Steve 0:00

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Announcer 1:48

Welcome to At Work in America, the podcast that leads the conversation on the future of work, proudly sponsored by Paychex and Workhuman. We go beyond the headlines to uncover bold ideas, fresh perspectives and the real stories of people shaping workplaces for the better. And now, here are your hosts, Steve Boese and Trish Steed, bringing you the insights and trends that will inspire what's next in the world of work.

Steve 2:20

Well, welcome to the At Work in America podcast. Whether you're a longtime listener or joining us for the first time, we're glad you're here. Be sure to hit that subscribe button as well and stay connected with us. My name is Steve Boese. I'm joined by Trish Steed. Trish, how are you?

Trish 2:37

I'm fantastic. It's good to see you.

Steve 2:39

Good to see you as well, and we have a great show today. We're talking about leadership, which for such an important topic, sadly, I don't think we covered enough on our podcast. It's been a while, and we've got a great person here to talk about leadership. It's Phil Wilson. And Hi Phil, how are you?

Phil Wilson 2:58

Hi Steve, hi Trish.

Steve 2:59

It is great to have you with us. Let me introduce Phil to the audience. We are so excited to welcome Phil to talk about leadership approaches that empower teams. Phil is the CEO of LRI Consulting Services, Inc, and the founder of Approachable Leadership, where he and his team help clients thrive and create extraordinary workplaces. Phil is a national expert on leadership, labor relations and creating positive workplaces. He's regularly featured in The Business Media, and is a highly regarded keynote speaker, trainer and author of numerous books on labor relations and creating a positive workplace. This includes the forthcoming book "The Leader-Shift Playbook" [The Leader-Shift Playbook:4 Simple Changes to Score Big and Unleash Your Team’s Potential], which we were lucky enough to get an advanced copy of, won't lie about that! So, we'll talk about that plenty on the show too. Phil, welcome. How are you?

Phil Wilson 2:59

Thanks! I'm doing great. Yeah, it's great to be on and thanks for having me.

Steve 2:59

Awesome. Great to have you. Phil, I read your bio, It's brief. I'm sure there's plenty more we didn't touch upon. Maybe tell us a bit more about you and your leadership journey. It's so fascinating. Some of the things we read in the book too about what you do with teams, internal and external. Let's learn a bit more about Phil.

Phil Wilson 4:08

Well, I started out in life in Oklahoma. Our company is 47 years old this year. My dad started the business and I started out in life as a labor lawyer. So we do a lot, like you mentioned in the bio, but I do a lot of labor relations stuff. As I was coming up, that was what I was going to do. But, if you've spent really any time around labor relations, issues and dealing with unions and things like that that, you know a lot of the issues that sort of blow up in that space are really leadership issues. So, I quickly started running into, you know, leadership issues early in my career. Then, the longer I did it, the more I just was like, "Look, if you really are going to help clients solve these labor problems, you need to get better at the leadership side of it," right? Because that tends to be the flash point for a lot of a lot of these issues. So that's how I ended up also becoming a leadership, I'll say a student, not an expert. I'm still learning. That's one of the points that I make in the book. That's how I got here. And our company, like you said, we're a consulting business, but what gets us out of bed is helping clients create extraordinary workplaces. That begins and pretty much ends with the relationship that you have with your boss, and that's really what the book's about.

Trish 5:50

You know, I'm so glad you're saying that's what led you to this point in your career. I'd love to hear a little bit more about what made you decide to become an author, right? This isn't your first book. What sparked that? I think they say everybody has at least one book in them, but most of us never do that [write]. What got you down that path?

Phil Wilson 6:11

I've always loved to write. I've written when I was a lawyer. I started out as a lawyer before I got into the consulting business. But you do a lot of writing, not like book writing. Then, I got to where I wrote a lot of labor related stuff first. I've got several, either book chapters that I've written or long form articles, and then I wrote a book called "Left of Boom", which is about proactive employee relations and positive employee relations. So, I've written a number of books, but, that's because I love to write. This book and the last book are leadership focused. "The Approachability Playbook" [The Approachability Playbook: 3 Essential Habits for Thriving Leaders and Teams] was my last book, and then this is "The Leader-Shift Playbook".

