

# BtR 399 Transcript

00:00:00 - Jerry Dugan

Hey, Rudder Nation, this is your host, Jerry Dugan. And on this episode, we've got special guest, retired Lieutenant Colonel Oakland McCulloch. And he's going to share with us his story of army leadership, the lessons he learned from army leadership, what he does to keep himself unstuck from a rut, and how he's inspired other people, future leaders of the military, of their communities, and even our country, to live their lives in a way that's intentional, that inspires others, and we're just kind of changing the world in that way. So leadership, very powerful. We're going to talk about how to lead ourselves, how to lead others, and leave that leadership legacy that you want to leave. All right. So with that said, oak, how are you doing?

00:00:41 - Oakland McCulloch

I'm doing well, Jerry, thanks for having me on the show. I've been looking forward to this.

00:00:45 - Jerry Dugan

Same here. We connected through, I think, LinkedIn. And when I saw that you were retired army, you had the Stetson hat on your profile, like, oh, this guy's a tanker. All right, cool. It turns out you were also an infantry guy and you've worn multiple hats in your career in the military. And I was like, this guy's spot on. This is ideal with what I'm passionate about with this show and coming from an angle, a culture that I understand, which is the US Army. So I'm glad we were able to make this work.

00:01:14 - Oakland McCulloch

Yeah, absolutely. I am, too.

00:01:16 - Jerry Dugan

Awesome. Now, if I understand correctly, when I was reading through some of your book, your leadership legacy, you started your education at West Point, said, this isn't tough enough, I'm going to transfer over to another university. And you were in the ROTC program there. So you went through the ROTC program and then joined the army as an officer. And it sounds like if I read the preface or the introduction correctly, it was written by somebody named Smith, who is not named Smith anymore. That's right. I feel like there's a meaty story in this. Tell us, who is this Smith? Yeah.

00:01:53 - Oakland McCulloch

So I left West Point. I helped my father run his bar for about 18 months, and then I started at Northern Illinois University and I joined the ROTC program. I still knew I wanted to be an officer in the army and met this young lady, Kelly Smith, who was in our Army ROTC as well as a nurse. She was a nursing student.

00:02:17 - Jerry Dugan

Oh, wow.

00:02:18 - Oakland McCulloch

And we were good friends. We saw each other every day, never dated while we were in ROTC. I know I wanted to date her, but every time I didn't have a girlfriend, she had a boyfriend. Whatever. It didn't work out. But we had our first date about two weeks after she graduated, because she graduated about a year, six months before I did. So about two weeks after we graduated, we had our first date. And that was in May and we were engaged in July and we were married in January. And that was 36 and a half years ago.

00:02:52 - Jerry Dugan

Man. Wow. The military, we have to move fast because you don't know where you're going to be in the next six months. Yeah, well.

00:02:59 - Oakland McCulloch

And she was an army nurse for eight years. And during our whole first assignment there at Fort Stewart, she was a nurse working. And while when I got deployed to the first Gulf War, we had our 18 month old son and she was seven months pregnant when I left, still working full time as an army nurse with the son. And I didn't even see my daughter until she was five months old. That's the Army. That's the way it is.

00:03:29 - Jerry Dugan

Yeah, I can relate to that because when I deployed with Third Infantry Division, that was in 2003. Early, yeah, early 2003. My son was a year and a half. My wife was at home, and our daughter was going to be a brand new baby. She was about three months old when I finally got to meet her. And very colicky baby, from what I understand. But I didn't see that because as soon as I came home and held her, a lot of that went away. But if you've seen the movie speed, my daughter was like the bus. If you slowed down below a certain speed, she exploded in crying. So it looked like for the next year, all I could do was hold her facing out and just keep moving. The moment I stopped, she started crying. The moment I had her face the other way. Cry if I held her any other different. So she's our cat is a lot like her. Actually, Bailey is a lot like Emma. Emma's the daughter. Bailey's the cat. I think my cat is my daughter in cat form. It's really weird.

00:04:28 - Oakland McCulloch

There you go.

00:04:29 - Jerry Dugan

Yeah. So your career has spanned a number of decades. You've led in combat zones, you've deployed in peacekeeping operations. Kind of hard to just sum all that up in just a few minutes. But what would you say was the most pivotal? Pivotal. That's not a real word, everybody. Pivotal piece of advice you picked up early on that laid the foundation for the legacy you've built in your leadership career.

