

Building Great Leadership: They're Made, Not Born

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SPEAKERS

Mike Derryberry, Halie Morris

H Halie Morris 00:40

Hello, everyone, and welcome back to episode two of our mini season with Mike Derryberry. From Compass Cleaning Solutions, we are going to continue our mini season's theme of leadership. And this trade off that we have gone of what actually constitutes good leadership makes a good leader and what you really need to look at to make sure that you are doing the best you can for your company and for yourself. And so we're going to for this particular episode, talk about leader ship itself. Is it something you're genetically born with? or a tablet that you just have me there? Or is it something that you have to cultivate and grow? And so I'm gonna go ahead and let Mike say hi again and jump right in.

M Mike Derryberry 01:24

Hey, there you go. Yeah, um, this is kind of one of my, one of my hot points. I hear people say, Oh, you know, leaders, it's just there's just these natural leader. No, they're not, you know, Malcolm Gladwell talked about, you know, the whole idea of having 10,000 practice, you know, practices, you know, Michael Jordan hits 10,000, free throws in, you know, hockey player, you know, shoots 10,000, pucks and somebody you know, else hits, 10,000, tennis balls, or whatever it is, or somebody does 10,000 lines of code? And, you know, that's when they become, oh, man, they are, they're this amazing person. Well,

yeah, they put the effort they put the time into it. And of course, they are because they practice that it will leadership is the same thing. What makes a good leader are basic skills, and skills can be learned and skills can be developed. Ups, you know, being able to motivate other people or to give them a motivation, you know, I don't think you can motivate anybody. I mean, that's, honestly, you can't, I can't make Halie do what I want her to do. She can only do what she wants to do, I might compel somebody to do something by force, but I wouldn't really call that leadership as much as it is, you know, something else. So the reality is, you know, leaders are people who have made a decision that they want to be in to influence or to, to challenge or to bring to the table, ideas that other people can, can follow. But at the same time, leadership involves a variety of other kinds of skills, skills, like I apologize, for the dump truck doing its thing. The skills like learning to communicate in a clear way, skills like being able to discern when we need to pivot skills, like learning what it takes to provide an environment where people feel like they're trusted, and that they're safe, and that they can grow. And then they can be everything that that they want to be within the confines of this business adventure, or whatever kind of adventure for it could be a nonprofit, it could be you know, your church, it could be your ballclub, it could be bowling, you know, whatever it might be. The point is a leader provides that safe environment. And I tell our people all the time, my job is to make sure that you have all the tools, you have all the resources, and you have my support to get done what you need to get done. And if you need me to help you get give you some direction. And if you need my help in terms of giving you an understanding of why we're doing what we're doing, kind of getting back the last week, the idea of knowing what we're doing, and why we're doing it, then I can provide that. But ultimately, the the responsibility to get something done is is that individuals but if I don't provide them with an environment so that they can be successful, then that's not being a leader that's being a manager and, and you know, managers are you know, there's a plays for managers in certain situations, I suppose. But honestly, I think every organization would be better off. If instead of managers, we had leaders who people wanted to follow and wanted to engage with. I've been in situations where there have been people within the organization who were not in any kind of official position, they had no title, they had no, you know, major responsibility, nope, nobody reported to them. They were just a person involved in the organization. And literally, everybody would look to that person, whenever a decision was going to be made. And like, what are the what is Bob gonna? Do? You know, what is Joyce gonna do? Right. And when they would make when they would make a statement, and everybody would put engage, right? I've been in situations where people have all position, they have all the authority, they have the title, they have the whole thing. And they'll say something. And you can just see people digging their heels in not wanting to do it, finding a way around it, trying to find something that's not a leader, just because you have the title, just because you have the position doesn't make you a leader. And just because you don't, doesn't make you not a leader you are you can be a leader, anyone can be a leader.

But it takes effort. It takes practice, it takes time. But you can become a leader.