Steve 7:04

Phil, I think it's fascinating that you made that pivot, but also made that connection between leadership and what's happening in the workplace. There was myriad of issues that felt like they were more about policies or rules or things like that, and maybe a couple levels deeper, that were merely more about relationships in the workplace. You spent a lot of time in the new book talking about relationships, and I think that's fascinating.

Phil Wilson 7:32

I sum it up like this: people don't wake up in the morning going, "the only thing missing in my life is I'm not a teamster," right? They seek out a union because they're having problems at work. There are things that are frustrating them, and things that that are not happening, that they'd like to solve. Of what they've attempted, a union is pretty much at the bottom of the list of things that you attempt if you're trying to fix things at work. They've tried everything else, and then and they land there. In my career, I've been eyewitness to a lot of leadership train wrecks, right? And then when you're trying to turn that around and improve a workplace and improve the employee relations, you really have to improve the employee relationships, right? That's the bottom line of all of it, and so that's a leadership thing. You've got to teach leaders how to create better connections and how to create a space where people feel safe and comfortable coming to you if they've got a problem. Some people are natural at it, but often it's not natural. You promote people that are the best operators, and you plug them into a leadership position, and you don't really give them any training or resources. In that mistake, it's just repeated over and over and over again. That's really what drove me to leadership, and then really looking around and not finding a lot of stuff that actually worked. That led me to try to figure out what does work. I landed on this approachability behavior. I think it's not taught very much, and it's really a critical behavior. That's what the last book was about. I still talk about it a lot in "The Leader-Shift Playbook" as well.

Trish 9:25

You know, one of the things that I found most interesting, and it started with the name of the book, "The Leader-Shift Playbook," and I was a little bit skeptical, because we don't do a ton of book reviews here. They're usually boring, but my first thought was, "the playbook is this going to be something that's tangible, actionable. How am I going to feel about this right from the start?" You are immediately drawing people in [with the title], because you're giving your own personal approaches to leadership, but also some struggles. I found it really relatable compared to other leadership books out there, and so I want to just applaud that, because if someone's listening, I would say, if for no other reason than the way that you approach the topic, I think it stands out. It's different. What I would want to know is: what can leaders do to share that vulnerability? I think we all think we're pretty good leaders, and maybe we are at times, but it just seems like we might overestimate our own abilities as a leaders. So, how do you feel about that?

Phil Wilson 10:41

Like the book starts, I thought I was doing a pretty good job as a leader. I had a successful company. I was going around the country teaching people about approachability and, and I was like the cobbler whose children had no shoes. I was not doing a good job of leading my own team. I was at the top of Mount stupid. I thought I was pretty good at leadership, and I was terrible. So my tip for leaders and how you've got to get yourself in that space where you're willing to be wrong is: be willing to kind of go, "maybe I don't have this figured out." For some people, there are two sides to that. Some people are like, "I'm never going to get this. I'm a failure as a leader," like that. You know that they can talk themselves into the idea of "I'm never going to be good at this," and that's not right. But, you really also have to make sure that you're not in that spot that I was in where it's like, "yeah, I think I'm doing really good. I don't think I have a lot to learn about this leadership stuff." When actually, you should ask around, that's what was most important to me, and that would be sort of my tip, because you're right. I'm all about action, you know, what are actions? And what's the play you run? The play you run is: you ask customers, your company asks the customers, "Hey, do you like the product that we're making?" If you have any suggestions about how we can make it better, your customer, for a leader, is like your team, right? Are you asking them? How am I doing? Is there anything you wish I would do more of is there anything you wish I'd stop doing? Being willing to have those conversations where your team will tell you what they need is great, but it's really getting yourself to that point where you're willing to make yourself vulnerable to feedback that you may not enjoy hearing. The thing that's great about it is, the more you do that, and if you just make a little bit of effort, your team will help you. They will give you the answers, and they will let you know, "Hey, you're doing great," or "hey, you're kind of still screwing up." Because of that, that is a team that's gonna thrive.

