

Peter Margaritis: Hey, welcome back everybody. I'm excited about my guest this week. Mr. David Veech has a wealth of leadership knowledge. I've met David earlier this year. He's a member of the National Speakers Association, part of the Ohio chapter. We have a lot in common and that being University of Kentucky. Go cats! And he's also a connoisseur of what I like to call the brown water from Kentucky. The bourbon whiskey, but we're not going to talk about that. Well, we should make that another podcast talking about bourbon.

David Veech: We can definitely do that!

Peter Margaritis: That would be fun. But now we want to focus our conversation on leadership. And first and foremost, David, thank you for taking time out in your pandemic schedule to spend some time with me on my podcast.

David Veech: Well, thanks for inviting me on here. I've been looking forward to this.

Peter Margaritis: So you, I mean, looking at your resume. You've got a lot of leadership experience. Can kind of give us like a, just a quick overview of that of that journey that you've been on?

David Veech: We are the biggest part of that journey was 20 years in the army. So I was an army officer. A went through college at Western Kentucky University on an Army ROTC scholarship, and got my first taste of leadership there. I learned very quickly that it suited my personality, and it suited my skill set. And so I got some early leadership opportunities with the cadets in the core, but then I graduated on a second lieutenant, 20 years old. They sent me off to infantry school. And then you know the game changes and then you really start learning when you have this extreme diversity of people, and personalities, and skill sets, and skill levels and you've got to take this group of folks and accomplish some mission.

David Veech: It's every single day was a learning opportunity. You got to make decisions. You got to understand the needs, you got to put the needs of the people above your own. You've got to challenge these folks, you got to provide them all the support they need. You got to kick their butts when they need that. And then when they're feeling down because you kick their butt you got a encourage them to keep on trucking on.

David Veech: So that was a wonderful experience. And I was an infantry officer for the first part of the career. So I was a platoon leader company executive officer, then it was a company commander in Germany. Also spent 18 months on the brigade staff as the training officer, which was an incredible experience. Maybe I can share a little bit of that in a little bit. And then I got to command a rifle company which is 90 soldiers. And I did that for a year and they must have liked what I did, because then they made me the headquarters company commander.

David Veech: And there are 366 soldiers in the headquarters company commander. So as a 24 year old captain in the army, I was responsible for the lives and wellbeing of 360 soldiers.

At the height of the Cold War. At the tip of the Sword of Freedom, we would say in Germany. So that experience was, just, you just can't get that anywhere else.

Peter Margaritis: No.

David Veech: I went from command, I taught ROTC then after that I came back and that's where I really discovered that I need to be teaching. That is what I'm supposed to be doing. That was what I was put here on earth to do was to be a teacher, and I discovered that teaching ROTC at Stetson University in the late 80s. Went from their end to the acquisition core, they sent me to grad school at Clemson. I got a master's in industrial management from Clemson. And then went to work buying missile systems for the Army. So I bought missile systems and I learned about. Yeah.

David Veech: I learned about leading civilians.

Peter Margaritis: Okay.

David Veech: And the civilians that were on my team were incredibly capable. You know, you hear rumors of these little old ladies in tennis shoes. These government workers who are lazy, and they I didn't have any of that experience. These folks were dedicated professionals, always learning, always committed to the mission. And my experience with government surveillance has always been spectacular unlike a lot of people apparently.

Peter Margaritis: Can I ask a quick question here?

David Veech: Yeah.

Peter Margaritis: You're going from leading soldiers. Who know that you're the command to civilians that know that you're the boss.

David Veech: Yeah.

Peter Margaritis: Talk about that transition. I mean, the mentality between somebody in the military who I am serving under you. I follow your orders. To I need you to do this job.

David Veech: Well, it depends on the type of leader you are. And I learned very quickly that I wanted to be the type of leader that engage the soldiers and got them to willingly do the things. Instead of being the guy who says, do it because I said so. One of my mentors early on was Colin Powell.

Peter Margaritis: Oh.

David Veech: I got to as a young captain on the brigade staff in Germany. He was my corps commander three star general. And he came to Grafenwoehr, Germany, and I got to brief him

on our brigades training plan, while we were at Grafenwoehr and there's another place called Hohenfels. It was a big maneuver Training Center.

