

Pacific Northwest Collegiate Leadership Conference 2019

Legendary Leadership

JUSTIN JONES-FOSU: The great benefit you have of having me is I always like doing a quick recap. Seeing if-- one second. There we go. Doing a quick recap, and seeing if there are any questions you all had as relates to anything that impacted you or questions that you might have from last presentation. Anything that stood out to you or any questions you have before we dive in? Go ahead.

Yeah.

AUDIENCE: [INAUDIBLE] don't need the coffee.

JUSTIN JONES-FOSU: You didn't need the coffee. Right. So you're like-- because I'm black coffee. I'm joking. I'm messing with you. All right I do diversity too, don't mess with me. All right. I want coffee in the morning. OK sorry. All right, go ahead.

AUDIENCE: [INAUDIBLE] just the energy you have. So I think you're going to bring [INAUDIBLE] and just to light in general [INAUDIBLE] happiness in the idiosyncracies of life and [INAUDIBLE] good energy that you can [INAUDIBLE].

JUSTIN JONES-FOSU: That's awesome. Positively awesome. Anybody else see anything that stood out to you from the session. And here and here.

AUDIENCE: [INAUDIBLE]

JUSTIN JONES-FOSU: Absolutely, I'm glad you brought that part up. That comment was that I can bring a lot of that stuff-- you can bring a lot of what I shared into the workplace. And part of it-- that's what I wrote the book for. Your what matters now was created for working professionals. But then colleges like, hey, we think it'd be great for our students, right? And so, I was like, OK cool, right? So it was initially designed-- so you'll see even-- you won't see, but in my book it's a lot of the examples are workplace examples. So that's a really good point.

AUDIENCE: I'd like [INAUDIBLE]

JUSTIN JONES-FOSU: Yeah I love that you brought that up. [INAUDIBLE] comment theme, I love what you all say, right? But just that from a time perspective, I don't think we have time to share the research, but I'll break down the research on that. I'm a big researcher. Is that there was actually a study done on hospital cleaners, all right? Just to kind of prove this.

And in the study, what they found was that there was two different groups of hospital cleaners. There's one group of hospital cleaners that they came to the hospital, they cleaned the

hospital, and then they went home. Left the hospital. It makes sense because they are hospital cleaners, right?

But there's another group who they would engage with the family members and say, is there anything that we can do for you, right? That they would talk to the nurses and find out the best time for them to come into the-- not the classroom, but into the room. And they saw a general difference between these two different groups of hospital cleaners. Now, they're both doing the exact same work. Sometimes they had the same supervisor, but what was the difference?

The difference was is that one brought meaning with them, and the other was trying to find meaning, right? And I think-- I may, depending on if we have time today, I'll show you all the video of Joseph-- actually, you know what? Off the cuff, all right? I didn't plan on showing this video, but I'm going to show you all the video anyway because Joseph is amazing dude that I met at the Charlotte airport.

Now, the stuff I tell you all about, some people think I just talk about it and actually live it out, right? Because that's the perception. People, oh yeah, you just talk about it. But I want to show you Joseph, because Joseph is a really cool dude. As I'm pulling up Joseph, just in case you didn't know, this is legendary leadership. And I'll show you Joseph, and then we'll dive right into it. First, quit the photos.

All right. Four traits of high impact leaders. OK, here see if I can play Joseph.

[VIDEO PLAYBACK]

JUSTIN JONES-FOSU: And I'm walking out of the Charlotte airport, and this dude had a smile on his face. And so [INAUDIBLE] trash bag together. But this dude has [INAUDIBLE] Joseph, I just wanted to ask you what makes you do your job differently than I see a whole bunch of people doing their jobs?

JOSEPH: Honestly, I take pride in what I do. I thank the Lord for my job. So [INAUDIBLE] you know I love what I do, so I'm going to do it to my best ability. So that's why I'm always in a good mood. I'm always greeting people. Because I love--

[END PLAYBACK]

JUSTIN JONES-FOSU: [INAUDIBLE] I want to see if it will play from over here. So it can be better. [INAUDIBLE] Take it off of here. Sorry for the people on the satellite. They're recording back there, just in case you didn't know that. I'll see if it logs up. Don't look at my pictures. I see you all. [INAUDIBLE] What picture is that? Is your shirt off, Justin? Is that your shirt off? Yes, it is, by the way. Let's see if it pulls up. Here we go. All right, let's see if it works this time.

[VIDEO PLAYBACK]

JUSTIN JONES-FOSU: So I just met Joseph, and I'm walk out of Charlotte airport. And this dude has a smile on his face. And I saw him, like, [INAUDIBLE] trash bag together. But this dude has so [INAUDIBLE] Joseph, I just wanted to ask you what makes you do your job differently than I see a whole bunch of people doing their jobs?

JOSEPH: Honestly, I take pride in what I do. I thank the Lord for my job. So [INAUDIBLE] you know. I love what I do so I'm going to do it to my best ability. So that's why I'm always in a good mood. I'm always greeting people because I love what I'm doing.

