

196.SIS Alan Mulally Working Together

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00:03

Hello Molly here. Welcome to say it skillfully, helping you find the words to create shared reality in a way that's true to yourself. We are in store for a very very special episode today a three part performance of my extraordinary guest. Reading the proper bio would take 15 minutes so bear with my highlights reel over a 45 year career. He's been the CEO for 13 years, notably leading of the Boeing Company and the Ford Motor Company, educated with a master's in Aeronautical and Astronautical Engineering at the University of Kansas with a master's in management from MIT. He was promoted to CEO of Boeing Commercial Airplanes 2006 When Ford was losing 17 billion Yes, \$17 billion. None other than Bill Ford courted him to. And I don't say this lightly save Ford. That universe was hundreds of 1000s of employees and stakeholders when you consider all the customers car dealerships, unions, suppliers, investors and communities whose futures were at stake. From 2006 to 2014. He led a story book transformation. Here are key metrics. Customer satisfaction improved from 35 to 93%. Positive Ford stock appreciated 1,837% For became America's number one automobile brand. No surprise, he's been highly recognized for his contributions to industry and service to our country in the world, including being named number three, unfortunately, world's greatest leaders, one of the 30 World's best CEOs by Barron's Magazine, one of the world's most influential people by Time Magazine, Chief Executive of the Year by Chief Executive Magazine, serving on President Obama's us Export Council, the leader of the future by the Francis Heseltine Leadership Institute in 2006. The list goes on and on. He currently serves on the boards of Google carbon 3d and Mayo Clinic. My guest is also an accomplished athlete, a gymnast and tennis player. Both sports I have participated in though not nearly at his caliber, and I haven't covered the most exceptional part which is my guest as a human being and roles as friend, mentor and advisor. Being a loyal husband, cherished father of five adoring grandfather of five and a doting son and siblings are most defining a key part of his success in life is his leadership, humility, love and service. Without further ado, a warm welcome to my friend and idol Alan Mulally, Alan, welcome to say it skillfully.

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Oh, Molly, what a what a great. A great introduction. A couple of comments about that is that everybody needs to know that you are a fabulous tennis player. The last time we played in New York City, I had to crawl back to my hotel, because I was so so worn out. So one of the things when you mentioned being the world's third best leader, people always asked me well, what do you think about that? Alan? Does that make you feel bad? And I said, Absolutely not. The Pope was number one, and I'm still trying to get to heaven like everybody else. So it's really, really great to be with you.

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I can't overstate how much I feel the exact same way. And especially because we wanted to dedicate this episode to our beloved and brilliant leader, Francis Hesselbine, who passed in December 2022, and seven years young. And she taught us, Alan, that our work is our love made visible. And that's really the spirit of our conversation today.

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You know, another neat thing about what you just said, is that, what another thing that she really believes in is that who you are, as a person is going to have more to do with your leadership, service and contribution than anything else. And I think that's a really neat part about what you're teaching and coaching.

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I appreciate it, I've got the big footsteps to just try to sort of keep up with so I'm grateful for both you and Francis is amazing role modeling. We all subscribe to this mantra Be the change you want to see in the world. And today is all about helping listeners around the world appreciate your working together leadership and management system. And this underpins all the results your organization's have delivered. And it's a compelling vision, a comprehensive strategy, and it's a relentless implementation plan to create value for all stakeholders and the greater good to learn more about and over your career. Alan, you've honed this blueprint for organizations, any size, any scope to being really best bring your talent together and work well together. So say it skillfully is fundamental to your working together leadership and management system. So we have some questions in store for Are you if you're ready to go, ready to go? Okay, so Alan, you have brilliantly served your family, Boeing for communities all around our world, in such a positive way for so many years and just share with us your working together leadership formation, the development and service journey.

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Well, that that's a really interesting way to start, Molly because I never, ever talked about myself. And when, when you mentioned, Francis, Francis approached me one time, he said, Alan, we're writing a book called work is love made visible. And we'd like to write for you to write the foreword to it, we're gonna have all these thought leaders in the book and, and you can really set the stage for the all the messages in the book. And I said, Well, what would I write about in the in the foreword, and she said, Well, everybody knows who you are. And they also know what you've done. But they don't know how and why you became who you are. And so they would like to know that. And I said, Francis, I never talked about myself. And she goes, exactly. That's why we want you to talk about that, because who you are as more to do with your success than all of us than anything else. So I sat down, and I started to write the foreword. And I've never had done that. And oh, and I also said to her, Molly, I said, So where do you want me to start on that said, when you were born, you recount really. And so I started writing that down. And I started to enjoy it, because I had never done that. And so I ended up with like three pages later. And this is in work is love made visible book for everybody. It's the first time I've ever shared my story. And a couple of things that that I I shared that I never had shared before was that just my relationship with my parents, and their, and their influence on me and also Dr. Reverend Turner. And every day, my mom is getting ready to go to school, my mom would say things like, now honey,