Trish 12:54

When I was reading it, I was relating to it so much, because, like, you said, we want to get that feedback; but, often with the politics of workplaces, even if we're going to our team and saying, Oh, give me some feedback, they kind of feel like I don't want to be the one to lie. One really interesting technique I learned many years ago from a boss I had in healthcare was the importance in the way that you phrase things to people. So we would say, Okay, here's how it's operating. Here's how I'm operating as a leader. What would make it even better if? Because I do think we get focused on the negatives. And I loved how you didn't phrase it that same way, but many of the exercises throughout the book, I felt were really interesting. You talk about the difference between yuck and yum and to me, that was it. It's the Yum, right? It was what would be even better if I did these things. How do you personally think about the difference between that yuck leader and the yum leader, because it's that, you know, glass half full versus half empty, right?

Phil Wilson 14:05

I mean, part of that's the shift in your belief in yourself, right? So, I start off by talking about having an impact. Whether you think you are or you're not, you are. And that impact can be a positive thing, it can be a negative thing, and it's always happening. So, that's kind of where you have to start. But then that next phase is believing in yourself and this, this sort of approach of yum and yuck. You know, you can think of it as glass half full, glass half empty. But the way that you look at your team, the way you look at the world around you is going to affect the way you behave in that world. And that behavior then ripples, you know. So if you're looking around for what's going wrong, you're going to see a lot of stuff going wrong, and you're going to react in a way that you think, "Why is everything wrong?" If you look at the world a little bit more like, yum and, you know, Trish, you make a great point. Let's say you’re a chef, right? And you have made this great meal, you know, it's yummy. People like it. They're like, "Oh, I really like this," you know? You can still ask the question, "what would make it yummier," right? So, if you're looking at the world for yum, you're going to be looking for different things. You can still ask for feedback, but you're going to see things that you wouldn't see if you're always looking for what's wrong. That's a really important behavior for a leader. This isn't like Pollyanna rose-colored glasses, necessarily, but it's looking for what's going right. Assume that things are going right. Don't start from thinking everything's wrong. You still have an opportunity to make improvement and to ask about improvement. Your team is the same, right? You can have a yum or a yuck outlook about your teammates. Look for opportunities to grow them, and that can sometimes be tough feedback, right? It's like, "hey, look, I think you're capable of a lot more than what you're doing," but that is still coming from a positive place of, "I see this potential, and I see what I believe you can do and I don't even know if you see it in yourself, but I want to help you and encourage you to get there." That's a totally different worldview than a lot of managers and supervisors have, of just like, "wow, that person blew it again and I guess I need to go ring them out again today, because they just can't seem to get it," you know? They can't seem to get this thing right. That is going to always be a negative relationship.

Steve 16:51

There's a really good example in the book, form within your own organization, where you looked at one of the long-term members of the organization and asked her, "hey, we think you can do more and evolve into this other role.Which might be to evolve through some learning, some training, some things you've never done before, but we really think you could do it," right? Because sometimes people won't even raise their own hand to do that, to ask for more or to stretch, perhaps because they're comfortable, or maybe they don't have that confidence. Sometimes it does require a leader or the other team members to show a little bit of belief in them and support in them as well. I love that story in the book, and where that person then is thriving, right, in a new role and expanded role, and it's better for everybody.