JUSTIN JONES-FOSU: Yeah. That's awesome. You mentioned something about the Pacific Ocean? [INAUDIBLE] I never heard that before.

JOSEPH: Irregardless of the amount of trash that they have in the Pacific Ocean. It's the size of the state of Texas. So I have trash, and I also have recycling. So this [INAUDIBLE]. I take it downstairs, separate it. And what I'm trying to do over here is keep the airport clean. A better environment than what it is. And cut down on trash.

JUSTIN JONES-FOSU: Can I tell you, you make me smile. [INAUDIBLE] Thank you for your hard work, brother. I really do appreciate this, man. Thank you dude. Appreciate that dude. This dude right here. He is awesome. We need more Josephs in the world. All right. Bye-bye.

[END PLAYBACK]

JUSTIN JONES-FOSU: Isn't he an amazing dude? You know what I'm saying? Joseph is like, ah. So I called his CEO. I called to report on him, how amazing he was and let the company know. That's another thing that we need to think about how we do a little different. A lot of times we only call or follow up on things that are negative.

But when things go well, we need to reach out and actually fill out that feedback form that people provide. So anyway, but bringing that up was just like-- that connection of he brings meaning to his work in a normal place where people would be like, oh, who cares. I'm just doing trash. But I try my best to go out of my way to really let them know how valuable and awesome they are. So anyway, but that's a good point.

So let's dive in. What we're going to do-- let you see my family. Sorry. Oh, look at them. Hold the book. Oh. Yay. OK, sorry. I'll just start looking at my old pictures, and so you'll be wondering what's happening in life. All right, so cool. Awesome. So what we're going to do, I'm going to try to go through this from a high level perspective. We'll dive in deeper when we need to. But I want to leave some time at the end for questions, so we can dive in and maybe more specific questions that you have.

So a little bit about my background with this. So yes, not only was I a student leader, but I used to actually-- right out of college, I worked as a store manager for this little known French store named "Tar-jay." And one of the things that-- Target for those who didn't get it. And one of the

things that-- I got a chance to lead a team of 50 people. I had some really cool internships where I worked for Coca-Cola, Pfizer, Enterprise Rent-a-car, and got an opportunity in all those to have aspect of leadership role.

I did my MBA focused on leadership and organizational change. I did more grad work on human resource development at George Washington University. So a lot of school, and a lot of experience. Now, a former radio host. I had a producing team. But then also now I have a small team that works with me with a new company I started called Work Meaningful. Just helping organizations and places to, what I call, work like they mean it, and challenging leaders to lead like they mean it.

So let's dive in a little bit to this. So we dive in to the four traits of high impact leaders. There's four ideas, four traits that I will share with you that I found during my MBA time to be what separated average leaders from those who are super successful. Similar process.

This stuff can be great for you with your leadership and your leadership roles in organizations, but this also can be great in your careers. Because I do the same thing-- I just did this for-- what group was that, North Carolina Association of CPAs. And so I did-- not only [INAUDIBLE] now it's a keynote, but then I did a break out of the four traits of high impact leaders for these professionals that have been in their careers for a long time.

So let's dive in. So what's the first trait, all right? It's the humility trait. And that we haven't begun to lead until we realize it's not about us. That's the first foundation. And some of you like, what do you mean, Justin? I thought leadership from what we see is like, hey, go get my coffee, shaken not stirred, right?

And that's the perception sometimes we have of what leadership looks like. But that first true trait is the humility trait because it allows us to challenge this notion that we don't have to be Superwoman or Superman here. We're here like, duh duh duh, I'm here to save the day. No, you're not, right? You're here to lead others towards an organization of value or goal. But oftentimes, when we step into leadership, we feel like we have to be the person that has all the answers.

And truth be told, that's not real leadership, right? Real leadership realizes that we're a part of the answer, but we need other people. And so when you realize it's not about you, it's the beginning of beginning to lead. Not only that, but great leaders, humble leaders can admit they make mistakes.

So what I want you to do with the person next to you, I want you to say to them I make mistakes. Yeah. All right, now, some of us are like, you make a whole lot of mistakes, right? But isn't it true? Every single one of us makes mistakes, right? We do. Let me give you a great example. What's your name?

AUDIENCE: Madeline.

JUSTIN JONES-FOSU: Madeline. So fictitious story. Imagine Madeline and I, we're dating, right? And one of the things is I came to Madeline's room, and I'm super excited to see Madeleine. And Madeline is like, Justin, I want to go to the library and study today. So I'm cool. I like the library too. Let's go. Let's go to a library. She's like no Justin, I want to go alone.

So she goes to the library and I just so happen to go to. Madeline's peering out through the stacks of the library. Madeline is sitting next to Bobby. Laughing at all his corny jokes. Rubbing his hairy knuckles. I see what's happening here.

So some time passes by. And Madeline finally comes back from the library. And so I'm like, Madeleine, so how's the library?

AUDIENCE: Good.

JUSTIN JONES-FOSU: I'm sure it was. Do you mind sharing what you happen to study?