David Veech: And he was just unlike other general officers that I've made presentations to. He was incredibly encouraging and incredibly inviting. I mean, I've done presentations to other general officers and it was like, you know, if you make one misstep they're going to light your butt up. He was not like that at all. So he was very encouraging and very supportive. I got good feedback at the end from him and from my bosses, and I paid attention to pretty much everything he did after that. And so I've always been a big Colin Powell fan.

David Veech: The one rule that always sticks out. He published a set of rules when he was the commander. The one that sticks out was 'Get mad but get over it.' Get mad, get it out. But you don't need to yell at anybody to get mad. You get mad, get mad inside. You figure out what you really want to do, but then get over it and understand what the real problem is. And then attract the real problem. Don't attack the person who makes you mad.

David Veech: So that has kind of stuck with me. And that bearing that he brought and that encouraging kind of presence that he established was something that I worked very hard to emulate when I was a company commander. And then when I started working with civilians, it was the same thing. The biggest difference with the civilians was in that skill set and their experience level. I mean, they were way more qualified to do the work that we were doing than I was. And so, I let them know that I was there to learn from them. I wasn't there to tell them what to do or how to do it. I was there to learn from them.

David Veech: And the response you get from people when you put yourself in their hands, instead of trying to make them get into your hands. It's a tremendous kind of liberating response. And I had, I had 12 civilians that worked for me at one time and we had a blast. I mean, it was a great team, a great experience.

David Veech: So that pretty much took me through my military career. I went from buying missile systems to an in-plant job at Lockheed Martin Vought Systems in Grand Prairie Texas. So we have a government office there and I was the operations officer. We had \$4 billion plus development programs that Lockheed Martin was the lead contractor for, and we were overseeing those folks. And again, a wonderful group of professional folks who were in that office. But I got downsized. And I got passed over for promotion to Lieutenant Colonel, which was like the most devastating experience of my life.

Peter Margaritis: I could imagine.

David Veech: But it was because the acquisition core was sized for an army that was, you know, 525,000, when we created the acquisition core. And under Clinton, the Army shrunk to 400,000 and the acquisition core didn't change size. And so they said, well, we need to make an adjustment to reflect their appropriate percentage. And while I had got into the acquisition

core because their promotion rate for Major to Lieutenant Colonel had historically been like 97%. For my year group when we came up, the promotion right was less than 30 percent.

Peter Margaritis: Wow!

David Veech: But fortunately, I had a friend who is the assignments officer and he calls me up the day the promotion list comes out and I'm not on it. He calls me up and he says, "Dave, wherever you want to go, whatever you want to do anywhere in the world, any job. I'll make it happen for you."

Peter Margaritis: Wow.

David Veech: What do you want to do? And I said, I want to teach. I want to teach. And so he said, I'm on it. And he called me back three days later and he said, I got two jobs for you get to choose from. And this was like July. He said, I can have you at Fort Lee Virginia at the Army Logistics Management College by September, or you can go to Wright Patterson Air Force Base to the Air Force Institute of Technology next summer. And I talked to my boss, and he said, "Well, we need some transition time. So don't bail on me now." Yeah, I took the job at Wright Patterson. It was closer to home.

David Veech: And that began, in earnest, my transition to consulting and teaching. That was a wonderful experience, and of course, the first thing they did was they sent me to school. The Air Force actually has a six week long academic instructor course.

Peter Margaritis: Nice.

David Veech: And so I went through that in two different stages, and part of that was learning how to deliver distance learning. It was in its infancy at the time. But we had to, they had a studio setup we learned how to do the video and sound checks. And I got dinged really hard from my classmates once because I made a face. I had asked that question, and it was an interactive session. I asked a question, and I didn't get the response back that I needed to get. And I made this face and everybody interpreted that as me being extremely judgmental of the audience. So, you gotta be careful when your whole body language is not available to folks. You gotta be careful of what your expression says to the folks on the monitor.

Peter Margaritis: That's actually good advice. I earlier I did a four hour Virtual Workshop on Zoom, and I think maybe at one time I think, now that you say that. There was one of those, like those responses. I just, I just think I paused, kept a straight face. I hope I did. But that's good that's good advice. So I'm fascinated. Keep going.

