

Executive Leadership

ANDREA JIMENEZ: All right. Well, welcome everyone to our executive leadership webinar. It's called See You At The Top, Plotting Your Path To Executive Leadership. Our presenters today are Pam and Ken Jodock. They have held a variety of executive leadership positions throughout their career. They're going to talk to us about their journey and how they got there. So thank you for joining us. If you have any technical difficulties, please feel free to type it in the chat and I'll help you out with that.

We will have a Q&A at the end, so if you have any questions you can type those out as well. And I will be keeping track of those and we can ask them at the end. So I hope you enjoy. I'm going to pass it over to our presenters.

PAM JODOCK: Great. Thanks for the introduction, Andrea. Welcome, everyone. We hope you're all having a great day. I appreciate you taking time from your very busy, I'm sure, coronavirus schedules to join us for this presentation today. Andrea, speaking of technical difficulties, we have had a couple already. So Andrea's going to control the slides for us. So Andrea, if you want to move to the next slide.

Before we dig into the presentation, we want to let you know that you're not going to see a lot of charts and statistics in tonight's presentation. We were asked, as Andrea mentioned, to speak specifically to our own experience in moving into executive leadership roles.

Some of the challenges that we faced along the way and the duties that we were expected to execute in some of those roles, and also to offer any suggestions we might have about things that you can be doing now to plot your own path to executive leadership. Thank you. But before we dip in-- dive in, we'd like to give you the chance to get to know us a little bit better. So Ken, why don't you go first?

KEN JODOCK: Hello. I'm Ken Jodock, and prior to retirement I was the Zone Sales Director for Frito-Lay. I did part of that in the Midwest, covering four states, and then finished my career in western Washington. That job pertains to running a district for all sales and distribution of Frito-Lay products. It's had several warehouses, several district offices, fourteen managers, hundreds of employees, and thousands of customers. Probably about 35,000 customers-- or 3,500 customers.

So I began my career on the front line. Although I attended community college and I attended the University of Southern California, I did not get my degree. And I would not recommend this because a degree absolutely opens up doors for you. And as a result, I spent much of my time coming through different stops in lateral positions before I achieved some of the roles that I did moving forward in my career.

And we'll cover through some of those opportunities and challenges as we move through our presentation today. So I'm going to take it over to Pam at this point to introduce herself.

PAM JODOCK: Thank you, babe. So I am a former assistant vice president of legislative affairs for one of the nation's largest commercial health insurance companies, and a retired senior director for a global health care association. I'm also a high school dropout who didn't get her four year degree until I was in my mid-40s. The first 20 years of my career were spent as a military spouse, which meant that I was moving every three years and starting with an-- over with a new employer, usually in an administrative role.

But what I tried to do during that period of my life was, each time we moved, I looked for a position that was slightly-- had slightly more responsibility than the job that I'd been leaving. And through that process, over time, I was able to create a strong enough resume that I eventually became eligible for management. And when I was able to stay in one place for longer than three years, I had a strong enough foundation of skills that I was able to move from an administrative assistant role into an assistant vice president role in just five years.

And once I reached that level my resume, and the relationships I built through networking, opened doors for me that allowed me to continue moving up the executive ladder. Next slide please, Andrea. And so we thought it might be helpful, as we start our presentation, to have a shared understanding of what it is we mean by executive leadership. Webster provides a pretty clear explanation of what it means to be an executive, but as we looked for a definition of leadership we found that it's a much squishier term.

In fact, the definition that we've chosen to use for the presentation comes from small business, and then it refers to it as an art. So what's important to note is that leadership is not about having a position of authority over others. It's about the ability to apply a combination of personality and relationship skills in such a way that you're able to engage others in a way that makes them want to follow you. Not because they have to, but because they respect you, and admire you, and they want to follow your lead.

Next slide. So the promotional materials for this webinar referenced an article from the US Bureau of Labor and Statistics that said that, over the next 10 years, US businesses are expected to fill approximately 150,000 executive level positions. So we thought it would be really helpful if we could give you a short list of skills that we need to master over the next few years in order to be eligible for one of those positions.

But guess what? There is no short list. The truth is that executive leadership requires a myriad of overlapping skill sets. You need to not only have a strong business specific knowledge, but also understand how the various departments and divisions within your organization work together to achieve overarching goals. Understand how what happens in the industry affects your individual business, and how your individual business affects the industry as a whole.

You should not only be able to give clear direction and speak intelligently about goals and objectives, but you're expected to be able to negotiate outcomes. And to possibly mediate differences not only between those who report to you, but between you and your peers, or possibly even to those above you. So if you wait until you become an executive to master these skills, you will not become an executive.

First, you become a leader. And then you become an executive leader.

KEN JODOCK: And you'll get plenty of opportunity to learn these skills along the way.

PAM JODOCK: Yes. So let's take a look at how Ken and I approached our path to executive leadership.

KEN JODOCK: So besides having a degree, which helps open doors-- not only when you first come to an organization, but it continues as you go through an organization. The second most important thing is the value of networking. Once you get into an organization you figure out, well, what level position do I want. And if you want to be-- whether it's the vice president or a director, look at the career paths. Talk to some of these people when you can. What are the career paths that got them there?

And then find out who are in those positions today, and then get to know them. And when I say get to know them, don't just get to know who they are as far as their name and so forth. Really get to know who they are, and try and use them as mentors and ways to help bridge where you go. And I will tell you also, networking is-- we'll move to the next one. Be careful of the bridges you burn.

I have had the opportunity to work for people who worked for me at times who promoted through the system. And before you know it, I run into them and they're my next boss. And so you have to be careful about any bridges you burn because you never know where someone else may be five, 10 years down the road in your career.

PAM JODOCK: I remember in, you know, Ken-- there was an opportunity when we were working in Missouri, and then Ken had an opportunity to come back to the Pacific Northwest. And it was really fun for me because I had not known Ken when he started his career in the Pacific Northwest, but he actually came back as his own sales leader to the same area where he had started as a route sales person. And his sales team was having a difficult time getting sales.

And Ken would say, well, have you talked to the store director. Who is the store director? And they'd give him a name and he'd go, I know him, we used to bag groceries together. I know him, we used to work in the grocery store business together. I worked with him when I was at Fred Meyer. And it was-- it was great how Ken was able to leverage those relationships to help his employees make a sale. And if he had burned any of those bridges along the way, it might have been a very different story.