remember what the purpose of life is? And I go, Oh, yeah, mom is to love and be loved. And she said, that's good, honey. But remember, in that order, Okay, thanks, mom. Then the next day, my dad would say as I was getting ready to go to school. Now, remember honey to serve is to live. Thanks, dad. Next day, seek to understand how to before you seek to be understood. Another one working together with others, you can make the most positive contribution to the most people expect the unexpected, expect to deal with it positively, lifelong learning and continuous improvement. Respect everyone. We're all creatures of God, and worthy to be respected and loved. A developing integrated life, that is your life's work. But one that I'll never forget, Molly is, honey. It's nice to be important. But it's more important to be nice. So you can imagine what this meant to me, because we didn't have any. We have very few resources. But we had this tremendous love from our parents. And they were great examples. And they lived these principles and practices and values. And so I all I wanted was a pair of Levi's and some Weejun shoes, and maybe a car someday. And I grew up in Lawrence, Kansas where the University of Kansas is now that got in as my window to the world, I got a chance to meet all of it. The students, my parents would bring them over for Christmas and Thanksgiving. So when they couldn't go home around the world, I couldn't get enough of how fabulous they were and to learn about them from around the world. And so I figured out that well what my parents taught me, that's my key, it's service. So I went to work on every possible job you could ever imagine. Like, my paper route, my lawn mowing business, my TV Guide Rob, working at the Dylan's grocery store, checking bagging, The Night Manager construction, working on the ranch, working on the farm, helping all my professors all the way through college as an assistant to them with with their classwork and solving all of their scoring and stuff and, and so at the end of the day, to your point, it was all about humility, love and service and I and I just learned so much about working with others to create value for everyone and the greater good. And then I was so fortunate that my thesis advisor had just come from Boeing, and he took me out to Seattle introduced me to all the Boeing people I couldn't build Leave it, I thought it was the coolest place I've ever been. I'd always loved physics and math, and art, and especially airplanes. And so I was, I just couldn't believe it. And I was very fortunate to be asked to join Boeing. And I had a chance to serve there for 37 years. And I was on the design team, every Boeing airplane, the 707, a seven to seven, I'd like to go slowly, the 737747757767. And then they asked me to serve as the leader of engineering and all the design for the 777 airplane, I consider to be the finest commercial airplane in the world. And then when I was a CEO of Boeing, and we launched the 787. And if you look at all the seats that are flying today, semi percent of all the seats that are flying around the world, are in Boeing airplanes. So clearly, if it's not a Boeing airplane, you shouldn't be going. So and then, then I get a call from Bill Ford, the great grandson of Henry Ford, I'm going well. And if you if you're talking or listening or interfacing with Ford, you're so excited because of the of the innovation, that creativity and a service to provide safe and efficient car truck transportation. And so at the end of the day, I accept it as is request to join them to help save for it, as you said, their, their their their profit forecast for the year when I joined was \$17 billion loss. And four months later, Molly, we achieve that. So this was not a forecast accuracy, we, we needed a different vision strategy and plan for to get back get Ford back to their fantastic leadership. So at the end of the day, I made that transition because I was I felt I was being asked to serve a second American and global icon. And clearly, a Boeing and Ford are the reason that we made it through World War Two, because we all supported our country together. So as you pointed out, it was it was a great experience. And we ended up with Ford being the number one brand new United States and the fastest growing brand around the world. So that's my, my formation between who I am as a person, but also then being able to serve at Boeing to combine one of the most sophisticated design and

manufacturing companies in a world with my values and behaviors as a person. And that's how we develop the working together management system that you describe so accurately.

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It's a storybook I, before we get to the working together, principles and practices, I want to ask you so that listeners can appreciate that even the mighty Allen had struggles and some hard times. So as a kid, or through through your career, Alan just share a bit of what was hard for you what maybe you struggled with. Because I know that those struggles, while they're painful at the time, I don't wish them on anyone. I really were our greatest sources of growth.

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Well, I think that the one that was a struggle, but also was a tremendous education, for me, was pity man, because of a lack of resources that we had as a family. And even when I started to appreciate the value of work, even serving, and the fact that people would then pay me for supporting them, I go, Whoa, this is all coming together. I remember getting these tremendous amounts of money from the people when I would sack their groceries and in the rain in the snow and everything. And then when I became a checker in the Dylan's grocery store one time, my the leader of the grocery store saw one of the customers coming through, it was giving me money. And he walked over to the people that were giving me money and they said, Are you really giving Allen money? Are you doing that? And he said, Well, we're giving it to him for his service, except for checking you guys out. And he said, Well, yes. But he also asked us you know, did we find everything we want to be had the coupons that things were on service. were on sale today. And so we really liked his service. So on one hand, that was fabulous. On the other hand, I was still trying to fit in and become one with everybody. Well, what happened is the more I developed these values, these beliefs, these behaviors, then the more that I ended up being accepted and appreciated by others, but you can imagine at the time, that was very tough, and I had to stay so focused on developing these characteristics as a person and a leader.