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Halie Morris 06:36

I was thinking, as you were saying that talking about those people who are natural leaders, even if they never want to assume like actual leadership position, or they haven't been graced with one. And I've hired somebody like that, and a call center position that was scripted, right? These positions weren't super fun position. So you had to have find people that fit was there otherwise, they weren't going to stay. And one of my favorite people ever brought on had been a teacher. And what she brought, she was just super motivated. And everything, she couldn't deviate from script, she had to enunciate very clearly. But she could bring her tone, and just her energy to a call, and it would make a call so much more engaging. But she didn't just bring that to the customer, she brought that to the team. So her entire row was impacted by what she did. And if she was on board with something, that entire row or the people who worked around her would get on board. And that's because over her years of teaching, she had retired by the time she joined us. over her years of teaching, she had learned to encourage an able cultivate and grow people because she was working with these tiny little people that need that so much. But grown people still need that you were talking about motivation and how we're not really motivating because motivation has to come from the individual inside the individual. But what you do is you enable and you cultivate, and you encourage, and that's where that motivation, and an individual starts to grow. And so when you can find somebody who is able to take their experiences, and do those things, that's where you get a leader. And it's like she had years and years of experience, and education and things that she compiled to give her the skills that she had, but they were skills. You know, like you said it was something that she learned. And I have a personal believer of that too, because I take on things that are like, I've never done that. But if I have the right mindset, I can do that. I mean, I've done everything from roofing to creating a podcast, to setting up training guides for sales team. So like, I've done all these random things that I never thought I could do. But I just said, Yeah, I'm gonna do it. I'm gonna break it down, make sense of it. And it's the same thing with leadership, what needs to be there to make a good leader. It's like I hate I hate this idea of putting managers in a position or a supervisors, okay, you're supervising, you're managing. It's so impersonal. And you're not creating that resonance in that environment that cultivates and grows people with that mentality.

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Mike Derryberry 09:16

Exactly. You know, you use the term mindset. There's that's one of my favorite books. Just read this last year, actually ended up reading it like three times. Carol Dweck, talks about Professor Dweck, she's was professor at Stanford University, and they did lots of research

into childhood learning and all this kind of stuff. And one of the things they discovered was that if you have a mindset that is a fixed mindset versus a growth mindset, your fixed mindset will basically force you into a situation or create a thought process where you know, it's this this this idea leaders are born. You know, you're just born to be a leader. No, that's, that's a fixed mindset. And it basically and a lot of times what it what it does is, when you have that mindset, he basically says, Well, I wasn't born that way. So I can't be one. Right? I can't do something because I wasn't born that way. I didn't get those gifts, I didn't get that. Well, a growth mindset says, I'm not a leader, yet. I don't have those skills, yet. That thing happened to me. But it was a learning experience. And now I learned something, and I can be better next time. Right? It's that kind of a mindset, what you're describing is a growth mindset. And I run into a lot of people and their leaders or their, you know, their functional leaders if you want rather than actual true leaders. And they have this mindset. And the insidious part of that is that if you think that you were born with leadership, that automatically gives you privilege, which is just completely wrong. As a leader, your job is to hold everybody else up your job, you think of a pyramid or a triangle, right? It's upside down to point to the ground. And the base is at the top, the leader is at the bottom of that of that pyramid, the leader is the one lifting everybody above them, and those people are living, you know, lifting up the next group and next next group, and the next group and the next group, we're lifting everybody up, rather than everybody serving the leader, or the person at the top in that position. And having this mindset that says, You know, I, I was born this way. So I've got this leadership, it tends to lead to the typical pyramid situation, I'm a leader, therefore, you know, everybody needs to serve me, you know, it's about me, right? Because I was, I was made this way I was born this way, this is who I am. Whereas a growth mindset looks at it completely opposite, and basically says, No, I'm learning some things. I'm not a leader. You know, it's funny, when you when you talk to a growth minded leadership, leader, they don't believe that they're a leader. I mean, everybody else looks around and goes, gang is a great leader. And they're going yeah, I'm not I'm not a leader. Because in their mind, they still have so much more to learn, they have so much more to do, they have so many things that they could do better. And it's just a different way of looking at the world. And with, if you look at, if you look at the companies that that really perform over the long haul, I mean, there are some companies that do really well on the short run, and they have what I would call, you know, a fixed mindset. Or they would have, you know, just very short sighted a leader at the top. But if you look at a lot of organizations that that live over a long period of time, maybe they go through several leaders, but those leaders are always what, you know, John, Max Maxwell calls their servant leader, that is that their job is to serve other people is to help other people. It's the idea that they're supporting other people, and they don't see themselves as a leader, their responsibility, you know, they're a caretaker of the organization, and they feel a responsibility for the organization. They themselves, they see themselves as not the most important, and, you know, you so he, I

