its reputation and financial performance, and drew some conclusions from that about what good practice looks like. So I spent a good chunk of the 80s in terms of my research and practice on on that subject area. But things changed later, in the 80s, when my first child was born. That was after we had two miscarriages. And it was, it was just a magical and very compelling moment, when I met my first child for the first time holding him and thinking, what am I going to do now to ensure that he grows up in a, in a world that is safe and nurturing? And I couldn't get that question out of my head, including when I went back into my Wharton MBA classroom in October of 1987, and said to the students, we're putting aside the lecture, the lecture, the class you prepared for today, I want to ask you and talk about another subject. And that is, what are you as future business leaders going to do about ensuring the cultivation of the next generation not of talent in your business, but the next generation, full stop. And that conversation that day led me to shift my focus to looking at what I could develop in terms of practical knowledge, useful knowledge about how to improve performance in all the different parts of life, work and family and community and your private self in creative ways. And I could say more about that, but I'll pause for now.

Jacob Morgan 04:51

Yeah, and we're definitely going to touch on that too, because I think it's a very interesting kind of a framework and approach that you have towards leadership. But I'm actually curious if you go back to a dissertation you wrote in 1984, when you were looking at the criteria that people or that organizations use to promote leaders, do you remember what those criteria were?

05:13

The qualities that we looked at, had to do with such things as the the resources that were dedicated to formal executive development programs, we explored in in some depth the role that the HR people played in serving both as talent scouts and as strategic advisors on the movement of people in terms of fostering their development, as well as their selection, okay. That was that was a one of the critical components. Another was the extent to which organizations systematically used the criterion of when moving people at the middle, early middle, and then later stages of their careers, whether any aspect of those choices in terms of internal mobility, were driven by the developmental opportunity in that new role. So was it just a matter of filling slots with who's ever available? Or did they consciously look to see how is a person going to grow? By taking this role? So those were, those were some there were other considerations, but those were some of the important ones.

Jacob Morgan 06:43

And so what did you find from that research? And just to kind of give you a sense of where I'm going, I'm curious if there has been any change or difference since when you wrote that dissertation nearly 40 years ago, to today's world? And if everything that you discovered in 1984, is still applicable, and just as relevant? Or if you were redoing that research and that dissertation today? Would would there be some other things that you'd be looking at? Would there be any differences?

07:12

You know, I haven't thought about that. Lately, but it's a fascinating question. And I think the, the, the observation that the sort of core of it was, it pays to invest in people development. And, and that has become now a sort of de rigueur requirement for most large organizations and medium and small ones to now, but back in the day, you know, 40 years ago, that wasn't an accepted idea. And so, it wasn't, it wasn't norm normative. You know, some companies did it, others didn't. And some companies said they did, but didn't really take it very seriously. So I think one of the main things that's changed is the, you know, the accepted wisdom that your company benefits on all dimensions, you know, economically as well as, in terms of doing good in the world by helping people to grow in directions they want to go. You know, that's now, nobody really questions that. And so we, you know, we'd be asking different questions today, of course, the about, you know, what those investments look like and how they're made, I think the, you know, in the, in the, in the 80s, it was just becoming accepted practice and envied practice to have some sort of Institute or separate entity that was devoted to education. And indeed, 15 years after that, or so, I was asked by the head of Ford Motor Company to join that company as the head of Global Leadership Development for Ford, which I did for a few years. I took leave from Wharton, and did that role as as sort of the, the dean of the Ford Leadership Academy. And that that was something that many, many, many companies were doing. And now I think there's because of, you know, the digital revolution and the new ways that people are learning, we'd be asking a lot of different questions about how the various modalities that are used for learning and development and how how success in those enterprises is measured that much more sophisticated systems for that. So those are the kinds of things that I think we'd focus on today if I was to do that again, but I'm not going to do.