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Yeah, kudos to you, Alan, too. I call that finding finding your TrueNorth staying true to yourself. Right? It it's, especially as a young person, there's a lot of ways we can go, there's a lot of things dangling out there and credit to you and obviously, to your parents, awesome upbringing for you to be able to believe enough in yourself and what you thought was right to really stick with it. And that's,

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that's well said exactly that, I think that's something that all of us have the opportunity to commit to. And it kind of gets back to doing the right thing for the greater good every time because we're all human beings, we're all want to grow, we all want to be appreciated. And we also all want to serve. And so I think there's a tremendous opportunity to commit to those behaviors.

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Yeah. So let's go into this because the working together, principles and practices are really the underpinning for helping us come together and do our best work together. So please share those with us.

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Well, absolutely. And I know that you know, these Well, yourself. And so it's kind of, it's really fun to ship for you. And I share them together with everybody. But working together. We've always used the word working together, because it was were people working together to create value for all the stakeholders, and the greater good. And so these are the principles and practices, but they also create a connected culture of love by design. So as a designer, this is what we designed, we designed a system, and it has an operating process. And then we also had very clear expected behaviors were of zero tolerance for violating the process, and the behaviors, because this culture further enhances and nurtures skilled, healthy, safe, and incentivized and motivated teams. And so here are some of the key ones that that really make this work. The first one, listen to this. People First. Love them up. Thank you, mom. Thank you, dad. Because and why? Why is that so important that principle? Well, when you're creating a triple seven, you have 600 700,000 people around the world working on that design. They've committed their life to it, all their technical skills, their emotional skills. And so every time you see everybody loved them up, appreciate them, thank them, because that's how this is all getting done, including their commitment to work together very closely and efficiently. include everyone, all the stakeholders, so not just the customers, but the employees that the all your suppliers, the investors that communities in which you operate all the certification agencies around the world, you can imagine that we include all of them. That's why every Boeing airplane has been so successful, because it was created in the marketplace, including all of the stakeholders. And then you pointed this out most important thing, compelling vision, a comprehensive strategy for achieving it, and relentless implementation, or implementing it clear performance goals, having one plant like the Ford plant, because most businesses have many plans, and we're all wondering what the plan is, facts and data, they set you free, vaccinated, we care what you think we love your opinion over you please share us the facts and data that you're looking at. So that when we do have an issue, and we can work together with confidence, knowing what you know, to be able to turn the reds, to yellows to green. So that brings us to the reds, the yellows, the greens, that is Expect the unexpected, and expect to deal with it. That means that all the change that's going on, those are opportunities. That's not something to be afraid of. And so every week, every member of our team and the business plan, review, that start out with sharing what's going on in the world in their area of expertise. And so we were never surprised over the last 45 years, lots of change. And then whenever we see a change, then we look at that as an opportunity, in addition to manage it as a risk when required. And so everyone needs to know that plan and need to know The status, they need know the areas that need special attention. Very few companies share everything, including the finances, the technical issues, because they they're kind of embarrassed, they think they're a failure. No, we need to know everything so that we can pull together all that talent in a timely manner to turn the rest of us green. And the color coding every business plan review, that leader in every area engineering, manufacturing, procurement communications, they would on their chart, or five or six charts that they would show every week, we have a business plan review, it takes, you know, an hour hour and 15 minutes. And that red means that they have a new issue, but they don't have a solution yet. And so you can imagine that we're already that as we learn more about it. And next week, we're going to make progress on it because we're all going to work together that turned to reds, yellows, and greens. The next one is these are really important about us as human beings. propose a plan positive, find a way attitude. Positive mindsets are key, there's no way to create an innovate and not expecting the unexpected expect to deal with it. And so doing that with a positive, find a way, attitude is really important. We need everybody respect each other, listen to each other,