mean, we've all seen the, we know the two different, right, when we know the two different sides, we run into them when we go, Oh, my gosh, we got one of these, right? How can I get out of here as quickly as I possibly can, right? Or you run into someone like that, and you go, Oh, my gosh, I have never had someone lead me like this. This is amazing, right? I really want to stick around and be a part of this and learn from this guy or gal, as the case may be. I remember my I was going through a really rough time in the in the 90s. With, it seemed like everybody I went to work for went bankrupt in 18 months. I don't know what the deal was. But I went to work for this one guy, um, towards the end of the 90s. And I had been working for people that were let's just say they weren't the most pleasant people to work for. And I went to work for this one guy. And he was he was definitely a growth minded leader. He was a true leader. He owned the company, but he was what I would you know, he was a leader. People would walk on hot coals for this guy. I mean, he was he was the best example that I had ever seen up to that point of a leader. And I remember going to work. And, you know, I kind of had a sense of that, but I didn't really understand it until about, you know, about two months in and, you know, he was having a conversation with me. And I realized in the midst of that conversation, he wasn't coming down on me. He wasn't criticizing me. He wasn't demanding things. I mean, he kept saying things like, I see you struggling in this area, how can I help you? What is it you need from me? How can I help you do better? What is it that you need from me? And I thought, who asked those questions? Well, I've come to understand, leaders ask that question. True leaders ask those questions. And I, and I think we've all seen this whole idea, kind of kind of implode over the last, you know, decade or so we've watched, you know, we've watched companies like Enron and other companies, even GE, you know that Yeah, they just you go mount, there's some dysfunction in these companies. Right. And you wonder what happened? Well, what happened was, in many cases, the leadership created in an environment that was the normal pyramid rather than the upside down why they were there was they did not have servant leaders. in your organization, what they had was, it's all about me kind of leaders, right? So that's what I mean, when I talk about leaders, you can learn to be that kind of person, by the way.

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Halie Morris 16:43

Yeah, and you were talking about like, leaders don't think there are leaders, there is this humbling aspect about being a leader, like you have to put other people before yourself, you have to bring yourself to the equation because you have to bring that passion that drive. And you have to bring all those things to enable and grow other people. But you have to have that views. Like that mindset of growing and enabling. And one of my favorite examples, is back in college, when I first moved out of premed into business, about a semester and I joined an academic fraternity, and they're a really cool active fraternity that is nationwide, and they've done as well as they have, because they have a

lot of like minded people, like minded and the way that it's a lot of growth mindset people. We have leaders for just the new member class that comes in for the semester. And the guy who led mine is also one of my good friends. And he, I was talking to him about like, how he led our class. And he was one of those people I looked up to, he enabled us, and every which way, and he still does not see himself as a leader when he was in that position. And his mindset was just to take that new member class and make them better versions of themselves. He wanted them us to be better than he was he wanted to see, not us, reaching his level, but going beyond he wanted us to enable to continue to grow off what everybody else had done. And that is such a powerful thing. And we fed off with that we were so competitive, and like all the best ways, and we had so much fun. And I saw such amazing things happen with that group of people and the people that they touched. And it's true, like, you know, he does really good, he's excelling in his career, and he continues to grow. And there's probably a part of him that wonders like how he got to that place, because that's just the kind of guy he is. But it's like you said, he has worked to develop himself and learn these skills, even if sometimes he doesn't realize it. And then when he steps into a leadership position, he is working from the bottom of an upside down pyramid. And he does it well. And you know, that was something silly back in college when you don't even think of people having experienced and having fully developed skill sets. But he put himself in a humble position to learn and develop those things. And he didn't come off with an arrogant mindset that he already had it. This was his spot. This was his position. Everybody better listen to him sort of thing.

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Mike Derryberry 19:16

Do you recall what he did? What kinds of things that he did? What kind of practices that he did?

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Halie Morris 19:23

I'm trying to think back. One of the biggest things, you know, if you're coming into an organization, sometimes the development process is very separate from the rest. And so he made sure that we Yes, we had some things that we did internally together. So we had a marketing project that we worked on there as a sales project. And it would start small and he would watch it grow, and things like that. And a lot of it is he would give us all the tools or he gave us the parameters, but they were very vague. And then he passed the responsibility over to us and then he'd encourage us to take that and get involved our chat. Our new member class was so engaged with me Chapter, I was interacting constantly with our executive members in the main chapter, I never felt like a new member. Throughout it, I felt like somebody who was growing and thriving, and there was just so many instances where like, he would give other members opportunities to speak.