AUDIENCE: [INAUDIBLE]

JUSTIN JONES-FOSU: Oh, you went for it, right? Some people are like, biology. But you were like, yeah, hairy knuckles, right? No. I probably would've been sad and mad, but if I'd never told her that I saw her with Bobby, every single time that she says she's going to the library, what am I thinking about? She's with Bobby, right? Now I wish you would just been open and honest and said, hey Justin, I made a mistake or I want to break up with you. I probably would've cried, one small tear.

But I would have trusted her because she told me what she did. And that, my friends, is our power. Is that people that we're leading they know when we're doing great and when we suck, right? They're talking about it, right? And when we make mistakes, what's the powerful thing behind this is that people actually trust us more when we can admit our mistakes.

Now, let me give you the balance of this, right? This isn't one of those things where you come into a meeting like, hey, everybody. I'm a failure at life. See that trash on the ground, didn't pick it up, but yeah. No. There is a balance to it. But there are opportunities where maybe you went in the wrong direction, or maybe you didn't choose the other person's idea, that you can say, hey, you know what, that would have probably been the best thing. And people actually trust us more when we're able to do that, right?

But not only that, in terms of making mistakes and admitting those, but we have to create an environment where people feel open and honest to share how they really feel, right? I'll give you a great example of what happens. Now, what's your name? Marcy, and your name? Karen, OK. So imagine Marcy is leading the organization. I'm like Marcy, whoa. Thank you so much for leading us. You are amazing. I mean, you are killing it. When I grow up, I want to be just like you. Thank you so much, Marcy. You are the best.

Karen, I can't stand Marcy. Marcy acts like she knows it all just because she has glasses. And just because she thinks she's smart. She doesn't utilize us. She doesn't even care about-- you know what? I can't stand. Next year I'm running against her. Oh, Marcy. Yes, thank you so much. I'll be your campaign manager.

And this is what's happening, right? People are talking about us. The question is are we humble enough to listen and to hear. Because what ends up happening is if people don't feel that they can actually talk to us, they'll talk about us. And we have to create an environment where people can feel free to share how they really feel. And one practical way to do that is a tool that we use at consulting called a plus delta, right? And in plus delta, they ask two simple questions. Plus, what am I doing well as a leader? Or delta, what do I need to change or improve?

Now, which one do you think most people like the most. The plus. Why? Feels good, right? We love people telling us how great we are, don't we? But we hate hearing how much we suck, right? We're like ah. But this is one of the best, most transformative things. Because if we don't know what to change or improve, how will we ever grow?

And this is why it's very powerful, whether you do it on a monthly or quarterly basis, I think the least you should do it is quarterly. But asking the question, as a leader, what am I doing well, and what should I change or improve? Now, when you ask this question, your only response are two answers. Two statements. Two words. Thank you. That's it.

What I often see people do when I ask powerful questions like this, what do you think they do? When somebody gives them things that they need to change or improve, how do you think most people respond? Yes. They start justifying. It was really Kyle's fault. If only Kyle didn't have that dimple, man. I'm just telling you.

I mean, this is what ends up happening is that we start hearing people justify and say, if only I had this. And what that is doing to people, that's telling them, you don't really want to hear our feedback, you went to a workshop and learned how to do this. But you don't genuinely want it. Because even if it was 99% someone else's fault, as leaders, we take full responsibility. Because that's what we do with leadership. That's what humble leaders begin to do, right?

So not only this, but we realize in our humility that it's not just about us. That we're leading people, right? So the first factor is the humility factor, right? This is the biggest trait, the best, the most foundational trait of what it looks like to have long lasting-- so let me give you this. You don't have to have humility to be a leader, but you're not going to be a leader long without it.

Because at some point, people realize you really don't care about them. This is about you, all right? So the first thing is humility. That's the first trait. The second trait is the empowerment trait, right? And an empowerment trait is focused on seeking to be more interested and interesting to other people, right?

How can we be more interested than interesting, right? Now, one of the things that I want to hear from you all is that, by round of applause, how many of you all in your organizations want this to be the best year ever? By round of applause. That's good.

Because that's wrong, right? If this is the best year ever, what's next year going to be? No, you can't make up a word like betterest, all right? I didn't say the best year so far, I said the best year ever, right? And truth be told, we want it to be the best year ever. We want to come back and people say, when you are on campus, it felt like sun always kissed the sidewalk. It felt like sledding was perfect. Down this little hallway. It felt like the butterflies always cocooned right at the time of finals. When you were here, when you were here.

And we want that. We want to feel like, when I was here this was awesome, right? And I was that way. I was the president of the school of business student action committee, or student leadership committee. That meant that I was president of all the other school of business presidents. Accounting, marketing, human resources. And during my tenure, we raised more money than ever before. We started a golf tournament. I mean, we did a lot of things. We brought in more corporate donors and sponsors.

And I remember coming back, and everybody was like Justin, are you back? It's so good to see you. I was like, yeah. It's good-- I was like, so how is the organization doing? They're like, oh, it doesn't exist anymore. My first reaction was, see, I told you they could do without me, right?