help each other, appreciate each other. You notice my these are very sophisticated words, very sophisticated. They are all things that we can see they are behaviors, because it's so important that we follow these behaviors in addition to following the process, emotional resilience, that principle and practice means trust the process, you know, you don't have to recover from it. People always ask me, How do you sleep at night, when you created a new commercial airplane that has as 4 million parts of flies halfway around the world, safe and efficiently that fuel efficiency and the reliability and maintainability? Well, I sleep really well at night, we just had a business plan review the day before, the entire team worldwide knows everything, the greens, the yellows are red. And so the most important thing for all of us is go home, get some sleep, come back, your positive can do attitude, and we're going to make this happen. The last one, Molly is have fun, enjoy the journey and each other every morning, every night, Molly, I say thank you, thank you, thank you. I mean, the people I've had a chance to work with just like you and the work that we've done together for the greater good in credible. Now, one caveat. Never a joke ever had anybody else's expense. And the reason is, that jokes are never funny. And so when it comes when it comes to working together, it's really dangerous. Because if you don't feel comfortable, and you're concerned that you're going to be a subject of a joke or, or humor, then you're going to be very hesitant and careful to share what the real situation is. Because you're not read or naming an issue that's read, thank you. That's your area of responsibility, you know that most about it. And you're sharing that with us, so that we all can work together. So you can imagine this safe is very safe, psychologically safe, safe in every way. environment is so important to working together, because what we're about is creating value profitably growing the company, or the value for the for the benefit of all the stakeholders that are participating, and the greater good. So those are the key working together principles and practices, that creates a connected culture of love by design of our working together system.

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Music to my ears, and everyone out there is thinking we want that we want that it's so simple, in its essence, so simple right now and not necessarily so easy. Not necessarily so easy. So this talk with us about you know, I don't know exactly, you know, it sounds great on paper, how do organizations develop this with their leaders with engaging everybody to be pulling together in such a powerful way?

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Really, really important question because there's so much written as, as we know, about the leadership and the behaviors and the values and the beliefs and, and, but in addition to that, the most important thing is how do you do it? A disciplined way of doing it that everybody can understand, and everybody can commit to and if it doesn't work for you, it's okay. I mean, you this is more Do we wish you the very best or try to find a job where you're going to not have the influence that we need from a positive influence with everybody. So the management system has five components. The first one is what we just talked about. And that's the principles and practices starting with that vision strategy and a plan. Then the next is the governance process, where it's so important that the board of directors and the leadership team are absolutely committed to working together a management system, because if they're not, it's very tough for the organization to implement it by itself. Of course, the next one, the third one is the leadership team. And the leadership team, as Peter Drucker and Francis hasslein tried to explain to us following the industrial revolution is that this is not about command control, being the smartest people in the room telling everybody what to do, because everybody else doesn't know. No

member, Peter Drucker tried to tell everybody, oh my gosh, all your employees are going to college now. Oh, dear, oh, dear. Well, the higher up you are in the organization, the bigger the opportunity is, everybody that's working for you, is smarter than you and their area of expertise. And so what is your really role now? It's nurturing, nurturing, this working together environment, and loving them up, and coaching and facilitating, which you, as an example, is very good at, you're very good at this. And so all the leaders that's, that's a whole new thing for them to move in that direction of becoming great coaches, and great facilitators of this system. And of course, every member of that leadership team, leading with humility, love, service, courage, discipline, resilience, civility, authenticity, positive mindsets, and create a psychologically safe environment. So it's very clear for the leadership team, what their real role is. Now you can you imagine, can you imagine how needed it is for them when they get good at that, and everybody's helping everybody do that. And then, of course, the biggest, the biggest responsibility of that leader and the leadership team is the whole of themselves. And the team, and all of the stakeholders responsible and accountable for following that working together operating process, and working together expected behaviors, with zero tolerance for violating. And so if somebody's is violating that, or not paying attention, or looking at their, at their, at their phones or their computers, and they're not paying attention, they're not listening, or they go after somebody and not an uncivil way. And we just stopped the meeting, we have this written down on a little piece of paper. And as it has a card that has the business plan on the front side has a working together procedures that we're talking about and expected behaviors on the back. And we just stopped the meeting and say we'd like to start again on that a silicone aphorism buddy, in a mean way. And 90% of the time, all the leaders start to move in that direction of moving from i to we and me to service. So no matter what their beliefs are, no matter what their values are, their behaviors, lead them to continuously improving those values and other behaviors. So the next one we talked about is creating value roadmap. And that is that's the strategy that includes the product, the process the people, and it's all all in the context of our working together management system. And then the last one is a business plan review. Molly every week, I haven't it's the kids keep kept track of this. And 40. In 47 years, I missed 12 business plan reviews at Boeing and Ford. And I'm traveling all around the world or with the kids that kids couldn't get enough of them. We call in they want to see the colors change between the reds, the yellows, the greens, so the red, they're low, watching the people work together and help each other. And so that business plan review every week, we go through the vision strategy, the plan, the various needs special attention, and then we have separate meetings during the month that we work on, on the issues that need special attention. So that one meeting includes everything about managing the business, product process, people everything. And then of course, the focus is on are we nurturing this connected culture? or have loved by design. And so and the result is that we're always comparing the plan, again, looking five years out on profitable growth, and profits equals revenue times margins. So our entire team, and all the stakeholders are working on the revenue side, which is making products and services that people want and value. But simultaneously, as we grow, working on the productivity and the efficiency, the margins, and revenue times margins equals profits, and great companies will improve their revenue by a seven, eight to 10% compounded growth rate, same thing on the margins, and 1.07 times 1.07 is 1.15. And the profits will grow at 50% a year the cash flow will follow, the stock price will follow. And all of the stakeholders all around the world are benefiting and they're happy. And we wonder why this works. That's why it works. Because when when you're creating value for all the stakeholders in the greater good. Plus, if you're not, and you're not profitably growing, then you're dying. And you can't make it okay for all the stakeholders. So we're everything that we're talking about.