And he knew everybody's skill set, or he was learning everybody's skill set. So when we had something come up, he'd be like, Hey, you know, if you're looking to do a certain project, maybe these people want to step up, and help guide it, because this person is very creative, or this person has worked on this sort of thing before. And they have knowledge. And he would start to help us group and understand each other. And it was always giving us the right push in the right direction, versus just dragging and dropping and stuff like that. But ultimately, the decisions were ours to make our success was ours, we

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Mike Derryberry 20:50

made it safe, right? I mean, that's the thing that I hear in it, it was you never fair felt like, you were on your own, you never felt like you're kind of hanging out there by yourself. You felt like one you were part of a community. But you always felt like if you needed some help, somebody was going to be there to help you. In fact, it was going to be him for the most part. Yeah. One of the things that, that you talked about, you know, as you know, he practice these things, what I think of the things that I have done personally. One, you know, reading books, right? Yeah, they used to say that, that, you know, leaders are readers right? And, and the reason they say that is that by reading, you can pick up ideas from all kinds of people that you can integrate into your own life. And that can become formative in the way that you approach things. Right. But at the same time, I think they're putting yourselves in, in unfamiliar situations, so that you're forced to have to learn something new. Right? It's the idea of constantly learning, it's the idea of constantly developing a skill, you know, maybe I need, like, Just recently I took a course on being having better, more more robust conversations, right. And so I took I read this book, and then I went through the the, the course, and it is helped me with my team, because now I can have more effective and more productive conversations with my, with my team, I can have more better conversations with my friends, I can have better conversations with people in other organizations are our customers, our vendors? Because if I've got an A got a question, or I've got an issue, I've learned some skills, like how to ask the right questions, and and what am I looking for? When I get when I asked that question, and what do I want to listen for? It's takes time it takes practice. And the people that you think of, if you think of the leaders that you think of their people who have practiced that skill, you know, this, this person that you're talking about? They have, they obviously had a growth mindset to start with. And by the way, just because you have a fixed mindset right now, doesn't mean you can't change, and you can't move. And you can't learn how to have a growth mindset. But by practicing some things, I suggest starting with the book, you know, mindset, but you know, there is a way to help move your brain move your thinking to a different mindset. But when you do that, then all of a sudden, there are possibilities that you didn't see before. And now we can begin to test and retest over and over. Like one of the things we talked around here. And it's, it's kind of our axiom that we use, you know, we

dream big, we test small, we fail fast, and we learn always. So the idea is, you know, you take it, you see this thing, I want to try this, okay, great. Go ahead and test it. Test. It's small, so you don't like lose everything. Tested small. If it works, great. Test it bigger. If it doesn't work, okay, you fail quickly, you learn something, and now you reiterate and you are you iterate and you go back and you do it again. Did it work that time? Yeah, I made a change and it worked great. You learn something, right. I mean, it's the it's the whole idea of practicing learning. You're safe. Go try something, learn how to be a leader. Learn how to be competent in a certain area. I, one of the things that I've learned through this last, you know a year is that I have the capacity to pivot quickly. I didn't realize how I didn't realize I had the capacity. But I was forced in the capacity. You know, you and I were talking about earlier, I'd gotten kind of complacent about just my leadership, because I had such a great quality team. You know, it's like, I can just rest on my laurels. These guys are great, everything is good. And then I realized all of a sudden, okay, they're looking to me to give some guidance, they're looking to me to give some direction. And we had to shift. But the way I shifted was, I said, Okay, what do we want to do? There are certain things we want to do. And I went to them, and I said, Okay, I need your feedback. What do you think we should be doing getting them involved? Well, the more I got them involved, the more they got involved, right? I mean, you know that? They're okay. You mean, it's okay for me to have an idea? Yeah. Yeah. Here's what we're going, but how do we get there? Well, and then they came up with some ideas. We tested a few things that didn't work. Okay, great. We learned something. We we iterated, and now it works, right. And so the idea behind behind pivoting in the middle of a situation, that's a skill, you have to learn. I didn't realize that I had learned that skill. Right. But but because of all the things that we've gone through, and we changes, we've been in the industry and the changes over the last, you know, 10 years, you know, with the economy going and all kinds of, you know, regulations and you know, the nonsense that we have to put up with, you have to you have to iterate you have to make adjustments. And I had learned that, but I didn't realize that I had learned that right. Now, had I been conscious of it, I probably would have practiced a lot more, I would have, you know, have been working at it a lot more. But nonetheless, it was there because I was actually doing it over time. And I think that too often, people who get into a position, and then they have a fixed mindset, they don't want to they don't want to test a new idea. Because if they test a new idea, then they'll think, Oh, I'm a failure, and their failure is not not a good thing in their mind. In our world, we don't fail we learn. That's not you know, failure is not the issue. Okay, it didn't work. Great. But what did you learn? Well, I learned this, this and this great, then it wasn't a failure, because you learn something from it, right. And if you create that kind of environment, as a leader, that's your job is to create this environment where people feel free to test and to feel free to, you know, try something different. And to and to really find a way to solve a problem. without somebody just you know, you can't do it that way, you got to do it my way. Right?