But then I realized something. That that's not real leadership. Real leadership makes sure that next year is better. So if your organization hasn't either grown in quality or quantity under you, that's not real leadership, right? That's simply management. You've just managed what was already there. Real leadership makes sure that next year is better.

And our challenge is that we have to ask questions of, how do we do this? How do we actually do this? So I'll illustrate it this way. What's your name? Dillon? Everybody give Dillon a round of applause for me real quick. OK, so Dillon, what I need you to do is I need you to come up to the front. I need you to share one tip about leadership that you think every single one of us should know. All right give Dillon a round of applause as he goes up to the front. All right, go ahead Dillon.

AUDIENCE: Trying to think of a good one. I guess, the one tip I have about leadership is communication. I'm in an RSO, and sometimes we don't always communicate with each other and that leads to a lot of discrepancies and misunderstandings. So I would recommend you communicate with everyone in your board and your community.

JUSTIN JONES-FOSU: That's good. All right. I think I can go home. Have a good day, you all. Good job, brother. Now, what in the world just happened? What just happened? Yes, I love it when people read the screen, right? You empowered him. But yes. And so Dillon, I have a question for you. I want to ask you to come up here and share your one tip of leadership.

Honestly, how did it feel?

AUDIENCE: [INAUDIBLE]

JUSTIN JONES-FOSU: Yeah, a little nerve wracking. I wasn't expecting it. But what I love about this, is that's how 99% of people feel, but isn't it better that Dillon's nervous while I'm still here? Isn't better that he's nervous while I'm still here? Often what I find, I call it the two foot syndrome. Especially for leaders who are getting ready to leave, transition, or graduate, right?

There's one foot. It's like I love our organization, ours RSO is amazing. It's awesome. The other foot is I need a job, right? One foot is the values and organizational things that we do. The mission is so awesome. But the other foot is, I don't want to move back home with mom and dad.

It's like, there's this two foot syndrome that this other foot normally wins. And so it's better that soon as you get into place, that you start figuring out how other people can take your place even before you've left. But normally people wait until they're gone to start figuring out if, at all, how do I help other people take their place?

Now, we see this happen a lot more in organizations, especially collegiate organizations, it's almost like the little old school stock market where it's like we're starting to figure it out. Oh, I got great leadership in. And then, new leadership. We just figured out, I got great-- new leadership. And it's almost starting back over every single time where we can be into-- OK, boom. Build a foundation.

And so as we think through this, it's asking things like, how do you get other people to take our place? One of those things is effective succession planning, right? Now, what's a succession plan? You all know what it is. You just don't want to say it. I don't want to say the wrong thing, Justin. What's a succession plan?

AUDIENCE: Who's going to take over the--

JUSTIN JONES-FOSU: Absolutely. 100%. Who is going to take over, how are they going to take over. And with effective succession planning, I have a whole little one pager on it. If you want that later, let me know and I can figure out a way to send it to you. But one pager on succession planning. If you just ask three questions.

What did you wish you knew day one. Doing a plus delta on each of your events that you did. And three, who are the people that that person definitely needs to know, right? So what do you wish you knew day one, the plus delta on all the events you did, and who are the people that people should know when they step into the role. That allows you to more effectively be able to lead and give people an opportunity to start higher than where you started.

That's the power that we have where we seek to be more interested and learn about other people. And we're empowering them to begin to take our place, right? So the first trait is the humility trait, the second is the empowerment trait, and the third, well, goes a little something like this. [VIDEO PLAYBACK]

- Jimmy is like Big Bird. He is tall and yellow and very nice. But would I put him in charge? No, I don't think so. Big Bird doesn't make tough decisions. I [INAUDIBLE] in charge, or I would put one of the real grown-ups in charge like Maria, or Gordon, maybe.

- Well, Michael, you're-- you're interrupting.

- You're kidding me. God! You say radon is silent but deadly, and then you expect me not to make farting noises with my mouth? What is this?

- Please sit down.

- You know what? We're not going to die of radon. We're going to die of boredom, right? And if I had a gun with two bullets, and I was in a room with Hitler, Bin Laden, and Toby, I would shoot Toby twice. OK, all right.

- You went really funny, and you went to far.

- Well, you don't even have anybody to go home to, Toby. You know what? I have an idea. Why don't you leave right now? Why don't you walk away from the room, OK?

- Coming from below. We have asbestos in the ceilings. These are silent killers.

- You are the silent killer. Go back to the annex.

- Not now, Toby. My God.

- Get the hell out of here, idiot. Can I just say that of all the idiots in all the idiot villages in all the worlds, you stand alone, my friend. No. No, God please no. No. No.

- Why are you the way that you are?

- Honestly, every time I try to do something fun or exciting you make it not that way. I hate so much about the things that you choose to be. I tried to talk to Toby be and be his friend, but that is like trying to be friends with an evil snail.

[END PLAYBACK]

JUSTIN JONES-FOSU: By round of applause, how many old Office fans do we have in the room? Just a couple? OK. So my wife and are avid lovers of the Office. We've seen probably almost

every episode at least 10 times. And pretty much this next thing is don't be like Michael Scott, right? But it's in what I call the relational trait. That we should be relational.