Every every week, every month, every quarter every year, we're looking at the results, which tell us tells us exactly what we need to work on even more on that creating value roadmap. So that's how we do it.

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I love it. This is harnessing the power of us harnessing the power of us is how I'd summarize the five parts of this leadership and management system. Just to recap for folks the principles and the practices, the governance piece, the leadership team, the creating value roadmap or strategy, and then this business plan review to bring it to life every single week. Yeah. So let's talk about and I want to get back to the key principle and practices that people first it is so easy to say, Oh, we're all about the people, people for us, we love the people. And we can say that. We know Alan that that can often not be so easy to put into practice. And to really think about the who we are and how we work together. Before we start dealing into the the tests activities. Talk about that it starts with the leaders just share, you know, you've had to I'm sure go through and figure out the teams and the people who really have this at their heart because you need, you know, this tribe to believe to be able to drive change, because I'm going to say for most folks are not working this way. Exactly. Right. And if they wanted to, it seems that really coming together and gelling with a small group of really committed people would might be a way to start it up.

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Well, the neatest thing about that question. And the answer is the clarity of those principles and practices. When you win, see everything that's on there, you can see, look at the proposal plan, positive, find a way attitude. While you're either acting that way or not. Can you choose to do that? Absolutely. Can you even get better at it? Yes, we'll get your coach, the members of the team will help you. You go after somebody, your negative will will, will stop and talk to you or will go sit? Yeah. And can you imagine if you know, see that's coaching? Because you're using that feedback? To help them move forward. Respect each other? Oh, I'll be darn respect each other. What does that mean? Well, they're human beings. And you need to respect them, and appreciate, listen to him, or really actively listen to him? Well, you mean, you really want to understand what they think. No kidding, thinking you're sitting around that table. You have engineering, manufacturing, procurement legal committee, you have everybody there. And you need to know what they're thinking you want to know what they're thinking you don't take your eyes off of them. And you're not going to be doing something else that's not paying attention, to help each other, or really see that these behaviors are not abstract. They are so clear that when you're sitting there and Oh, and by the way, these principles and practices are on the wall, all around the room. So you know, like if so I just can you imagine if you're going after somebody and you're not civil, and and I stopped the meeting, I look at you. And you imagine, can you imagine what you would do? We, here's what you do, you'd stop doing it. And then if you needed help, you probably ask us as soon as the meeting was over. Can you have and of course, you get so tight because you're meeting every week. You're becoming very tight. And so it's very easy to give each other fee in a positive way. And so I can remember a couple of times where I had, I had to follow up with a leader on the team. And I go up to their office and I'd say what? So how did that go? Today? You went after that person, and you're very aggressive and it wasn't civil at all. And did you notice the reaction of all the rest of the team? Did you notice that the conversation kind of stopped? Oh, yeah, and I know what it is. But I don't know whether I can adopt these behaviors. I mean, I, I'm in command and control, I'm very effective at beating people up and I've been promoted, I've been rewarded. I don't

know whether I can do it. And when I said to have, Molly, was it so I understand, and it's okay. And he looked at me, and he said, Oh, you mean, I'm so important that I can treat people that way. And I don't have to, I still remember why we're doing this. We need their hearts and their minds. This is we're competing against the best in the world. This is profitable growth. This is innovation and creativity. We need everybody who said I know, but I don't know whether I can do it. I said, Well, it's okay. So it's okay, that I keep doing this because I'm so important. Now, not quite what I mean by that is, you're making a decision that this doesn't work for you. And it's okay, we still love you at first principle was love them up. You're a human being and we love you. And but I want you to go home tonight. And I suggest you talk to the people that you love. And they love you and explain this situation that you need to make a decision about whether to stay or not. And and by the way, I want you to come back in the morning and tell me your decision. Because I can't guess what you're going to do. And if you want coaching, you want help from all of us and get also a coach, we'll get you that I think you'll love it moving in this direction. But if not, it's okay, we still love you. And only maybe two or three people over the years have actually left. And the rest of that conversation. They selected a coach or they just committed to move in this direction. Everybody helped them. And they became the best leaders out of all of those people on the team. And forward, over 70% of them. After I left, were also recruited and offered jobs by the senior levels by other companies, because people absolutely value working together leaders and they want so much.

