

BtR 393 Transcript

00:00:00 - Jerry Dugan

Have you ever felt stuck in a rut because you're dealing with a bad boss? Welcome to beyond the Rut, the podcast that shares encouraging stories and practical tools to help pull you out of your rut into a life worth living in your faith, family, and career. I'm your host, Jerry Dugan, and in this episode, we're going to be joined by Jim Salvucci. He's a professor, and he focuses and specializes in leadership development. He's on a mission to rid the world of bad bosses. So we're going to be talking about the things that leaders can do to be mission driven, to be in line with positive values and behaviors that just support team, trust and growth and performance and all those good things. So sit back, relax, take some notes, because chances are you're a leader and you want to just keep growing as a leader, and that is great. So I'm glad you're here.

00:00:55 - Jim Salvucci

Here we go.

00:00:56 - Jerry Dugan

Hello, professor. How are you doing?

00:00:58 - Jim Salvucci

I'm okay. Awesome. No one ever called me professor.

00:01:01 - Jerry Dugan

I had to do it finally. And I've had professors on the show, and I've never like, now, before we even got on the call, I was like, Hello, Professor. But I wanted to make it sound like, very villainy, but I botched that. Anyway, we're moving on. Thanks for calling in from New York. And we met through a platform called Podmatch, which my audience should know by now. It's kind of like if a podcast directory and a dating site got together and had a baby. It'd be pod match. It links guests and podcast hosts together to do shows like this. I use it for both. I use it as a host. I use it as a guest. And I've met a lot of great people. And, Dr. Salvucci, you are one of. So we're going to be talking about ultimately being a mission driven leader. What are the nuances around that and really how that helps leaders, really help all of us rid the world of the scourge of bad bosses, which is your mission statement on your website. Now, I know your career has taken you through higher education. You were a university professor. You became a dean. You became an administrator. So you've moved up the ranks in higher education. But I'm curious, what was it that put you on this path to rid the world of the scourge of bad bosses? Because I'm pretty sure we've all found ourselves in a rut where the core issue was the stress we were allowing a bad boss to put into. So, like, what brought you to that mission?

00:02:36 - Jim Salvucci

Well, precisely that. Yeah. Thank you for having me, Jerry. So I'll tell you quickly a little thumbnail sketch of my history. So I was an English professor at a university you never heard of outside of Baltimore, and I was asked to become the dean of the School of Humanities and

Social Sciences, which was great, except for one thing. There was no school of Humanities and Social Sciences, so I had found it. So my first administrative position was to found a school. And first I was a little intimidated, but I realized putting together a school is ridiculously easy, right? It's just putting this with that, and no big deal. What's hard is making it work, right? Putting it all together and getting the machine to run. And that requires leadership. And I have tons of leadership experience, going back to when I was a little kid in Boy Scouts. But what I never done was I never really studied leadership. So I looked around, and my bosses, frankly, were atrocious, and my peers were just flailing around my fellow deans. They didn't know what they were doing. I imitated them for a little while, and I just realized they were just spinning their wheels. So I thought, okay, I don't really have any models. I need to learn about leadership. So I started treating leadership like my new discipline. My first discipline is English. I started studying leadership, and I read books, the conferences I did trainings. I observed people I really admired and started putting together my own ideas about how leadership works and applying. Made a lot of mistakes. Learned from my mistakes, learned from other people's mistakes as I went along. Eventually I moved on from that institution, and I went to a school where I was the Chief Academic Officer, which is sometimes called the Provost. And this is somebody who reports directly to the president. And then I went on to another school after that to do the same thing. And then eventually I left higher ed altogether. When I left higher ed, I thought, what do I want to do? I really loved being an administrator. I actually really enjoyed that aspect of my job. And what I loved most about it was working with young leaders, making them realize how they had all this potential to be great leaders. I thought, that's what I want to do. I want to work with young leaders and help them become great leaders. I started thinking about, well, there's a personal branding exercise that Mike Kim, who's a great guru on personal branding, has put together. He calls a PB three. That's three questions, and the first one has a slightly rude word, but I'm going to use it. What pisses you off? What pisses me off? Well, bad bossing. It's everywhere. This idea. Another thing that really pisses me off is we have this idea that bosses are leaders. There are very few bosses who are leaders and even fewer who are great leaders. There are tons of leaders who will never be a boss, even great leaders who will never be a boss. Those two words have nothing to do with each other, but we use them interchangeably. We think, oh, this guy is the CEO. He must be a leader. No, that is not true. Those two things do not go hand in hand. So that pisses me off. The second question is about what breaks my heart. What breaks my heart is the damage that all these bad bosses do. Damage they do to individuals, the damage they do to their organizations, frankly, the damage they do themselves. They're usually pretty miserable in these jobs. They may love the money, they may love the position, they may love the power. But when push comes to shove, they're not happy people. And so finally, what can I do about it? What I can do is I can help rid the world of bad bossing by taking on one boss at a time and helping them become a great leader. And so that's what I chose to do. So I coach young leaders, middle managers, small company executives, even large company executives. Right now I'm working on a project with several partners and we are going to be working with K through twelve administrators where there's a lot of need for leaders. And we're going to teach them not to be managers, how to be leaders, how to guide people, how to drive people, how to motivate people, how to inspire people, how to get people to do what needs to be done because they want to do it.

