

BtR 397 Transcript

00:00:00 - Jerry Dugan

Hey, what's going on, writer Nation? I am your host, Jerry Dugan. And we're going to be joined in this conversation this episode by Michael King. He is formerly, he was an executive pastor and Christian recording artist who hung that up in 2015 to help fortune 500 companies, specifically their C suite executives, apply a lot of the lessons and wisdom he's learned from his career so that they create team teams that are thriving and succeeding and that leaders can avoid burnout as well as prevent something called quiet hiring, which probably goes hand in hand with something called quiet quitting. So we're going to talk about all those things. Michael, how are things going?

00:00:38 - Michael King

Hey, man, thank you so much for having me. It's great. It's a beautiful day in sweltering Omaha, Nebraska. Today. It's probably going to get to 110 degrees or something like that. But welcome to August in the Midwest. Right?

00:00:51 - Jerry Dugan

Right. Yeah. And I'm down here in Texas, and we're expecting some record temps, too. I think it's cooler today. I think it's going to be like 104. Come on now. So I asked my wife if I could fry an egg on the balcony. She said, no, it's just wasteful. I'm like, okay, fine. But one of these days, I mean, we've been in Texas. Well, she's grown up here, but one of these mean, living in Texas, I've got to be able to put an egg out in the sun and see it cook. Right. It's just a thing we got to do here. That and barbecue. But I've got down.

00:01:26 - Michael King

Mean we're up here in the land of the beef, like corn fed, all that stuff. True story here. So we're putting a pool in our backyard, right? Not like a fancy in ground pool, but we decided to go with a nicer above ground pool, right? So we had to file for building permits and all this stuff to have these people come over and put this pool in. And the city denied our building permit for us to put an above ground pool in our backyard because of the drought in the Midwest right now. So apparently the town that I live in, I live between waiver between Lincoln and Omaha, Nebraska. The town gets its water supply from this thing called the Ogallala Aquifer, which is this massive body of water that's underneath the state of Nebraska. And apparently it's reached record lows because of the drought. And so there's water emergency around. So we're like, well, we paid for

this pool and we're going to get this pool put in our backyard. No, matter what. So we're like, well, what if we have the water brought in and they're like, oh, yeah, that's totally fine. So paid a couple hundred bucks and hired one of those big tanker companies to literally drive a mile away from our home, hook up to a fire hydrant, fill up their truck, because in Lincoln, Nebraska, they get their water supply from the river and not the. Yeah, so living in the Midwest, it's drought, apparently. I can't actually fill up my pool with our tap water, so we got fire hydrant water from a mile away.

00:03:10 - Jerry Dugan

It's almost like doing a public service too, because I know the fire departments have to run those every so often to make sure they don't get gunked up. So in a way, this company, I'm assuming, found a win win scenario where they can bring in water for situations like this and the fire department doesn't have to go out there and check the fire hydrant. Or maybe they do it themselves and I don't know how they do it, but somebody somewhere figured that out and that's pretty cool.

00:03:33 - Michael King

Yeah. But 7800 gallons of water filled up my pool yesterday in like twelve minutes.

00:03:39 - Jerry Dugan

Oh, man.

00:03:41 - Michael King

So that's a good thing, right? There was a win win for us.

00:03:45 - Jerry Dugan

Please tell me you recorded that to put on TikTok or something. That sounds so satisfying to watch.

00:03:51 - Michael King

I guess I probably should have.

00:03:53 - Jerry Dugan

You're like, next time. Jerry's weird.

00:03:57 - Michael King

He's watching a pool get filled.

00:03:59 - Jerry Dugan

What are you doing?

00:04:00 - Michael King

Water.

00:04:00 - Jerry Dugan

It's so fascinating. Guys, watch. Listen to the sound of the water. Oh, my goodness. There are people into stuff like that, though. My kids love watching things get destroyed. My daughter watches this thing where this hydraulic press just crushes random things, like a bowling ball or soap bomb or a bath bomb or whatever, and it's like, really? And then she had me watch it with her and 30 minutes went by and I realized we've been watching this hydraulic press crush random things for 30 minutes, and it became a core memory for me. I don't know about her, but I'm talking about it now. Oh, man.

00:04:36 - Michael King

Are you familiar with the term of ASMR?

