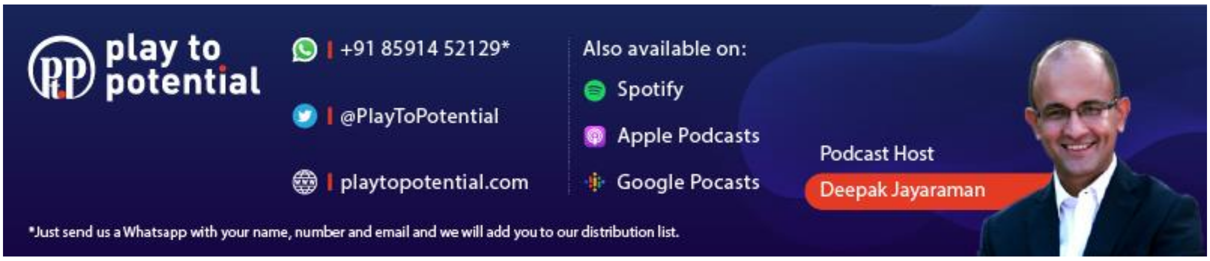

Guest

William Vincent Campbell Junior (Bill Campbell) was an American businessman and Chairman of Board of Trustees of Columbia University and Chairman of the Board of Intuit Inc. He was VP of Marketing and Board Director for Apple Inc. and CEO for Claris, Intuit and Go Corporation. After his active career as a business executive he had a profound influence as a Coach. He worked with the who's who of the Business world that includes luminaries such as Steve Jobs, Jeff Bezos, Larry Page, Sergey Brin, Eric Schmidt, Marissa Mayer, Sheryl Sandberg, and Sundar Pichai and so on.

Eric Schmidt, Jonathan Rosenberg and Alan Eagle (Executives at Google) interviewed more than 80 leaders who knew and loved Bill Campbell and shared their insights in the recently published book Trillion Dollar Coach. To honour their mentor and inspire and teach future generations, they have codified his wisdom in this book.

In my conversation with Alan Eagle (one of the Co-authors of the book), we spoke about how Bill transitioned from a career as a Sports Coach to being a business executive and then a Business Coach. We then delved into the nuances of being an effective team coach and what is different about that when compared to being an executive coach for an individual.

Context to the conversation

Welcome to the 50th conversation at the Play to Potential Podcast. This is your host Deepak Jayaraman here. I am an Executive Coach and I engage with organizations and leaders during phase's high stakes transitions – whether it is related to an organization or the Leader's career.

In this podcast series, I talk to leaders from multiple domains (CEOs, Sportsmen, Artists, and Thought Leaders) on three broad themes – Leadership, Transitions and Careers. I see this is a life-long pursuit of staying curious about these themes and hope to share what I learn along the way. Thank you for your support and look forward to your company in the months and years to come. The vision at the Play to Potential podcast is to help you play to your unique potential by curating thought provoking content that gets you to reflect on key questions that matter in your life and improve the quality of choices you make and to enhance your effectiveness across various domains of life.

I realize that as a Coach and as a Transition Advisor, my bandwidth is limited and I hope to make a difference to 20 – 50 leaders in a year. It is High Touch but I recognise it is low reach. This podcast gives me an opportunity to extend the reach and make a difference at a slightly higher scale. On that note, I am also excited to announce that through the podcast, we are supporting Antarang Foundation, a not for profit that works with 1000s of young adults who come from challenging backgrounds in some of the cities in India. As you would appreciate, running this podcast takes quite a bit of work.

- Coordinating with the speakers and getting time with them

- Preparing for the interview

- Post interview edits

- Efforts involved in breaking the conversation down into nuggets, something that I believe is unique and distinctive to this podcast and so on.

If you are deriving value from the podcast and want to show your gratitude, I would urge you to consider paying it forward for these individuals to play to their unique potential. I believe that potential is uniformly distributed but unfortunately, opportunity is not. Your contribution will help level the playing field a little bit as far some of these individuals are concerned. To know more, please visit the Pay it forward section at playtopotential.com for details.

Let's now get to the conversation at hand today. My guest today is Alan Eagle – Co-Author of the Book – Trillion Dollar Coach – The Leadership Playbook of Silicon Valley's Bill Campbell. He has written it along with Eric Schmidt and Jonathan Rosenberg of Google. The book is a tribute to Bill Campbell given the profound influence he had on the who's who of Silicon Valley. The book gives an insight into the methods of Bill Campbell and how he transitioned from a Football Coach and transitioned to a Business Leader at around 39 and then subsequently transitioned to a pro-bono Coach at around 60.

Without further ado, let us dive into the conversation about the Trillion Dollar Coach with Alan Eagle.

Transcription

****

Deepak Jayaraman (DJ): I'd love to may be level set little bit for the purpose of the listeners, why don't you tell us a little bit about Bill Campbell and possibly some of the lives that he is impacted?