00:06:25 - Jerry Dugan

I love that because the old saying is that people don't leave their jobs, they leave their bosses, they leave their managers. And it is so true. I mean, when you look at the current data that we had, what, 50.5 million people leave their jobs in 2022, which was greater than the great resignation in 2021. And the top two reasons that Gallup came, I mean, Gallup gave, like, the top five, but when you read each of the line items, it falls into two buckets. I did not feel cared for at work and I did not see opportunities for growth in my current role, which kind of falls into I didn't feel cared for at work as well. So there's this onus of like my manager didn't make me feel like my work and my time was valued while I was there. And then when I talk to managers who are losing people, they're like, my company is doing some great efforts to curb this turnover tide and expel employee dissatisfaction. But while they're still figuring out their programs, I'm still losing people. Now, what can I do now to stop this, to help my people feel engaged, cared for, and see those opportunities for growth without burning them out. And so that I don't have to burn out either. That's just a big need for that right now. So I'm glad that you're working on it and that we're kind of birds of a feather in a sense, because that is BTR impact's mission as well. Not the exact word for word, that's pretty cool. And I can't steal it because you already got there first. But I love that you're doing that work, something that you shared with me in our time leading up to this interview was that you want to help leaders be mission driven leaders. And I love that because I have a leadership credo, and I help leaders develop a credo, which is a statement of this is what I believe in. And I think a mission statement is that, but you say it in less words. So what is a mission driven leader? What does it mean to be driven by a mission statement as a leader?

00:08:21 - Jim Salvucci

I mean, there's two types of mission statements, right? There's the organizational and then there's the personal. I see them as being pretty much aligned. If your personal mission is not aligned with your business mission, you perhaps want to look for a different business or change the business or change your personal mission. Something needs to give. So we'll start with that. But let's talk about an organizational mission. If you work for a business, you work for a nonprofit, you work for an educational institution. By and large, there's usually some mission often stated, not always in educational institutions and nonprofits, they generally always are. And I'll tell you a dirty secret about higher ed. You can put mission statement after mission statement side by side, and they all say the same thing with a few little tweaks, but everyone's there for the same reason, right? So everyone's there ultimately to educate students, maybe at a research institution, they're also to do research, but they're there to educate, right? That is the main goal. And so that becomes the rallying cry if you're a good leader. An organizational mission is a set of shared values. If you don't have a mission, you probably have some shared values, and you tap into that. And what you're doing is you are using that to help your people at every single level, top to bottom, helping them understand why they're there, right? Start with why Simon sinek, right? Why are we here? What are we doing? Why are we doing these things? First off, if they're doing something that doesn't answer that question or answers a different why, you probably want to change that, right? That's mission creep, right, where you're doing things that aren't useful. So you want to be working toward that mission. And what I found was so I worked with faculty. Faculty are notoriously difficult to motivate because they're very