Phil Wilson 17:37

That's Laura. And the cool thing about that story is: we were pushing her to grow. And it's totally true. I tell it in the book, but like that, you know that one time I went in to give her feedback, she was like, "well, am I getting fired," right? She thought I was coming with a pink slip and I was like, "no, like, you're doing, you know, you're doing great." But that's why we had Debbie. That whole story, we had Debbie kind of present to her, "hey, you know, we have this growth opportunity. It's gonna be tough, and you're gonna have to learn it." But the thing that's the coolest part about that story is just how she blossomed as a leader for the rest of her life. She continues to, you know, to grow in that organization, and it's, it's been super fun to watch her journey.

Trish 18:28

I like how you mentioned it helps you grow for the rest of your life. Because I think sometimes we feel like we're operating in a vacuum and we're in that capsule of work. Both having not been a leader for a number of years, and then being a leader, one of the things I saw was often, if someone is struggling with something at work, it's because they're struggling in something in their personal life. And I think part of being a good leader is being able to sort of spot that, and not that you're trying to dig into what the exact personal item is for that person, but really, just saying, "I'm here, I'm here to listen," and maybe giving them a little slack, right? Being tuned with your team, you talk a little bit about believing in others, and I like how a minute ago, you mentioned assuming the best in a situation, or of people. What kind of feedback have you had as a leader, or do you give the leaders you work with when it comes to kind of assuming the best about your people?

Phil Wilson 19:37

I want to go back just briefly to the point that you made about this, so one of the things that we teach when we do workshops, and we have a page on the website (approachableleadership.com/research) a bunch of that research is about how this behavior of being approachable, of being someone that people feel safe coming to transforms every relationship in your life. It has huge personal benefit on top of the work benefit. We start the training like, "hey, even if you don't care about leadership at work, this is going to help you and all of your relationships in your life," because it really gets people to buy in and think about, "wow, like, I could up my game at home. I could up my game with my friends and in my community." So, you know, the these relationship building skills are transferable to anywhere. That's a really important point. The hero assumption is what I call this sort of believing in others. I have an amazing editor, Janet Goldstein, so in addition to making me rewrite the book like three times, we also changed the title, but the original title was going to be The Hero Assumption. So it's really hugely important to me, this idea of the hero assumption, but the whole point of the hero assumption is that you believe in others and you believe in your team. You believe the best in them. Even on a day when someone is failing, even on a day when someone's struggling, your immediate reaction to that is not, "Oh, there they go again. They don't know what they're doing. They don't care. You know nobody." In addition to not getting up and wanting to be a teamster, you also don't get up going, "how can I screw up today?" Your assumption as a leader needs to be: if someone is struggling or failing, I got to get in there and find out what's happening. And Trish, to your point, that could be that maybe there's something going on outside of work that's impacting this. Maybe they're afraid to ask for help or, you know, they don't know how to do something, and they and they're afraid to let people know that they need training on something. There are all kinds of things that can happen that can be the cause. And as a leader, you need to be curious about it, right? It's like, I know this person wants to do great, and they're not really doing great, right? Now, what's happening? I need to go figure that out. That's the hero assumption. I believe in you. I believe you have what it takes. You know, there are those three questions I talk about that like nobody ever asks you, but as a leader, you need to be getting across all the time. Which is, I like you, I think you have what it takes, and I think you're worth the effort, right? If you're struggling with something, I need to get across to you, "look, I know this is hard, I know it's going to take some time, but you're worth the effort. You got this, and we're going to get there together." If you're answering those three questions, you know, you're winning as a leader.

Steve 22:54

Phil, I always felt like, especially my big corporate types of jobs, I was just a member of Team, you know? I had managers and had leaders. I always felt like the leaders themselves or the team manager, whatever the title was, weren't always necessarily supported themselves. In understanding some of these concepts, but also learning how to do them, as you mentioned earlier, right? We see this so often in organizations. Really good operator, really good engineer, really good coder, really good salesperson, whatever the role is, right? Gets put in a managerial position because they're just good at doing the job, and they've got good performance; but most of what we've talked about here for 20 minutes, and most of what's in the book, well all of it really, it's not about being an engineer or a coder or sales person, right? It's being empathetic, being vulnerable, showing that belief in your team. And I guess my question is, Phil, what can organizations do better to equip these managers to be the a successful leader? What were some things that have worked in your experience?