Alan Eagle (AE): Sure, let me just start by talking you know Bill was a renowned executive coach here in Silicon Valley he was instrumental and the success of Google as well as Apple and several other companies Intuit and several other companies he actually passed away 3 years ago. He grew up in Pennsylvania, went to Columbia University in New York and he played football there and he was the member of their last Ivy League champion played back in the earlier 60s and anyone on become a football coach American football of course coach that Boston college almost the head coach at Columbia in the late 70s. So, he started his career as a professional sports coach he wasn't super successful. The Columbia teams did not do well so at age 39 he left coaching and started his business career. He first went to work for an Ad agency then worked for Kodak through that he met a guy named John Sculley. John of course in 1983 came west to take over a CEO of Apple and so when he came to Apple, he called Bill and Bill came over to run sales and helped with marketing at Apple. So that started at very successful business career that saw him rise to become an executive at Apple, then CEOs of Claris software, GO Corporation and eventually, Intuit and then that was the second phase of his career as business executive and then around 2000 he stepped down as CEO of Intuit and became really a full time coach. He was introduced to Eric Schmidt by John Doerr… who is a well know venture capitalist here in the Valley. Eric was just taking over as CEO at Google and John suggested that may be that Eric could use some caching and so Bill becomes Eric's coach. Bill had also become very close with Steve Jobs over the years when you know starting when he initially worked at Apple and then when Steve returned at Apple in 1997, I believe it was to become the CEO of Apple and really resurrect that company. Bill was the first board member he invited to come on board. So Bill while he was helping Steve Job's rebuild Apple he was helping Eric, Larry and Sergey, Jonathan and others build Google and went onto our remarkable career coaching many many executives here at Silicon Valley.

DJ: And for the purpose of the listeners do you want to share some of the prominent names just for us to get a sense of the level at which he was operating?

AE: I have mentioned Steve Jobs of course he worked with others at Google I am sorry Apple … here at Goggle besides Eric Schmidt he worked with other co-author Jonathan Rosenberg who ran product… at Google worked with Alan Eustace a head of engineering, worked with the founders Larry and Sergey worked with the CFO… so that just those two companies. Other people we have interviewed you know Bill sat on Apple Board for many years and so he worked with many other Apple board members… former Vice President of the US was one of the… some of the other names. I don't nearly told who was the founder of… he continued to work Intuit and of course with Brad Smith a CEO of Intuit who recently stepped down and the list goes on and on Sheryl Sandberg of course I should note who was he started to work with us as a CEO when she was an executive at Google and of course as she continued on at Facebook and you know the list goes on.

DJ: Lovely. Just picking up on a different theme Alan. I was curious about some of the transitions that Bill made right from transitioning from being a college football coach to becoming a business leader, to becoming a business coach to some of the largest tech companies. Give us a sense of how he adapted himself along the way and what stayed the same as he transitioned across these different contexts.

AE: Well, since I didn't know Bill at the time and he didn't really talk that much about his own history it's hard to fill in the gaps on exactly what he was thinking or how he approached it. The consistent theme though was the concept of team and team as a community. If you think about when you are working on a sports team you really want everybody to come together, put aside individual differences, play their role, play their part and help the team win and you really want people that care about the team winning. I think that is true in sports and that was his approach in business. All about coaching individuals and helping the team win and that's what he expected out of people. So, I think that level of consistency and I do know just from anecdotes from both his coaching days and his business days are that he really felt there is a community. When you are talking about team as community it's not just in the workplace and people working together but it is also getting to know each other, getting closer as a team. So, he always felt it was really important for teams to get to know each other, to work together, to socialize a little bit and get past your… every team does their common team building stuff in the occasional offsite but Bill would get a little deeper than that, overly got to know people as people and I think that was another consistent thread throughout his career and one that he brought in to his coaching work here at Google and other places.

DJ: How did Bill go about managing these Chinese walls of confidentiality?

AE: First and fore mostly competition between Apple and Google which led to several law-suits so I think things were pretty tense there for a while and Bill was as I mentioned very close to Steve Jobs and of course worked closely with people who are at Google so how did he manage that and I think you know the answer is trust. He first and foremost with anybody that he worked with he established you know a really strong we call it an envelope of trust and I think that's critical for any coaching relationship you know people knew that when they were talking to Bill that he had integrity, he would keep things in confidence and he truly had the best wishes the best interest of the person he was coaching in mind at all times. People knew that Bill had their back, Bill wanted what was best for them that was his only agenda and so was because of that trust that he could continue to work with competitors like Apple and Google even through the tenses of types because everybody know that they could truly trust him. I would think that most coaches don't work in such tense environment in such competitive environments you know working with two competitors like that but still this element of really building really strong trust with someone is a critical first step toward building a good coaching relationship.