autonomous. They're very narrow board thinkers by training and also by the reward system. That's not a criticism, that's just a fact of the industry. And they tend to be very resistant. They have tenure, they have protections. So it's really hard to motivate faculty. So started doing was I started using the university mission. I put it out for every meeting. I would start with the university mission. I would talk about it with I put it up on a screen, and we talk about and we emphasize different parts, and we get into discussion about the mission for like, five minutes just to get them thinking in that way. And then everything we talked about, I would try to tie back to that mission. Why we're doing this, what we're doing, what I need them to do, and what it does for the employee is it helps them understand their role in the grand scheme. At a university, the faculty are very powerful as a group, but they're not very powerful as individuals. They're all just cocks. Right. If somebody leaves, we'll just replace them. Right. And that's like every worker everywhere. Yeah. They're highly trained, highly educated, intelligent, all those things, but ultimately, they could be replaced. No one's a unicorn. So how do I fit into the grand scheme of things? How do I fit into this university? How do I fit into this business? Well, the mission should be able to answer that. Once they do that, they can actually start to see the big picture. And with faculty, that's remarkable, because faculty do not see the big picture. Like I said, they're very narrow. Right. They wrote a PhD in this area, and that's their area. But that's what I used to do. I used to have them look at where they fit in, and then they could understand the big picture, understand what we were doing and why, and then that motivated them to want to work on new things, and we started doing all these really innovative things. The same thing applies to a personal mission, right. You're tapping into your values, and it's pretty obvious how that works, but you want to make sure that you're sticking to your values, and you should be motivated by your values. If you don't find your values motivating, they're not your values. And there's a variety of ways of identifying your values. One of my favorites is and if you go to my website, Guidanceforgrainess.com, and you sign up, you can get a free example of this, but it's just a way of identifying values via just sitting down and figuring out what is it I do on a daily basis and why. Right. Those things that you do are probably tied into your values, and what values do they reflect?

00:12:29 - Jerry Dugan

I love that. And I've come across leaders in my career, because my career is around leadership development, team building, organizational culture, those kinds of things. And when you came across a department that was doing well, thriving, they had a leader in that position of manager or director who had a strong connection to the organization's mission. Whether or not they ever stated their own personal mission statement, they had that strong connection. Like you'd hear them say it, it's just part of their vernacular that I worked in a Catholic healthcare organization once, and this guy would often say, to extend the healing ministry of Jesus Christ, we're going to do this project and take it to this level because of blah, blah, blah, blah, blah. He just infused it into his why of what we're doing, that it reminded everybody that this isn't just a software update, this isn't just an inventory of supplies that we've got. What we're about to do ties into a ministry that goes on for thousands of years, and we get to be part of this legacy. Like, that was the real message he was sharing with this group of hired help, the folks that sign on as nurses and nurse assistants and physicians and so on, because of that mission statement being infused in there. And you ask people, why are you doing this? I'm extending the healing ministry. Whether

or not they were Christian or Catholic, they would still say the same thing just because they're like, I am extending help to the people who need it the most. And it's just to feel that sense of being a part of something bigger is just big. I've seen that teams that do really well have a leader like that, and the teams that have the high turnover rate, the lowest engagement scores, if you asked that leader what is the purpose of their work and why are they together? They can only give you answers like, well, it's because my boss asked for this, or it's because the president wants this to happen. It's not even theirs. They don't even have a sense of ownership for it. For that reason, nobody else is on board either. I wonder how much have you seen that having a mission driven perspective helps create that sense of ownership?

00:14:46 - Jim Salvucci

Yeah, no, I think it's key. I think mission and values are aligned that equals ownership, right. To when there's a legendary mayor of Baltimore or infamous, depending who you ask, William Donald Schaefer, the guy who developed the Inner Harbor, and he would ask people when they came with an idea, he would say, how does this help people? And I adopted that. And I would ask people, how does this help students? Right? And that would help refocus what they were doing and keep them on and give them that sense of ownership, because that's what they were there for. They were there to help students. Whatever their role there, it didn't matter what office they were in or what department they were in or what they were doing on campus. They were there to help students. So, yeah, absolutely. That is key. It gives that sense of ownership every time. Yeah.

00:15:34 - Jerry Dugan

And of course, if you have that sense of ownership, then that sense of pride kicks in and you're willing to help make improvements and make suggestions, you see that engagement go up. And when engagement goes up, it's not just turnover that we're stopping. We're making a better product, a better so I'm just kind of showing Jim here, I drink the Kool Aid, man, I got this. This is cool.

00:16:00 - Jim Salvucci

And there's one other benefit. When someone isn't aligned, if they can't get aligned, then, you know, it's time for them to go one way, and that also helps a lot. And when you're hiring, you use your values. You use your mission with the hiring process so that people are on board right away. And that's what Fit is about. Fit's not about, I get along with you, although you want to get along with the person you don't want to hire. Jerks. But Fit is about making sure the person's aligned with the mission.