00:05:01 - Oakland McCulloch

Yeah. So I was lucky. I had a couple of great mentors who eventually ended up retiring two, three, four star generals. Why they picked me, I don't know, but I was lucky that they did. And they were servant leaders. The best leaders that I had, the ones I can remember, the ones that I

wanted to emulate, were all servant leaders. And I always tell this story because I was a senior first lieutenant, and I was working as a staff officer in a Cav squadron, as an infantry officer, which was interesting in itself, but I was the assistant S three air, so I was the one writing the operations orders for the upcoming events and field problems and all that. And I had a boss, the S three, a major, who was one of those guys that believed, if I'm in the office, you're in the office. I don't care if you don't have anything to do. If I'm in the office, you're going to be in the office. And he wasn't married, and so he was in the office a lot till six night. And we were all miserable. I mean, we were just in there doing busy work, just doing nothing. And so we got a brand new major came in, and first day, I'm sitting there at 05:00 and I'm working on an op order that's due a month from now. I mean, just, again, busy work, nothing important. And he stuck his head, 05:00 he stuck his head around the doorframe and he said, oak, what are you doing? And I said, well, I'm working on this operations order. And he said, is it due tomorrow? And I said, no. He said, then go home, spend time with your family. And that stuck with me. And when I became an operations officer, when I became an S three, the first day, I called everybody in the office together and I said, look, there's going to be times when I need you to be here till 08:00 at night. But if I do, I will tell you that otherwise, at 05:00, go home and do whatever it is you do at home. I don't want to know what that is, but go do whatever it is you do.

00:07:00 - Jerry Dugan  
Yeah.

00:07:00 - Oakland McCulloch  
That made a big impact in my life, and that kind of set me on my course of understanding that it's not about you, it's about the people that you have the privilege to lead.

00:07:10 - Jerry Dugan  
Yeah. There was a lieutenant who taught me on my deployment to Kosovo. At that time, I had an OCS packet in, but I didn't get picked, obviously, but that's not important. The important thing was when this lieutenant, Lieutenant Perkins was his name, he was a tank officer. We were in a little town called Partesh, protecting probably the last Orthodox Christian Church in the whole province. When he heard about my OCS packet. He just sat down with me because he had a few minutes. And DoC is the guy you talk to. I guess we're like the free counseling for everybody. He said, Jerry, when you go off to OCS, he was very confident I was going to get in. He said, I want you to remember this. And it was taught to me, never mess with the three M's. And if you protect their money, their meals and their mail, they'll take care of the mission every single time. Your NCOS will step up, they'll plan everything out. You just review. And it was just amazing. And I carried that over into the civilian world as best I could. I don't have to feed my people three times a day, but do they have what they need to take care of their physical and emotional needs?

00:08:18 - Oakland McCulloch  
That's right.

00:08:18 - Jerry Dugan  
Yeah, they're male. Do they have the connection to coworkers, to collaborate? Do they have the

connection they need with customers? Do they have the connection they need to their family? So if there'S an emergency, they know they can take off and go take care of that need meals, money. So their paycheck, are they getting paid? Are they getting paid competitively with the market? Do they have benefits that they feel they're cared for? And of course, they're male.

00:08:42 - Oakland McCulloch

And that's so important because people, I tell people all the time what motivates people is not money and fame and it's not rewards. It's do they have a sense of purpose? Can you help them understand? And usually it's whatever make your organization unique. That's probably why they joined your organization in the first place. So if you can figure out what that is and what their sense of purpose is, give them a sense of purpose, because we all want a sense of purpose in everything we do, whether it's our job, our relationships, our hobby, whatever, we want a sense of purpose. And I think that's what motivates people. And a good leader understands that. And the only way you're going to figure that out is to get to know the people that you have the privilege to lead. And I always tell people, look, I understand, especially in the military, but in lots of places, you got to keep that leader led relationship professional. That doesn't mean that you can't get to know people on a personal basis. And I think you should. One of the pieces of advice I give all the young lieutenants that we commission out of this program, and this year we commissioned 63 out of this program. I walk up to them and I tell every one of them, I say, look, every day, go out and find one person in your organization and find out one new thing about that person. Just one. Just one person. One new thing every single day. Not about work, about their personal life, what's their spouse's name, girlfriend's name, boyfriend's name, what's their kids names, what sports do their kids play, whatever. Find something new about them, and you'll start to see that trust really start to grow between you and them. And that's what it's all about. Because leadership is about people. And people, if they don't trust you, they're not going to follow you. They may still do the things you tell them to do because they have to. You're the boss. But there is a difference between a boss and a leader. And if you're a leader, they will do the things that you want them to do because they want to help.