DJ: And Based on the interviews you did, you mentioned you have spoken to 80 plus people while writing this book are there anecdotes or things that come up that he did to build that trust.

AE: We have a few principles in the book about this I should note that bill passed away in April of 2016 and the idea for this book really came up during the memorial service Eric Schmidt was there and he was talking with Philipp Schindler who runs a business operation at Google and you know they were talking about how Bill had some important principles and there are so much that people could learn from him and we needed to do something to make sure that these principles were not lost and so I had worked with Eric and Jonathan on the previous book called How Google works and after the memorial service we three of us got together and said what can we do to both honourable and also… principles and that's what we came up with the idea for this book and we did interview over 80 people that all of the names that I just gave and really we this book is not a biography of Bill it's really to try to dive into what was his approach to coaching? What made him so unique? So the answer to your question about building trust you know this things are simple, simple things to do and yet sometimes they are hard to do you know for example just to listen entirely you know for example right now as you and I are talking I have got my phone up here on the desk next to me and its face up and you know if someone would have text me or send me a chat or snap chat or something I had probably distracted from in that I glance over there. So you know with Bill he put the phone away as I am doing know as you can see that I am putting the phone away and we just be there you know the term being present is sort of a common phrase these days in California but you know Bill really what was doing that well before that was a common phrase he was just really truly listen and then he would answer with full candour you know calling above hours. Tim Scott recently wrote a book Radical candour and I think those sort of practice that this idea that you know he would really tell you honestly what he felt and what he felt and what he thought was the right thing you know and I hold back and he can do that because you know that he was coming from a position of really caring about your best interest and you are finally don't show up we talk to so many people who when they are going through a tough situation Bill was there and not just with an email not you know sometimes physically show up like come over to their house and talk to them and just be there and that sort of things is how you build trust with people you know when someone shows up.

DJ: And what was inspiring to read Alan was I understand that he did this all free of cost, right? He had made the money he wanted and at some point he said I wanted to give back and this was his way of giving back to the society. So that was truly inspiring to read that.

AE: Yeah, you know, not everyone can afford to do that. Bill had been very successful in his business career, didn't feel like he needed to make any more money. One of the people we interviewed was Dan Rosensweig who is the CEO at a company called Chegg here in Silicon Valley and Dan really credits Bill for saving Chegg and really helping turn that company around and he said when Bill showed up, he said I don't take cash, I don't take stock and I don't take shit, I hope I can say that on your podcast and so yeah he didn't take payment. He just wasn't interested in that. He was doing this because he felt that he could help, that he was good at coaching and good at helping teams come together and he believed in these companies, he believed in what Google was doing, he believed in what Apple was doing, he believed in what Intuit was doing, he believed in what Chegg was doing, all these companies he felt they really had a valuable vision and a valuable mission and he wanted to help. So, you know again this is not something that everyone can afford to do but it's what Bill did. This was kind of his retirement hobby although he worked awfully hard at it.

DJ: And the other thing that really struck me was the notion of a team coach, right? In one of the interviews you or one of the other co-authors mentioned that it's almost a product that Bill invented that's worth replicating in other situations. So, I want to unpeel that a little bit. So, talk to us a little bit about how he went about being a coach of a team. So how was it different from coaching an individual No. 1 and No. 2 how did he go about engaging with a team as a whole and what was the rhythm? So, talk to us a little about this notion of a team coach.

AE: Yeah, this was something that was really one of the surprising revelations to us that we discovered through during the research on the book and interviewing people and really thinking through Bill's approach. We think of people commonly think of executive coaching as a one-on-one situation, which it is for the most part and except at least in the work that Bill did here he met with several individuals. He was coaching many different individuals here at Google and each one had thought that he was their executive coach but in fact what he was really doing was making sure that the team was working well together. And so if you think of a team sports coach, whether it be American football or baseball or cricket or soccer, the coach will sit down with individuals and help them work on their game but the coach also needs to observe the team and make sure that the team is working well together and that involves both the stars of the team but also all of the other people in a team that helps the team perform successfully. And so how does one do that? Of course, he would continue to meet a few individuals but he would also observe the team in action. So, a coach, a team coach you are down on field with the team, you are observing the team in action, you are talking to them as the game is on and that's what Bill would do. So here at Google he sat in on Eric's staff meetings every week. He wasn't really a member of the staff. He just sat in on the staff meetings every week and normally he was pretty quiet in the staff meetings, he wasn't too vocal but he would observe who was happy, who was being heard, who was not being heard and then afterwards he might go to Eric and say, you know, there is something I observed about how your team is working, this particular situation, this person, I don't think this person really was fully heard or things like that. So, I think this is the difference between… this is the concept which Eric started to claim as one of the new innovations from Silicon Valley, his executive coaching of teams and one thing Bill said a lot is you can't get anything done without a team and business is a team sport. And that's really true, we all think of ourselves as individuals and how we are managing our individual careers and so on but nothing happens without a team in business and so that's what's his approach was to really look at the team.