Phil Wilson 24:05

so, I mean it really, I mean it starts, it starts at the top of the organization. It did in my case. So, the story of our company is about my own transformation. It really needs to start there, because, like you said, Steve, leaders have leaders too, right? Then it's, you know, it's turtles all the way down. If my relationship with my boss isn't great, I'm probably going to treat my own team not great. Part of it is that organizational understanding that we have to support leaders at every level of the organization. Now, that said, I've, definitely experienced and seen places where, even though the top level of leadership isn't that great, as long as you're investing in and really helping that first-level leader, there's isn't a lot of bad. If that relationship strong, the culture is going to be good, at least for the day-to-day experience of the people that are at the first level doing the work. They're still going to have good experience, because they have a good relationship with their boss. It is very hard, though. Steve, you know, if the level above that doesn't care, or is pushing, or is always like, "Hey, why are you spending time doing talking to all the people on your team, like you need to be driving them to perform." That can definitely lead to a lot of negative things culturally. So, you know, as far as what organizations can do, I mean, first of all it's just recognizing that even people that are just hard as nails business people, you gotta understand that "people stuff" [communicating with teams and checking in on people] isn't an option right? So if you wanna have a successful business, if you want to have a business that performs better than your competitors and performs at a high level and attracts the best talent and keeps the best talent, If you want to have a business like that, this mission is critical. Part of it is having to make sure when you're talking to the top of the organization, and really helping them understand, like, if you mess this part up... and going back to the whole "promoting the best performer," you know, a lot of times you end up losing your best performer because now they're in a manager job that they're going to fail at. You are building into the system that we're going to have a bunch of crappy leaders. When you get leadership actually thinking about what they're doing, they're all like, "oh, yeah, this is actually really dumb. Like, why do we do it this way?" So that's the point where you're like, "Okay, first of all, if you're going to promote someone who's a high performer (because the other problem with promoting a high performer is they're better than everybody else that they're leading) their immediate reaction, going back to hero assumption, is like, well, you're never going to be as good as I was."

Steve 27:12

I'll do a sports analogy, I think you're a sports guy, Phil, right? That's why they said, traditionally in sports, the best players often make the worst coaches or the worst general managers, right? And often it's for that reason.

Phil Wilson 27:26

The stuff that comes naturally to you doesn't come naturally to most people and so that's the big risk of promoting the top performer. Even if you do that, you know, as long as you give them the training and the resources and sort of point them in the right direction, your team's going to perform a lot better if you are vulnerable; if you are thinking about the best of them; if you are kind of pushing them and helping them grow. If you can get them oriented that way, high performers push themselves in that same way. Once you kind of get them tracked that way, you can be a high performer and a great leader. But a lot of people, if you don't give them the tools, and if you don't teach them, that's not really where they're going to start. Then, you know, you're going to have a bad company or team culture.

Trish 28:26

You know, Phil, one of the things in the book, I don't want to give too much away, because we want people to buy the book; but, I think the changes that you're talking about are also things that are not expensive, right? It's all about self-awareness, and being aware, I think, as a leader, as someone who's been a leader for many years, right? It's different than a new leader, right? Our experiences, we kind of get in the red of we think we're doing this great, right? I would love you to talk a little bit about some of the actionable exercises in the book, and it can be more high level; you don't have to necessarily give them away, but one of the things I appreciated was going through what you call assignments. It was literally like the very first one. When I did it, it was mind blowing and I feel like I know a lot about leadership. So could you maybe just talk a little bit about why you put assignments in the book and how that can actually benefit the reader?