00:10:37 - Jerry Dugan

Yeah. And I remember thinking about, not thinking about being taught about emotion. Not so much emotional intelligence, but emotional capital. And when you're connecting with people on this human level, you're building up that capital, you're building up that trust. So when it does come time for you to have to ask your team, can you stay late to get this one project done? They're more likely to say yes, because you've built up that trust. You've built up that emotional capital. Whereas I've worked for leaders where. And this was even in the army, actually, I learned this in the army where one of my leaders did not build emotional capital with anybody, not just me, who she left in the field way too long on a training exercise. But everybody in the platoon just couldn't stand this person. So I remember a Saturday morning. A group of us had gone out and we partied and we stayed at somebody's house to not drive drunk home, because that's a good way to not be your rank anymore. You get busted. They say the fastest way to become an E four was to be an E five and get caught with a DUI. I was like, I don't think that's it. But anyway, I remember the platoon sergeant started calling people on their cell phones, and it's a Saturday morning. We're not at war. We all check the news. Everybody in the platoon that was in that home ignored the call. And except for one person she answered. And. Oh, yeah, that's

right, Sergeant. Oh, yeah, Dugan's right here, too. We'll be right there. Turns out my buddy who answered her phone not only volunteered for a. Apparently there was a medical coverage request had to be filled in the next hour. And she not only volunteered herself, she volunteered me. And I was like, dang it. And so within an hour, we had to be geared up at the motor pool ready to go with our stuff. And I'm like, dang it, dang it, dang it. But there was another NCO in that room that said her name yelled at the soldier. I'm keeping her identity a secret, guys.

00:12:36 - Oakland McCulloch  
There you go.

00:12:37 - Jerry Dugan  
Dang it. When she calls, the answer is, you've been drinking.

00:12:42 - Oakland McCulloch  
That's right.

00:12:43 - Jerry Dugan  
And you're like, what? Yeah. Not that you're drunk, that you've been drinking. It's a Saturday. You were on your time off. You didn't know a mission was going to be coming.

00:12:51 - Oakland McCulloch  
You have a right to.

00:12:52 - Jerry Dugan  
Yeah. And so when she's asking for this extra mission on the last minute, you've been drinking. Protect your time. And I was like, wow. Now, he only did that because this leader had zero, in fact, probably had a negative emotional bank account with us, whereas there was another platoon sergeant who built up a lot of emotional capital with us. That guy could ask anything for you.

00:13:14 - Oakland McCulloch  
Would have done anything.

00:13:15 - Jerry Dugan  
Exactly. Yeah. Because he demonstrated time and again that he had our best interest in mind.

00:13:22 - Oakland McCulloch  
But I think that's just as important. I mean, that's certainly important in the military, and I learned that in the military. But in my civilian life, being a leader, it's just as important there, too. In fact, it may be even more important because in the military, people are going to follow you because they have to. They may not have the trust and the confidence in you like they do some people, so they won't go that extra mile, but they have to do what you ask them to do.

00:13:50 - Jerry Dugan  
Four letters. UCMJ, I think. Yeah, exactly.

00:13:54 - Oakland McCulloch

In the civilian world, that is not the case. So you absolutely have to build that trust and that confidence and build up that emotional credibility that they actually believe that you have their interest at heart and you're going to take care of them. And I think that that's important in all my professions, since I've been a leader, I've been very careful that if I ask somebody to stay till 08:00 tonight, then I make sure that they don't have to come in at 08:00 tomorrow morning. Maybe they come in at Ten or eleven or one or whatever. I make up that time for them. Because time is important to people. You have to respect that time. You got to get the job done. Results matter, but you can also take care of people while you're doing that as well. And I think good leaders understand that bad leaders don't.