DJ: Got it. And maybe just to stick with it Alan if we looked at Bill's pie chart of time, right, the way he spent time at Google. Give us a sense of what that picture looks like. What sort of things did it include?

AE: You know, I am sort of smiling at this concept of a pie chart of time because if there is anyone who seemed to have 30 hours in a day it must have been Bill because everyone we talked to would just speak about his high energy and he worked out like other people, he slept like other people of course but I do think his… because he didn't really have so much this concept of work life balance which is a healthy concept but sort of a dividing line and I think Bill was always building communities and he really genuinely liked and cared for the people he worked with so it wasn't really work versus life. So, his pie chart was just full. He was just talking to people all of time. He did a lot of phone calls at night that sort of thing. So, I don't know that I could really break down time management for him in his time here at Google except I would say it was probably he would go in Eric's staff meetings every week and then he would just meet people one-on-one and especially in the early days when he was first starting at Google he did a little bit of just walking around. There's an old management phrase “management by walking around” which may have been coined at Hewlett-Packard or at least it was used there and that’s a concept of going around and chatting with people checking in on them. But I don’t know exactly if we wanted to talk about percentages, I don’t think I could really accurately portray that.

DJ: Sure, I was just looking for what are some of the things that he might have done in addition to what executive coaches do work with individuals on. I mean you did mention he sat in on meetings.

AE: Yeah, I have worked with executive coaches myself and I’ll go have a session with the coach and that’s it. Then we don’t see each other for a few weeks and that’s fine and that’s highly effective. But what Bill did was he was actually present in the office, he sat in on meetings, he sat in on Eric’s meetings, occasionally sat in on Jonathan’s meetings, we have an anecdote from Marissa Mayer where he sat in on a couple of her meetings, so again if you are going to be a team coach you need to observe the team in action and not just the individual players.

DJ: Got it. One of the things that are mentioned in the book also is the notion of unlocking the potential of aberrant geniuses, people that are spikey and sometimes could be high maintenance. So, give us a sense of where he would draw the line on how much aberration he would take to tolerate a genius, how we would manage those?

AE: Yeah, this is always a great management challenge, isn’t it and I think that one thing… this wasn’t so much… we didn’t get this so much from Bill but we are talking about this concept in our other book “How Google Works” as well. Aberrant geniuses often need protection from senior management. We live in an age where individual employees, superstar employees can have a huge impact because they can just be so highly leveraged using technology tools especially if you are in the technology business where in places like Google superstar software engineers and product managers can just have enormous impact, they can create whole new product categories and lots of the times they can be difficult but if managed and coached properly they can have enormous impact both to the bottom line, to your product suite but also to your culture. You need to protect those people because sometimes they are difficult and the culture may want to push them out. So, one of the first lessons I think of aberrant geniuses is to do your best to protect them if they have a few key characteristics correct. What would those be? One is integrity. You of course cannot tolerate lying, abusive behaviour, harassment or anything like that, of course that can’t be tolerated. Two, and this is something Bill would always look for and I think it is super-important is a team first mentality. With these aberrant geniuses if it’s all me first, me first, me first then that’s a problem but many of them even though they can be difficult to work with really are trying to do what’s best for the team. Maybe they want a little bit of a spotlight on them as well but they really want to do what’s best for the team. So that’s really what you are looking for, its integrity and a team first attitude. When things start to go wrong it’s when it’s all either a lack of integrity or other poor behaviours that can’t be tolerated and more of a me first attitude and also just… we actually talk about this a lot when we are working on the book because it’s a hard decision to make. When is it too much and so we kind of came up with a formula which is just when as a manager or a coach if you are just spending way too much time you are cleaning up from the toxicity of the aberrant genius then that’s probably enough and I don’t even have a formula for that but just look at the time you spend managing that person or cleaning up around that person and there just comes a time when that gets to you too much and we have had situations here at Google where there are wonderful highly productive people that do amazing great things and then at some point it was just time for them to move on and usually they kind of agree with that. We get that question a lot and it’s hard. I know these are difficult situations. People who haven’t operated businesses and managed in companies underestimate how hard these people actually just are to deal with.

DJ: And moving to a different theme Alan, the other thing that really struck me was Bill's ability to land tough feedback and what's striking is he is not necessarily Mr. Nice right like you said quite tough and quite filled with expletives I understand in terms of the language he used. Give us a sense of what we can learn from Bill on landing tough feedback or having difficult conversations.