Now, part of being relational with each other and understanding is asking questions, and engaging people in relational components, right? And when you're relational, you focus on giving more to others than you get from them. How do we give more to other people than we get from them, right? And how do we learn things about people to be able to help, right?

And so there's a couple of practical things that I think are in there in being relational that will help us as we engage. One of those things is how do we help encourage their risk taking? What are some of the things that we can practically do?

So I had a great manager at an internship with Enterprise Rent-a-car. A guy named Brian Peck. Amazing guy. When I first came in, he was like Justin, I want you to fail. Now, can you imagine your manager saying that to you? I want you to fail. What he was saying is I want you to make smart failures because-- I believe this quote to be so true-- that if we never fail, then we're not trying hard enough.

And many people they play it safe so that they don't have to try so they don't fail, right? Because we've created this cocoon, this culture, where we're afraid of risk taking, we're afraid of saying the wrong thing. I see it all the time, right? When I used to be a klutz. I was the person that was always raising my hand and saying the wrong thing, but I said it with confidence. Have you ever met somebody says the wrong with confidence? Like the sky is purple. Everybody is like, it looks blue. But like maybe it is purple.

But just encouraging of risk taking of being able to say the wrong thing. But in classes now, if people don't know they know the answer 110%, they're like. And then, they do this one of things, right? You may say you like, what's 1 plus 1? Everybody is looking around. Two.

And the professor says, oh yeah, two. Oh I said it. We wait until after the person who said it. But how do we encourage risk taking, right? How do we encourage our members? Part of that is knowing who they are, being relational with them, that allows us to help them to connect the dots. Remember?

Now, this is old school, so many of you all don't remember, but this used to be the song call connect the dots. La La La. It's Pee Wee Herman, don't judge me. But one of the things about connecting the dots is-- what we find in organizational research is that people, not only in the corporate space, but also in organizations, that when you're able to help them connect the dots between what they do and how it helps the organizational mission, people are more likely to buy in.

When they feel what they do matters. How it directly connects to this mission. Let me give you a great example of this. One of the LA Rams players won-- they went to the Super Bowl last year. What he did is he had two Super Bowl tickets that he gave to one of the custodial

members and his son. And what he said to him is, I want you to know what you do every single day is just as much a part of this team that helped me to perform the best I can perform.

So you're also a part of this team. And what they found organizationally is that they would have gotten-- he would have given them Super Bowl tickets-- not the tickets, but Super Bowl rings if they won. So it's like, how do you help people understand their specific role, even if it's not the normal sexy leadership role that their role matters and how it actually helps the organization to accomplish their goals, right?

So connecting the dots is important, right? And also our meetings. For some strange reason, we feel like we have to have all these meetings that something could be done in the email, all right? And so I'm big in being relational. Knowing your people, you have to know that like we're getting inundated with too many meetings, and what do we do.

We have to sometimes, not in this big meeting space, but how do we have these one on ones? We go grab some coffee or go grab some tea? Or learning about your people, because again, if the focus on how do I give more than others, we have to know what they need from these meetings, all right?

So and being relational, how do we focus more on giving things others and getting more? What does that practically look like? Well, we have to know the two questions, right? If we don't know these two questions, I question us on how effectively we're leading. These are the two questions. Question number one is why did you join our organization in the first place? Why? Question number two is what does success look like to you? What does success look like to you? Question number one, why did you run in the first place? That question is imperative because not everybody joins for the reason we join. To change the world one semester at a time. Like, no.

Sometime people join because they want to build a resume. Some people joined because they wanted to get the new t-shirts. Some people join because they like, I don't have anything better to do. You sound pretty convincing, so I'll join. But say, you met somebody that they joined your organization because they want to meet people. But every single time you put them in the back counting tickets. Can't stand this organization.

Unfulfilled. And you had no idea why they were unfulfilled. And it's because we didn't truly understand what was their reasoning, their motives for coming into the organization in the first place to be able to help them to achieve that. Not only that, but what does success look like to them? At the end of their time in your RSO or your organization, what does success look like?

Let me give you an example. So I used to be a radio show host. Kyle is one of our producers. And Kyle came in, he came in high. I mean, Kyle came in. He was blazing. He was doing great. Great work. I mean, I love what Kyle was doing as a producer. But then some months started to pass by, and Kyle stopped producing to the highest quality. Started showing up late to meetings, and sometimes just missing meetings altogether, right?

Now, our normal reaction as leaders is, look, he just lazy, right? But I try my best to take responsibility, what great leaders should do. There's many times I'm not a great leader, but this is one time where I was able to execute this. And I said, Kyle, why did you join the radio show? Kyle was like, well, I wanted to make a difference. I love what you all are doing in the community. And a lot of the issues that you're talking about. I'm like, cool, we're still on target there. I said, what does success look like to you, Kyle? He said, well, actually Justin, I want to host my own show one day.