David Veech: Well, I was able to, one of the things that I was responsible for, since I had come from that position at Lockheed Martin. It was very operations oriented. And in the Defense Acquisition Workforce, they have different career fields and different levels of training and certification that they have to take folks through. And I was, I was in the contracting field and I

was in the production quality and manufacturing field. When I got to Wright Patterson, I was supposed to teach production quality manufacturing management. And I get in there and there's nothing about Lean Manufacturing at all for the government. And so I told the leadership and the folks who make these decisions that all these defense contractors are trying to apply these lessons from Toyota in their own facilities. We need to be teaching the government employees, how to help them do that. So let's add this Lean Curriculum into the programs for the government. And they said, "Do you know anything about it?"

David Veech: And I said, only what I learned through my Master's Degree. I can go down the road to the University of Kentucky and learn all that. So I called the guys at University of Kentucky. I got a discounted price for their Lean Certification Program. I went through that. Established a pretty decent relationship with them. Also went to Toyota about 10 times, which is not far from there. About six months before I was scheduled to retire in 2001, I get a call from University of Kentucky and they say, "Hey, would you like to come to work and teach for us." I was like, "Yeah yeah twist my arm."

David Veech: So, I got my first gig teaching for UK. Six months before I retired, I had to go to York, Pennsylvania and do a lean operations management course for a bunch of hardened folks at Harley Davidson.

Peter Margaritis: Ohhh.

David Veech: It was the most nerve racking experience for my life.

David Veech: There I am, I've never worked in a factory in my life, and I'm supposed to teach 30 of these folks who've been working in factories their whole lives something about Lean. And I learned very quickly, the importance of preparation.

Peter Margaritis: So yeah, so just in case my audience doesn't know about Lean and Lean Management. Could you give me like a quick overview of it?

David Veech: Yeah, that's the foundation part of my life. And I want to, I want to tie that into changing mindsets as well because it's one thing that I've discovered in this. Lean seeks to make efficient every process in an organization for your particular audience, Peter. There's actually a field of Lean Accounting, because a lot of the accounting systems that organizations rely on were designed to support mass manufacturing principles that were invented by Henry Ford right? We got the assembly line and folks just cranking out piles and piles and piles of materials. Shipping containers full overseas and everything else. And there's just lots of inventory in this pipeline.

David Veech: And one of the things that Toyota learned as they were growing was that they can't rely on output from assets as a key indicator performance the way that most Western businesses do. We want to see that return on assets that means we want to keep that equipment running and everything. Well, Toyota learned if they keep their equipment running

those have a bunch of crap that piles up and stays there. They incur all that cost. They get no revenue from that.

David Veech: And so what we want to encourage organizations to do is, is make things in response to customer orders when they need them. Deliver them on time. Deliver them perfectly, and that's the essence of Lean.

Peter Margaritis: Okay.

David Veech: And I've been a student of that since I read *The Machine that Changed the World* when I was in grad school back in 1991. It's an incredible story about how Toyota kind of evolved through all this stuff. Now Toyota gets a lot of credit for doing a lot of great things, but almost everything that they did was in response to their business environment.

David Veech: Right, so they didn't just come up with these wonderful ideas to reduce inventory levels. They had to, or they wouldn't have been able to survive. They didn't learn how to lead and treat people until after they had lifetime contracts, lifetime employment contracts forced upon them in response to some employee unrest they had in 1950s. When the banks called their loan, and Kiichiro Toyota had to lay off 1500 people. It was the first time Toyota had to lay anybody off. The last time they had to lay anybody off. 1951.

Peter Margaritis: Wow.

David Veech: So now in response to that, they said, we're never going to rely on banks anymore. So they have probably \$5 billion in cash reserves somewhere anytime. Some doing something. So they've got enough money to shut down plants for several months at a time and keep the employees training and working and retooling things. So they're very dedicated to that.

Peter Margaritis: What a concept.

David Veech: It is incredible. Having that kind of money gives you flexibility. Right?

Peter Margaritis: I guess it does. You're right.