AE: Yeah, first on the language he did have a rather salty vernacular that he grew up and used, he cussed all the time. It was almost always jovial sort of like you would expect football coach or some other old guy oh F this, F that but always sort of in a fun jovial way. I think actually when he was giving feedback, he was never angry. Sometimes people using expletives can do it in anger and then in that case it is harsh and it is too harsh and that was never Bill's practice. When you knew he was cussing at you it was don't F it up but sort of always said with a smile and a wink. He also hugged a lot which was just part of his personality, part of his style. But I don't want anyone to get the impression that this was just an always easy going nice big teddy bear of a guy. He was first and foremost an excellent business manager. He was an excellent operations person and he expected people to speak up and to have a perspective and perhaps maybe they would disagree with a decision but they needed to rally behind the decision. And so, we talked to a lot of people about Bill's approach to firing people, Bill's approach to giving people feedback and letting them down easily and so he would give a lot of candid feedback and occasionally he had to fire people but again people always knew what was in the best interest of you as an individual and for the team. Jonathan tells this story of how he was. Jonathan could be pretty demonstrative, pretty outspoken as a manager and he actually landed himself on a list that came out, I think it was in 2007, on one of the local I think it was Vallywag or something… it was just one of these rags that cover Silicon Valley and this list was the top 10 terrible tyrants of tech and it was Steve Jobs, Steve Ballmer and Mark Benioff and all these people that can be famously difficult and there was Jonathan on the list and Jonathan was pretty happy because it was a pretty notable list of people. When he went next to see Bill, Bill was not happy, Bill was angry at Jonathan about this because he didn't feel like this was the feedback he was giving Jonathan, it was like no we didn't bring you… we brought you in to manage and coach people not to yell at them, that's not your job, that's not what ought to be doing. Maybe a Steve Jobs can get away with yelling at people because he is a brilliant genius; Jonathan you are not, and that was the feedback and so it was a pretty harsh meeting and then Jonathan said okay, what else we are going to talk about and Bill said, that's it, we are done, go think about this. So, he really chewed him out, gave him a lot of feedback but what was interesting and Jonathan found this out later that Bill then called Shona Brown who was our Head of Human Resources at the time and said hey Shona, check in on Jonathan, I chewed him out pretty good, make sure he is okay. And this happened a few times where Bill would give someone really tough feedback but then he would go around the corner to appear and said hey, check in on that person, make sure they are okay. So, he really was . . . even when he was giving direct honest feedback and sometimes it could be pretty harsh, he also wanted to make sure that the person was okay and I think this is a lesson for all of us. We talked to Diane Greene who was a Google Board Member, a former CEO of VMware, ran Google Cloud for a while and she said when she was talking to someone in public she always said you can always come up with something nice to say about someone even if let's say they are massively screwed up, say something nice about them, give them some positive feedback but then in private give them the harsh feedback, you are not doing them a favour by holding back and that was Bill's practice as well.

DJ: Got it. Back to his style, clearly it is an acquired taste right, gets along with some people, would be able to deal with it better than the others but back to Bill you talk about Bill having an ego and spending his energies on coaching the coachables. So, I am curious about what he looked for when he was trying to assess the coachability of an individual. How did he pick his coachees?

AE: Yeah, he did have an ego and he could get angry. He wasn't a saint; he was a human being and what he looked for was people that were coachable. I know that sounds obvious but not everybody is coachable. Now what does coachable mean? It means that you have to be willing to be vulnerable and to be humble enough to understand that you have some more to learn and you need to be honest about your mistakes, your fallibility and be willing to keep learning. So, I think that's the no. 1 thing of coachability is someone who is willing to hear the feedback, to understand their own weaknesses and always being wanting to be get better, always wanting to get better. One of Jonathan's favourite quotes comes from John Wooden who was a famous college basketball coach here in the States, coached for UCLA in the 60s and then in 70s and John Wooden has a lot of great quotes but one of them is "it's what you learn after you know it all and cannot" and think about that, that is such a cool quote cause all of us are pretty… we think we are pretty hot stuff, we think we know it all, especially if we are younger and it's what you learn next that really matters and I would say that's what Bill was looking for. We heard something very interesting from Sundar Pichai. Sundar who is the CEO of Google now and he was one of the people that was coached by Bill over the years and he said when he ascended to become CEO of Google he worked even more closely with Bill and Bill cautioned him even more closely to be careful, not be careful but really think about the members of his team, who do you want on your team, what are the right strengths, what are right complementary strengths and then to watch how they work together. So, one of the interesting things that Sundar said that he really looks for is how people cheer each other. People will come in… these are very senior people of course, they are reporting to the CEO of Google and of course they will come in and talk about their accomplishments and feel proud but what you are looking for is people that are excited and proud with other people accomplishing things, they are excited for their team, they are excited for their teammates. I think that is one of the things that Bill would look for.

DJ: Got it. And the other thing that comes up in the book is Bill being an evangelist for courage, right? You talk about the fact that Bill believed that his coachees could be greater than what they themselves believed. I am curious about how that showed up in the way he connected with people and the coaching relationship played out.