00:14:44 - Jerry Dugan

Yeah. Well, I guess we've all worked for both. Yeah.

00:14:48 - Oakland McCulloch

Unfortunately, I have. Yes.

00:14:50 - Jerry Dugan

Now, I think it's easier to recognize if we're the leader that is taking care of people. It just seems easier to lead, at least for me. Anytime. I trusted my team, delegated to my team with clarity of what needed to be done, what the guardrails were, what their decision level was in thing, in that responsibility. They took off with it, ran, and did it better than I did. And I thought I was pretty good at the task. I just delegated.

00:15:15 - Oakland McCulloch

And amazing what product they bring you.

00:15:18 - Jerry Dugan

Oh, yeah.

00:15:19 - Oakland McCulloch

Will they do it exactly the same way that you would have done it? No. But who cares as long as they give you what you want? Yeah. I tell people this, and I had a boss who retired a three star general one, and he told me one time, he said, oak leadership is on a scale. And on this end of the scale, you got the micromanaging authoritarian. Do it exactly as I tell you to. Do it in no other way. And you hate working for that person. Nobody wants to. I've worked for that person. Nobody wants to work for that person. And on this end of the scale, you've got Attila the Hun and chaos, and you want to be as close to chaos as you can get, he said, because that's where creativity happens. That's where you're using other people's ideas, other people's knowledge, other people's skills. And the way you get there is that you give them a clear intent, what you want it to look like at the end, you give them the left and right limits. You can use this many people, this much money, the resources, this amount of time, and then you give them the authority to make it happen. And then you get out of their way. Now, that doesn't mean you wash your hands of it, because you can't. As the leader, you're always responsible for everything that does or doesn't happen. But you get out of their way and let them do it. Be there

to give them advice, to answer questions, to check up, to make sure that they're on track, but leave them alone and let them do it the way they want to do it, and you'll be absolutely shocked at what they can do for you.

00:16:41 - Jerry Dugan

Yeah. So we see that on the productivity scale, the performance scale in the workplace, what kind of impact would you say, that type of leadership style, the one that's closer to the chaos as you can get, what kind of impact would you say that had on your personal life, in the personal realm of your life?

00:16:57 - Oakland McCulloch

Yeah, I think I tried to do that as well. Growing up, my father never, ever told me I couldn't do something. He always said, son, life is about decisions and consequences. You make that decision, this is the consequence. If you think it's worth it, then you go ahead and do it. I did that about three times, and it wasn't worth it, let me tell you. But I quickly learned, I tried to use that in my personal life as well, is that I do believe that life is about decisions and consequences, and you have to stop and think. And again, my father told me, he said, I'm going to help you with those decisions. He said, here's a really good way to do that. Every time you're about to make a decision, think to yourself. When I was a kid, you'd say, think to yourself, would you want your mom to know that you're about to do what you're about to do? If the answer is yes, then it's probably a pretty good decision. Go ahead and do that. If the answer is no, then you probably need to rethink that decision, man.

00:17:58 - Jerry Dugan

And how many times did the answer no come up?

00:18:02 - Oakland McCulloch

A few times. And a couple of times I wasn't very smart, and I did it anyway, and I paid the price.

00:18:09 - Jerry Dugan

Oh, man. I think somebody told me once, if you have to look over your shoulder before you do or say something, don't do it.

00:18:15 - Oakland McCulloch

That's right. The problem of the day with cell phones, it's not just a phone, it's a camera.

00:18:21 - Jerry Dugan

Yeah.

00:18:21 - Oakland McCulloch

So what I tell all these young men and women is, look, you can't do anything without somebody capturing it. So you got to really be careful. You got to really be careful what you do and really think through. Is it worth doing what you're about to do?

00:18:35 - Jerry Dugan

Yeah. And then for editing purposes, I just now found the one thing I couldn't find and turn off

because it just dinged. I was like, no, I turned you off. I thought, yeah, I'll have to find that Adobe. Adobe, you struck again. Now, if somebody is, say, I guess, regardless of where they are in their leadership career, because somebody could be 20 years deep in a leadership position, but never really embraced what it meant to be a leader, they just kind of do what they're told. They have high turnover rate, they have low engagement with their employees, probably low performance, but somehow get by. But you also have the brand new leader, the one that's idealistic. They're excited. They're excited probably about the paycheck, but also the potential of where they can go. Your book is about creating a leadership legacy. And so what would be the first step that any leader needs to do to make sure they have that foundation that they're going to build the legacy they want to intentionally create versus the legacy that they wind up with? Because they weren't intentional.