KEN JODOCK: Solid networks really helped out. The power of sharing, I'll tell you to be-- on this particular one, a couple of points I want to make. Number one is, just because you're doing a great job and you're getting great results doesn't mean that someone's recognizing you. So make sure that you share your successes with your boss. And do that-- usually I'll tell you to do that one on one.

And then when your team has successes, make sure you share those successes of your team and give credit where credit is due. Don't try and take all the credit yourself. Always hand it to your team, always do it in public when you can. And sharing also goes with that, that you need to use your knowledge and expertise to share with others to bring them up through the organization themselves.

Because you'll have a difficult time moving on to your next level, as I found, if you don't train someone to take your place when you leave. And the next one, sharpen the saw. This is from Franklin Covey, and there's a lot of ways to go about this. But number one, just when you leave school, your knowledge and learning never stops. You should make sure that you stay on top of current statistics and periodicals that have to do with your business.

You should stay on top of different leadership books and team building books so you continue to find out the latest ways to not only build your own skills and leadership, but to also build the skills of your team and so forth. And also with sharpen the saw is work-life balance. If you don't go out and spend some time to take care of yourself and do things you love, you're going to get dull and you'll burn out.

So really making sure that you schedule time in your calendar to take care of those personal relationships and yourself to make sure that you stay sharp all the time. So I'm going to talk-- hand it over to Pam on make every job count.

PAM JODOCK: Great. Thank you, babe. You know, one of the things Ken and I have observed in our own career is that sometimes we come across people who are so focused on getting to the top of their career ladder that they fail to have appropriate value. They undervalue the positions that they hold along the way. So whether you're at the bottom of a very long ladder, or if you're in the middle of a fast track program, I would encourage you to take the time to appreciate every single job that you hold along the way.

Take the time to master the skills that are required for that job, and understand how that job contributes to the overall success of the business. Because no matter how small of a job it is, trust me, there's a reason that you're there, and it does add value to the company. Understand that value.

This understanding will not only strengthen your relationship with others as you move through the organization, it will help you when you get to your executive leadership roles to understand the downstream impact of the decisions that you make. And trust me, as an executive leader, every decision that you make has a downstream impact. And the better that you're able to

understand what that impact could be to forecast that impact, to help mitigate whatever negative impact that may be, the more successful you will be as a leader.

So make sure that you value the jobs that you have. And while you're in those jobs, don't let your title define your contribution. I remember as an administrative assistant, I was tasked with just providing administrative support to a group of executives who were responsible for developing a five year plan for the company. This company had been in business for over 60 years, but they'd never had a five year plan.

And I really assumed that these big, smart executives, who clearly had to be 10 times smarter than I was because they were making 10 times more money than I was, would know exactly what to do, and I was just going to be typing out notes and organizing the information for them. But as it turned out, none of them had a clue where to begin and I had some ideas on that.

And so, at one point after watching them struggle, I went to my boss and I shared my ideas. And my approach to that five year plan helped them. It provided a structure for them to get the job done. So there's never a position that's too small to have a good idea. So make sure that you don't just let your title define your contribution.

And also along those lines, when you see something that needs-- that could be improved in your organization, something that could be done differently, or you're experiencing a challenge and you want to talk to your boss about it. My suggestion would be that anytime you bring a problem to the table, make sure that you have at least one or two ideas of how you might solve that problem.

KEN JODOCK: I want to tell you. If you have a-- if you're going to share a problem, always bring a solution and you will be looked upon much more positively from everyone involved.

PAM JODOCK: Absolutely.

KEN JODOCK: So anybody can tell you-- I used to tell people. Anybody could tell me I've got a flat tire when I'm sitting on the side of the road, but unless you're bringing a jack and I know how to do it, I really don't need to know that I got a flat tire.

PAM JODOCK: You don't need any reinforcements for that. And also, while you're in your current role, look for opportunities to contribute beyond that. There are a lot of organizations, for example, that do employee morale boosters. And sometimes they'll do an employee satisfaction survey, and they'll identify things that they want to work on as an organization. And they'll ask for volunteers to participate in a committee to help them with that. Be one of those volunteers.

If your company is supportive of community activism and you have an opportunity to do a day of volunteering, organize a group of people to go participate in Habitat for Humidity-- or Humanity, or do a food drive, or anything along those lines. When you do those kinds of

activities, you gain exposure to other people in the organization and-- at all different levels. People who might never know your name, might never know your face.

Suddenly they not only know who you are, but they know your kids names, they know what your goals and objectives are, they know that you want to be more than what you are in your current role. And they may become aware of positions that come open in the company, and they can say to a hiring manager, or they can say to you. You know? Did you ever think about this person? Or, you know, you might want to talk to so-and-so about this job that you have coming available.

That little exposure can go a long way in opening doors for you in your organization, or outside of organization in the community. Ken talked a little bit about networking earlier. I would say to you, you should have a good five minute elevator speech because you never know when you're going to run into the president of the company riding up the elevator to the next floor or going to the bathroom. So you've got to be ready to take advantage of those opportunities for networking whenever they come along.

Calculated risk is a really big deal. And you would be-- you might be surprised at how risk averse people can be, especially when it comes to their career. But I would say that, from my perspective, it is the number of risks that you take calculated, again not reckless, that oftentimes determine how far and how fast you can go in your career.

And one of my favorite examples of this is that shortly after Ken and I were married, he had an opportunity to step into, what he considered, his dream role at Frito-Lay. The challenge was he had his choice of one of three geographic locations. However, my company didn't do business at any of those three locations. So for Ken to accept his promotion would mean that our family was going to lose 50%, literally 50%, of its income.

So after a lot of discussion of pros and cons, we made the decision for Ken to accept that position. We moved to a new-- another state. I gave up my employment for a period of time, and Ken encouraged me to take another risk when we made this move. At the time, I was working full-time and going to school full-time. And I knew that I was working above my degree level and that I would have a difficult time competing for a position at the same level as the one that I was leaving without my four year degree.

So Ken encouraged me to take a year off from my employment, complete my degree, and then re-enter the workforce. We anticipated that when I did that, I would still have a 30% cut in pay just because of the cost of living and the job market where we had moved to. But the risk paid off because I was actually able to find a remote position that gave me a 20% increase in pay over what we had been making in Portland, in a market where the cost of living was substantially lower.

So it worked out great. And for Ken, the risk that he took in moving to a state where he knew no one continued to open doors for him for Frito that allowed him to achieve much greater

career success than if he had said thank you but no thank you, and stayed where he was comfortable and knew what he was doing. This last one, Ken is a master at. So I'm going to pass it off to him.