AE: As I said before, many of these things that he did are quite simple; it's just that we don't take the time to do those and also many of these things… our thesis of the book is that the best coach of the team is the manager of the team. So many people when they hear us talk or read the book they say, oh! I need an executive coach like Bill Campbell. Well, first of all there is no one like Bill Campbell and he is not with us anymore and there are other fine executive coaches but if you are the manager of a team to be the most effective leader you can also practice some of these coaching principles. Sometimes you need to take off your management hat, put on your coaching hat and one of these is this idea of this *evangelist for courage*. This was a quote we got for Shona Brown which was… or was it with Porat? No, I can't recall. I think it was Shona but her point was Bill would make you believe in yourself almost more than you believed in yourself and as a manager Bill wanted managers to make their people be an evangelist for courage for their people. In the workplace, in any place people tend to be risk averse, they don't want to fail and so it's the manager's job to actually push people to be more daring, to be more courageous so to become an evangelist for courage, push people to do more by making them believe they can do it and usually they can. So that's a lot of what we want from a coach is someone… yes, we need people to tell us, correct us when we do something wrong and help us learn but sometimes you just want someone to cheer, say, man! you are awesome, keep going and so one of my favourite anecdotes from our book is we were talking to Clay Bavor. Clay is a VP here at Google, he oversees our VR and AR products, Virtual Reality and Augmented Reality products and at the time that this story took place Clay was a Products Manager and he was just starting to work on AR products and he was showing an early product to the Google Board so he was kind of nervous. He is up in front of the Google Board and he is demonstrating this thing and they are all wearing the goggles and trying them out and he is trying to walk people through this down and something went well and he hears this clap from the back of the room like boom, boom, boom, boom and like loud cheering and it is Bill Campbell cheering him on and Clay said that moment gave him such confidence and such a boost and think about how often when you are in a meeting if something goes well someone on your team does something well, you say, good job or something like that of course but how often you are like, yeah man, stand up and clap, you don't, cause it doesn't feel right but that's what Bill would do. So that's part of being an evangelist for courage is really cheering people and celebrating their successes and there is an interesting tactical component as well. When we were talking to one of the Apple Board Members I don't recall he talked about how Bill would do this in an Apple meeting as well about how Bill did this when he was showing the Apple Board the Apple Play Store for the first time and how Bill was like cheering and saying this is so awesome and it also gets the momentum going in the room if you want to make a decision that way. It is pretty hard to decide against or argue against something when someone has literally stood up and cheered for you. So, you know, there is a tactical aspect as well and mostly this concept of being an evangelist for courage it's just this idea of growing confidence in the people, just trying to boost them up, make them think they can do more than they think they can do.

DJ: In the book you talk about cheer leading as well and you talk about the distinction between cheer leading and developing a positive mind-set and I thought that nuance is quite interesting. Could you talk about the distinction…?

AE: Well cheer leading is more an act; it's just a specific thing you do on the moment. Like all our pointers there if someone does something good go overboard in cheering for it but a positive mind set, I think is more about building the team and the community and having a vision for the company and just look we all… I think one of the hardest things in business particularly businesses that are not in the start-up mode is failing. Here in Silicon Valley though you are sort of part of the culture but even here as a company like Google gets bigger you have to be willing to fail and it gets harder because people get punished for failure, you know, you are seen as a failure. So, I think the positive mind set is try for greater things, think bigger, push yourself, challenge yourself and yeah you are going to fail but continue with the positive mind set, learn something from that and keep going. Is that what you were referring to?

DJ: Sure, sure. I think just going off script a little bit Alan I was curious the book really talks about all the successes and the people that he impacted positively and clearly it was written as a tribute to Bill but I was curious if… I was curious about how Bill received feedback. How did he take in feedback as a coach and did you come across any failures or places where he wasn't effective? I was curious.

AE: Yeah, we don't want to make him out to be a God and that everything was perfect. I don't know, again I didn't work directly with Bill most of what I know about Bill came through all of our interviews. I don't know if you could say that Bill whether or not he took feedback or not because most of the people we talked to were coachees of Bill. But I think that he would take it very well, I mean, he really appreciated authentic conversations and I am sure it worked both ways, I am sure it worked both ways. So, I think he himself was highly coachable his entire life and as far as failures, again people… we would ask people did Bill ever steer them wrong and the answer was no. And often times this was because Bill wasn't exactly telling people what to do and this maybe a slight difference between business coaching and team coaching. Team coaching, sports coaching someone will say hey, move a little to your right and take a step back and bend your knees more, I don't know, whatever, you know, whatever the sport is it can get very into the details. Bill's approach of business coaching and most executives coaches I think I like is more about telling stories like listening and saying okay, well, I have a situation like this one so here's what I did and here's what I learnt from that and so let's go back to your situation, what do you think is the right thing to do. Often times in these coaching sessions Bill would not come out and tell you what to do. Bill would read stories and then you would reach your own conclusion of what to do. And so, it's hard to pinpoint when he was wrong in that approach, I can't think of any. There is a well-documented case of failure in Bill's career which was the company GO which he was the CEO of in the mid-90s and GO was an attempt to build a handheld computer, personal organizer and computer. So, it was the precursor to the Palm Pilot and really today smartphones bit it was ahead of its time technology wise and it failed. So, he was the CEO of this company that did not succeed and I am sure there were mistakes made along the way there, I can't numerate them I can't recall them but there was a book by Jerry Caplan called Start-up. Jerry was the co-founder of GO that gets into those. So, he did have one notable large business failure which was GO but in the coaching realm no, nothing that I can think of. One thing we talked about in the book we go into some detail on decision making and one of the guys we interviewed was John Doerr and he had interesting things to say about decisions which were that you never know if you are making the right decision and often times there are multiple right decisions. So, go through the right process and then make the decision and sometimes that's the wrong decision but you can always run the right process. So, you can get to the wrong decision and still be running the right process.