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It's so it's so obvious to me. And and I would think that people conceptually would want to do it. And they might really try it. But sometimes it just doesn't stick or work for them. What has been your experience, Alan, when this hasn't worked

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well, individually like that, you make your decisions, and we move on. And so it just gets better and better and better. Can you imagine one of the first people that chose to leave, everybody is watching that on the team? Can you imagine the impact on them? Oh, he's serious about this, this is the way we're going to operate. And plus, these are fundamental values. I don't care what religion you have around the world. This is all based on appreciating and respecting and loving humanity. And so this is not a hard thing to do. And the first thing that you decide when you decide to operate this way, look what happens to you start feeling and you're successful, you start feeling how powerful and how wonderful, this feels to be able to contribute in the satisfaction of meaningful contribution. There's nothing like it, as you will know.

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Yeah, underpins the highest performing teams. And for those who have had really that privilege of being in the super high performing teams, you remember everybody's name, you remember kind of who moved what how you remember all the tough stuff that you slog through. And what you've outlined is what gives you that ability to come through those really hard, sometimes dark times, and really be better, you know, and it's it's just a joy. And I know that you had more than your fair share. What, what would you just say to why, you know, why isn't perhaps this more normative? Why don't more organizations work this way? What makes it hard for them? Well, I

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think the world is, is gradually moving in this direction, but it's very slow. You know, one of the most positive things in the US was the Business Roundtable, changing the definition of economic development to include all the stakeholders, not just the shareholders. Now think what that means to what we're just talking about. That means we're going to include everybody so everybody He's gonna benefit, because we're creating value for the greater good, including all the stakeholders. So, I think that, you know, we're still kind of recovering from the Industrial Revolution. And it's going to continue to take time. But you know, it's going to move in this direction, because you need the hearts and the minds of all the talented people that compete in an ever increasingly competitive world. So I'm very, very optimistic that this is going to continue to move in this direction.

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I love it I, I was what I want viewers to really appreciate. I was talking to some folks in I classic, bigger financial services company where you might be inclined to say, it's always been this way, it's never going to change. And I, I just looked them straight in the eye. And I said, you know, you are the change, but that you want to be in the world. And I want everyone listening to realize that you really matter, wherever you are in the food chain, and you can stand for that. And, you know, to have the courage to do that. Don't be surprised when other people join you. Because they know that that's the right way to go. And they do want to serve the greater good. So I want to empower people who, who are thinking I want to be this way. Well, you know, you can be this way. And we'll be sharing materials to help people do just that. Alan, we have to segue because you are renowned for how you say it skillfully. Your dedication and commitment and abilities in this arena are unmatched. And, you know, we can hear it and how you express and how skillful you are in your interaction. So you have to help us please how did this come to be?

41:40

Well, you're absolutely right. And you think about this. It's all based on communication. And it's all based on respecting each other. And so when you the best thing about saying it skillfully is that creating this culture enables you to have what you need to know, to do your job and make your contribution? Well, now for you to be effective, saying it skillfully. And respecting people. And listening to them is a natural part of it. So every, they don't even realize that they're doing this. But they are continually improving their communication ability. And then they have some people like you, Molly, who kind of tell him about doing that. And you think about everything that you teach people. And it's all about respecting them, listening to them, seeking understanding, please seek to be understood, and then loving them up and moving in a positive direction. So saying it skillfully is key for every participant, every participant in this world, I don't care whether it's just your it's your occupational life, or your family life or your spiritual life or the community life. Yet, you want you want to have one authentic human being where you can be you in all aspects of your life.

43:04

Yeah, I found that in this whole states Cofely has really, at the essence is to really be in good relationship with your own self, to be who you really are to know who you really are. And that's a journey, folks, folks listening, this is not a red carpet, that and we're all organic, changing beings. And every moment there's a new me. And so that ability to be able to express in a way and to be grounded

and why you're doing it, you're doing it to really serve the greater good, you're really doing it for great intention not to be right or prove someone else's wrong.

43:38

Well, I listen to what you just said, what's the vehicles enable you to do that? The working together management system, you have to follow it. And so you have to follow it, or you don't. And then when you follow it, and you learn that immediately then take very many weeks, and you know exactly how to say a skilled laborer.

43:57

Yeah, that's part and parcel. You know, one word on the one thought on the word respect, and I think that's an opportunity area for teams to be skillful around. How do we perceive respect, and to be open hearted, and, you know, just to show because for some people, what they think respect is, might not be what the other person thinks, and not to make someone right or wrong. But for a group to align on what are the respectful behaviors, and to have people have a chance to talk about that can be really powerful, powerful. So just offer that to teams out there that that can be a starting point, for having real conversations

44:33

for absolutely, I mean, again, keep going back to what we're trying to accomplish. We're trying to work together to create something that we can't do by ourselves. And so by definition, you need every person, every person that you've asked to join you on this journey. And so, the most important thing is they feel needed wanted appreciate it. They get feedback. positively in areas that help them continually to improve their effectiveness. And so it's fabulous for everybody because by definition, you think of every principles and practice that I shared with you. That is a definition. And an example of respecting every person. Think about sharing every bit with everybody with issues are many people, organizations don't do that. So what do you think that means to us to have the organization's share that in the leaders share what's going on? I mean, that's up there doing that for us. They respect us as human beings, because we need to know that so we can work together to accomplish our vision.