And my first internal reaction was not on my show, right? But something kicked in. It's like, how do I focus on giving more to Kyle than getting from him? And so I knew what Kyle's passion was because I knew Kyle. We had time to talk in the relationship. And Kyle loved the news. He loved politics, specifically. So what we decided to do is we created a show every quarter. Ran once every three months, called politics today with Kyle on my air slot time, right?

Now, it was helpful for me in many ways because it gave me a break. But it was also great because Kyle felt like I cared about him. That I was willing to help improve him and what he hoped to accomplish, and not just what I could get from him. Now, I loved it because what I started to see is Kyle's productivity increased, he started producing at the levels that he had before, and all these things because I showed him that I cared about him.

So in being relational, what do those that you lead, what do they most desire? What are they most passionate about? Say some of them want to be a lawyer, right? And it may have nothing to do with your organization. And you may find an article like the top 10 things you can do right now as a student to be a lawyer, right?

Just showing them that you care allows people to be able to engage in a different way. But not only that, to be relational, but we have to catch people doing things right. Have you ever just met a negative person before, right? You be like, wow, the sun sure looks great today. And they're like, but the sun's going down in 10 hours.

I got an A on my test. They're like, you failed the last one, right? Like man, run from those people. But oftentimes, we are those people. Let me give you a great story. Now, I remember growing up. And remember, I grew up Grand Rapids, Michigan. I told you we grew up poor. But one of the things is, even in growing up poor, we had this really fancy dishwasher named Justin Jones-Fosu.

And one of the things about this dishwasher is that sometimes it didn't wash the dishes. So I remember one time my mom came downstairs, she saw the dishes weren't done. And she did one of these numbers. Justin Peter [INAUDIBLE] AB Jones-Fosu. And you know when your whole government is called that you're in real trouble, right? It's almost like the person came over the intercom like, can you please send Peter to the principal's office? And how the whole class respond. Right? And Peter walk real slow like, I don't know what happened, right?

But I remember, I came downstairs and she was like, Justin, when you don't wash the dishes you invite bugs. And when you invite bugs, you invite roaches. And when you invite roaches, rodents come. And when rodents come, the world's coming to an end, right? And so she would spend 10 minutes on all the things that I didn't do, right? And so I was committed to come downstairs and changing that perspective.

So I came downstairs early once. I washed the dishes, dried them, and even put them away. And we had our house that we're renting. You can get into the kitchen from down the steps and go right into the kitchen, or you can come in from the living room. So I heard my mom come down the steps. I magically appeared at the same time, like-- and she was like, Justin, you washed the dishes. Good job.

When I didn't wash the dishes, it was 10 minutes of bugs, roaches, rodents, the world's coming to an end. When I did, it was simply just good job. My friends, I'm afraid we operate in the same paradigm. We can spend so much time on the things that people do wrong, that we forget to celebrate the things that people do right, right?

And so oftentimes, even in organizations, we can spend so much time and energy on the things that are wrong. But what the research shows, and we know this, positive reinforcement are better predictors of repeat behavior. So what does it look like for us to, as I talked earlier, is to start our meetings. And every meeting I start off I have what's called a moment of appreciation. Where we just celebrate and asked for people to bring up cases, specific things people have done that have made an impact on our organization or us.

That's a better predictor behavior than telling people, well, you did that wrong. We got to get this right. Now, we still have to address things that went wrong, but how much effort and energy do we celebrate things that go right, right? Unrelated statement.

I remember I met this one gentleman who was a principal. And one of the things that he created is he said, in my office, I will only use my office for praising good things. So when you had to go the principal's office, he changed the paradigm. Is that it was only for praising people in the principal's office. He would critique and do constructive feedback in other places, but his office was considered a place of praise, right?

So how do we do this? How do we catch people doing things right, right? And ultimately, with our praise, how are we being careful? And the reason I say this is some people go to the opposite extreme and we say, oh, and we need to catch people doing things right. So when people come in, they're like, hey, I want to thank Billy for walking in the door today. Everybody give Billy a round of applause, right? No. What the research shows it's not that you just praise people, but that people actually desire to be praised for things that are specific. That made an actual impact. And not just something because you went somewhere and learned that positive reinforcement was important, all right?

What specific did that person do? So when you tell somebody, hey, I just want to thank you. Why are you thanking them? For what specific reason, and how did it impact either you or the organization as a whole? That's how we praise. We just don't praise. Because what people do is they start seeing through it, and they feel this is disingenuous.

So when you can praise in a specific manner, and tell them what they exactly did and how the impact it had, that's good praise. That's when we're being relational. And so in my consulting work, I sometimes go into organizations and I see-- I asked a question of, what's been a significant time when you felt respected or valued? And many times, I get someone that said, when their leader wrote them a handwritten thank you note. It could've been eight years before. But that's the thing that they remember. Not the promotion, not the bonus, but that handwritten thank you note that specified the impact that they had.

We do that so little, and unfortunately that stands out to people, right? So how are you going to be relational to focus on giving more? What are practical things you can do for those that you lead to give more to them than you expect from them? People run through walls for people that they feel care about them.