DJ: And you are saying that in the context of Bill to say that he would ensure that people followed the right…

AE: Yeah, exactly. In the coaching I think Eric in particular learned a lot from Bill on this and they talked a lot about decision making but one of the most important things managers do is make decisions and like I said before you can't guarantee that you are going to make the right decision, you can never guarantee that but you can guarantee that you are on a good decision making process and that process entails making sure everybody is heard. Everyone needs to make sure that whatever side they are arguing they have a chance to really be heard. You know when sometimes in meetings there are the people who are the outspoken ones, who are always talking, they will always get heard but you need to look for the people who maybe aren't so outspoken, maybe not comfortable in arguing against a more powerful person in a meeting context. There are other ways to make sure that person gets heard, side meetings in the hallway, that sort of thing. So, when you are running a decision-making process, one, make sure you hear every possible perspective, you really stay open to it and then Marissa Mayer tells the story of how… but Marissa is such a smart person and she had a hard time doing this but Bill was coaching her that in your meetings when you are discussing decisions he made a rule for herself to follow: don't say a word other than maybe prompting other people speak. Don't opine until everyone else has had a chance to speak because of course when the leader speaks up then people are going to maybe want to align with that or whatever and so Bill's advice to Marissa was kind of stay quiet until she heard all the perspectives. So, no. 1 hear all the perspectives but then sometimes you've got to make a call. We have all been in situations where people would just get an analysis paralysis and not make the call and so when the team is talking about something and everyone has had a chance to be heard lots of times the right decision would just come out of that discussion but if it doesn't the manager needs to make a call and then everybody needs to rally behind it and this is not consensus. Bill would talk about oh, I hate consensus, and I hate the concept of consensus because the concept of consensus is getting everyone to agree which will often lead to a watered-down decision which is not the right one. What it really is… my boss here at Google talks about is disagree and commit. Okay, I spoke up in the meeting, I had a chance to be heard, I don't agree with the decision we made, and I think it's the wrong decision, but I am on this team and I am in. I am going to play all in for this decision and not sabotage it in any way and that's the sort of behaviour Bill would expect. One of my favourite anecdotes in our book, it's just a little anecdote, it came from Rachel Whetstone. Rachel ran Policy and Communications here at Google for a long time and she was in Eric's staff meeting and there was something the company was doing or was planning on doing and she didn't want to do it; she thought it was a bad move and she argued passionately against this. She is a very passionate person and argued very passionately about it and she lost. After the meeting, Bill noted that she was disappointed in this so after the meeting he found her and he said, hey Rachel, that didn't go your way and as she was expecting kind of a pep talk and him telling her that maybe there is another way to get her decision made or something like that and instead he basically said that didn't go your way this time, suck it up, go with what the team decided, maybe you will get it next time and that was it. You didn't get it, you disagreed but they made a decision, you are on this team, you've got to be all in on it. That was his attitude.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman here. It is interesting to hear Alan speak about Bill's approach in ensuring that leaders followed the right process in making a decision. If I may relate it back to my experience, when I work with leaders in their individual capacity through a career or a life transition, a big part of the work is actually ensuring that they are getting the process right. It is often about the following steps:

– One - Are the leaders developing a healthy level of awareness in terms of their strengths, sources of energy, passion and a clear sense of what matters to them as they move forward. I also ensure that this is a combination of insight (that comes through their reflection) and Outsight (which is often how people see them)

– Two – Are they making a coherent Go to Market in the context of the various pathways they can undertake and going after it in a systematic and a thoughtful way

– Three – Are there exploring enough; Several of the people that go through transitions get insecure during this phase of transition where there is often an identity vacuum and want to grab onto the first thing that comes their way. It might be efficient but may not be effective in terms of setting them up for the future.

One of my earlier guests, Herminia Ibarra (HI), speaks about the need to explore adequately and reflect on our experiences before we converge.