00:16:26 - Jerry Dugan

And it also helps, I think, when you are interviewing a candidate for your department or your team, and that candidate asks you what's your leadership philosophy or your leadership style, having a mission really helps you kick out an answer right away. I've been on both sides of that coin.

00:16:43 - Jim Salvucci

Yeah, absolutely. Go by.

00:16:45 - Jerry Dugan

Like, somebody asked me before I had a mission statement or a credo, and I was like, what? Sounds good?

00:16:49 - Jim Salvucci

Okay.

00:16:49 - Jerry Dugan

I'm collaborative. I support the growth of my employees. You could tell I was making it up on the fly, and the lady's like, okay. And she's like, taking notes. And I felt like I was under the microscope because I was an interview should be in two ways. And this lady reminded me of that. I was like, okay, I got to change this. And sure enough, my own leader, it was just where I was in my career. And she was like, all right, now it's time for you to develop your own leadership, Karito. And I'm like, okay, cool. So the next time I interviewed somebody, I got asked the same question. I'm like, Are people being coached to ask this now? This is so cool. But, I mean, that time I was like, boom. This is what I believe in. I'm a people centered servant leader who believes that your success as an individual pours into my success as a leader of the team pours into the success of everybody on the team and the organization, plus our customers. So the way I lead is I like to have collaborative meetings and projects. I like to hear from everybody on the team because it gives me the best information. And then what you can expect is an environment where you can grow, where you can seek your goals to grow your career. And as a result, I think that we'll find alignment in our own stuff. I'm paraphrasing my own credo right now, but it was something like that. It was like, boom. Instantaneous. And I saw that candidate smile, and she pretty much begged to join the team. And in the end, I had to not hire anybody because we had to do a hiring freeze. And that was so sad. But I had my triumph. I was like, yes.

00:18:17 - Jim Salvucci

I would sometimes mess with people because I have that kind of a sense of humor if they would ask that question, depending on the circumstance. One time I was in a group interview. I had a bunch of faculty and staff in the room. I was interviewing for a provost position and had the library said, because a lot of provost tend to they forget about the staff rather than the faculty in the head of library said, what is your attitude towards staff? And I said, well, but the staff, I watch them very closely. I look over their shoulders all the time. And I just went on and on like I was a micromanager. And I just watched her face change, and I said, nah, I'm messing with you. No, I don't do that. No, you're an expert. You're a content expert. You're an expert in your field. I trust you to do your job, and I'll work with you and set goals and blah, blah, blah, blah, blah. And the look on her face was classic, and I didn't realize, but the president of the college was in the room at the time, and he just.

00:19:08 - Jerry Dugan

Burst out laughing, wow, I got that job, too. Yeah, it's another way to see alignment, too, because I do something similar whenever I went in for job interviews, because people would tell me, hey, put your best foot forward. Put the humor in check. Be very serious when you go in there. And I would tell folks, why would I want to do that? Because if I do that, I'm presenting them somebody who has no personality, or at least in my opinion, no personality. I need to make

sure that my personality, I don't just have the skills and the knowledge that can help this team go where they need to go. I need to make sure I can come in here every single day, Monday through Friday, for eight to 9 hours a day and not go mad. And so I let my personality come out during the job interview because I got to read that room. I got to see, is this person picking up on my vibe? Am I able to pick up on their vibe? Can I joke about my approach to how I treat the staff and then turn around and say, no, I'm totally kidding. Who would want to work for somebody like that? And then to see the president of the college in the back of the room laughing, it's like, yeah, okay, I could work here.

00:20:25 - Jim Salvucci

This guy had a big laugh, too.

00:20:29 - Jerry Dugan

You're like, I found my people. That's when I discovered he was in the room.

00:20:32 - Jim Salvucci

I was like, oh, my goodness.

00:20:35 - Jerry Dugan

Awesome. Now, this might be a big, hairy, audacious goal for me to try to get us to tackle, but in your work as an executive coach, you're certified as a tiny habits coach as well. And I'm sure that's a part of all that. In what way can tiny habits like, what are tiny habits, and then in what way can they help a leader get away from being a boss and becoming more of a leader and becoming that mission driven type of leader?