00:19:40 - Oakland McCulloch

Right. I think a couple of things that you have to do that every leader has to do. If you want to have a good legacy, you got to have integrity and character. Those are non negotiable, because, again, it's all about trust. You got to set the example. Never, ever ask somebody to do something that you're not willing to do, and you do that by setting the example. You set the standards high, but you got to live by those standards first. You can't expect somebody else to live by the standards if you're not doing it. But then I think when I talk about legacy, I think it's a two part legacy. Part of it, a very small part of it, is what you actually accomplish. Your results. Now, results matter. In the real world, Results do matter. I believe that 100% in fantasy land where everybody gets a trophy and everybody's a winner, maybe not. But in the real world where we work and we actually do things, results do matter. So a small part of your legacy is about what you accomplished. The largest part of your legacy is the people that you are creating, the next generation of leaders that you are creating to take over for you, and then who they create. And then who they create. And I just gave a presentation yesterday, and I was using that example, and I said, look, about three months ago, I got to link up with somebody who I commissioned out of my army ROTC program back in 2007, and she's just getting ready to become a lieutenant colonel. Do you think that makes me feel a little old? And I asked her, I said, so what's next? What do you want to do? And she told me, she said, I want to be a professor of military science at the University of South Alabama, where you were the PMS, and I want to run it like you did.

00:21:28 - Jerry Dugan

Wow.

00:21:29 - Oakland McCulloch

So that's your legacy.

00:21:30 - Jerry Dugan

Yes.

00:21:30 - Oakland McCulloch

The people that you produce, who then produce the next generation of leaders, because that's



what leaders do. Good leaders produce leaders, because that is what our legacy is. No doubt about it.

00:21:41 - Jerry Dugan

Yeah. I remember a friend of mine who I wound up being his team leader when I became a sergeant. Gosh, we deployed to Kuwait right before Operation Iraqi Freedom. And this guy. He would have been your nightmare good guy all around. You would have loved the guy except for one thing, and that was he had this horrible, horrible habit of leaving his M four in the latrine every time. And he just lucked out for the first, like, three to four weeks of our deployment. As he's leaving the latrine to go to the dining facility, I just happen to be leaving the aid station, and I'm, like, 100 yards behind him or 100ft behind him. And I'd yell his name out. He'd turn around, and I would just do a gesture like air guitar, but air weapon. And he'd immediately search himself, realize he doesn't have his weapon on hiM. And you'd see him sprint back to the latrine. And the third time it happened, I was like, look, I know we're buddies, but at the same time, I'm also your leader. You do that again, I have to take corrective actions on you. It'll be embarrassing, but it'll stick, and it'll be within the guidelines of what the army will allow me to do. He's like, what do you mean? I'm like, I've got a lot of 550 cord. I've seen this done before. I swore I would never do it to anybody, so don't make me do it to you. And sure enough, like three days later, maybe four days later, I'm on duty in the aid station. He comes in, he goes to parade rest, and I'm like, who's around that made this guy to go to parade rest in front of me? It was just us, the two of us. And then I think the squad leader was in the back of the tent. And, yeah, my buddy, he goes to parade rest, and he says, Jerry Dugan, First Sergeant Dinkins, he's to see us in the talk. Bring your gear. And I'm like, why did my orders come in? Like, I was a short timer, so I hadn't been stopped yet. And then I looked at him, and I was like, where's your weapon?

00:23:31 - Oakland McCulloch

Yeah.