Phil Wilson 29:24

Let's talk about the first assignment. I don't mind giving that away, because I love it, and I it really does positively impact the world if you just do it. So that's why we call it "the everyday leader exercise." The basic idea is to think about, going back to the hero assumption, If you think about who in your life was that leader that like believed in you; that pushed you; that saw you at a different level than you saw yourself, you know? As I described that to most people, that person leaps straight to mind. So, who is that person in your life? And then the assignment is very simple, reach out to them, call them or shoot them a text or whatever mode of communication you prefer, but reach out to them and just go, "hey, I was asked to think about an important leader in my life, and I thought of you." Those reach-outs are powerful. It's so weird. The universe works in a very strange way. A lot of times the day that you reach out, that person is just like, "wow." I don't know why I tell the story, but that happened in one of our classes where that leader is like, "I don't know why you picked today to reach out to me, but, like, I really needed to hear that today." But It's a really simple exercise. And, you know, Trish, you and Steve, you've been through the book. There are a lot of exercises in there. None of them are complicated. This isn't easy, but it's not that difficult. The difficult part is getting yourself to a point where you will make that call; where you say, "I'm gonna make myself a little vulnerable. I'm gonna ask people to tell me how they feel." People want to avoid conflict or avoid bad news, right? So getting yourself over that, that's what the exercises are for, and they're also for reflection. So going back to this idea of "are you on mount-stupid or not?" Part of that is reflecting on your week. What kind of conversations did you have this week? Be real with yourself. How many of those were yum conversations, and how many of those were yuck conversations? That sort of reflection helps a leader, you know, really start to understand, "Okay, I need to do more or I can be better." That's what the exercises are all about.

Trish 32:09

I'm so glad they're in there, because I'm someone who needs to think about those. And you're right, It wasn't that It was that hard. None of the exercises were things I've ever considered. I've been a leader for a long time in different groups, and, you know, different types of organizations.

Phil Wilson 32:30

You reached out on your leader, right?

Trish 32:32

I did, and it was funny because I happened to have already scheduled a call with this man. He was my leader, like 12 or 13 years ago, Bill Garber. We worked in public relations together. He is one of the smartest humans I've ever met, and so I already had this call scheduled with him, but then I did the exercise, and he was the person that just popped into my mind. I didn't know I was going to need to call him. And so you had talked about what made that leader stand out, or their behaviors, right? And I said, I'll tell you what, I wrote it down: He's direct with his feedback, without being unkind. He's an Army guy, like, you know, forceful, but never unkind. And also, I put that he was an expert in his field. Where my mind was blown was then when you turned it around. You're like, "the things that you admire in other people are the very things that people admire in you," right, or that you're strong at. And that's where I went, "oh my gosh, I am direct with feedback, hopefully without being unkind. Maybe sometimes I have been or expert in my field." So yeah, that was just definitely a big "a-ha" moment. I will tell you, when I talked with him, not only did he feel good about hearing the feedback, but the things that he was telling me that he had never told me before when I was working for him or with all these years later, was a great way to get feedback so far after the fact. And him saying, "I'm proud of where your career has progressed." Still meant a lot. I don't know. It was just from that one simple exercise. I think you changed two lives.

Phil Wilson 34:12

I love to hear that. I mean, that's why we teach it. It's a great exercise. Anyone who's listening to this and watching this, like, go do that. You don't even have to buy the book. You got the exercise now. It's really powerful, having those conversations with teammates, with your parents, your spouse, your kids. Those are really powerful moments in people's lives. I don't know why we don't just naturally do it, but it's hard to get to that point because it does feel vulnerable. And so you're kind of scared to do it, and then we default to not doing the slightly scary thing. Trish, your experiences are basically everyone's experience. It's like, I will never forget that conversation, right?