00:21:01 - Jim Salvucci

Well, I'm going to start with it's hard to be succinct with Tiny Habits because it's pretty complex involved, but it's easy at the same time. It's fascinating that way. But I'm going to start with the fact that the best way to find out about Tiny Habits, the two best ways is one, buy the book Tiny Habits by BJ. Fogg and the other is there's an audible version of it as well, read by BJ. Fogg. And the other thing is to go to [Tinyhabits.com](https://www.tinyhabits.com) and sign up for the five day program, which is five days to get three new habits. And then you work with coaches, tiny Habits, coaches, I used to coach in that program and you will learn a great deal about the basics of Tiny habits, hands on. That way if you don't want to read the whole book, but I recommend the book. So what is tiny habits. Tiny Habits was founded, created, discovered by BJ. Fogg, who is a Stanford researcher. He runs their behavior change lab at Stanford and he made a few discoveries. One of the first things is what's called the Fog behavioral model. All behavior consists of three factors. The first is motivation, whether you want to do something or not. The second is ability, whether something is easy to do or not. And the third is a prompt, right? Something gets you to do it. You're crossing the street and a car comes at you, you jump back, that car is your prompt. It's not always that dramatic. It could just be somebody asking please donate money. But something is prompting you and it can be internal. So the motivation, we tend to focus on that when we talk about behavior. And the problem with that is motivation fluctuates wildly. And if you want one great example, walk into a gym in the month of January and then go walk into that same gym in the month of February. You'll see a mob scene in January and nobody in February.

Why? Because in January and the writer Daniel Pink explains why this is true in his book when. But in January, people are flocking to the gym because they're motivated to go work out by February that motivation has passed, okay? And it's like a mass psychosis, right? Everybody's motivated, then they're not. But that's just human nature. So motivation, it turns out to be a very bad way to manipulate behavior because even if you do it's only temporary. You never can control it. Ability though, whether something is easy to do or hard to do. Something's easy to do. And this is one of BJ's great insights, something's easy to do. Motivation almost doesn't matter, right? If I tell you, if I give you a prompt, I say pick a penny off the table. You're like, okay, I'll pick a penny off the table, right? If I tell you to pick up that 50 pound rock off the ground, you're going to go, what? No. Right? There's no motivation to do it, you have no reason to do it. And it's hard, right. So that's the basics of the fog behavioral model. One of BJ's other great insights is that you can look at habits and stack them on other things you already do, right? You want to develop a new habit, find something you already do a routine, another habit. You brush your teeth every day. Do something. Stack it onto brushing your teeth every day. When I brush my teeth, I am going to then floss, okay? That kind of a thing. And the other thing he adds into that is what locks in a habit? Well, you've been told that maybe it's 21 days to a new habit no. 90 days to a new habit? No. Six months to a new habit? No. I've seen all of them are nonsense. What locks in a new habit has nothing to do with time. It is emotion drives a habit is emotion. That's what locks it in. And so BJ, being a very positive guy, says you want to develop a new habit, celebrate it immediately, and that celebration will lock it in. And this is true. Now, give you an example of a habit that you may have developed in the past decade or so almost instantly, okay? People who are old enough will remember flip phones. Flip phones were nice. They were convenient, they weren't very interesting. You didn't find yourself picking up a flip phone saying, I wonder what's going on my flip phone now. Then one day the iPhone comes out and all of a sudden everybody has smartphones, right? And the first time you look at a smartphone, it's designed in a way that, well, it's supposed to give you an emotional rush, right. There's always pretty colors and lights and things happening and apps and all this stuff, right. So when you look at it, you're like, that's interesting. And you have this emotional response to it. Very positive. You kind of crave it. So then all of a sudden, maybe a minute later, you say, I wonder what's going on with my iPhone. I wonder what's going on with my smartphone. And you've looked at it ever since you developed a habit in one instant because you had that emotional response. Yeah.

00:25:54 - Jerry Dugan

Dopamine is a powerful, powerful chemical.