00:23:31 - Jerry Dugan

And he said, top needs us in there in about 1 minute. I'll see you there. And he dismissed himself. I'm like, you can't dismiss yourself. I was like, all right, start Newton. I got to go get chewed out. He goes, yeah, I already know. Top told me already. I was like, oh, gosh. He goes, well, what's your plan? I'm like, we already talked about it this morning. Looks like we're doing it. And, yeah, I went into the command center and the back of first sergeant's chair was facing us. And I kid you not, he spun that chair around like he was Dr. Evil petting the cat, or Dr. Blofeld from James Bond. And he was petting my soldier's M four like it was a cat. And I'm like, we are so dead. He just said, I found this when I went to the bathroom earlier today. Then I was surprised to find out who it belonged to. How do you want to fix this, Jerry Dugan? I was like, well. And I told him my plan. He said, all right, carry that out. Anybody in this battalion can inspect the weapon and the 550 cord. So it wasn't that we just inspected to make sure he had his weapon at all times. He had to have that 550 cord on him at all times. There were two items in a track for the next few weeks. You'd hear, hey, I'm going to the chow hall. He'd stand up, hear, step, step, clack, clack, clack, clack, clack. It was his weapon because he'd forget it. And that went on for weeks before we invaded the country and every time we were separated now by hundreds of miles. But then we got back to Georgia. He had this habit now ingrained in him.

He'd stand up, walk three steps, turn around and reach for a weapon that wasn't there anymore because we turned them in. All that to say, fast forward another decade. This guy is now a senior NCO. He's like Sergeant First Class E seven. So he's ranked higher than I ever was when I was in the Army. And he shares with me. He's like, Jerry, when you had me tie my weapon to myself for two weeks, I was so mad at you. I mean, we're still friends, but I was so mad at you because I had to do it. I was mad at myself, and I swore I would never do this to anybody in the rest of my career. I was like, I feel like there's a butt here. He said, I kid you not. First deployment as a sergeant. I had a soldier do the same thing I did. And I was like, no way. He was like. And it wasn't just his M four, it was his nine mil, too, because we were in an air unit. And I was like, oh, my gosh. So he tied them both. He's like, I wrote verbatim the counseling statement you gave me.

00:25:48 - Oakland McCulloch

I was like, that amazing.

00:25:50 - Jerry Dugan

I was like, I'm going to cry, man. I'm going to cry.

00:25:52 - Oakland McCulloch

That's what it's all about. And I talk about servant leadership. And when I talk about servant leadership, people say, well, people who don't know what servant leadership really is, they say, well, I'm not a servant leader because I don't want people to walk all over me. I said, then you don't know what servant leadership is. It's not letting people do what they want. It's making them do what they should do. But you take care of them while you're doing it. And sometimes you got to do things that they don't want to do. You got to hold them. The standard again, I use this as an example. I was one of those guys, look at the beginning of the day, I say, okay, guys, this is what we're going to do today. Here's the standard. If we met that standard at 03:00 we were done. If we didn't meet that standard till 10:00 that night, we were there till 10:00 that night, you got to hold people to standards. Did they like it when they were there that late doing it? No, but I could promise you, at some point in their career, at some point in their life, they got it. And they understood that I was doing it for their good, not just to punish them, not to be mean, but because we needed to meet that standard.

00:27:00 - Jerry Dugan

Yeah, I mentioned earlier there was a platoon sergeant I did love working with, and he did something just like that. He would give us our responsibilities for the day or for the week even, and divide it up and tell us what our authority level was in each of these areas. And I think the average time we got out of work was 02:00 p.m. And nothing wrong with that. Exactly. And we had our stuff not only done, we had it done oftentimes above Standard, which really ticked off our sister platoon because you heard a lot of, well, what about ambulance platoon? They took off at 02:00, and the platoon sergeant would stick to his guns. He said, no, I didn't dismiss them. I assigned them all to maintain their barracks. So they're in their barracks room until 05:00. No, because maintaining their barracks might mean they have to go to the PX, they might have to go to the commissary, they might have to go into the economy and visit a restaurant and get inspired to bring something back to the barracks room. It was like he found a way to back that

up, but he did not pull back that offering. He set a standard. He set expectations, he set promises, and he had lived up to every single one of those, no matter how many times people tried to undermine that. And everybody respected that. We all learned very quickly he was not going to throw us under the bus.

00:28:16 - Oakland McCulloch

Yeah, because it's about taking care of people. That is what leadership is about. My 40 plus years of being a leader, I am convinced through all my years watching some great leaders and learning from them and learning from some bad ones, we have all done that. And I tell people all the time, you can learn just as much from a bad leader as you can from a good leader. I don't know how many times I've heard somebody who was leading me, a boss who would say something or do something, and the hair on the back of your neck stands up and you're like, yeah, never doing that. But that's a great lesson. And you can learn just as much from that as you can from somebody who did something great.