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Halie Morris 27:52

It's so true. I mean, just thinking of even, you know, this mindset thing, I think a lot of it comes back there, you know, no matter what you're doing, there's so many reiterations of the fixed verse is the growth mindset. You know, I've heard one of them being like an internal versus external locus of control, right? So people either feel they have control of the situation, or that everything is just a product of their environment, and they can't impact it. Other people have a feeling that they can impact the situation, tend to thrive and grow and do better, they tend to be those people who, if they step up into a leadership position are the ones who are able to develop themselves into great leaders. And it is the same thing of like the fixed mindset people, a lot of times our external locus of control holders, because they believe that things are just as they are, they're not going to change and they tend to be the one when you tell them that they can stop being a fixed mindset person that can grow into a growth mindset, that they don't believe you. Yeah.

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Mike Derryberry 29:01

it's a catch 22.

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Halie Morris 29:03

Yeah, they just have to reframe their thinking. And we, we talked about in college, several of my classes, inside my professional organization, my academic fraternity, we talked about all the time, get comfortable being uncomfortable, you have to be able to embrace an uncomfortable situation to grow. And so embracing the unknown, or embracing things that make you uncomfortable, because that's an opportunity to learn. It's like you said, failure is uncomfortable or this idea of when you things don't succeed the way you think they should, that you failed. That's an uncomfortable feeling, but embrace that, because those are learning experiences. The people who learn from them are embracing that situation able to come back and say, Okay, now what do I do, and then they act. So it's just very interesting because I've heard you I've had actually very a lot of Fortune having a lot of great leaders that I've passed by in my life or interacted with or learned From or all of the above. And these are not new things. Like you said earlier, there are things that these great leaders have brought to the table. And I've been very fortunate to start to absorb I think, at even earlier stage in my life before I even stepped out into my career, I had these impressions being made on meat, which is so fortunate for it.

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Mike Derryberry 30:23

Yeah, one of the things we you the idea about failing, I think is, you know, I tell our folks all the time, look, no, one time you failed when you didn't learn something. If it didn't go right, and you didn't learn, did it? Yeah. Okay, it's a failure. But if you learn something, if you can take something out of it, if you can extract something that you learned from that situation, then it wasn't a failure, because you learn something. And if you put the focus as a leader, if you create an environment, where learning is, is first and foremost, not necessarily results, guess what the results will come as a result of the learning. Because it's in the midst of this experimentation and this learning and this cycle, that the big results come out of. Okay, we stumbled a few times. Okay, but what did we learn what we can't do this? We can't do this, but we can do this. Okay, great. Let's double down on what we can do. And then all of a sudden, we find, oh, there's where the success lies. That's what a leader is. But again, it requires that that that leader be willing to practice doing that, right. I mean, so how do you practice that? By doing it? You know, I mean, so when, when a situation arrives, rather than go, Oh, the world is falling? You asked the question, well, what did you learn? How can we iterate? What can we do different? what's the what's the next step? And then give them the space, and give them the ability to find another solution and to find another test, and to work through it? They are they know, your job is to tell him where we want to ultimately be. Let them figure out how to get there. You know, I, I had this conversation with folks all the time. I was just talking to a guy the other day, he's young entrepreneur. He's got a window cleaning company. And he's, he's like it, he's the only guy. Right? And he's just slammed it guys working 16 hours a day. And I'm going, dude, you, you need to hire somebody. Yeah, but they won't do it like I do it. Okay, so little rule that I've, and this is something I learned from one of my mentors, if they can do it, 80% as well as you delegate it, right? I mean, give it to them, let them work with it. You know, let them let them take it over. And too often we just get caught up on this whole idea that I got to do it all? No, you don't. You know, give them the freedom Give, give it to somebody else and give them the freedom to work with it and to find a way through it. So anyway, I think the biggest thing we need to think about is, is this whole idea of made not born, the difference between a fixed and a growth mindset. The biggest thing that I think we need to understand is there are tools that we look at, from a leadership standpoint. In other words, we look at a leader and we go well, they have certain skill sets, but it's not their ability to do a specific job. It's how they lead, right? It's the way in which they interact. It's all these in some sense, you know, soft skills that they have that make them the leader that they are, but because we call them soft skills, they are skills and they are things that we can learn. And I would you know, just say to people listen, if you want to be a better leader, do some work on being a better conversationalist, being a better question. questioner right, be a better listener. Being more creative, allow yourself to be more creative, allow yourself to be learn how to be less controlling. These are all skills that you can learn And I guess the thing I would say is look at some people that you think of as quality leaders. People that, you know, would be people that you would admire and