00:25:58 - Jim Salvucci

And so you can use this to also you can do things. You can change your mindsets using tiny habits by starting with your behaviors, right. If you react a certain way, say you ruminate over, right. You get bad news, your boss comes in at the end of the day. I actually had a coaching client who had this very, very issue a few weeks ago. Coach came to him at the end of the day, said, oh, I mean, boss came to at the end of the day, said, I need you to do this thing and it's got to be done by tomorrow. In the past, he would have just been. Fuming and ruminating, blah, blah, blah, blah. And we talked a lot about his rumination and how he could recognize and how he could react to it. And instead what he did was he just closed his computer. He had plans to go out with his friends and he went out with his friends and the next day he woke up and guess

what? He opened his computer. The project was still there and it looked much easier. Yes. And he knocked it out in no time when he was fresh and clear eyed. So you can use tiny habits to build a habit, what we call a tiny habit recipe around something like that. So it's sometimes a little hard to identify your emotions. But if you get good at identifying your emotions, you sit there and you say, okay, well when I start ruminating, when I realize I'm ruminating, I will stop, pause, walk away from my work and then I will celebrate that. Okay? In the case of my client, he didn't celebrate that. So I told him he better start because otherwise it wasn't going to lock in and he started and then he found himself in similar situations. It did exactly the same thing. It became a habit and it felt good. That's a tiny habit recipe. So a tiny habit recipe is you find something you already do, positive or negative, it doesn't matter. You find something you already do and you tack a habit onto it. The classic habit is what BJ calls the Maui habit because he developed it in Maui, I guess. And very, very simple. When you wake up, you do something that tells you wake up. Usually it's not wake up itself because that's a little fuzzy. But maybe you sit up, put your feet on the floor. Some people really aren't aware weak until they get in the bathroom and start brushing their teeth or something. So whatever it is, when you look in the mirror, when you put your feet on the floor, you know you're awake. You say to yourself, today is going to be a great day. And then you celebrate. Throw your arms up, do whatever it is that makes you feel a sense of success and accomplishment, which BJ calls the shine. He calls it the emotion of shine, the emotion of success. You feel shine that will lock in that habit. And then when you start your day that way that can alter the entire trajectory of your day. I find when I started doing that my mornings went a lot better. Mornings used to be tough for me and all of a sudden it was like I just felt this positive thing first thing in the morning, first thing in the morning. And that's a perfect example of a recipe. Another classic is a lot of people want to work out and they're like, oh, I got to go do 50 push ups. Well okay, maybe you can do 50 push ups if you're not going to be real motivated for very long. Yeah. Find something you do. And another classic recipe is the pee and push up recipe, right. Every time I pee, I'm going to go and do not 50 push ups, one push up or two push ups or I'm just going to get down on the floor in a push up position. Or it could be squats, whatever exercise you want, but I'm just going to do one or two and then I'm going to celebrate it. I started that about a year ago and now I can knock out 50 push ups like it's nothing, right. And every time I use the bathroom, I do like 25, 30 push ups. So by the end of the day, I've done well over 100 push ups, right. Depending on how much you use the bathroom.

00:29:22 - Jerry Dugan

Yeah. I'm thinking like for the listeners at home listening to this or in your car, I don't think Jim does this in a public restroom. You're not going to see him drop and do 25 push ups or in front of a urinal. You work from home, I think if I remember correctly, just to clarify everybody.

00:29:40 - Jim Salvucci

You could do something else, obviously adjust for your own needs. And actually, technically for me, it's actually opening the bathroom door that does it. So when I open the bathroom door, I drop and do push ups.

00:29:52 - Jerry Dugan

See, there we go. That's the clarity that my friend Sean needed to hear. So you're welcome, Sean. Sean's rolling his eyes at me right now. Now I'm glad that we were able to cover this stuff,

especially know, triggering those small changes. I think I had Dr. Ed Slover on a few months ago and he talked about those incremental changes are what really help us drive that needle.

Because for me, I learned if I walk 45 minutes a day, three times a week, I'll actually shed the pounds that I want to. But then when it's time to go walk, I'm like, 45 minutes. But then I'm like, why don't I start with five and start working my way up. Now I'm doing the 45 minutes. But I had to build up to it. I had to keep tacking on time. I went out there and did more.

00:30:38 - Jim Salvucci

You're planning a scene when you do have it, that's exactly what it is. And they grow into larger habits or sometimes they're just reminders. You just need to remember to do some drink some water in the morning, that kind of thing.

00:30:48 - Jerry Dugan

Yeah, exactly. Now, I know folks can find you@guidanceforgreatness.com. You've got your own podcast called on leading with Greatness. I recommend you guys take a listen to it, subscribe to it, leave him a review. Because we want to rid the world of the scourge of bad bosses. We don't want you to be that guy who is the bad boss. Be the inspiration for somebody's career, not the cautionary tale. Now you've got a freebie you give away. It's a toolkit for transformation. Can you tell us a little bit about that freebie that people can get?