00:04:41 - Jerry Dugan

Yes.

00:04:42 - Michael King

It stands for autonomous sensory meridian response. And there's people on TikTok that are, like, literally making a living just making sounds.

00:04:52 - Jerry Dugan

Yeah.

00:04:54 - Michael King

For therapy.

00:04:55 - Jerry Dugan

Pop it up on my for you page. And she just like taps her nails on the microphone. And to me, that's not soothing at all. And I'm just like, one of my wife watches. It's just somebody cutting things like kinetic sand with a knife. I'm like, oh, I could listen to that forever. And she does. She'll just play that in the background while she does things. I'm like, that is so cool. But it's an interesting phenomenon that that's a thing, and people make a living off of it. And it's not something that came up in career day when I was going through school, that's for sure.

00:05:30 - Michael King

That's a totally different subject, too. So you have to schedule that one.

00:05:33 - Jerry Dugan

For a different topic in the next episode of now, everybody. You just got a whole bunch of bonus content here. How to get a pool built and filled when the city says no to your permit, and then how to negotiate out of that. So actually, kind of a neat little story around. Not just taking no at face value, like, look for the common ground, look for the solution, look for the why behind the no. And you find that they're able to appease what their needs were, which is don't take water

away from our crops or whatever the reason was. And for you, it was like, I want a pool, and there's plenty of water somewhere, and you got it done. I don't know what to tell you guys about the ASMR thing. That's just me being me.

00:06:16 - Michael King

You put that together so good, though, man. That was killer.

00:06:19 - Jerry Dugan

I had a Mr. Miyagi moment there with the ASMR thing, but I just couldn't do it. Oh, man.

00:06:26 - Michael King

I'm working with a pro today, folks.

00:06:29 - Jerry Dugan

But here's the challenge. I don't know how to segue into the topic of leadership burnout, because that was one of the things that drew me to, let's talk to Michael, was you work with leaders about how to prevent burnout in themselves or reverse that burnout they're experiencing. And we're drawing from your experiences as an executive coach, assuming the Christian music industry and you're helping C suite leaders in Fortune 500 companies face that, I guess, share with us. What kind of burnout are executives facing in this current climate?

00:07:01 - Michael King

There's a lot of things that cause burnout. It's not just putting in more time than is necessary or just excessive workload or whatever it is, but it's really the understanding of what's expected of you and how can you deliver. What are expectations that other people have of you that are fair or unfair or regardless of what that is? And I know my own personal story when I decided. I always tell people that executive coaching kind of chooses you. You don't necessarily choose it. My story with being an executive pastor and also in the music industry was that I moved to Nebraska to be on staff at a church that wasn't a megachurch yet, but within ten years, it went from the 300 to the 3000. And I was kind of the systems architect for this whole thing, leadership development and all those things. And so the dynamics that took place as far as being on a team for the good or for the bad, we kind of saw it all coming into 2015. I knew that my time was

up. I knew that it was time for me to start checking out, and not to be spiritual or anything like that, but I knew that God was telling me like, hey, you're done, but I'm not finished with you. And I didn't necessarily know what the implications of what that would be. So I went back to school, got my master's degree. One of the things that was kind of bothering me a little bit about leadership forums within church ministry was that there was a lot of people without any education, but just with really big, charismatic personalities placing themselves in positions of expertise. And that's not necessarily valid all the time. And so I just wanted to make sure that I was the best of what I could do. So I went back to school, got my master's, started working on my doctorate degree, and the next thing I knew, I started working with companies. And my experience of dealing with personal burnout as a result of culture misaligned values, as a result of unrealistic expectations, and even some mindset issues that I had to work through on my own, all these things kind of came into play and I realized, you know what? I know what it takes to make dynamic teams. I'm passionate about it. And leaders can avoid a lot of burnout by surrounding themselves with the right people. So I'm like, let's go, man. I'm going to build this thing up. And the next thing you knew is within a few years, we were coaching leaders at high levels within Fortune 500 and global brands, and it's been a dream for us. But burnout is still a very real thing and it's going to continue to be. Things have changed so much coming through the pandemic and organizations trying to figure out how can we get bigger results by doing less things, lower budgets, all those types of things. And so it's a perfect storm right now. So leaders have to educate themselves on burnout culture and they have to make sure that they're creating the right context for their teams to thrive.