people that you think that would be a person I'd want to I want to work for, and then look at what, what is it about that person that makes them a leader to you? What Why do you think that they're a quality leader? Well, every time I'm around them, they ask so many questions, and, and they're just so engaged with people. And they just, you know, they're really want to be understanding of where you are and what you're about, okay, that's a skill. Go develop that skill. Well, somebody else, you know, looks at it, and is that they're calm, they never freak out. They just seem like they're just in control. Well, what do you think, then ask the question, well, what is it that allows them to do that? And maybe it's, you know, that, that they learn to not feel the fear of I'm gonna look bad, or whatever it is, okay. Well, then start learning, figuring out and reading and doing and asking questions, and other people who are good at that? How do you develop that ability to just stay calm in the middle of the storm? How do you how do you do that? It's a skill. Bottom line is everything that a good quality leader does can be learned. It can be practiced, it can be developed. And you can be that same kind of leader. It's not a question of, I was born this way, therefore, I'm a leader. I'm cool. everybody else's, right. I mean, that's, that's just not, first of all, I'm going to fly these these days. It's not gonna, it's not gonna make for a very pleasant experience. But the reality is, it never really has been, we just never challenged it before. Right? It's just never understood before.

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Halie Morris 37:06

The tolerance has changed the understanding? Exactly,

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Mike Derryberry 37:09

exactly. It's always been this way, we just never really knew it. In fact, you can go back 100 years, and you can see some of the the amazing leaders, I mean, go back and you can look at some of the stories about Henry Ford, and, you know, some of the, you know, the mega giants of industry. And the reality is you look at the way that the things that they wrote and the the internal systems that they had, and the values that they had, and the purpose they had. You look at that, and you go, Oh, my gosh, these were people who really understood, right, these were people who really got it. And listen, I mean, that if you want an example, go back 100 years, because some of those guys really got it, you know.

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Halie Morris 37:54

And they weren't born like that. They developed that. They weren't leading people as toddlers. Trust me.



Mike Derryberry 38:02

Yeah, exactly. They learned to become the kind of people and they learned it through experience. They learned it through difficulties, failures, hard times, you know, challenges. They learned how to be that kind of a leader.



Halie Morris 38:18

Yeah, just because it wasn't always a conscious thought that what I'm doing is actively working towards a leader. They were learning what actually worked in the world. So then the understanding of it might have been different, but the results were the same as far as what they made. With all of that work. They put in all of that development, education and practice. It was what a good leader?



Mike Derryberry 38:44

Yeah, absolutely.



Halie Morris 38:46

All right. Well, I think this was a great second episode for our mini season. I'm learning a lot and getting to bring up all of these important thoughts that have impressed upon me over the years. And it's just, it's so important to realize that a lot of what we're doing in life, especially leading is skills that we develop, and you have to humble yourself and be willing to put in the work and the practice and the time in to build up the experience. It's not going to happen tomorrow. You might not even happen in the next couple years. And that is perfectly fine. So



Mike Derryberry 39:24

Yep, exactly.



Halie Morris 39:25

All right. Well, thank you for joining us, Mike. And thank you everybody for tuning in. Remember, we got two more episodes. So thank you.