

Leadership Update

The Monthly Newsletter of Weiman Consulting

Dear [fname]:

Happy Wednesday!

Here's our current issue, hot off the press:

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**QUOTABLE**

“The year was over last Friday and it was a good one, but last year is gone. The score right now is nothing to nothing. Nobody cares (especially our competition) what we did last year.”

– Alan C. Greenberg, 1983, Chairman of Bear Stearns, in a memo to all General and Limited Partners.

Alan Greenberg was legendary for many things, including his biting, quirky, and wise memos. He often quoted “the famous philosopher Haimchinkel Malintz Anaynikal” when reminding his teams about ethics, phone manners, frugality, hard work, hiring, and more.

Whether he was instructing on how to turn off lights at the end of the day or why someone's hunger for achievement was more important than an MBA, his memos constantly reinforced his core principles for success.

The quote above reminds me of investment disclaimers: Past performance is no guarantee of future results.

For many companies, this was their worst year since the Great Recession of 2007-2009. For some of you, it was your best year ever.

Regardless of what happened, on January 1, 2021, the score is 0-0.

Make it a tremendous year ahead.

## **WHAT I'M READING**

***Trillion Dollar Coach: The Leadership Playbook of Silicon Valley's Bill Campbell*, by Eric Schmidt, Jonathan Rosenberg, and Alan Eagle.**

Written by Google executives who knew Bill Campbell personally, this book is part tribute and part playbook about this extraordinary coach and business executive.

Campbell mentored entrepreneurial titans and helped create more than a trillion dollars in market value. Per the Amazon.com write up of the book: "Bill Campbell played an instrumental role in the growth of several prominent companies, such as Google, Apple, and Intuit, fostering deep relationships with Silicon Valley visionaries, including Steve Jobs, Larry Page, and Eric Schmidt. In addition, this business genius mentored dozens of other important leaders on both coasts, from entrepreneurs to venture capitalists to educators to football players, leaving behind a legacy of growing companies, successful people, respect, friendship, and love after his death in 2016."

It is based on interviews with more than eighty people who knew and loved Bill Campbell. The book explains the Coach's principles (yes, he had been the coach of the Columbia University football team, although his executive coaching was far more successful!) and how he impacted others so significantly.

Although I enjoyed the book, there are a few paradoxes.

For example, the authors insist that Campbell never gave advice, but then give numerous examples of Campbell giving advice. It likely speaks to the challenge of capturing the subtleties of someone who was clearly gifted at indirect influencing but would give direct advice when he sensed it was needed.

Also, they list the principles of Campbell's coaching, but one gets the sense that those principles were so effective *because* the person enacting them was a larger-than life personality already well-known and well-loved in the circles in which he traveled. The watch-out is that simply applying what Campbell did would not yield the same results, because his unique experiences and track record were a large part of his coaching success.

Nevertheless, learning about his values and coaching principles, as well as his philosophy around the centrality of teamwork, is well worth the read.

You can [get your copy here](#).

## **STUFF THAT WORKS**

### ***Fun Fact:***

As of December 21st it will officially be the start of Winter... that will probably mean snow. And an interesting fact about snow is that it is not necessarily white.

If you're like me, you're now rethinking every color you know. Is the sky even blue?!

It turns out that the light reflecting off of snow makes it appear white since all of the sides of the snowflake are scattering the light around in all different directions; which diffuses the entire color spectrum.

To complicate matters more, this actually means that the light being reflected off of snow actually is ALL colors... and that all together they just appear white...

If you want to read more fun facts about snow, click [here](#).

***Fall & Winter Energy-Saving Tips:***

To read and implement some energy-saving tips this season will not only help save energy itself, but it can save you money and make you more comfortable, too.

Some of the strategies are covering up drafty windows, utilizing the sun, and even changing your holiday lighting.

Check out all of the tips and tricks [here](#).

***Riddle Me That:***

Time for a riddle! The answer to the riddle can be found at the bottom of the email! (*No cheating!*)

“I was known to Greek philosophers a thousand years ago, I have numbers all in a line, and I can tell you if rain will turn to snow. What am I?”

For more wintery riddles, check the link [here](#).

***33 Socially Distant Ideas for the 2020 Holiday Season (That are still fun!):***

The holidays will certainly be different this year; but that doesn't mean we shouldn't still make the most of them!

Check out the link [here](#) for some ideas this holiday season.

**TOPICAL: A Quick Guide to Assessing 2020**

Almost everyone reading this newsletter is in a senior leadership position. That means that you will be doing plenty of year-end evaluations of others. And you'll probably receive feedback from supervisors, a 360, or even a Board.

But there's something else you can do: You can look at yourself.

Here's how to do it:

Clear off your desk. Turn off your cell phone. Turn off your computer monitor or tablet.

Write the following 7 questions down at the top of a sheet of paper, or copy them to a document, and answer them in order.

**1. What was my biggest achievement this year?** (In writing your response, include why it happened, who was involved, and why this was your most significant accomplishment. Did it support a major value? Achieve a top goal? What made it stand out?)

**2. What was my biggest disappointment this year?** (Include the details, even if it's uncomfortable to write them. Just like with question 1, write about why it happened. What was your role? Who else was involved?)