David Veech: That's one of the ways that they became the largest car manufacturer on the planet. What makes that system work though is what I've been trying to study, and part of my career at the University of Kentucky was tied very closely to that. We had a partnership with Toyota. Since we were teaching people Lean, and the principles of Toyota Production System, I actually got a badge to Toyota as part of my... So I had an ID card for UK and I had a badge for Toyota and they said, 'Go to Toyota as often as you can and learn.' And I get to decide what I'm going to study, right? I'm on the faculty there. And I'm like all the engineers that work within the College of Engineering took all the cool stuff. So I'm going to go and study. I'm going to go

and study suggestion systems, and quality circles, and leadership development, and their team structure, and all of their people systems.

David Veech: Okay, so I spent five years at the University of Kentucky. I spent that time working on a PhD in educational psychology that I wish I had been able to finish. I haven't, so I'm not Dr Veech. But I've got that the wonderful experience of going and learning from Toyota by observing as a third party and by interviewing everybody there. I never actually got to work there.

David Veech: But I lived in a town, full of folks who work there. And I got to hear their experiences and guys stopped me in the hallway at church and asked me...one guy in particular said, "He said, hey, what do you, what do you know about this, there was this Siggy Ziggy. And I said, "Six Sigma?" He said, "Yeah, they're talking about that at work now. What the heck is it?" And so I got to tell him it's a more statistics based way to do the things that they've always been doing.

David Veech: But one of the things that I had to tease out and put together was this this principles, this philosophical approach to what Lean really was for organizations. And a huge piece of that is leadership. And so, the first book I wrote was on problem solving. The second book I wrote was on leadership, but it's all based on this framework that I was able to build. And it's, Toyota has a house that they use as a metaphor that shows most of their key elements and I kind of built off of that. But the foundation that we build on is something I call Dynamic Stability. So, um, and it's not exactly two words that go together, right?

David Veech: Dynamic is pretty much moving all the time and stability is never moving. So how do you create an organization that has the stability to measure things and repeat performance and build skills? So that you can actually see when you're doing things right. So you need that stability in that repetition so you can build those skills and set targets for improvement, but in the environment that we're in. It's always changing. So how do you then pivot from one thing that you're very stable, change that immediately and then stabilize that as quickly as possible. And I spent a lot of time thinking about that.

David Veech: And the main thing, really the only thing that truly matters is the leaders mindset going into this. And leaders need to be able to share the way that they think about their work with the organization.

David Veech: So I've got four key components in Dynamics Stability. One is the leader's mindset. Next is you've got to build a learning organization. So everything you do is focused on learning and developing people. The third thing is put everybody in teams, because teams are the fundamental learning structure for humanity. And finally it's trust. So you have to be working every day to build trust. And you've been told to build trust once or twice in your career, right, Peter?

Peter Margaritis: Yeah, once or twice.

David Veech: You're supposed to just know this, right?

Peter Margaritis: Absolutely.

David Veech: So I spent a lot of time actually teaching people the things that they need to do to build trust and there's really, there's two key components. The first is clarity of expectations from both sides. Right? So as the leader, I need to make sure that when I expect people to perform in a particular way. I have to be crystal clear and how I express those expectations. And with Lean and Toyota Production System, we've got a tool called Standardized Work. That allows us to say here is everything that we are supposed to do and here's how we're supposed to do it. And here's how long it's supposed to take. So we can get very explicit on our expectations of our people. But where we usually fall short, is that it's a two way street.

David Veech: And your people have expectations of you as a leader. And if you don't take the time to stop and listen to their expectations of you, then you're only doing half of what you need to do for trust building. And it doesn't work when you only do half. Trust requires both parties to clarify their expectations of the other and then commit to satisfying those expectations.

Peter Margaritis: So in your work with your current clients and corporate America. Is it a two way street? Most cases? Because that's that would be my answer. But, but you're a lot closer to a one way street. Right?

David Veech: It usually isn't. It usually down from a power focus. Yes, I, I'm the leader of the organization. Based on the resources that the leader, the organization bestows upon me. Okay, the CEO has a lot of power because he or she controls every resource that is available for the company. And if I'm a division leader. I've got certain resources that the organization has given me. And power has always been based on those resources. If you're down at the bottom, you got no resources, just you know, you get squashed all the time.