And last but not least is, how we be optimistic, right? It's the optimistic trait. That's not just about being positive. All this stuff that's happening right now in our society of positive psychology. Just be happy. Like some stuff such, y'all. Just be real, right? It's not always being happy. Some stuff just sucks. But how do we take positive actions even in the midst of things that suck and that are hard and are challenging?

And a couple of quick things as well. One is this. I love this. 1968 study. Rosenthal and Jacobson. Powerful study. What they did is that they looked at a group of teachers, right? And they gave this group of teachers a list of their most gifted students in their classroom. Most gifted students. So at the end of the year, as can be said, the students who were on the list performed the best. Performed the best. Makes sense, right?

Except for that list was chosen at random. They didn't know who the most gifted students were, they just chose it at random. What they found was that the teachers, that because these students were on the list, if they weren't performing up to standard, what they would do is they would say, what do I need to do, how do I change my effort, my approach, to get the best out of my people? Out of my student? What do I need to do to get the best?

And then, when it got to the students, they would come in and say, if they were given the best ever, like you could do better than this? This is not who you are. You need to challenge your effort. But when it came to the students who weren't on the list that weren't performing to standard, they said, unconsciously or consciously, it wasn't their effort, it was their ability. They can't do it.

They didn't spend as much time helping them to challenge that paradigm. Students that were on the list, they charged it to their effort. Students who weren't on the list, they charged it to

their ability. So that what they found was what you think about your people will most likely come true. What you think about them. If you think they're lazy, you're not going to give them opportunities to challenge their laziness. You're going to only do things that are super simple or easy, if you give them anything at all, right?

If you think that they're a burden, you're going to disengage from them, consciously or unconsciously. What you think about your people will probably come true. So how do we see the best in our people? What are some things that we can do to be able to practically see that? One of those things is just realizing that all of us, we have bad moments, we have bad days, and that we have to challenge ourselves to give people the benefit of the doubt.

That this could be just a bad moment. This doesn't define who they are as a person, even if they messed up or screwed up or didn't show up the way that we want them to. My emphasis on me as a leader, is I asked a question, even if they're not performing, my first question is not why are you not performing. My first question as a leader is, hey, James, I noticed I haven't seen you perform to the high quality that the position requires that I know you can do. What am I doing wrong as a leader? That this is not-- you're not performing to this level. What do I need to change or improve because I know you're better than this.

That is the approach we take. Because other approaches, people's walls come up immediately. They get really defensive. This approach-- and I mean, you should be genuine with it. I really do think, like, what am I doing wrong? What should I be doing more of? What should I change? Because as a leader, it's my responsibility to get the best out of my people. So how do I do that? So I have to ask those questions. What am I doing?

And last but not least-- and we'll go over this through time-- I encourage you all to Google and check out a model, one of the best leadership models I've seen. It's called Situation Leadership Two by Ken Blanchard. And SL2, he has a Situation Leadership One, it's not as good. Situation Leadership Two is much better. And it pretty much says that one size fits all does not work for leadership. It doesn't.

That when people start, what we have is that we have people who are D1s, right? And so in D1s, one of the things about D1s is that we call them enthusiastic beginner phase. Also ignorance on fire, right? Is that they need high direction but low support, right? Because they're excited about the new position or new task, but they have no idea what they're doing, right?

So high direction, low support because they're still super excited. The next phase is a D2, right? And in D2, this is a disillusioned learner phase. A disillusioned learner is that they started to finally figure out what it takes to do this, but they still have no idea what they're doing. And this is where we lose most of the people in our organizations. On a task, or just the organization altogether, is because people are stuck in a D2, and it's like, you know what, if this is what it takes, I don't want to be a part of it.

Because they still don't know what to do, and they don't know what they're doing, right? So D2 needs both high support and high direction. You see up here, right? High directive and high supported behavior, that a D2. D3, they're the cautious but capable contributors. They're starting to figure it out. They're like, OK, I'm starting to get my wheels under me. They know what they're doing a little bit. And this person, they don't need direction, because they're starting to figure it out, they just need a nudge in support like, you're on the right track, keep going. And that's where they need the low directive but high support, right?

And the phase that we all love, and I always forget this phase, it's called the expert phase, essentially. But we love people in the expert phase because they need low direction and low support. Don't we love those types of people? You give them something, you don't have to worry about it. You don't have to encourage them. You just give it to them, like go for it. And they're good, right? Yes. They're good.

But what the research that they found showed if people stay in the D4 stage too long-- change that. I don't like that one either. If they stay in the D4 stage too long, what winds up happening is that they can revert back to D2. And that's why stretch assignments and challenging them and giving them new things is super helpful, especially after somebody that may have been doing a role for like six months to a year. And they've locked it down. They know it. They can do it with their eyes closed. That a new assignment, a new challenge is necessary to keep them going.

Almost like a car. In order go faster, we have to go backwards, right? So this is a practical tool to know and to learn your people. So we have a couple minutes. So I want to just be able to-- I won't be able to go through the ADKAR. Because I want to be able to answer a few questions. But look up ADKAR. It's a five stage process to help you to work through change. It asks five things. What's the awareness, why we need to change, what desire do we need to cultivate in others, what knowledge is needed, what abilities do people need to develop and grow and laugh, but what's reinforced?