**3. What values did I live most prominently this year?** (What core values do you think you successfully lived or manifested through your own behavior?)

**4. What values do I prize, but didn't live up to?** (Were there any values that you wanted to show more of through your behavior, but didn't? And what stood in the way of you living that value or values?)

**5. Whose lives, through my behavior, did I improve this year and how did I improve them?** (You can answer this from your own perspective, but if they shared with you directly how you improved their lives, you can include their comments, as well.)

**6. Were there any people who were hurt by my behavior this past year?** How and why? (Same suggestion for answering as question 5.)

**7. What one activity did I do regularly this year that had the greatest leverage on helping achieve growth?** (Think in terms of your impact and influence in your organization, on your team, or in your interactions with key internal/external stakeholders.)

When you're done, you should have a thorough assessment of the past year.

And if you did the exercise as I had hoped, you scanned your memory for many activities, events, meetings, conversations, and more that make up the fabric of a leader's life. You also likely included how you adapted to the pandemic personally and professionally.

As well, you should have a sense of the value you provided to others and your entire organization, as well as some clues as to where you need to focus your attention in the year ahead.

In other words, you really looked at yourself. And captured in writing what you saw.

Save your answers. In the January 2021 issue of *Leadership Update*, we'll talk about how to use the key takeaways from this self-review as you plan for the year ahead.

If you have any questions about the exercise, drop me a note at [david@weimanconsulting.com](mailto:david@weimanconsulting.com).

## **JOIN US FOR COFFEE: RISE & WHINE WEEKLY VIDEO**

Every week, I post a new one-minute video sharing something you can quickly implement in life. In the most recent episode, I look at how the universe tends to reward people who take even a small action towards an important goal:

Current Episode [HERE](#).

To subscribe to our YouTube channel, click [HERE](#).

## **RECENT PODCAST APPEARANCES**

**Managing Holiday Stress Amid the Pandemic:** If you or someone you know might be having a tough time this holiday season, listen to the trove of solutions and coping tactics that I share on Carm Capriotto's [Remarkable Results podcast](#).

**Stress Busters to Deal with the Emotional Roller Coaster:** If you're feeling "Pandemic Fatigue" and need some quick tips for beating stress right now, hop over to my recent conversation with the great Carm Capriotto and his [Remarkable Results Podcast](#).

**Coaching for Performance:** Tom Foster of Foster Web Marketing interviewed me and we discussed a variety of topics! We also covered John Whitmore's GROW Model and how leaders can use the model to encourage alternative-solutions thinking and improve the performance of their teams and organizations. Check out the [World of Marketing episode here](#).

**Coping with Financial Stress:** On attorney Steve Richardson's [Financial Freedom](#) podcast, we talked about coping with the stress of difficult financial times. We talked about why financial stressors are more acute than other types of stressors, and how to deal with them effectively. Steve serves clients facing bankruptcy, student loan issues, and more.

**Finding (or Rediscovering) the Passion for Your Profession:** On [Tyson Franklin's Podiatry Legends](#) podcast (just passed 500 downloads!), we discussed the superficial advice many motivational "gurus" offer that you should do what you're "passionate" about. Tyson and I break down in a more useful way how your purpose, values, and mission can drive what you do every day, and how to find the passion if you've lost it. Tyson is a brilliant business mentor, interviewer, author, and colleague.

## ON OUR BLOG

### *How to Recover From Being Upset*

If something happened that's bothering you today, you can be upset, but don't be too upset and don't be too upset for too long.

Check out the blog post [HERE](#) to see how you can recover from being upset.

### *This Roller Coaster Term Can Teach Us To Enjoy Every Moment*

How many times a day are there pleasurable things we're about to experience, but instead of pausing as they do on a roller coaster, we just dive right into it?

Check out the blog post [here](#) for some tips on how to pause, take a moment, and find more enjoyment in your everyday things.

### *Good News Only*

Check out the blog post [here](#) for a quirky idea on how you can receive more good news in your life!

### *How to Make a Major Career (or Life) Decision*

I met a woman at a conference that was discussing a career change she recently made, and she mentioned what spurred her need for change.

She said that she attended a motivational seminar about a year ago and got inspired by the phrase of,” You really got to shake things up in your life to make a change.”

I have some advice about this topic. Check it out [here](#).

## **VIDEO TUTORIAL ON MANAGING MEETINGS (AND THE PEOPLE WHO ATTEND THEM!)**

Managing Meetings is really about managing people. And when you do that well, people will engage and make great use of them, instead of avoiding them! To see a quick video tutorial we created on how to manage meetings effectively, click [HERE](#).

***ANSWER TO THE RIDDLE:** A thermometer*

## **WE'RE HERE WHEN YOU NEED US**

We're all coping with challenging times right now. In addition to my consulting role, I'm also a Certified Performance Coach for Johnson & Johnson's Human Performance Institute. I have tools you can use to handle what we're all experiencing right now. If you want to talk, [reach out to me](#). You can call 610-642-3040 or email [david@weimanconsulting.com](mailto:david@weimanconsulting.com).

I hope you have found some great takeaways from the content above.

If you want to share it, feel free to forward it to friends!

And please let me know any news about you by reply email.

Have a great rest of your weekend!