KEN JODOCK: I wouldn't just say attitude is everything. Positive attitude is everything. Being able to walk in with a can do attitude when people throw challenges your way instead of saying, oh, that'll never work. Or that-- that goal's too high, go with that-- or too low. What if it can? If it could, how would we do it? And if you always come in with a positive attitude, people are always going to gravitate towards you.

And I'll tell you, the shadow of the leader is very evident. If I ever came to work in a poor mood, which was pretty rare, people noticed right away. And sometimes, they would not want to get too close. So I made sure that I was always in a good mood. And even if I wasn't, I wasn't going to let anybody know. I was going to have a great time, and I was going to make sure that they had a great time. Positive attitude is everything. It can happen, and it can work.

PAM JODOCK: So Ken, how are you doing?

KEN JODOCK: I'm having so much fun, I can't stand it.

PAM JODOCK: That's his standard answer. Next slide, please.

KEN JODOCK: So the next one is, it can be a rough and rocky road. Others don't see me as someone who can succeed in the position. This is probably the first thing--

PAM JODOCK: Well, let's just let them know. What we're talking about in this slide is the challenges that we faced. Right? So even if you do all of the things on a previous slide just perfectly, you're still going to have challenges along the way. And some of you may be going through one of those challenges even as we speak. And so this is just a short example of some of the things Ken and I have experienced in our careers.

KEN JODOCK: In one point, others don't see me as someone to be promoted. And when I was a young man, I wanted to be a store director and I was in retail. And finally, the vice president happened to be in one day. And I was wondering why I was not getting promoted. I was always at-- had an excellent work ethic, my performance was good, my team's performance was good, but I was not getting promoted.

And fortunately, this was a bold man who was willing to be honest with me. And at the time, I was so busy working that I didn't comb my hair all the time. I let it grow too long, I never took time to go out and get a haircut. My clothes really didn't fit me that well. And he was very honest and blunt with me. He says, you know kid, you need to get regular haircuts, you need to stay groomed. And dress for the job you want, not for the job you have.

So I-- I did that. And in short order, I was soon promoted because A, I made the change. I took the criticism as constructive criticism, and I did the things that I needed to do. The next one was my boss says I'm too valuable in my current role. That happened to me when I was offered a job in Hawaii, and I was offered my own island. I could go over there and have my own island. But unfortunately, the vice president-- everyone approved that I should go, but no one told my boss.

My boss says, Ken, we don't have anybody to take your place. You're not going to Hawaii. So consequently, I didn't get my own island and I learned one thing there. I need to make sure I prepare people to take my role when I leave. And then, the other job is located in another city or state. Pam covered that a little bit when we went to Missouri. It also happened when I went to Portland.

A new job came open in Portland, and I volunteered. I told my boss, I met this wonderful lady and I need to-- I need to move to Portland. And he says, well, I'll see what I can do. And that's when they realized that they creating a new position that was right down my alley in finance at the time. And once they found out that I was interested, I became-- I got to interviews. And within three months, I had the job. So make sure people understand that you're able to relocate, and your willing to go.

PAM JODOCK: What's important about that particular story is that they already had another candidate selected for that job, to be honest. They didn't know that Ken was willing to move. They assumed that he didn't want to move because he had purposely come back to the Pac Northwest some years before in his career. So the-- that's why it's important for you to make sure that people know you're willing to move, because they might make the assumption that you won't move.

The other thing I would say about this is, sometimes people use this as their own barrier is that, the job's in another city or state, and they just make an assumption that they can't make that move. They think I can't afford to move, or I can't ask my family to move, I can't ask my kids to change schools. And I would just encourage you to talk with your family, and talk with your-- if there are other people who will be impacted by your decision, talk to them about whether or not they really would be willing to move.

Because if this is a risk, as we talked about earlier, that would be beneficial to you, then it's probably going to be beneficial to your family in the long run. And you might be surprised at the support you get in taking that risk. And I would encourage you to seriously consider this risk. It's OK to get outside your comfort zone. When you do something that's just a little bit uncomfortable for you, what you find is that you really grow as a person.

And the more things you do that are uncomfortable for you, the bigger your world becomes, the fewer things become barriers and stand in your way. I also wanted to go back to your thing about others don't see me as someone who can succeed in this position. Ken, can you say something about if you apply for a role and someone just-- they don't think you have the skills.

You think you're the perfect person for this job, but they see you as that administrative assistant, or that route salesperson, and they don't see you as the manager that you see yourself as. Do you have thoughts about what people can do in that situation?

KEN JODOCK: Well A, I will tell you it really-- I go back to, positive attitude starts with that. But you have to be inquisitive about what does it take to get in that role. And start asking questions, and show that you're interested in the role. And then once someone has told you what's necessary, take the time to go out and learn those things, and make sure the decision makers know that you're going to get the extra education or skills necessary to move into that next level.

I have seen an admin that I had promoted into the district level, and has done a great job. I've tried to move some of them into HR roles, and they've done great jobs. But, you know, people that came before me did not see that in them. And you really just sometimes pull it out of them. I think most people want to grow. I've always said, no one comes to work and says today I want to do a horrible job. They all want to do a better job, and they want more.

PAM JODOCK: So this job requires a degree that I don't have. This happened for me when I was a manager in a role, and at that time I had my two year degree. I had not yet earned my four year degree. And I was looking for personal reasons to move from Portland, Oregon to Seattle. And a job was posted, but it was posted in AVP level. But as I read through the job description, it was very similar to the job I was currently doing.

And I had actually created this role that was now becoming a position in all four of our geographic locations. And so I knew I could do this job, I believed I was the best candidate for the job. But when I read the requirements, it listed that you not only had to have a degree, you had to have a law degree. I was far from a law degree with my Associates.

So I found out who the hiring manager was, it was not someone I knew. And I went on the employee website and I found her extension and I called her, and I-- and my attempt was to ask if we could arrange for a half hour at some point where I could talk to her about the job. And she said well, let's just talk now. So I had to do some quick thinking.

And I just started asking-- I said, you know, I'm interested in applying for the position, but I don't want to waste my time in applying, or your time in interviewing me, if I'm not the right candidate. So I just wanted to get a clear understanding of what you're looking for, what are the skill sets that are most important to you, the attributes you'd like this person to have.

So we talked for about a half an hour, and then towards the end of the conversation, and during that time as she was saying what she was looking for, I was able to share information about my skills and what I would be bringing to the table in this role. And so she was getting interested. And towards the end of the conversation I said, so how important is the law degree to you. And she said, I don't know. I haven't really thought about it.