00:10:05 - Jerry Dugan

Yeah, I've seen that with organizations that are struggling with just retaining their employees, the past couple of years, the market shifted, and it had to do whatever it could to entice people to come work for them, including raising people's salaries. And then other companies were struggling with, all right, people have been working at home for a while, or in hybrid type of scenarios, morale is low. The answer is bring everybody back. It's just sort of like people are doing all these knee jerk reactions that are causing people to jump ship, go to other places. I heard that this year it's starting to tone down a little bit. This is 2023 when we're recording, and a lot of that has to do with fears of a recession coming. So employees aren't as ready to jump ship, because what if there isn't another ship to get onto? But that doesn't mean they haven't quietly quit or have shut down and they're not as engaged. So they just have people who aren't engaged and they stuck around, whereas before they were disengaged and leaving. And I know that's taken a toll on leaders. An HR leader had shared with me recently that they're seen in their organization, directors who are quietly quitting themselves because they know deep down their team is already looking for new jobs. And there doesn't seem to be anything they can do or they feel there's nothing they can do to write that ship. So in a sense, they're burned out, just trying to keep people like, whatever is going on up top is clashing what's going on beneath them. And they're just like, throwing their hands up in the air as well. Those mid level leaders are doing that. I don't know if you're coming across anything like that in the work you're doing.

00:11:37 - Michael King

Oh, all the time. All the time. And I think that when it comes to even on both sides of that conversation, if somebody wants to do something else and, and they have a bigger dream. Well, over the last few years, what we found out is that we've given people a lot of permission to be able to go, hey, chase that dream. You don't have to be doing that job that you don't enjoy anymore. You can kind of do anything that you want to do. In fact, if you want to work for yourself, go for it. Well, that is becoming a little bit harder to do that on your own right now, just because, again, the fear of a recession and things like that and governments not necessarily throwing dollars at people anymore for them to be able to start new things or work from home on that there's still a little bit of that type of mentality happening within organizational teams, but the people that are leading them, they have an opportunity to lead either with abundant mentality or scarcity mentality. And I promise you this, it's kind of like one of my therapists actually said to me in her British accent, what happens to a bird when you squeeze it too tight? It leaves. I think when it comes to leading our teams, it's like, okay, what's your dream? What do you see yourself being in the next five years, and what can I do to be able to make sure that you actually get what you want? There's a certain level of emotional intelligence that's a completely different play today if you want to be able to keep your team engaged, but if they feel like the only reason why that they're on your team is to do the thing that makes you famous, probably you're going to end up losing players eventually.

00:13:15 - Jerry Dugan

Yeah. I've seen entire teams just have an exodus because their senior leader had that mentality of, whenever we present something, I've got to be the person out there taking the credit. I've got to be the one that launches it versus the folks that are really thriving are the leaders that say, hey, I'm going to introduce this program to you, but not really. I'm going to introduce you to the person behind the program. It's so and so. And they spent two years getting data, designing this, working and collaborating with other departments. So I'm going to let this person share with you why this program is so awesome, and then gets out of the way. And then this person's in the spotlight. You're like, wow, this is my moment. I've worked this, and that person doesn't care if he or she is getting paid less than their colleagues in other companies. They are happy where they are. They're finding meaningfulness in the work because their leaders had that courage to say, I don't have to be the star of the show. My job is to lift up all these other people who are and help them thrive. And I love that you brought that up in your words. But that's what's coming into my mind here is we're talking about that. And I think when we lead like that, that also helps prevent that burnout. Because what's the impact on our employees when we ask them, what is it you want in your career and in your life, and what can I do to help you get there? That's got to make a positive impact on engagement, I assume.