Jacob Morgan 10:06

Hey, really quick, you want to hear something crazy? Over 96% of the people who watch these videos on this channel are not subscribed. Why don't we fix that? If you want to get access to more awesome videos just like this one, make sure to hit subscribe, so you'll get notified when they get released. So

let's talk about your time at Ford a little bit. Some I'm really interested in that when I read that in your bio, too. So can you talk a little bit about how did you get connected with Ford? And and after? And what was that process like? So you get the call? Hey, we want you to come into Ford lead, create a Leadership Academy here, you say, great. And then what? Like, how did you formalize that training? What exactly? were you teaching these 2500 managers a year inside of Ford? Like, I'm just really curious how that program was structured, because a lot of people who listen and watch this show are current or aspiring leaders themselves, and they're thinking about their training, their leadership, their development. So can you share a little bit about what was going on at Ford there?

11:09

Well, one of my mentors at Michigan was no tishie. That's T I C H E Y. And he had been working with Ford. And when they decided that they wanted to create a Leadership Academy Institute, he recommended me. And so I did extensive series of interviews with various executives in the organization, and they chose me, which I'm very grateful for. And when I got there, the last and most consequential interview was with the CEO, who had just arrived, and was into that role had been an internal Ford executive for you know, for decades, who was the CEO at the time, this was Jack Nasser, okay. This was 1999. And part of his culture change strategy was to hire 30 new executives in the top 300 of that 300,000 person company, from outside of the company and and in from, excuse me from other industries as well.

Jacob Morgan 12:29

And it says there's like a hole or anything like companies didn't do this stuff before.

12:33

Well, the idea of of hiring within the space of a few months, 13 new senior executives from outside of the company that was that was a jolt to the system that was a part of his change strategy to reorient the organization from simply being an inward looking, manufacturing, engineering centric enterprise to one that was looking outward to the marketplace and to new vistas for ideas for innovation. So I was a part of that move that movement, and arriving there was, was a great shock. Because I'd been working with a lot of companies as a consultant and as a researcher. But I was primarily an educator and scholar, I'd had a lot of executive responsibility within my academic role, having founded the Leadership Program and the work life integration project, both of those involved a lot of executive responsibility. But this was very, very different. Having, you know, a genuine boss, because in academia, you don't have that. So that was, it took a while before I figured out you know, having consulted to a lot of people coach them in executive roles, being in that role was a very different thing. And overwhelming at first got a lot of help from a lot of incredible people. And you know, the goal there was to help people at different levels to to advance and stretch their capacities to lead so that they would be as successful as we could help them become at the next level. In terms of what this means for, you know, people aspiring to leadership in their own lives and careers. Certainly one of the things that I now believe and what I feel very confidently in my belief is that one should always be learning as a leader, it's something that you can do your whole life. If in fact, all the great leaders do that, they take seriously, the idea that you have to continue to cultivate your own knowledge as a leader, in terms of what that means for you. And there's a lot of different ways of going about doing that. But no one's going to do it for you. So in making that, an explicit part of what you're about, in terms of your professional life, and identity, is something that

you can't start too soon. And you can, you can never end it's, it's kind of like, being a professional athlete, or musician, or any kind of performing artist, it's the same, it's the same concept. If you play the saxophone, or you play tennis, or I suppose pickleball. Now, yeah, taking over, you can, you can never be too good. And the great ones are always learning and always stealing ideas from other people and making them their own. So that would be a primary point of advice for, for, for listeners, wherever you can get access to formal or informal ways of learning what it means for you to become more effective that mobilizing others towards a better tomorrow, you ought to do that and do it on a regular regular basis. But you can't do it alone. You need help. Yeah, yeah. And perhaps we could talk more about that.

Jacob Morgan 16:24

Yeah, that's I was hoping we could do is dive a little bit deeper into that. So you were taking 2500 managers a year at Ford through through training? What exactly were you teaching them to do?

16:38

Well, we had a number of different kinds of programs that usually involved some technical or content knowledge about strategy about about our business operations. And about financial acumen marketing concepts, so there was a competence

Jacob Morgan 17:08

and competence piece just being good at your job.

17:11

Yeah, technical skill and knowledge. The leadership component, it varied across the different programs that we ran. But in all cases, in all, in every case, it involves action learning. So the principle of air being you, you learn leadership by doing it, surrounded by assessment, and support. So conscious deliberate action in the real world of our company, and in your life, surrounded, as I say, by data about the impact that you're having on others on outcomes that matter, in terms of, you know, business outcomes, and, and getting coaching support, including from peers, but from others as well, to learn from your real experience that is that that was sort of a central organizing idea for all of our programs.