She said, does it-- does it matter? And she said, is there a reason you ask? And I said, yeah. I said, I would love to apply but currently, as it's written, the job description says that it requires a law degree. So I don't have one, and I wouldn't make it past the application process. And she said, oh, that's no problem. I'll just change required to preferred, and give me 48 hours. We'll change the listing, and you can apply for the job. So we did. I applied, and I got the job.

And that was my AVP role that I stepped into where I oversaw and had lawyers reporting to me, and I didn't have a law degree. They didn't know that, they didn't need to know that. My boss and I knew. I don't have the specific experience outlined in the job requirement. This is something that's really common for those of you who are new college grads, or are about to be college grads.

You've spent the time getting a degree in the field that you want to go into, but you haven't had an opportunity to work in that field yet. And yet, every position you apply for, even entry level, wants two or three years worth of experience. And you're thinking, how am I supposed to get the experience if you won't hire me?

So my approach for this was that it appeared-- it occurred to me that they weren't necessarily looking for the job specific skills, they were looking for the skills themselves rather than the direct job experience, I should say. So I would encourage you, as you're building your resume to apply in a new industry, to think about how you can incorporate some of those words that we referenced on the fifth slide of this presentation.

Using words-- things like developed, or analyzed, or coordinated, or created, or negotiated, or achieved, or streamlined. Take active words like that that demonstrate what your skills are, what your abilities are. How you apply those abilities is less important than the fact that you have those abilities. And then when you approach your resume, I would say organize your information in what is referred to as a S-A-R.

Which is, you list the situation, the action that you took to address that situation, and the results that you've got because of the action that you took. Then if you lay out your resume in that way, you can talk more about your specific job skills themselves when you get into the interview. But it gives those who are evaluating your resume a much better picture of who you are and what your capabilities are.

It also helps you for those positions where they're doing word search, and they're just-- you're getting 1,000 applications for one role. And if the resume doesn't have specific words in it, you don't even get past the front door. So take the time to understand what words they're looking for and incorporate those into your resume. And finally, this is a new position and there's no blueprint for what's expected.

So that might be scary to you. You think, how am I supposed to know what success looks like in this role? These, for me, are my very favorite positions because the sky's the limit and you can make it anything you want it to be. So when you have an opportunity to apply for a position

that's brand new, that nobody's ever been in before, I would say think about, in your mind, what would you do with that position. Make some time to talk with the hiring manager, ask them what they're looking for.

If you get a chance to go in for the interview, be sure that you have some good questions prepared to ask them specifically. How do you see this role contributing to the organization? How are you going to measure success in this role? And be prepared with your own set of answers for that. And say-- when they give you your answer, then you can say, well, have you thought about, or I wonder if, or if I'm in this role it would be important to me to.

Hopefully some of these sound familiar to you, maybe, and we've given you some helpful hints on how you might be able to get past them as well. And on the next slide, Ken's going to talk a little bit about once you get into those leadership roles, whether it's executive or managerial, there are some specific tasks that you're going to want to bring to the table. Some responsibilities you'll be expected to execute without anybody telling you to do it, and how to do it.

KEN JODOCK: The things that I'm going to discuss here is really how to make a successful team. And I would first of all tell you, these concepts are in the book called Good to Great from Jim Collins. I use these concepts with every team and every organization that I stepped into. And it starts with evaluating your team and getting the right people on the bus. And once you're there you have to say, what's keeping this team from performing. Is it will, or is it skill?

If it's skill, it's pretty easy to address. You find out what an individual's lacking in skills, and you find ways to get them that training. If it's will, usually it's a lack of motivation. And you find what is it that motivates these individuals, and then you work towards that goal to get them the motivations that they're looking for. And there's a lot of different ways of going about doing that.

But I'm going to walk through the things-- with the exception being sometimes dollars. You don't have control over those dollars, but there are-- if you do some of these other things, you'll see that will change itself. And I just talked about make sure you have the right people on the team. Once you've done that, make sure they're in the right seats.

Look at people's strengths and find out what are they good, and what in your organization-- if they're good with people, you know, and you've got an HR role, that's a place where you want to have them where they're someone who's going to be interacting with people all the time. Whether it's-- and especially in a sales organization. If they're good with numbers then, hey, they might be someone you want to move towards engineering or finance areas within your company.

And then when you're building goals for your team, do it as a team. Don't do it as a directive. That here's what we're going on, here's what we're going to achieve, and here's how we're going to do it. Then you don't get buy in from your team. So ask questions, do team building,

set goals as a team. And then simplify processes. And this is, again, working with your team and finding out-- if it's not broke, don't fix it. Keep doing it.

We had a situation where people were filling out a certain form every time they went into a store. And they had to fill out this form, and they were tracking this form. And I say, so let me ask you, how many times are you getting sales off that? No, but they want it done and they're tracking us. And I say, well-- I said, we're not going to do it anymore. And they said, well what about the tracking, Ken? I say, well don't worry about it. I'll take care of that.

So if it's not-- if it's not getting any value, get rid of it. And then, this is probably the most important part once you are in charge of any team. Establish and implement performance tracking. You're going to find people that will perform well and want to be number one, you're going to find people that just want to be average, you're going to find people that just want to be close to average, but you're not going to find anybody who that's happy being in last place.

So always rank everyone on the team, let everybody see where they're at. Don't berate or beat people up because of that. Just post the rankings, and the rest will take care of itself. And then our personal goals. If I had a sales goal of 5%, I usually set my goal at 7%. I thought for sure my team could do 2% more, and then I would break it down for them in numbers. And they say, you know, we can do that. And then celebrate success. And always celebrate success with others and people present.

So I'm going to move on to the next slide here.

PAM JODOCK: So you'll notice that, as we've gone through the presentation, we haven't given you a step by step accounting of the positions that Ken and I have held as we've progress through our careers. That's because it isn't the positions or the titles that we held along the way that determined our success. It was the skills that we developed and the way that we approached our careers they got us there.

Here are some of the things that we did that you might want to consider doing as you're plotting your own path. The first I would say-- this is an adage that I'm sure all of you have heard, just as Ken mentioned dress for success. First impressions matter, and you only get one chance to make a first impression. That not only has to do with your physical appearance, and the way that you hold yourself and present yourself to others. But in this digital age, it's also your online presence.

It really isn't unheard of for an HR person, who's screening resumes, to Google the person that they're going to put forward for management to consider to interview. And so as you think about your Facebook presence, does it reflect who you are today, or does it reflect who you were five years ago, 10 years ago, when you were in high school. Does it contain language that would be offensive to the average person? Does it-- what kind of impression do you make?