00:14:35 - Michael King

Yeah, I think when you think about it, and I look back at positions that I've held in my life and whatnot, finances haven't always necessarily been the main driver of what I do. It's not necessarily my motivation for me to wake up. And I think some of my advisement team would probably challenge me on that on a day to day basis, because ultimately, at the end of the day, even when I serve my clients, I always over deliver. Because for me, impact and influence and relationship and transformational relationships are always more important than the immediate financial indicator. Right. And I think that there's a lot of people that are on teams that are like that. When you think about the currency of impact and influence, okay, if you are putting me in a position on your team and you're not allowing those two things to flourish within my toolbox, then you're going to pay me to be here. But if I find myself like, hey, I'm making the best impact that I possibly can make. I have the highest level of influence I've ever had before. The leaders around me are championing me like crazy. The culture of my team is contagious and it's good. We're on fire. Let's go. Right. I will go ahead and sacrifice something to keep this thing alive. You take those things away, it's going to burn. Yeah.

00:15:53 - Jerry Dugan

And I talked to somebody else earlier, and we were talking similarly about this, that you often hear the phrase, people don't leave their jobs, they leave their leaders or their boss. And I think it's because the boss either creates this environment where this type of thriving happens or they don't. And it often comes back to that leader, though. Are you setting the stage for other people to thrive in it or are you suffocating it? And if you're suffocating it, yeah, they're going to leave you. They're going to go to another environment where things are going to be going. Well, to bring it back to burnout, though. Like, if I recognize or I'm feeling burned out, I'm willing to admit I'm feeling burned out. What can I do about that? What steps could I take as a leader to reverse that burnout I'm experiencing?

00:16:42 - Michael King

Yeah, absolutely. Well, it always comes down to these three different areas. And not to oversimplify it, that's not what I'm saying. But when it comes to self evaluation, you want to be able to take a look at these three S's and finding out, okay, what's broken right now, that's actually causing me to feel this way. Okay. It always comes down to where we put our emotional energy. So is it in our systems? Is it in our strategies, or is it in our structures? Now let me explain this really quick here, because I don't want to oversimplify it, but here's the thing, is that a lot of times we end up putting a lot of our emotional energy into the things that don't matter, the things that are absolutely necessary that they have to change over a period of time. And those things are our systems and our strategies. Those things need to be completely fluid. And a lot of times, leaders spend up putting all of their emotional energy into their systems and

strategies or in their work performance, per se, because that's where we find our identity. And those are the things that we created. And so when we do that, we're setting ourselves up for failure, because those are not the things that are actually what we call external forces of burnout. Those are things that are actually caused internally. It's the way that we're wired. And so knowing how to understand who we are organically and making sure that we have realistic expectations of what we do and also holding on to things a little bit more loosely. I've actually coached leaders that I kid you not. I was just in an executive coaching session on Tuesday with a leader, and the guy is absolutely brilliant. But every single system that he's ever developed and every single strategy that he's ever developed, I've seen it fail. I've seen it burn. And this guy will actually go down with his company because he's proud of the systems and strategies that he developed, even though they're not producing the results that he wants.

00:18:26 - Jerry Dugan

Wow.

00:18:26 - Michael King

And you've seen it. I've seen it. Like, you get in those rooms and you go, you know what, bro? You're just not really as necessarily as brilliant as you think you are. And that is going to be the thing that's going to burn you out, is that you're just not willing to let go and make these changes. But that third s is where you need to make sure that it's your structures, because these are the people that we're actually serving, right? This is the people that serve us. These are the people that we report to, and these are the people that we end up taking care of. And it's also, how do we take care of ourself? And so it's like one of those things, like, okay, man, if you're starting to feel burnout and you're not putting a lot of energy into your systems and your strategies, but you look at it. You feel like your boss is stressing you out. You feel like your team culture absolutely stinks. You feel like you're not getting enough sleep and that you're just working things. This comes down to a people issue. And sometimes it's people management, sometimes it's managing yourself. So you have to learn how to do that. You have to either work with a coach, work with a consultant, work with your boss if there's no people issues there. But figuring out how to actually get yourself to a place to where you can manage realistically the things that you're supposed to be responsible for, and then letting go of the things that you're not responsible for, and stop allowing those things to steal your energy.

00:19:43 - Jerry Dugan

I love that step of introspection first, and then looking at everything else around you is huge. Now there was a phrase that you shared with me before we started recording. Now I've heard of quiet quitting. And that's where your employees, maybe even yourself, have. You've checked

out. Like, you still show up for the paycheck. You show up for the hours you're required so you don't get fired and lose that paycheck. But as far as your willingness to do more than what somebody is noticing you do, that's gone out the window. That's the quiet quitting part. You might show up and maybe you're looking for another job while you're on your job, which is kind of stealing in a sense, if not. Not a sense, but in fact. Or you're just not willing to do more than the bare minimum. Like, what's the standard for me to get paid for the five days or four days of work or 8 hours a day, whatever structure you're on. But you used a phrase that I've never heard before called quiet hiring. And I was wondering if you could unpack that for us. Like, what is quiet hiring? What does it look like and what do we do about.