Trish 35:13

I think you touch on like how we're afraid of feedback, really. Maybe we don't like ourselves in that moment or feel good about ourselves, right? Maybe we're feeling negative, that happens! Leaders have that happen, and so, yeah, I think that's why you have to get the book, because there are so many exercises in there to remind yourself how to have those conversations. We're not really taught how to ask for feedback. In that way, I operated a little bit under the assumption "Never ask a question you don't want the answer for,"I'm being honest. But really, maybe I'm anticipating a negative answer, and maybe it's not negative. I would say, for me, the book stands out because I really don't see this as a book you read cover-to-cover, you know, 10 times. I feel like you read it, and then you keep going back to it and redoing the exercises with new people, right? the you're learning more about yourself as you grow. I wish I would have done this at 33 and again at 44 and now at 54 you know, to compare. I think it's such a valuable book for that reason. I think it's timeless.

Speaker 2 35:14

Thank you very much for that. I appreciate it. I hope that it impacts people's lives. I really just want to help leaders lead better. You know, at our company, we measure our success. It's not how many dollars came in or whatever. We measure our success by the number of workplaces we impact and that's basically just a proxy for the number of leaders that we impact, because we know if we impact a leader, we're impacting all the daily experiences of everybody around that leader at work and at home. That's what hopefully this book will do. Does this impact a lot of leaders?

Steve 37:17

I think it will Phil, honestly, it's really, it's a great read. It's not a hard read. It's not some complex, 37-step system to implement, right? It's not this complex rules or algorithms. It's very straightforward. It's an approachable, practical exercises. When you guys were talking about contacting your the leader in your life, I felt bad I haven't contacted mine; but I will reach out to them as a homework assignment. It made me think about, well, why did I pick this person? And you think, oh, I need to act more like that person did. There's a reason I thought of that person, right? So I think it's valuable for that. So Phil, I know we got pre-released copies of the book to read before the show today. Maybe you can let folks know when the book's coming out officially, and then how to find it.

Phil Wilson 38:01

The publish date is April 1, 2025. So, like, we like to say, "no fooling." The book is out on April one. The easiest place to get it is basically anywhere you can buy books, and you can order it. The easiest thing to do is go to yourleadershift.com, especially if you want to bulk order, there's a button on there. If you want to order it for leaders on your team, that's the best place to do that. You get a discount if you order multiple copies. You don't get that on Amazon or other places, but you can buy it pretty much anywhere books are sold. And yeah, it comes out April 1, 2025.

Steve 38:45

Awesome.

Trish 38:46

We highly recommend it. Also, if you have a leader that you do appreciate and want to have a better relationship with, buy it for your leader. Also, you don't have to be a leader. Buy it for yourself. Buy it for your leader. That might just open that that communication in a whole new way, right? It could open it in such a positive way. So that would be a challenge for listeners.

Phil Wilson 39:07

There are good exercises in there that you could be like, "Look, I'd like to have this conversation with you." So share the book with your leader, and then, you can have the conversation where it's not like, "Hey, here's a book about how you can be a better leader for me. " It's more like, "I want to grow," right? I'd like for us to be speaking the same language about this. That would be a great way to do that.

Steve 39:36

Awesome. Great stuff. Well, Phil, we really appreciate you taking some time today. Love the book. Thank you for sharing it with us and with our audience. So we'll put all the links you mentioned in our show notes as well and encourage folks to check it out. Find Phil and connect with Phil. Thanks for listening, everybody. Make sure to subscribe. Thanks to our friends at Paychex and Workhuman today for making this all possible. And Phil, once again, thank you so much.

Phil Wilson 40:02

Yeah, thanks so much for having me.

Steve 40:04

Great stuff. All right. Trish, great stuff. Thank you. Loved it. I could see how this is a good exercise for you, because you got energized from reading this book.

Trish 40:13

I still have to go back and do some of the other exercises. So you just wait, Steve. I'm going to be your best co worker ever.

Steve 40:19

I love it. All right, great stuff. So thanks for listening once again. My name is Steve Boese. For Trish Steed and for Phil Wilson, our guest, we'll see you next time. And bye for now.

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