Does it make the impression that you would want to make to a prospective employer? Also think about your email address. Ken has a great example of what you wouldn't want to use for your resume.

KEN JODOCK: I had a friend of mine who was looking to get promoted. He sent me a resume along with his email, and right across the top of his email it said reckless@yahoo.com I'm going, are you kidding me? Safety is important in our organization and I'm not sure I'm ready to hire somebody that their lead name on their email is reckless.

PAM JODOCK: So think about that as you're submitting applications. And it's fine to keep that reckless email for friends and family. But for professional purposes, you might want to move to something more bland like ekjodock@yahoo.com. I would also encourage you to have a vision. And I don't mean by this that you have to know what you want to be when you're 60, you know? You don't have to decide what you want to be when you're all grown up at this stage in your life necessarily.

But at least if you know where you're going, then you'll know if you've got it. Right? And so just - whether your vision is just that you want the next ring on the ladder of your career progression, or your vision is that you want to be able to buy a house, whatever it might be, if you at least have an idea of where you want to go then you begin to get yourself there. You begin to move in that direction. And so once you have that vision, develop a plan.

And it's not enough to have a plan, you have to execute it. What is the saying that you have, babe?

KEN JODOCK: Fail to plan--

PAM JODOCK: --plan to fail. So have a plan and execute it. And your plan might want to include some of the other things that we have listed on this-- on this slide. So establish a relationship with a committed mentor. I've had multiple mentors throughout my career, and I've been mentor to multiple people throughout my career. It's important, when you enter into a mentorship relationship, that you, as the mentoree, know what it is you want to get from that relationship.

So when you approach someone to become your mentor, please make sure that you say, I would really love it if you would mentor me in this way. This is what I admire about you, or-- and it doesn't have to be, I want you to teach me how to type 87 words a minute. That's not the kind of thing that I'm thinking about. But what are the personality attributes that you would like them to help you develop in yourself? Or, do you want them to help you develop a career plan and you don't know where to start?

Whatever it might be. If you have a specific ask, it makes it much easier for them to set you up for success. And the reason I say to have a committed mentor is because almost anybody that you approach that you say, I would really love it if you would mentor me-- almost everybody is

going to say yes because it is extremely flattering to be asked to be someone's mentor. But not everybody knows what is involved in being a mentor.

If someone's never been a mentor before, they might not understand just what that means. So you want somebody who's willing to commit to weekly or monthly check in times with you. Somebody who's going to give you an assignment, whether it's a book to read, or if they want you to join Toastmasters, or if they want you to do a group presentation. Whatever it might be.

Somebody who's going to challenge you, and who's going to hold you accountable, and who's going to meet with you on a regular basis to make sure that you are following through and that you are, in fact, growing in the way that you wanted to grow. And mentors are meant to be there for a season. Once you have mastered whatever it is you came to master with that person, feel free to thank them for the time and move on to someone else. You know?

As you grow your mentorship relationships should also be growing. Interview people who have the job you want. Ken, I think, mentioned this earlier. So if there is a job in your organization that you think, gosh, I would love to do that job, I wonder what it takes to get there. Call the person up. Ask him if you can take him to coffee, ask him if you can take him for lunch, meet with him for 30 minutes in their office and tell them that.

Just say, you know, I would love to do what you do some day. And I'm just curious, what would you recommend that I do? What steps should I take? What skills should I develop? What relationships should I establish? People really do enjoy-- they're flattered by that kind of attention. And then sometimes you have an opportunity to shadow those same individuals. So-- and some organizations have formal programs that allow you to do this. Some organizations have never thought about doing it.

But it's possible that if you went to your boss and you said, I'd like to spend a week shadowing Bill, or Edna, or whoever in this role over here. And I wondered if it would be OK if I take two hours a day, or two hours a week, to do that.

KEN JODOCK: I highly encourage that in my organization. And it's also a great opportunity for you to build a networking contact that you never know where that person's going in their career, too.

PAM JODOCK: Yeah. Exactly. And it may be risky for you to do that. And you may be afraid that if you go to your boss, he's going to think you're going to quit. A good boss considers it a compliment when his employees get hired by another department within the company. It's a compliment to him, or her, that they recognize quality individuals and hired them, and that they've grown that person in a way that will allow the organization to continue benefiting from their skills.

So it may not be as scary as you think it would be. Actively applying for more progressively responsible roles. This may seem like a no-brainer, but what's important is that you don't stay

in your role waiting for somebody to invite you to apply for another role, or you don't get stuck in your role and forget that there is a whole other world outside this company.

If it doesn't look like your career is going anywhere, or if you're in an organization maybe that is small and somebody has to die for you to get promoted, then you might want to think about looking outside your organization and actively looking for other employment. And I don't mean because you can't-- you're not happy where you are, but because you want to grow and there's not that opportunity there. So actively seek progressively more responsible roles.

They don't have to be big bites of the apple. It can be just a little bit at a time, like I did for those 20 years that I was a military spouse. And when you do apply for those roles, I strongly encourage you to include an individualized cover letter with every single resume. This may sound old fashioned, you may think that in a digital era nobody pays attention to it. But I promise you, they do. When you write your cover letter, address the job that you're applying for.

Talk specifically about why you're excited about applying for this job, and why you think you would be a good fit for this job. And end your letter-- and in that resume, reference the skills that they'll find when they look more deeply at your resume. And end your letter with a comment like, I look forward to talking with you in greater detail about how I can-- how the organization can benefit from my expertise, or my skills. Something along those lines that just says, I believe you're going to call me. You don't want to miss this opportunity.

And finally, when you get those interviews, send a thank you note. Always send a thank you note. Again, sounds old fashioned, but really important. And send it to everybody that you have interviewed with.

KEN JODOCK: OK. Next slide. So remember where you came from. I think this is extremely important. There is many times where-- as a Store Director, I was not afraid to be caught with a mop in my hands. As a Zone Sales Director when I'm out in the field, if I saw someone who was having a difficult time, I would stop what I was doing and we would work together and help that person get caught up.

And I tell you what, it goes a long ways in teaching the people your working with that you still know what's going on. So never forget that. A little humility goes a long way. Sharpen the saw, not the tongue. I had an individual that-- I loved this guy, we used to call him Grumpy. But by the time we'd get done working with him, we had a new name for him, it was called Mr. Sunshine, because this gentleman used to send-- people would send him an email and he'd be so mad.