00:20:48 - Michael King

I think. I think quiet hiring has actually been around a lot longer, and it's been called other things along the way. But there's a leader. She's the senior director of research at Gartner. Her name is Emily Rose McRae. And she's actually the one that I read this Forbes article about. And I thought that she was just absolutely brilliant in. But where she actually coined the phrase quiet hiring. And so she describes it as quiet hiring is when an organization acquires new skills without actually hiring new full time employees. And so this could be through outsourcing, like short term contractors, but it usually means giving current employees more responsibilities beyond their current job description. So when you think about that, when you think about how many times transitions have happened within organizations, and then all of a sudden there's a decision that's made of, like, going, you know what, Jerry? I think Jerry could be amazing in our maintenance department, too. He's great at sales, but what if we actually gave him two? And now Jerry is the maintenance guy, and he's also a salesperson, and he's not getting paid anymore to do he. So here's this new skill set that was acquired by the organization without any type of financial investment, and they're doing it out of necessity. But I do believe that it's a short term play on the organizational side. And so I always advise trying to stay away from it as much as you possibly, like, do an internal operational audit before you actually make that decision and find out, okay, where are we putting resources on things that we're not getting the results that we want, and let's stop doing those things. And so it's free of some resources to actually hire the right positions on the other side of it. If you are Jerry, and you want to be able to maybe for a short season, negotiate greater influence within your organization, I think it's okay to say yes to those type of opportunities as long as there's a begin date and an end date on those things, because you want to show that you're a team player.

00:22:57 - Jerry Dugan

I've seen, having gone through two, what they call ERP projects with two different organizations. So if you don't know ERP is enterprise resource planning. It's where you take, it's kind of.

00:23:07 - Michael King

Like Lord of the Rings, but in.

00:23:08 - Jerry Dugan

IT systems, you take all these different computer systems, and you, under one system, bind them together and rule them all. I don't know. That's probably the worst analogy ever, but that's how I explained it to folks every time I was on one. But it's the most real world experience or example I can think of from what you just shared with quiet hiring, because I remember the implementation partners sharing that. The best way to pull this off is that you have your team of people who are going to help redesign the system and create this new infrastructure, but you need to hire some temporary folks to backfill the job they used to do. And what will happen is this person that is part of your ERP team has just that job to worry about. And in both organizations, I saw where they said, not only is that person going to be on the project team, but they'll also be able to carry out their current job. And I learned, as the training guy on both of these projects, is that you wind up tapping into these folks who already have two hats on, and you're adding a third hat, which is, I need you to help me develop the training that'll go to everybody. It's like, you see so much attrition during ERPs because they're done. They're just like, I wore so many hats, and I only got paid. Some of them get bonuses, and I've seen that, and it's good. It's like, yeah, thank you. But if nothing changes and they still have to wear two hats afterwards, they're like, all right, I'm done. Here's the manual that I created. Good luck.

00:24:37 - Michael King

And they're gone. Well, can I share a quick story on the leader implications side of this type of scenario, too? This is real life scenario. So, one of my clients is a Fortune 500 company out on the West coast, and I'm coaching directly with the president of the company. And he had a massive infrastructure shake up to where one of his regional VPs was removed from a position. Not necessarily. They just weren't a great fit, but they still are working within the organization. But what ended up happening was that there was so much attention needed to give to this kind of keeping that team together for that region. The senior leader, the president, decided, well, the only way that I can actually see this thing working is if I actually put myself into that seat for this next season. So, in a way, he kind of quiet hired himself, right?

00:25:29 - Jerry Dugan

Yeah.