00:28:59 - Jerry Dugan

Yeah. And that guy wound up retiring as a sergeant major. No surprise. I mean, he was a staff sergeant when I met him. He retired as a sergeant major and then. Small world at that level. He became good buddies with the guy who I served under. Two years later, the one that said he knew about first sergeant having my soldier's weapon, that was Staff Sergeant Newton. They both went through Sergeant Major school together and I started seeing them on Facebook, posting buddy pictures together. I'm like, how the heck do you two know each other? And they're like, we're Sergeant Majors now. It's a small community up here. It is. I was like, oh, man. But I knew if I stayed in, I probably got myself blown up. I was that guy that always pushed the red button or trip the wire during training and they're like, Doc, you stand here. Why? You touch things. Okay, fine. Now, we've talked a lot about what it takes to be a servant leader and create that legacy. How you're not a doormat. When you're a servant leader, you're actually taking care of the people who take care of the mission. Healthcare gets this. Well, high performing healthcare organizations get this. And you see it in things like unit based councils, you see it in regular check ins with their people, huddles, all those things. And I know you do a 1 hour keynote where you convey a lot of these messages for leadership teams. So if somebody wanted to reach out to you and book you for their next leadership development event, what's the best way for them to contact you?

00:30:25 - Oakland McCulloch

Yeah. So I have a website and on my website is my cell phone number and my email address. So either call me or send me an email. And I just had one yesterday. Sent me an email from my website. So either way of that, I'm also on social media. Main social media I use is LinkedIn. I think that's how we met Jerry LinkedIn. And you could always reach out in touch and talk to me on that as well. But my website has my cell phone number, it has my email address. It has all my social media. So you can connect with me on any of that as well.

00:31:03 - Jerry Dugan

Awesome. And then before we go, any final words of wisdom you want to leave our listeners?

00:31:08 - Oakland McCulloch

Yeah, this is one of the things I try to impart on everybody is as a leader, you are going to make a difference in somebody's life every single day. Every day you are going to impact somebody's life. Make a conscious decision to at least one person make a positive difference in their life every day. In the Catholic Church, we call that the Holy moment. One day, find one person, make a difference. Imagine how much better our communities, our neighborhoods, our nation would be if everybody in this country picked one person, made one positive difference every day.

00:31:46 - Jerry Dugan

I love that. Oh, it was great to have you on this show, to have this conversation with you, to get to talk to you again, because I remember the first conversation we had. I was like, man, I just met a really cool guy. So great to have you.

00:31:56 - Oakland McCulloch

I'm looking forward to continued conversations.

00:31:58 - Jerry Dugan

Yes. Oh, yeah. I see a lot of overlap in the future, so I'm looking forward to it as well.

00:32:03 - Oakland McCulloch

Yeah, absolutely. Thanks for having me on the show. I appreciate it.

00:32:06 - Jerry Dugan

Now, I hope you got a lot out of that conversation like I did. I mean, I had to keep an eye on the time because if I didn't, this was going to be easily a two hour episode, a combination of reminiscent about our army stories as well as the leadership lessons we learned. And it was really great and refreshing to hear from his perspective as an officer because I was a non commissioned officer, a sergeant when I was serving the army, and I could see where a lot of my leadership style was influenced by officers like him, as well as senior non commissioned officers like him. Now, if you want to learn more and connecting with Oak, just check out the show notes. The link is in the description of however you're watching or listening this episode. And from there in the show notes, you'll find links to his website, his social media, and related episodes to leadership, finding balance and creating legacy. Now, if you have never taken the time to find out who you are, what your core values are, and what your vision for your leadership career and your life are, then I encourage you to download my free tool, measure it to make it. It'll walk you through defining your life success in the areas of your five F's, your faith, your family, your fitness, your finances, and your future possibility. And to get that, just go to [beyondherut.com](http://beyondherut.com) goals and you'll have that free workbook to help you iron that out. Create some goals that mean something to you and create that leadership legacy that you want. Now, I enjoyed spending time with you in this episode, and I look forward to spending time with you again in the next one. But until then, go live life beyond the Rut. Take care. Bye.