Sometimes he'd read that email and-- I'll teach them. He'd be typing that email and, boom, he'd send that off. And then I'd hear about it, and I'd read that email. And I'd think, what was this guy thinking? So we had a conversation about his growth. And I said-- John, I said, before you

send the email when you're feeling like that, send it to yourself first. Wait 24 hours and then read it as if you're the recipient.

And I'll tell you what, John went from Mr. Grumpy to Mr. Sunshine because he really learned how to communicate with others in a positive manner. And it worked great for him. And there's been many times where I felt the same way. But you know, take a deep breath and find out where is this person coming from before your reply right away. Think about it.

PAM JODOCK: And this is really important when you're managing people and you're trying to give somebody coaching. People are going to make mistakes. People are going to do things they shouldn't do. They might even embarrass you as their boss. And there's ways that you can deal with that. And you might just want to rip them a new one, but I promise you it would be much more effective if you calm yourself down, assume that person's innocence.

As Ken mentioned earlier, he believes most people come to work meaning to do a good job, their intent is to do a good job. So if, as the executive leader, you assume that all of your people want to bring their A game and they want to succeed, and you approach any discipline issues or any mistakes that they've made from that perspective and use it as an opportunity to coach them rather than to give them a tongue lashing, it will go a lot further in growing your people and making your team a success.

And you will also gain the respect of everyone around you.

KEN JODOCK: OK. Coaching superiors and other.

PAM JODOCK: Yeah. We're just going to go through these really quick because we're running out of time here. But coaching is something I think is important, and that-- I would encourage people to coach up and coach down. And so for me, what that means is that when I'm the leader, whether I'm the leader of a sports team, or the leader of a project, or the leader of personnel, I always say to my folks, my goal here is to make this the best opportunity for all of you to get the best results we can.

If you have ideas about something that I can do differently to be even more effective, please tell me because that is my goal. And if I'm saying something that's not coming out the right way or it comes across negatively, please let me know. Because that's not my intent, and I would like an opportunity to do better and to improve my own performance. So I would encourage you to not just tell people you have an open door, but to actively encourage them to tell you what you can do to be better.

The people who report to you, not just the people you report to. And if you get that feedback, even if your first instinct is to get very defensive and then saying no, no, no, no, no. That's not what I meant, or that's not what I said. Take a step back and instead just say, thank you.

KEN JODOCK: Yeah. [? Now can you ?] contribute to growth of others because A, you need to find someone to replace you. And you'll also find that those people you're helping coach and move others are going to tell others, and that's just going to reflect more positively on you. The next one is know-- you don't always know what to do. I will tell you, the greatest compliment you can give someone is to go ask for help.

People don't look at you and say-- they don't look at you and say, oh, they don't-- he doesn't know what he's doing. You say, no, I need support and here's-- I have a challenge with this. And then talk in a matter that says that they want to help you. And they will take that as a compliment because you're trying to tap their knowledge, and they're going to contribute to your growth. If you're not sure, go ask for help.

PAM JODOCK: And I would say sometimes you're going to work for a boss who's going to say don't come in here unless you have a solution. If you don't know what to do-- if you don't know what to do, then what did I-- why did I hire you for this job? So sometimes that means going to your peers and saying, have you ever had a situation like this? I'm not quite sure how to handle it. Networking with other people.

But you could also approach your boss when you've exhausted all other options, or if you don't have an opportunity, and just go to them and honestly say, listen boss, I have this situation. And I've not had to deal with this before, so I'm not quite sure what the best approach would be. And if you just talk to them from that perspective, they come at it very differently than if you just go to them and say, this is what happened and I don't know what to do. You know?

KEN JODOCK: And the last bullet point is you won't always not be able to get everything done. The Regional Vice President that I worked for said, you know, I came in from-- I was-- I had a headquarters job where I got everything done. By Friday, I had down to two emails. And then I take over as Zone, and I'm getting 50 emails a day. 50 to 100. Then man, I'd tell you, I'd have my-- I talked to my boss. Well, how do you get everything done?

PAM JODOCK: Keep going. Just keep going.

KEN JODOCK: Ah. So he said, well, you're not going to get everything done. And you're not just-- something is going to fall off the plate and you just have to decide what it is, Ken, and let it go. So one idea I found-- I made sure I used calendarization. If I thought it was important, I'd put it in my calendar. And if I didn't get it done, I'd move it to another date, to another date, to another date. [INAUDIBLE] and say, you know what, this is not going to happen.

PAM JODOCK: Or you delegate.

KEN JODOCK: And that is another great way to do it.

PAM JODOCK: Delegate is a good thing. So--

KEN JODOCK: OK.

PAM JODOCK: So we apologize that we've gone-- we still have 10 minutes for questions, so that's good. But we barely hit the tip of the iceberg on how to approach that path to executive leadership. We hope that some of the information we've shared-- if you got just one kernel of good information, then it was worth your time I hope. Ken mentioned sharpening the saw several times during the presentation.

Here are some books that we have found useful in our careers. There is a plethora of books on leadership, on corporate culture, on specific job sets, on relationship building, taking initiatives. So just-- we would encourage you to check out what speaks to you. So Andrea, thank you for controlling the slides for us. If anybody has questions, we'd be happy to answer them or help you with any challenges you're facing.

ANDREA JIMENEZ: Thank you so much, that was great. OK. So we have one question here from Erdogan. He's saying, could you talk about the essentials of additional time management strategies and developing resilience?

PAM JODOCK: Developing resilience?

ANDREA JIMENEZ: Yes.

PAM JODOCK: OK.

KEN JODOCK: Well I'll tell you, time management is an absolute key. To use Franklin Covey's 7 Habits of Highly Successful People will really help you in that time management piece. But I would calendarize-- my entire week would be set aside. And when I talk about putting big rocks in place, I would put big rocks in there that says I'm taking my wife out of dinner.

[LAUGHING]

So that I knew that part of sharpening the saw was making sure that I took care of the people that I love. And also with people I say, you don't-- people would ask me-- all the time I would be inundated with things they want me to do for them. And I told them, if you don't see me write it down or see me put it in the calendar, you got less than a 50-50 chance it's going to happen. So I would put it in my calendar.

When they pull it out-- when I pull out my calendar and then I would be going through the times and dates that I had available, A, it made them realize that they knew that I had a very busy schedule. But it also made them know how important they were that I wanted to fit them in. But always keep that calendar. And then, you know, keep moving things forward, stay in contact with people. And the outlook calendar works fantastic for that.