45:44

It's a beautiful, beautiful thing. I I want to just read these again, because we went through them, and I'm going to share this with folks but just to land with people, people first love. Everyone is included, compelling vision, comprehensive strategy, and relentless implementation, clear performance goals, one plan, facts and data. Expect the unexpected and expect to deal with it. Everyone knows the plan, the status in areas that need special attention, propose a plan positive, find a way attitude, respect, listen, help and appreciate each other emotional resilience, trust the process. And lastly, have fun, enjoy the journey and each other folks writing those down, I'll share it with you too. But these are the way to go. At the human most human level, Alan, I think the word that comes to mind for me about you is authenticity. Just the real deal, and you can't help it. So share with us what this means. You know why it's important to you? I mean, I just think this is a very important. It's just just who you are.

46:55

I think it's, I think that's neat the way you said you can't help it. No kidding. The neat thing about authenticity is you have one beam, and you have one doing and they're the same. And so the nice thing about the word off and authentic, is it's one of the simplest words in a dictionary. And most dictionaries, you look up a word, and it has multiple meanings. Here's the definition of authentic, so straightforward, and so powerful. It's an alignment between your beliefs, your values, and your behaviors. That's it, oh, Arpita aren't an alignment Are you mean, that's who you are. That's what you believe. That's, those are your values. And it's all manifests itself, but the behaviors that everybody can see, that shows everybody what your beliefs and your values are, because of your behaviors. And, and so now, you are one person. So you think about all the different aspects of your life. You're authentic now, meaning that you can be who you are. Whether it's your occupation, with your family, whether it's your community, your friends, you are one

48:21

just wish this for everyone because it is a place of peace. Great peace, right, which is not, you know, this perfection. And, you know, this journey of becoming more self aware, I always say you have to have your own self compassion grow to because you're able to just be knock and yourself are all the things you see about yourself, but having true inner peace, and when you carry that that just as biggest gift for anyone else, right? Because I think gives them permission to be who they are. Absolutely. Beautiful. So we have to you know, you've done all this. And you have these five amazing kids and grandkids and this amazing wife. So you're known for work life balance. And, you know, for sure this doesn't just happen magically. Alan, so be real about this. Talk to us about how you've done this.

49:10

Well, first of all, I love the way you're asking the question. And I, it took me a while to because I kept wondering what in the world is that mean? People say, I would like to talk about or I like to understand, work life balance. Really? Like work is different than life. Hmm. That's interesting. Isn't it part of life? Isn't it one aspect of life? Aren't there other aspects of life besides work? And so, Earl, and I learned this early on from my parents remember that at one integrated live, one integrated live, meaning that all you have to do. All you have to do is make a circle and then Put some circles inside where they all touch each other. And then in your view, and each one of those circles in the middle, write down an aspect of your life. So one is going to be occupation. Now there's going to be family that was going to be spiritual, and that one's going to be community, there was going to be personal, whatever you want to however you want to do that. And then they're all interfacing with each other. And then you have circle around all of them. And so now at the top of it, put one life on the bottom of the circle, put life's work. I'll be darned. And so how do I, how do I have an integrated life? Look at your calendar every day? I mean, look at every one of those and, and assess with the people that are involved. How are you doing on that? Did you say your family was important? Did you say your community is important to your occupation? Well, ask people self awareness, find out how you're doing on that. How do you think about it? How are the things that then you can side, look at your calendar, make sure that you're spending time, and your commitment, whatever, on the things that you think are important. Now, here's the thing neat about this, because it's not a work life balance anymore. It's one life. And it's your life's work. Now, think about the word work. See, the word now applies to every aspect of your life. Because you're working on it, it's a positive thing. It's a neat thing. And so now, what is your love, your love for yourself, and everybody else, is what you're working on. So you're demonstrating to everybody and

yourself. Your work is your life. made visible May I mean, your work is Your love made visible. And so now back to authentic, you have one life. And it's clear to everybody, that what you're working on. And all your work service is Your love made visible. So back to your point earlier about talk about peace, you become one. So I would suggest that, that we all continue to think about how to move from work life balance to one integrated life of work and service for the greater good. And we get a chance now to show everybody when our that our love and what is visible now.