Jacob Morgan 18:15

So how did that actually work? And I mean, is there anything that for example, leaders today could learn from what you implemented inside of of Ford, as far as lessons learned that you think we could bring into other companies today?

18:31

One of the programs that I am most proud of it, because it's been the most long lasting, and the one that I have continued to work on since 2000, is a program we call total leadership. And that is, that is about how you improve performance. And results as a leader at work and at home and in the community and for yourself, personally. Yeah. So in that interview with Jack Nasser, the most important interview of my series of interviews before I was invited to take the job at Ford. I told him, Look, Jack, if you hire me to do leadership development here, it's going to be about the whole person, because as you mentioned earlier, I founded the work life integration project. That was 1991. Same year, I started

the Wharton leadership program. And I was developing with a team of colleagues at Wharton and external advisors of all kinds, new knowledge about how to integrate the different parts of life for mutual gain. And what we did at Ford was to create a program, a model of leadership. That was about the whole person that that drew on the knowledge that we were creating. And then I was writing about, on how do people integrate the different parts of their lives? mutual gain, and how did they grow as leaders. And and in this total leadership program, we distilled that wisdom and made it come alive in a series of initiatives that participants did in our programs. That had to do with being real, being whole. And being innovative. Those are the three critical competencies that were principles that people who are good at this at all stages of life are able to do. And so we had them do exercises that involve articulating their values, stories of where they had come from that had shaped their values there. They wrote their leadership vision and shared that with others with peer coaches, they looked at the different domains of their lives, work home community itself, and defined how important each one was to them. And other exercises that clarified what was important to them. That was the first piece the second to be whole meant to respect the whole person identifying who are the most important people in your life, at work, or in your career, at home, or in your family, however you define that you know, in your community, your friends and other groups that you might belong to. And then for yourself, your mind, body spirit, your emotional health, your physical health, your spiritual growth and development. And what what do you expect of them? And what do they expect of you, and looking at that system of real world, social relationships, your world, in light of what's important to you, and then talking to those people, maybe a dozen of them, to engage in dialogue, to find out what they really think and feel when they look to you for leadership in their relationship with you. having those dialogues and then experimenting that as the third principle, to be innovative to act with creativity by continually experimenting with how things get done. And we asked people to design and implement experiments that were intended to create demonstrable value at work at home, in the community, and for themselves personally, and they did that they went out and made change happen, and then measure the impact. And whether or not they succeeded or failed, they learned a lot about what it takes to create change that is indeed sustainable, because it works not just for you, but for your professional life, your business, your family, and your community. So that that was the heart of what I brought to that enterprise and what I've carried through since and written a few books about and deliver that content now. And that program in various formats, to people and organizations worldwide.

Jacob Morgan 22:55

Do you want to learn how to create an amazing corporate culture, while avoiding the pitfalls that make for a toxic one? If so, I created a brand new eight part training video series just for you. In total, it's around 30 minutes in length. And you can get it right now by going to [help my culture.com](http://helpmyculture.com) Go there right now, before this training series disappears forever. Again, that is [help Mike culture.com](http://helpmyculture.com) and get access to this free eight part training series on how to create an amazing corporate culture. So it's very interesting. So let me just kind of recap those areas. So it's it's work home community, and the self, which I think you talked about is like mind, body, and spirit. And it's a pretty unique approach to leadership, right? Because I think most of the time when people hear about leadership, they think about, you know, competence in your role, like being good at your job. So kind of a two part question for you. How do you come up with these other elements? Like, is there something that you noticed? And why are all of these elements important? So why can't for example, you just focus on work, and be really, really amazing at your job. You know, your yourself is not great community, not great family.

Great, but you're really good when you show up to the office. Why isn't that good enough for you to be a successful leader?