00:25:30 - Michael King

And so he's the president, and now he's sitting on advisory boards, and now he's sitting in this temporary seat of being this regional VP as well, or sales of this other region. And I kid you not, Jerry. It's like, so this guy went from meeting with me every single week and engaged and was getting family stuff worked out and was seeing the best versions of himself, had the right energy coming into place, the systems and strategies for raising top line revenue for his company. We were knocking it out of the park, and then all of a sudden, everything kind of came to a screeching halt. And I get a message from his executive assistant one day, hey, we need to reschedule his coaching session with you for later in the week. Okay. Well, later in the week came, and then I get another message from his assistant, hey, we have to cancel today's session. We have to cancel next week's session. And then we also have to cancel your one day event, your one on one day with him, that's coming up in two weeks. And this guy literally just kind of like withered off into obscurity. But it's because, again, so when you make these decisions, number one is understanding is that the most expensive energy is yours always. And knowing where you're going to get the biggest return on this. Sometimes it's almost better to have an underqualified, high character leader sit in a spot temporarily than it is for you to go ahead and spread yourself too thin and start the compromise of multiple different things, from character to operations to credibility. It's amazing how the things that we fought for twelve years ago all of a sudden can go away so quickly. When we make the wrong call, it's.

00:27:08 - Jerry Dugan

Almost like we forget that leadership is a different set of skills and competencies than an individual contributor. Like the responsibilities are different. And I learned that lesson when I was in the army during a training exercise. Got my entire platoon wiped out one morning. Now they're all alive and well. It was a training exercise, but it revolved around guard duty. Like there was a shift that nobody in my platoon wanted to take. It was the 04:00 a.m.. Shift, because if you get up at four, you do your guard duty for an hour, you go back to bed at five. What, to wake up at six? That's nothing. I'm going to be awake for 2 hours instead of one. So I took that. I'll do that guard shift and be a pal to everybody. And it was during that hour that the instructors came through and wiped out my entire platoon. And that was the lesson they told me was you as the leader, had a responsibility to make sure everybody was on guard. Instead, you went on guard duty yourself and left them alone. And that's when we killed off your platoon. I was like, yeah, you help guide people. You prepare everybody to do everything. You provide the rest. You don't do their job for them, you help them do their job for them. I was like, oh wow. And I've seen that when a leader wants to kind of put on that individual contributor hat and they forget their responsibilities for the whole picture, not just this one piece. Love that.

00:28:32 - Michael King

Yeah. Oh, absolutely. Well, on the flip side of that too is this like if you're a team member and you are within an infrastructure or organization that they've adopted quiet hiring as kind of like their main go to right now, it's a reactionary state. Typically there's not a master plan in place, and so you just have to make sure that whatever the opportunities are that you get clarity on what's actually being asked of you and how long it is for. But never give yourself away on things that lack clarity. Clarity is always kindness. So run with that.

00:29:08 - Jerry Dugan

Yeah, because it gives you the guardrails you need. So then after this project is done, you're not getting fired or laid off because they feel like you're not doing your job. Nothing's more painful when that happens. And then they replace you with three people, and you're like, really? You told me I wasn't doing my job, and you replaced me with three people? Come on.

00:29:28 - Michael King

I've never done that for sure.

00:29:30 - Jerry Dugan

Yeah, I've been on the receiving end of that. So there's something you also have. Your company is called Teams coach, or the website is teams coach, and you've got this teams methodology of coaching. Tell us how you help those Fortune 500 companies through your teams methodology.

00:29:49 - Michael King

Again, I think one of my values is simplicity and clarity and making sure that nothing is ever ambiguous, but giving people the frameworks in which they can actually thrive within. And so one of the frameworks that we developed early on, which is why we named our company, actually teams coach, was because of the teams methodology. And it's simply this, is that for me to be able to give a leader, it doesn't matter whether they're senior leader or a support leader within an organization, some sort of framework, as far as how they can run meetings and how they can hold themselves accountable and how they can keep track of whether actually moving things along. So it's kind of an operational system. Right. But so every single thing we do, it always touches on targets. Like, what is your bullseye? Are you hitting it? Do you know what your bullseye is in the first place? Are you going off track? Second one is engagement. How are you engaging with yourself? How are you engaging with your team, and how are you engaging with your audience? The third one, action steps. Do you have clear action steps that are actually