52:33

This is just how the world's going to be so much better. And this is why we're so optimistic. Okay, we could go on and on. Let's do a little wrap some reflection. Ellen, you have accomplished so much professionally, what are you most proud of?

52:50

The the results of the service. Because deserve is to live. I absolutely believe that. Francis was one of the best examples of that my parents, and all my friends just like you. And at the end of the day, the satisfaction of seeing what it means to accomplish things that benefit the greater good is unbelievable. Can you imagine how it feels to have helped create, like all the commercial airplanes in the world, that we're we're getting people together before the we even had the internet. So people could find out that we have more in common as human beings and we're different. And we could choose to work together for the greater good. I mean, it's, it's absolutely, it's absolutely incredible. So everything, everything starts with serving others in the greater good and makes you feel so there's nothing better that you could do to contribute

53:59

than anything. Your parents started with them. If you have the chance, Alan, what would you say to your mom and dad?

54:07

Well, I have done it the whole time that they were with me, because my mom has every thing that was in the paper was written, she had a copy of it. She She every time I went home, she would sit me down and go through book after book of all of the articles and stuff and tell me how pleased and proud she was. What else could she do to share with me or whatever to help? And so the biggest thing was a good chance to say thank you and love you over and over again. And yeah, that's it.

54:49

Yeah. You have an amazing plan. Now what do you wish for your children and your grandchildren?

54:56

Well, the same thing is the purpose of life. Is 11 V loved in that order? And we actually do a version of the business plan review with our family, Molly. I mean, every week, we'd have a family meeting, I tried to convince Nikki, my wife 33 years that we should call it. So we need to have a business plan. Are you ever sent me with all of these kids? Seven people in our family? She said, Honey, this is not following this our family. So the next week I came back, I said, Okay, Nikki, let's do a family meeting every week. And so we did we come back from church, and everybody put everything away, including the parents,

and we, and then we do our laundry, they bring it all down and we start sort of all together, then they bring the calendars down, we go through the week, this coming up, and how are we going to help each other. And then we go through the principles and practices and how coaching each other and how we can help. And I, as I got older, and we get together twice a year for family reunions, and it's sometimes a little every meeting, they start laughing and tell the stories about the family meeting, all the things that went on. And I thought maybe they didn't enjoy them sometimes. And so I asked him one time. So if you didn't really enjoy our family meetings are working together. Why did you come in to every meeting and never missed one? They said, well, then remember what the last agenda item? Was our family meeting? I said, No, I don't. He said, Well, you passed out the allowances.

56:29

Got it in the right order. Allen. Allen, you started off by telling us how you've just never talked about yourself? That's something that you do. Are you How are you feeling about that? Are you feeling better about sharing of yourself with us?

56:44

Yes, I'm okay. with it. And the reason I'm okay, that people share with me that they learn from it. And so it meets my service criteria. Because a lot of people, when they're sharing about themselves, they're not doing it for service. This because it's about them, they haven't moved from i to we and from me service. And so I'm still very sensitive about it. And what I know now just like the conversation I had with of having with you, you have moved clearly from I that I had a we and meet a service. And so your appreciation of how to even serve even better, is fabulous. And so if that helps of Sharon, that, then I'm okay, it took me a while.

57:45

I just want to acknowledge you and appreciate you and tell you how proud I am of you going there because I know it's not a natural act, and you're being generous of yourself really served. And I share that with folks listening to a lot of you are maybe sheepish about sharing, we can't you people can't be led by you if they don't know. And so I want to thank you for doing that, folks, Alan has compiled a top notch list of reference materials that I'm going to share. And I'm just going to implore everyone please, please, please take full advantage. And I'll include them. And then Alan, you know, I'm just cheering for you, my friend. I want to thank you for being part of this solution. You are the epitome of authenticity within saying it skillfully. It's just part and parcel to who you are. You inspire me to be my best and not a day goes by I don't think my lucky stars for you, my friend. So really, thank you, thank you. You're helping us all be safe, seen and heard and our true and very, very best selves, you take good care.

58:45

Thank you. Thank you so much. And just one last thing, what you're doing on your teaching and your coaching is absolutely fundamental, fundamental to creating connected cultures of love by design to create value for all.

59:04

Thank you. We'll be in touch we'll be in touch. Okay, very good. Thank you. Okay, friends, the thought for the week which we're going to go back to Allen's mom the purpose of life, love and be loved in that

order. And a heartfelt thanks to all the folks who make this show possible. The team of Weiss America the talented Eric Patton, who was the driving force for all of us at skillfully out in the universe. And um, that's a wrap folks, thank you for tuning in. Please be part of the solution. And kindly share this show, amplify Allen's voice reflect on your top takeaways and know I'm cheering for you to be who you are and say what needs to be said so that you and those around you have a shared reality essential to make the best decisions, execute with speed and achieve outstanding outcomes at work and in life.