24:23

Well, I was in the shower one day and it just came to me is not how it happened. We spent a lot of time in the 90s researching in the fields. We found people who were nominated by others as being exemplars, people who are good at finding some kind of harmony or peace integration among the different parts of their lives and we studied them. We created a working group that were involved consultants that involved internal leader As HR people, government representatives of about two dozen people in the the Wharton work life roundtable, and we go out in the field We've convened, it was a long term and pretty big research enterprise, from which we glean these basic principles of being real, being whole being innovative. And I wrote about those in what I think is the first article about work life in the Harvard Business Review is 1998. Wow. It's called working life, the end of the zero sum game with Perry Christiansen and Jessica Degroot. And that was, that was where we came up with those principles. And with the team, the amazing colleagues that I had at Ford and some external folks who are helping us, we created this total Leadership Program, which, which merged what we were learning about how people grow as leaders in their business life with what we were learning about how people integrate the different parts of their lives, for mutual gain, to create harmony, and peace. And it turns out, it's the same set of principles, knowing what's important, being real, knowing who's important, being whole, in the different parts of your life, and creating, you know, experiments all the time being innovative, continually trying new ways of getting things done that serve the interests that are important to you. So that's, that's where that's where that those ideas came from. So, yes, observations, but in systematic studies of what worked. And those principles have been refined over time. But to your question about, well, why not just be good at work? And for some people, that's the case. And indeed, when we ask people to articulate what's most important to you clarify your values and your vision, everybody writes something different. Yeah. You know, and, and using our exercises and assessment tools, you know, people use them to describe who they are not who I want them to be, or who you know, their mother wants them to be or who their spouse wants them to be or their boss, it's who they want to become. And for some people, work is everything. Yeah. But for most people, it's not. For most people, there are other interests that they have. And we also found through other research, we were doing large scale survey research of people, in terms of, you know, their lives and careers in Britain, a bunch of articles and books about that. And what we were finding is that people who have, let's call it a diverse portfolio of interests in their lives, they tend to be happier and more successful, which is contrary to the common wisdom that I'm afraid still exists, which is that you can't be really significant in the world unless you completely devote 100%. To that one thing. Now, it turns out, according to the evidence that I was able to garner and wrote about in a book called leading the life you want where we illustrated this with a set of exemplar leaders. The opposite is true, that the truly great ones have commitments and devotions to other parts of their lives than work that give them the strength and the persistence needed to overcome all the obstacles that are required to have a significant impact in the world. So, you know, the different parts affect each other in almost all of us. And it's useful to know what those interconnections are so that you can manage them consciously, while as much as possible, being true to what you really care about, which is not an easy thing to do.

Jacob Morgan 28:52

Yeah, of course. So is the only focusing on work pieces, the argument there, that that's just not sustainable over the long run, like if you only focus on being a good employee, or a good leader, that eventually, if you don't have balance with those other elements, the work piece is going to at some point crumble as well.

29:12

Right? That's it. I mean, for some people that that's not the case. And they are 100% devoted to their work and they remain successful by certain metrics in their work. But for most people, US single minded devotion to only one domain of your life is not the best solution. And, and what we help people to see, by pursuing what I call these four way wins, just try something that's going to make things better for you in the different parts of your life, even if indirectly, like let's say, taking care of yourself so that you show up, more energized and focused at work as well as with your family. as well as with your friends. So an indirect impact on the other domains than self by taking care of self, which is what a lot of people in our programs do.

Jacob Morgan 30:10

So for example, like eating healthy, getting enough sleep, exercising, yeah, and understand how that translates into the other elements of your, of yourself, and you're leaving your leadership as well.

30:22

Exactly, that's the most common kind of experiment, there are nine types that we've observed. And they're described and illustrated in the total leadership book. And people do experiments, and they try them out. And they realize that it doesn't always have to be a trade off, which is why I abhor the term balance and why I try to, I've been trying now for over 30 years to get people to stop using it. Because, again, it implies that you have to give up something in one part to get something in the other parts. And of course, sacrifice at some point is always necessary, you can't have everything, you certainly can't have it all at the same time. That's pretty hard to do. I I've never really seen it. And, and instead to think about creating harmony, or a greater sense of integration or peace over the course of time, which is why I prefer the metaphor, not just the scales and balance, where you have to trade one for the other. But rather, to think about the four domains as like a jazz quartet, where what's happening is they're trying to make beautiful music together. But each each player is is has got their own instrument to try to sound as beautiful as possible, but very much interacting and responsive to what's happening in the other domains. And sometimes in the other instruments, right. Sometimes you don't hear any anything but the bass and the drums, or just the piano in the in the trumpet. And the others are resting right over the over course of a piece of music. So I think that's a better metaphor, then now, the balancing scales.