00:31:19 - Jim Salvucci

Yeah. So if you go to Guidance for Greatness and sign up, you get that and a motivational tool. So it's a simple acronym. Great. Great. And it helps you focus your leadership right away. Okay. I'm not going to go into the details because I want you to sign up so I don't reveal too much. But it helps you develop your leadership skills in a very clear and succinct way. One of my things, and one of the reasons Tiny Habits appeals to me is because I've long been a fan of Kiss. Keep it simple, stupid. Right. I've long been a fan of Occam's Razor. The idea that you don't add things when you're trying to figure out a problem. Don't say something from the outside. Just look at the evidence you have. Things that are simple are usually truer, right. Or at least certainly graspable. So the more complex something is, probably the more unreliable. Woody Guthrie said that it's easy to make something complicated. It's extremely difficult to make something simple, and that's a fact. And so it takes more skill to do something simple. But it also means that you can use simple things as tools. Tiny habits is as simple. One push up leads to 50 push ups eventually. Right. It plants a seed. And that's the way the world basically works. We shouldn't just be jumping in and doing everything all once. So that's what this tool does. It helps you transform your leadership in very simple ways.

00:32:47 - Jerry Dugan

I love that. And I know if people want to book you for a speaking engagement, a workshop, to ask you a question, a vital question about Bob Dugan, they can email you at info@guidanceforgreatness.com as well. Before we go, any final words of wisdom, whether they're from you or inspired by Dugan?

00:33:06 - Jim Salvucci

Inspired by Bob Dugan.

00:33:08 - Jerry Dugan
I never get to say that.

00:33:10 - Jim Salvucci

It's a whole nother podcast. So Bob Dugan, one of his many great songs, very early song, he said, don't criticize what you can't understand. I think those are incredibly powerful words. We have a tendency, when we don't grasp something, to sort of critique it and pretend that we know what's going on. But the fact is, we don't really know. When I was a kid, it used to drive me nuts when I was into weird stuff, like books that other kids weren't into. And I'd be reading a book and somebody said, oh, that's stupid. I said, Why is that stupid? Well, I don't get it. I looked at that book, I didn't understand. I said, well, so it's stupid because you don't understand it. Right. Really, you need to learn to understand it before you tell me that it's stupid. You need to understand things before you can compete them. I think that's an incredibly powerful line that's often overlooked, and it's something. If we thought about that as we go through the world, as we judge the world as we do, I think things would be a lot clearer for us.

00:34:12 - Jerry Dugan

Awesome. Jim, it was great to have you on the show. I'm glad we were able to connect and I look forward to staying in touch with you.

00:34:18 - Jim Salvucci

Absolutely awesome. Thank you, Jerry. Appreciate it. Wow.

00:34:22 - Jerry Dugan

I had a great time talking with Jim. It's probably because the topic had a lot to do with what I do for a living and that's helping leaders quell quiet quitting within 90 days by how do, how do they stake their leadership tent. I've been talking about this for quite some time now. For years I've been helping leaders with the soft skills to build trust, to build team cohesion, to inspire people to go out there after their goals and as a result, help the team succeed. And I'm very passionate about it because I think if you could succeed there, it's one a reflection of how things are going in other parts of your life. But also if you could succeed there, you are able to take a step back. Look up, look forward in your life, in a sense, as I said in my book. And really look at what does life look like for you if it were a total success in your faith, family and career? That's what I took from this conversation. That's what I love about this topic around leadership development because they all go hand in hand. You've got to really work on the inside because your success really, truly is an inside job. So there you have it. You got my two cent. I'd love to hear from you. So tell me, what did you think about this episode? Send me an email at beyondactuallyinfo@beyondtherut.com. So that's info@beyondtherut.com and I'll tell you where the show notes are and all that good stuff. This was episode 393, so beyond the Rut.com, three nine three will get you there as well. Now, I'm glad you joined me for this episode and I look forward to.

00:36:02 - Jim Salvucci

Joining you on the next one.

00:36:04 - Jerry Dugan
But until then, go live life beyond the Rut.

00:36:07 - Jim Salvucci
Take care.