So I'll tell you, it's really utmost to stay organized using calendarization. I hope that answers your question.

PAM JODOCK: And I would-- a little more specifically, there are-- there's a generation that's very comfortable using electronic tools. However, paper still works. And so if it is easier for you to carry a paper calendar with you, then I would encourage you to do that. And you don't just write down your appointments that you have on a day at a certain time.

In the Franklin Covey style of calendars, there's a column on the left hand side where you write down the tasks that you need to accomplish in that you put them in the order in which you need-- their importance. So I might have 15 things on a list of tasks that I need to accomplish in addition to six to eight hours of meetings that I need to get done that day.

And so what I would do is the night before I left my office, I would look at my calendar for the following day and remind myself of what meetings I need to be prepared for. Make sure that I have everything I need in place for the very first meeting of the day before I leave the office the night before. And also look at that list of tasks, and put them in the order of importance.

And to Ken's point about if something doesn't get done this day, I make sure that everything that's, you know, at least the top three items in the task list-- regardless of how many meetings I have that day, those top three things on the list are going to get done before I leave my office that day. And the other items that I didn't get to, I need to move over. And they might not all get moved to the next day because I may not time the next day.

So I put on there, you know-- I look and say, OK. If I can't do it tomorrow, when can I do it? That every item gets moved forward to another day. And then if there's something that I committed to have-- I also would make a note to myself what the deadline was.

So to Ken's point, if I had promised to do something for someone else, when I wrote down in my calendar what it was I promised them to do, I would write down the date-- the day it was due in my calendar, but also had it in my calendar the days prior leading up, if it was something that was going to take me a couple of days, I might have it in my calendar the week before or three days before.

And I would put in there what day it was due so that I wouldn't forget, and then suddenly you get to the day it's due and go, oh man, there's no way I can get this done today.

KEN JODOCK: Exactly.

PAM JODOCK: And if I had things that were deliverable to other people, I didn't wait until the day it was due to tell them I wasn't going to make the deadline. I would know at least 48 hours in advance that the deadline was in jeopardy. And so as soon as I realized that I wasn't going to be able to meet a commitment to someone, I would get on the phone to them, or I would send

them a note, and I would say, listen, just a heads up, I'm not going to be able to meet this date. What can we do about this?

Or if they said, you know, this is non-negotiable, I can't, then I'm going to have to look at what else is on my calendar and juggle my day so that I can meet that commitment. Because I am a person who meets her commitment, I don't ever drop the ball. Especially if somebody is depending on me. I'm not going to let somebody else look bad because I made a mistake with my time management. Resilience, that's an interesting question.

Would you mind sharing a little more information about what you mean by resilience? And then we can move-- we'll come back to that, Andrea. I saw there was another question that came in.

ANDREA JIMENEZ: OK, Awesome. Yeah. So another question. What was the hardest thing you both found difficult to accomplish in executive leadership roles? Things such as influencing others, goal setting, or managing a budget. What was the most difficult for you?

KEN JODOCK: I think early in my career, the most difficult thing was delegation. Learning to delegate. Because I knew if I did it, it was going to get done and it was going to get done right. The check-- the challenge with delegation is you're giving someone else the accountability to get it done, and yet you're still going to be held accountable if it doesn't happen. So you have to build trust with others.

And really, for me, that was my greatest challenge was, as I started to grow as a manager, giving other people my work. And it really wasn't my work, it was the teamwork. You can't get everything done, but as you learn to delegate and hand responsibility, you'll learn to be a better leader.

PAM JODOCK: And for me I would say two things. There are a couple specific things that come to mind with that question. So the first, I would say, especially as a young leader, the most difficult thing was firing people. If you have someone who just truly-- you have worked with them, and you have tried to mentor them, and tried to grow them. There are sometimes, just personality-wise, that a person just isn't the right fit for the team. And you really get to a point where you have no choice.

It's just the best decision for everyone is to let them go. And taking care of the business piece of that, which is documenting everything leading up to that person's dismissal, and making sure that the company is protected against losses. That piece, for me, is easy. The hard part is sitting down with the person and actually terminating them because this is someone's life that's being adversely impacted, and you don't know how many other lives are going to-- that that ripple effect it's going to touch as well.

And it's very, very difficult to put someone in that position and do it in a way that they don't leave feeling terrible when they leave your office. I mean, how are you not going to feel bad? So

that was-- that's the first most challenging thing. And then further along in my career, I would say dealing with-- dealing with higher ups who have unrealistic expectations.

People who say, well, you just need to work harder. Or not you personally, but your team. They just need to come in earlier, they just need to work harder. And you're-- and you're in a project and you're saying, you know what, they haven't seen their family for three months. They haven't been home before midnight for three months, and they're in here every day at 6:30. They can't work harder.

And finding ways to get-- to speak to that leader in a way that they can hear what your team needs can sometimes be the most difficult role for me is that it's important for us-- we didn't talk about this in the presentation, but it's important for an effective leader to be able to flex their communication style for the person that they're trying to communicate with. Everybody processes information differently, everybody responds to information differently.

And if it's your job to communicate, then it's your job to do it in a way that the person you're communicating with hears you. And they may not hear you the way that you would hear someone. So that can be one of the biggest challenges is learning how to communicate effectively with somebody who doesn't want to hear what you have to say.

ANDREA JIMENEZ: Awesome, thank you. Could you also talk about how to figure out what kind of skill sets you need and develop them accordingly? I'm guessing she means for a specific job?

PAM JODOCK: Yeah, we talked a little bit about that. But again, I would say talk to someone who already has that job. And even if you don't personally know someone who has the job, if you know what kind of an organization they fit into call the main line for that company. And I have done this before, you may not believe it. But call the main line for that company and say, I'd like to speak to someone in this position. And they may say, can I tell him what it's regarding.

And you can say, I'm doing some research on what is required in that position and the skill sets that are required for that job, and I'd like to get this person's input on that. So that's one suggestion.

KEN JODOCK: And then really when it comes to leadership roles and you're applying for a leadership role, whether you know it or not, you've probably been a leader at some point. And I've had a lot of college graduates as we brought them in as managers, and they said, well, I don't have any experience. I say, well, in a school project have you ever been part of a team? Well yeah, I've been part of a team.

While you were on that team, does anyone on that team ever not pull their weight? And they go, yeah, I know exactly that person, they say. And I go, well, tell me what happened. Did you step up and say anything? And what I'm looking for in someone, in that individual is were you willing to step up and say, hey, we could do this better if you would show up for the meetings on time. Are you willing to-- you know, you're going to have to face conflict as a leader.