David Veech: But true leadership is most effective when it's based on authority. And I learned the difference between power and authority when I read a little book called *The Servant* by James Hunter. 100 years ago. And it introduced me to this concept of servant leadership that I have found whenever I see an organization that is really performing effectively on a consistent basis. If you look to the leader, they all kind of mimic these same basic principles of servant leadership, which is to put the needs of your people above your own. Learn what they need. Let them do the things that you've trained them to do and then tell the world how great they are.

David Veech: And I kind of summarize those four things as *Love, Learn, Let go, then Go Connect*. And if we love and openly love, every great leader we have ever had has not had any qualms at all about saying I love the people that I've worked with. I love the work that we were doing. But it's not an emotional kind of thing. It's just a straight decision that you need to make as a leader and you got to make it every day. Okay, I got to commit every day that I'm going to

make this decision to love my folks, and I'm going to demonstrate that love by putting their needs above my own. So I'm going to sacrifice. What I need to make sure they have everything they need so that they can succeed. Okay, so if I am actually going to be good at doing that. The next thing I need to do is learn what those needs are.

David Veech: So the Learn piece comes from me going out into the world, and talking to people to understand what challenges they have, what problems they have, what successes they're enjoying, what they need to succeed, what are their bonafide needs, so that I can then go round up my resources from my power pool. Scoop those resources out and deliver them to satisfy the needs of my people.

David Veech: And the third thing is, and this is probably the hardest one for most leaders. Ultimately, as humans, the hardest one is going to be love because there are so many people who are, you know, they're just so many people who are so unlovable, it seems. Right?

Peter Margaritis: (laughter)

David Veech: There are just so many people at work you just want to choke. You can't do that. You have to be able to love those people. So you got to make that decision. So that's hard. They learn what their needs are. But then once you've provided the things that they need. You've got to let them go and do it.

Peter Margaritis: Right.

David Veech: And that's very hard for us to let go because we're all you know closet control freaks.

Peter Margaritis: That's... that's control enthusiast.

David Veech: Okay. I'll be more politically correct.

Peter Margaritis: From one control enthusiast to another.

David Veech: So I've learned that leaders will not do that unless there are systems in place to give them that feeling that they're still in control of things. So the way we build visual management systems and the way we measure work performance should give that leader enough of a sense of control that he or she feels like we know what's going on.

David Veech: But what I see in the workplace. Too often is when leaders give people that opportunity to perform. Okay. And this is a critical part of trust building too. The expectations was one part that I mentioned earlier, the other part is leader vulnerability. You're never going to have trust unless people see that leaders are making themselves vulnerable to their performance. So if I make myself vulnerable to your performance and give you an assignment that I'm ultimately responsible for as the leader and you fail.

David Veech: The way I react to that is either going to destroy trust or build trust. And if I say I can't afford to have you fail again. I'm just going to do that myself because I know I can do it right and I know I can do it quickly. So, I'll just do that work.

Peter Margaritis: Right.

David Veech: And you do meaningless crappy work, right? I'm sure there's a politically correct term for that.

Peter Margaritis: Right.

David Veech: When you do that, what the worst thing you do is you demoralized that person, and they won't want to be sharing with you. Anything else, right? But that means you're overloading yourself with tasks that your people should be performing. And when you're doing that work and it's tying you up and I bet 90% of your listeners are extremely busy at work, doing things that other people can do for them.

Peter Margaritis: Right, I believe that. I believe that

David Veech: But they don't because they haven't taken the time to fully develop the skills in their people to fully trust them to do the work at the level of quality and the timing that, you know, today's very time pressure work requires. This, this, let go thing is really important because if we let somebody do something and they fail. Our job is then to show them how not to fail and give them another shot.

David Veech: I mentioned my time on the brigade staff, I was the brigade training officer in Germany before I took my first command. And my boss was the brigade S3, who's the brigade operations officer. He's responsible for all the war plans and making sure that the brigade is trained to achieve those war plans. Right? So I was the training officer and I was responsible for writing the commander's training guidance on a quarterly and annual basis. So I was writing for the brigade commander. Twelve thousand soldiers were talking about, right? He's responsible for that.