Jacob Morgan 32:05

So it's I want to talk a little bit about the difference between the balance and the integration in a minute. But what would be like the practical manifestations of those four things. So for people listening and watching and watching, they're saying, okay, got it, I got to focus on those four areas, work home, community and self? How do you actually put that into practice? Does this mean that every day, you kind of think through those four quadrants and give yourself something to improve in each area? Or how do you? How do you like take action on that total leadership and make it real instead of just, you know what I mean? Like people can understand that those are the four things to do. But what do you

do after you have that understanding?

32:48

Well, it's all about action. Yeah. And learning from experience, as I said, at the beginning of this conversation, that was the hallmark of our work in the in the Ford system. And all the work we do in organizations everywhere is you got to take action, and see what you can learn from it about you, and about your impact. So what what we help people to do is to design experiments, real world actions that they're going to take, and then track, what's the impact that those actions are going to have on work on home, on community and on self. So there, there are a wide variety of experiments that people do based on their own assessment with feedback from coaches, and especially peers who are doing the same thing. What's most important to you? What are your core values? You got to start with that? That's the most important thing. What do you really care about? Yeah. So what can you say no to? What must you say yes to? What's your vision of the world you're trying to create? How would you describe an ideal day, 15 years from now in terms of what you're doing, and the impact that you're having the legacy that you're creating? We have everybody write that in a page, share it with other people and get reactions. They tell stories of the critical episodes in their life histories that have shaped their values? How does that determine who you are now? So we spent a lot of time on what's most important to you. And then getting very clear about who is most important to you why they matter? And what they really think not what you think they think, but what they really think about what they need from you.

Jacob Morgan 34:32

And this is in those areas. So most important members in family, work and community. So you were like, yeah,

34:42

yeah, yeah. And that's the heart of the program. That's the heart of the work is who matters and then talking to them. Most people are very afraid to do because, and they get a lot of coaching from us and from each other on how to engage in these dialogues to to do what leaders who are good, do well And that is to face reality, to get a good picture of what's really happening with the most critical relationships in their lives. And with armed with that knowledge, they always come up with ideas for innovation for change. And what you would come up with doing these sets of analyses would be very different than what I would come up with. Because we live in different worlds, we have different needs, different interests, different values, different opportunities, everyone's different, it's another hallmark of this approach. There's no cookie cutter, you know, it's a model that is customized by and for every individual in their own setting. And when we did this at Ford, it was revolutionary. And that's what the cover story of Fast Company said, and I think it was February of 2000. We were creating a revolution by saying to people, we want you to take care of your family and your community and yourself because it's gonna be good for our company. And they were like, Okay,

Jacob Morgan 36:02

and what's fine. I actually remember at the time, I think it was in the 80s, or 90s, they used to have those lists, right? World's Toughest the boss, worlds, you know, you probably remember those lists, right? And it was kind of like a badge of honor to be on the list or to even work for that, like that kind of

a leader. It's like I work for the toughest boss out there. And then here you are saying like, hey, you know what, we actually want you to take care of your people. Did anybody ever come to you and say, Stu, what's wrong with you?

36:31

I get that every day, Jake. I mean, I face I face skepticism about this approach to this day. I mean, all the time. What's the critique? How can you how can you be asking people to invest more in their families and communities in themselves, when we have a hard enough time getting all the stuff done that we need to for our customers, our clients, or investors, etc, etc. And we now have evidence that shows that when you support people in their quest for greater harmony in their lives, they not only demonstrate greater well being greater health, physical and mental health, they actually perform better on the job, even as they devote a little less attention to their work. So what we find is that people shift as a result of all this, all these exercises that I've described, you think getting clear about what matters, who matters what they really need from you, and then trying something new that serves their interests, and yours, what happens as people devote a little bit less of their mental energy to work and more to the other parts, and they perform better at work as a result, because they're more focused, they're less distracted, and they bring more energy to the work. And they focus on the more important aspects of it. Because they've let some other things go, having discovered that what other people expect of them is usually more and a little bit different than what they had thought. And so they adjust their priorities to be better fit with the realities they're trying to deal with.