And at some point, I'm looking for people who have had conflict who's been willing to step up and figure out how to resolve the conflict. And Pam brought up a great point earlier, the initials S-A-R. When you're in an interview and you're asked if you have any leadership experience, think of those times where you were in a conflict situation with another person and describe that situation very clearly. Let me give you the situation. Here's how it was set up, and this is why I had to have that conversation.

Here is the action took. They weren't pulling their weight, so I pulled them off to the side and I said to them, you come to the meetings 10 minutes late every time. I say, this puts all of us behind. Can you under-- and then they would walk through and explain how they had a conversation with that individual. And then they would tell me the results, the person started showing up for the meeting on time. They would start getting better progress.

And it's kind of like the guy I said earlier. When I wasn't groomed properly and I didn't dress according to the-- what I was looking for for the job. Someone's got to be bold enough to have conflict and bring things up in a positive manner on how we can get better.

PAM JODOCK: So I know, Andrea, that we're short on time. So if we didn't get to-- if the answer we gave didn't get to the heart of the question that you were asking, I'm totally OK if Andrea shares our contact information with someone. I'm especially concerned about the person who asked about resilience, I think that's a great question. I just want to make sure we give an answer that is answering the question that you meant to ask.

So Andrea, if we don't have time for more, please feel free to share my information.

KEN JODOCK: We're not going anywhere, so if you have more questions we'll be happy to take them.

ANDREA JIMENEZ: We have a couple more. So I think with this last one, we can finish though. The person who asked about resilience came back and specified. They're referring to how to be agile and productive without burning out in a sustainable way.

PAM JODOCK: That's a great question. And I don't want to short change this answer because there are roles that you guys are going to step into that will require you to work a 12 or 14 hour day. You know, our health care professionals are a great example of that right now. And I would say that always make sure that you put your mental health first and foremost.

So whether you-- if your employer gives you a lunch hour, take the lunch hour. Even if it's just 30 minutes, make sure that you take 30 minutes out of your day to go recharge your batteries and refresh. Go take 30 minutes to sit in the lunchroom, or go sit outside on a park bench. And if you're not going to eat your lunch, that's fine. But read a book, or listen to your favorite music, or just breathe and listen to the birds sing. But take that 30 minute time.

I always would encourage you to exercise. I think that exercise is a great stress relief. If you can get-- do it first thing in the morning, or do it at the end of your day, or in your lunch hour, or whatever it might be. Whether that exercise is going for a walk or doing a five mile run, it doesn't matter. But just physical activity can be a great-- play basketball with your friends. You know? It doesn't have to be a really big deal, it doesn't have to be a formal class. Just some way to get your body moving.

And I would say--

KEN JODOCK: Absolutely. Get it on your calendar and then make sure you do it.

PAM JODOCK: Yeah. And then have a practice for winding down at the end of the day. And have a routine that you follow, a 15 to 30 minute routine that you use, to just quiet your mind. You know, if you're a spiritual person make sure you take time to feed your spirit and pray. Or whether it's reading a book, or maybe it's watching, you know, True Crimes on TV, or whatever it might be, just something where you step away from the work.

And then being agile in the workplace is-- it's really-- I watched a calming tape one time when we were doing team building at one of my employers, and there was one particular scene that always stayed with me and this guy was talking about managing stress. And he said, it's really important to be able to separate yourself from what's happening in your life. And so he had, like, a chair and he was sitting in the chair.

And all of a sudden, he jumped up and he looked at his chair and he goes, wow, my life is a mess. My life is having a really crazy day. I'm doing-- I'm glad I'm over here doing OK, because my life is crazy right now. And he was just talking about the need to make sure that you sort of maintain your perspective, and know that what's happening is happening in this moment. It isn't forever.

And if you find yourself in a situation where you feel like things are spiraling out of control, the conversation is spiraling out of control, or you feel like your job is spiraling out of control, just remember every moment of your life is a chance to decide differently. And whatever is happening to you is happening with you, you're participating. And the moment you stop participating in a negative situation, it stops happening to you.

You can't have a fight with one person. You know? And if you are making choices at work or in your life that are getting you poor results, if you stopped making-- if you start making different choices, you start getting different results.

So, again, I don't know if that's helpful. If it's not and you want to talk more, just be sure to let Andrea know. But I hope that that gives you a little bit of help.

ANDREA JIMENEZ: Definitely, yeah. And the very last question. When you hear the word leader, who do you think of? And what about them exemplifies leadership?

PAM JODOCK: Do you want to go first?

KEN JODOCK: No, you go ahead.

PAM JODOCK: Oh, gosh. That's hard for me because there's so many people who come to mind for me. So the first person I think of when I think of leader is-- his name is Don Sacco, and he was the president of Regence Blue Cross Blue Shield when I worked there in Oregon. And I think of Don for a couple of reasons. One is that he was very intimidating. He was a little Italian guy, and a lot of people thought he had a Napoleon Complex because of his Italian temperament.

But what I found to be true about Don is that he didn't suffer fools lightly, and that included me as a manager. I didn't, on a regular basis, report to Don directly. But when I was hired to be in a management position, I did have to meet with him as part of the interview process. And I asked him-- I said, so, what is your biggest concern about filling this position. What is your biggest fear about the person you choose to fill this position? And he answered that question.

And then he said, OK, your turn. What's your biggest fear if you take this job? And that made a big impression on me, you know? And I said, you know, honestly Don, my biggest fear, always, is that I don't ever want the person who hired me to be sorry that they hired me. And there was a period where my boss was out on maternity leave, and so I had to take over her responsibilities and report to Don.

And what I discovered during that reporting process is that I-- other people were scared to death to report to Don, and they were always very nervous. And what I found is that I never had any reason to be nervous because as long as I came to Don following Ken's advice-- you know, if I said here's what's happening, and here's what I'm doing about it. Or I would say, here's what's happened and here's what I suggest we do and I just wanted to run it by you before we take action. I never got into trouble.

And so I appreciated that Don didn't care what my title was, Don cared what kind of job I did. And that meant a great deal to me. I was never too unimportant or insignificant for Don to pay attention to me and to give credence to my ideas.

KEN JODOCK: Mine may sound like a canned answer, but for me it's really simple. It's Abraham Lincoln. Someone who is willing to surround himself with somewhat-- with people of diverse-- different diverse thought processes, and they're willing to listen to all sides before jumping in and saying, this is the way we're going. So you really do need to lead as a team more so than as an individual.