David Veech: So my boss. I hated working for him at first, until I figured out what's going on. Because every time I would take a stab at writing the training guidance and I would send it over to him and he would just bring it back and it'd be dripping blood red ink. And he, but he never like lit into be about it. But he would sit down with me. And you know, when you're young, you don't want the lecture, right? Just tell me what I did. And let me do it. Right, right, probably sit down and we would go through it and he would make sure I understand why this was better than that or that was worse than this. And it was very frustrating. It drove me crazy. And then, then I would work until eight o'clock that night to fix it and try it again, only to have him come back the next day and walk through everything else. And after about six iterations, it would be okay. And he'd send it down to the brigade commander. And the brigade commander came

down to me and said, "What a fabulous job you did. That was the best training guidance I've ever seen. Thank you so much." You know, I didn't do anything, it was what this guy told me to write. He took it down there never took credit for any of it.

David Veech: And made me feel like a million bucks. And let me tell you if I thought I worked hard before that. I worked so much harder after I understood what he was doing that I work so much harder to make him look great, to the boss.

Peter Margaritis: Right.

David Veech: So he's my example of a servant leader. He never did the work for me always made me redo it. And always satisfied my need to learn. So, leaders need to understand that, regardless of the time pressure, your main job is to create the time to develop the skills in your people so that they can do the work without. And nobody wants to nobody likes that idea of working themselves out of a job. That's your job.

Peter Margaritis: That's right. That's your job. Exactly. I want to hire people who take my job at some point in time, hopefully, if I'm teaching them well and give them the right resources to grow.

David Veech: And that's what it takes. It takes teaching leaders need to understand how to teach. We call it coaching. Now, I mean, you don't have to be a classroom teacher in front of a bunch of students but understanding the objectives of what you're trying to teach and understanding the methods that you need to convey to them and then giving them a chance to experiment. That's what teaching is and leaders need to understand that their number one responsibility above anything else is to develop those skills.

David Veech: Part of that mindset I mentioned earlier. Okay, and we're in that foundation block about Dynamic Stability. If you remember back a little while ago. I mentioned Leadership, Learning, Teams and Trust in that leadership piece. I got four key things that I like to highlight .

David Veech: One is the leaders got to be able to articulate a vision for the future. And I see an awful lot of crappy visions. I don't know about you, Peter. I see an awful lot of crappy vision statements. So the purpose to me for a vision statement is one, it's got to motivate people. Oh yeah, I want to go there to that sounds fantastic. But in a time like today, you know, we're in the middle of this COVID-19 pandemic. Everybody's kind of depressed. Everybody's home. Working from home. We've lost our human connection. The purpose of a vision is to give people hope that things are going to be better. Right? So if a leader doesn't paint that picture for the future. People aren't going to have any hope and people aren't going to be motivated and they're going to be looking someplace else for that. Because that's a basic human need. So articulate your vision.

David Veech: Next, what are the values that are essential, that are going to drive the behavior that is acceptable on your journey to achieve that vision. So I'm a big fan of saying, here are the values because the way we behave at work with each other is absolutely critical. So the values that we talk about, they aren't for the outside world. They are for the inside world. Therefore, our own leaders to behave in a particular way that shows respect that encourages and supports that challenges and that corrects our people. So we've got to be able to articulate that vision. We got to be able to articulate the values. And then we got to commit to achieving that, right?

David Veech: So we commit to work the commitment is the third part and commitment is not, it's not a half-hearted kind of thing, right? My favorite story about commitment is the, I guess it's the old timers breakfast at Cracker Barrel. Okay, old timers breakfast. Scrambled eggs and bacon. Okay? And the chicken in this scenario, makes it a wonderful contribution to the success of that breakfast. But the pig is by God, committed to that breakfast. So can you put your whole body and mind into this vision that you've articulated to go after and, you know, I heard that story before.

David Veech: Alright so this leadership mindset is driven by vision, values, commitment. And the last piece is discipline and discipline has a couple of tricky meanings. Right? What most people think of when you say discipline is punishment. So you screw something up, you got to go see HR for punishment. Discipline. But if I remind everybody, all your listeners, when they went to school and they selected that accounting or finance as their major. That was their discipline, right? The discipline is actually your field of study. And it's a derivative of the word disciple.