Jacob Morgan 38:14

So what did you find the outcome of this was? So when I think you said was fastcompany, right, when they when they wrote about this? And they said it was a revolution? What? What happens? So you're training these 1000s of managers and Ford to kind of look at themselves, you know, the, the whole sell from these different areas. And as they were doing this, what, what was the result?

38:38

Well, and since in the 20 years, since with hundreds of 1000s of people in, you know, companies around the world, we've been doing this, including, of course with our MBA students at the Wharton School since 2003. And so we've been studying the impact. And what we find is that people generally feel better about how things are going in the different parts of their lives, and they perform better as a result. So there's a greater sense of harmony among the different parts and the their ability to meet or exceed the expectations of people around them improves. So naturally, they're they're happier, they feel more supported, and more optimistic about what what's coming and their capacity to have a greater sense of control over you know, the topsy turvy, ever changing, very confusing world that they live in, that we live in.

Jacob Morgan 39:43

So would you say that they just become better leaders?

39:47

Yeah, that's the idea. It's be a better leader have a richer life. That's the subtitle of my book. That's titled total leadership. And we also at Ford and some other places we've looked at, we've actually measured

at economic outcomes for the for the business. And at Ford, where we had a lot of resources to be able to do this in a systematic way. We saw millions and millions of dollars of cost avoidance cost savings, productivity improvements, as a result of the experiments that people did to improve their their productivity, as well as make their lives a little saner, and a little less chaotic.

Jacob Morgan 40:24

So sorry, you cut out there for a second, you said the economic you said productivity. And then what what were the other things that you said?

40:32

Well, not only did they come up with ideas for experiments that they implemented, that reduced cost, avoided certain costs, eliminated some hidden costs, like having to do with excessive travel, for example.

Jacob Morgan 40:51

So innovation,

40:53

various innovations in how work gets done that make it smarter, more efficient. And that helped them in the other parts of their lives as well. That's that was sort of the, you know, the trick of this approach, it forces you whether you're a first line employee on a shop floor, or whether you're a senior executive running the engineering division, it forces you to think about what can I do to create value, not just for my business demands, but for the other parts of my life as well. And when you compel people to do that, they come up with ideas. I've never met anyone, and I've done this with literally 100,000 people or more. Everyone has ideas for what they can do. Yeah. And everyone's ideas are different. And that's an important leadership concept, that you are not the same as anyone else. As a leader, you have to figure out the leader you want to be. And that's what we help people to do and love that practice.

Jacob Morgan 42:00

Okay, so last 15 minutes or so, I thought we could focus on something specific, as far as something actionable, practical, or practical applicable for leaders out there. And one of the areas that I thought would be really interesting to hear your feedback on and if you have any other areas, let me know, is around this idea of how do you make tough choices under pressure, or even just how to think through tough choices in general? And I'm assuming that with a lot of leaders that you worked with, there have been times when tough choices have to be made? Do you have any suggestions or frameworks or questions to think about or even does the approach on total leadership here that you have? Does it somehow help leaders make decisions, tough choices when they're under pressure? You won't want to miss my conversation with Stu Friedman, as it continues for subscribers on Apple podcasts or on Spotify. And in our continued conversation, we talked about how leaders can make tough choices under pressure. This concept of integrating work and life and why work life balance isn't really the best way to think about it. We also look at how to how to make the best career decisions. And probably the most impactful part of this entire conversation is the importance of paying attention to signs, and how this all comes back to this concept of total leadership and paying attention to signs and different aspects of those four areas that we talked about, to help you make the best decisions for your life and

for your career so that you can lead a fulfilling life and also achieve professional success. It's really a fascinating conversation. You won't want to miss it. Again, it's only available to subscribers of the show. And if you subscribe, you're gonna get access to a bonus episode, every single week from one of my amazing guests. I hope you decide to subscribe and support the show. But if not, you could still help me out by just leaving a review on Apple podcasts or on Spotify. It's what allows me to bring in more amazing guests just like Stu. So thanks again for tuning in. I'll see you next week.