Really powerful change management tool by Prosci that can actually-- if you want to see long lasting change in you organization, Google this process. It's really good. I use it in my own organization and my own companies, and as I do consulting. It's just that simple to walk through those five things to have long lasting change.

So let me press pause here and say, in our last few moments together, are there any questions that you might have? Specific questions of what you're going through, and/or questions about the information that was shared?

AUDIENCE: So I'm a very strong believer in being a leader is action and opposition. And in my professional experience as a corporate catering manager, I often see a lot of discouragement in my employees and things like that. So I'm going to talk to the fourth trait of being optimistic. So I try to motivate my employees and really cultivate this pride, and have pride in your work. But I see that-- you mentioned that you see the [? light ?] in their star.

So how do you see the positive when all you have is negative experience? As you come to work every day, every day is a bad day. Every day is a bad experience. How do you see through that? And how do you see the optimum, the light at the end of the tunnel? And the analogy that I think of when I-- being a leader that you're in a hole, and you have these negative experiences and the hole just keeps getting deeper and deeper and you can't see the light. So how do you-- how would you say that?

JUSTIN JONES-FOSU: Yeah, that's a big question. I love that question. One of the things that I've often found is one thing that's necessary-- and it's going to sound really simple, but it's so powerful, it's consistency. It's almost like when people have been in positions that normally aren't seen as great positions, they adopt what I call a foster care mentality.

So I have several friends who've been in foster care system. So of you may have been as well. But oftentimes, they feel abandoned, and that they're just waiting for somebody to give up on them too. And so what they end up doing-- we also call it the substitute model. We know the substitute is not going to be there. So like, when the substitute is there we're like, forget you, whatever. I'm going to talk to my friend, right? Is that they don't think that they're going to be consistency.

But when we model and show consistency-- I mean, I faced the same thing at Target. People who I worked under, they're just like, oh, you don't really care about us. You're just doing-- you're just acting like, when you're first getting here, that you're really going to care, right? I was really like, hey, what are your goals outside of work? What do you want to accomplish? What you want to do? And I was showing in a consistent way. And I did didn't do it once, I kept doing it.

And I come back. We'd have our next quarterly me. Hey, what are your goals? What are the things you want to do? I want to help you get there. They didn't talk about it. But in our conversations, I'd find a book. And I give them the book. Hey, what are your goals? And so the aspect-- one thing about it is consistency and helping them to see that.

The second thing inconsistency develops what's called learned helpfulness. A lot of the research focus on the learned helplessness, where everybody focus on the external environment outside of them. That's what a lot of people-- they are conditioned towards what's called a learned helplessness, that nothing is their fault, right? That I am a person and I can't control anything. What Carol Dweck talks about is the growth versus fixed mindset, and that people of a fixed mindset don't feel like anything can be changed.

But those who develop more of a growth mindset allows them to say, hey, even these bad moments are opportunities for growth. And how do I learn that? Now, that can be a whole other session on how do you help people develop a growth mindset or develop learned helpfulness. But those are things that I would encourage you to look up, to dive deeper into.

But the biggest thing that I've seen overall is consistency. It's consistently being positive. If you rise and fall based on their attitudes, they're already gone. Is that helpful? OK, awesome. No problem. One other question. I know we're running a long time, and you all want to get you all some food. Anyone with a question? Any other questions? Go ahead. Last question.

AUDIENCE: What's the name of your book?

JUSTIN JONES-FOSU: It's called Your Why Matters Now. I'll put it up here so you can see it. All right. Yeah, so it's called Your Why Matters Now: How Some Achieve More and Others Don't. You can find it on Amazon and Kindle. But yeah, it's about seven years of research and three years of writing. So it really helped walk through that. At the closing keynote, for at least those who will be here, I'll put up again the code because it's 30 practical ways that you can-- I'll just put it up now just so you can have it. It's 30 sturdy practical ways to lead others with their why in their now.

If you text why matters now-- sorry, not that one. Sorry. If you text why it matters now to 4 4 2 2 2 with no spaces, I give you 30 practical ways to achieve more with your why and your now. But also for leaders, 30 practical ways to lead others with their why and their now. It's free. It doesn't cost you anything. It's just my way to give you more than I can give on time.

And like the 1968 study is one of those examples, as well as how do you help people fail forward, how do you create a culture of risk taking. But there's really some small practical things that you can do. Like check in with people, not checking up on people. How do you create and develop goals together? Which is really powerful for leaders. Many of us, we come with our own set of goals. But if it's only you, and people don't feel like they're contributing, they actually give less to the organizations because they don't feel like they're part of it.

But when we come up with goals together, and I feel like I'm a part of it, I actually give a little bit more. And so those are practical things that you'll see in those sturdy practical tips. Those are in the book in the back, but you can get those for free just by texting that number. So other than that, you all, I'll be up here if you have other questions. Go have lunch, and I'll see you all at the closing key note. But thank you all so much. Have a good lunch.