David Veech: And disciples, we are. If you go to Sunday school and all you're familiar with, with 12 of them who followed a teacher to learn, right? They followed a teacher because he was able to articulate a vision of the future that they wanted to understand that they wanted to be a part of. You articulated the acceptable behaviors in the terms of values that he expected them to live by. And then he committed to teaching them every single day. And that's the same thing that every effective leader does is you commit to teaching every single day, but to be a true disciple, you can't stop with learning. You also have to go out and teach.

David Veech: So this discipline approach is one that really focuses heavily on leaders teaching leaders to be teachers. So we're going to teach the skills that people need to know. We're going to teach the tools that people need to know. We're going to teach the systems that people need to know. And we're going to teach them how to critically think and identify and solve problems. And those four things driving that leaders mindset should put us in the right place to be incredibly stable and skill building, while at the same time allowing us to pivot very quickly and think and reset new systems to address any kind of change that the organization has to face. So, Vision, Values, Commitment, Discipline all critical pieces of that leader's mindset.

Peter Margaritis: Man, I tell you what, I'm bringing you back again because I love this stuff. Because I believe the same thing you believe, but I come from just a little bit different angle. But, yes, let people fail. Failure, failure is an option. I've always said, but my father was not into

mistakes or failures. So I was always very critical, but when I, when I had a boss basically told me I was human and they expected me to make mistakes. Arooo! But then she said, I also expect you to come in here with a solution. I don't care if it's right, wrong or indifferent. Come here with a solution and then we'll walk away to that ultimate solution. I've had very few bosses ever since attack it that way. It's in the same mindset.

David Veech: Empowering, though, isn't once you understand what they're doing with you.

Peter Margaritis: Yeah.

David Veech: Then it really changes your attitude toward work with them and it doesn't become work. It's just, it's an experience that you can't get anywhere else and our leaders today need to be the ones creating those situations for people in work.

Peter Margaritis: Okay, So, two things. Give me the titles of both your books.

David Veech: Okay, the first book was *The C4 Process*. The C4 Process is a derivative of the plan, do, check, act problem solving process that Walter Stewart and Dimming gave to us in the 30s. It's a little easier to teach. Concern, Cause, Countermeasure, Confirm. The C 4 process that's the first one.

David Veech: The second one is *Leader Sites: Creating Great Leaders Who Create Great Workplaces*. That was it, was released in February 2017. And it talks specifically in the first half of the book about all those things in that leader's mindset. So it gives you the framework that I talked about the dynamics stability and the rest of this, the House that kind of serves as a metaphor for this framework. And it breaks out vision. It breaks out values and behaviors and it breaks out, really focuses kind of on self-efficacy of the workforce. What can we do to build confidence in our workforce and so maybe we'll talk about that the next time because I could talk for weeks on that. It's the coolest stuff ever then in the middle, I've got a chapter where I've kind of created a new leadership model that I call the integral leadership model that starts with this core of servant leadership and envelops that with level five leadership which was popularized by Jim Collins in the book, *Good to Great*. And then that gets kind of surrounded by short interval leadership which really refers to our ability to keep track of things when we let go.

David Veech: And the final thing is charismatic leadership. So servant leadership hits the love decision. Level five leadership kind of focus on the learning and succession piece of that. The short interval leadership is the let go part of that and the reconnect is the charismatic leader that goes out and tells everybody what great things we're doing here. Wouldn't you like to come and work here with us.

Peter Margaritis: Okay, so how can people find you, David?

David Veech: Website leadersights.com.

David Veech: I've got a free download your listeners can go to that website, click on the free downloads button put in their email address and I'll give them a free copy of *The C4 Process*.

Peter Margaritis: And the site again, is?

David Veech: www.leadersights.com

Peter Margaritis: Okay, great. And, and what you want to give them your email address if they want to contact you.

David Veech: Absolutely. Hopefully you'll have it in the notes as well. It's david.veech@leadersights.com.

David Veech: And I'll welcome your comments welcome your input.

Peter Margaritis: Perfect. David, I can't thank you enough. I've thoroughly enjoyed this conversation. And I'm really looking forward to the next. And be safe, my friend, be healthy and I look forward to our paths cross very soon.

David Veech: Thank you, Peter. You too.