truly leading you to your bullseye, or is this just a big smoke and mirrors game? Think about that. How many times have you actually been a part of having clear action steps to do something, but they didn't serve the Marvel Cinematic Universe? Yeah, that movie didn't fit within the constructs of what we're trying to build here. And then the last two, momentum, not necessarily like, hey, let's add more to your plate so you can go faster. But it's more about, hey, are you able to recognize the things that are slowing you down? And what are you going to do about it so you can go faster and then synergy, like, what is actually truly winning? Are you putting some resources and some adrenaline into the things that are working? And how are you going to celebrate that? Let's go. Let's go ahead and bring that up. So every single week when I'm meeting with my leaders, we operate kind of out of that. And so we built it into our teams coach app. So every single day they get nudges that's built around that framework. And it's simple because guess what? I don't know if you've ever felt like this. One of my values is over delivering, and so I had to kind of learn this the hard way of going. Okay, cool. I get to coach these leaders that are world changers. So I better make sure that I over deliver. They don't want me to over deliver, right? They're like, hey, I'm busy. Give me something thAt's going to give me the fastest result without me. I want to be your friend, but I just want to win. So that's kind of like what we did was like, okay, cool. We're going to go ahead and create something that has high level value. But that's super simple that people can actually get involved in an executive coaching program without feeling like they have three to 4 hours of homework every single week.

00:32:24 - Jerry Dugan

Yeah, it's sort of that. Let's get to the chase. Let's get to the bottom line. What's the one thing I could do that's going to make 80% of the impact that I'm looking for? And, yeah, at that level, that's what they're looking for. What's that parieto principle, technique or implication or application? And, yeah, delivering that is huge. And just that. Let's keep it simple. Yeah, I know 80%, roughly, of your clientele are from Fortune 500 companies, but that doesn't make up the entirety of who you work with. You've shared with me that you work with small businesses, you work with faith based organizations and that kind of thing. So if somebody's been listening to this and they say, I need Michael, I need that coaching methodology, I need that kind of success. I want that kind of approach. What's the best way for them to reach out to you and find you?

00:33:11 - Michael King

Yeah, absolutely. Well, make sure to check me out on social. So Michael King or Michael King Jr. On Facebook, teams coach on Facebook, Instagram, Michael King Jr. Official and then also LinkedIn, make sure to track me down there as well. But you can go to my website WW DoT teams coach and find out everything that you need to know on how to get in touch. With me personally, we do have tons of free resources available right now. We're giving away the 2023

and 2024 Ultimate Strategic planner, so feel free to drop me a line and we'll get you what you need.

00:33:45 - Jerry Dugan

Nice. And then before we go, any final words of wisdom?

00:33:49 - Michael King

I think when we're talking about these ideas of quiet quitting or quiet hiring per se, is when it comes down to our own personal identity within all these things, we have to find out what our motivations are as far as why we want them in the first place. A lot of times we actually put ourselves into places of burnout because we want the wrong things. And it's okay for you to be able to kind of do a little bit of soul searching per se, and actually ask yourself some harder questions regarding, like, okay, why do I want the things that I want? And is it something that is out of pure motivation, or is it something that's being inspired to me because of external pressures? So be the best leaders that you can be. Lead intelligently, keep things incredibly simple, keep your communication incredibly clear, and honor the people that you work with with kindness and transparency, and you'll always win.

00:34:41 - Jerry Dugan

Awesome. Michael, it was great to have you on the show. I'm glad we got this worked out. The airline industry was not going to stop us this time, and I'm looking forward to staying in touch and collaborating as the years go on.

00:34:51 - Michael King

Hey, thank you, Jerry. Appreciate it.

00:34:53 - Jerry Dugan

Wow. I hope you got a lot out of that conversation like I did and took copious notes to apply to your work as a leader, whether it's a formal leadership role or an informal leadership role. But there are things we can do to boost the morale and the engagement and cohesion of the teams we are a part of. Now, if you want more information about how to reach out to Michael King, as well as resources on Beyond the Rut about leadership, effective, impactful leadership, then

check out the show notes at <https://beyondtherut.com/397>. There we'll make sure you have all kinds of resources and goodies to help you propel your leadership career and impact lives for the better. Now, I'm glad you joined me on this episode of Beyond the Rut, and I look forward to joining you again on the next one. But until then, live life beyond the rut. Take care.