HI: *"But in fact what we are doing is trying to explore and compare and contrast and how I fell here and how did I feel there and so when you give yourself and that's why takes time that's why the time factor plays in to explore more divergently and say this is actually this is natural and is gives me more information so that then I can make the right choice you make better decisions and you are less likely to so the other thing the foreclosure which is take the first thing that comes to your way because it's been 6 months and I can't tell people anymore that I'm still you know out of work. So the delayed commitment comes from understanding that it's gone take time and you are not gone go for the first things that comes up or the second things into you really had a chance to test because once you jump you are gone be stuck there at least another 2 years and so why not take a little longer at the beginning in order to make a robust choice."*

– DJ: Back to the process of making a good decision, the fourth thing that we work through is to have robust decision-making criteria based on the self-discovery during the assessment phase and subsequently through the phase of experimentation

I realize that in something as nebulous as a career transition especially when somebody is at cross-roads, the best bet is to ensure that we follow the right process to get to a meaningful outcome. Given that it might take a while to figure out whether it was the right decision or not, that is the best hope we have.

DJ: Do tune into my conversation with Herminia Ibarra and Tasha Eurich if this element is of specific interest to you. Now let's get back to the conversation with Alan Eagle.

DJ: And the other thing that really struck me Alan is in the book you talk about observing from the stands and not being affected by being in the game, right? And I am curious about the nuance here in the context of how Bill built his nuanced picture of what's going on in Google, right?

AE: No, this is a hard thing to do if you are an operating manager or a leader in a company. By that all we mean is that Bill really didn't have any agenda other than he wanted Google to succeed or Apple to succeed or Intuit to succeed. He was really all about the team and the team being successful, the team being the company and you can do that if you are not running a particular division or a particular group. If you are running a particular group you also worry about your group and am I going to get the right headcount, am I going to get the budget I need and sometimes those worries can overwhelm the concern for the overall company and Bill just didn't have to deal with that? I think that's part of why he didn't want to sit on the Board, he was not on the Google Board, he was an advisor to Eric and others but he was not on the Google Board. In one of the other Board because what actually he thought he felt it would hinder him from doing the coaching work that he wanted to do because then he had an official position and kind of an agenda and so on. So, if companies do have external team coaches like a Bill Campbell it is important that they don't have an operating role and that they are just doing it for the good of the team.

DJ: And just a couple of questions to wrap up Alan. How did Bill think about success and impact in the way he went about his coaching and the way he led his life? In a way you mentioned this was a part of giveback given that he had sort of satisfied all the material needs that he had but having said that how did he think about, how did he… what in your understanding was his yardstick for…

AE: Well, of course, you used the phrase that we used in the conclusion of the book. He really wanted to help other people be successful and particularly he loved watching people that he worked with ascend to leadership positions, CEO positions. That's how he measured success, he just got great joy out of helping people become their best possible greatest selves. Shona Brown who I mentioned earlier was a senior executive here at Google and he was very disappointed when Shona… and Shona could have been the CEO at any one of a number of companies. But when she left Google, she decided to do other things and not become CEO and Shona told us how disappointed Bill was with her because he just felt she had such greatness is her and had so much to give people and he wanted to coach her as the CEO. On the other hand, Ruth Porat who was the CFO here at Google was in the CFO role at Morgan Stanley and Bill met Ruth through some affiliation at Stanford and he got to talk to Ruth and he said, oh, you've got to come over here to Google as Google was looking for a CFO. So, he basically recruited Ruth Porat to become CFO of Google and that brought him tremendous joy because it was good for Google and he continued to coach Ruth and it was good for her. So, this is what brought him joy, I think was just seeing the people he worked with become as great and successful as possible and he really was about community. He built communities wherever he went. I talked about building teams in the workplace but Bill had… trips he ran… like he would run an annual Super bowl trip where he would get a bunch of people together and they would go to the Super bowl. He ran a little golf tournament among his friends in Cabo San Lucas in Mexico. He had these… he would go on a baseball trip with another group of friends where they go to Pittsburgh and go in other places on the East Coast to watch games. It was all about community and building community and family. He was close with his family and so many people, I can't believe I haven't even brought this up and we are this late in interview. So many people talked about love and Bill and how they loved him and Bill loved them and Bill he had hugged people and go I love you, I care about you and he deeply did and this is all a very much an avuncular appropriate love but he made it look he could bring love in the workplace and that's what brought him joy, just the deep caring he had for people. And this was one of the things… I am sorry to interrupt but I have to reiterate. Bill was a unique individual but all of these principles bringing humanity and love into the workplace, cheering for people, learning how to make decisions, all of these are things that all of us can learn from and I really feel that if you want to become a great leader you need to be a great manager, you need to understand your business, run a tight ship, do a good job of hiring and performance reviews and all of those things but then you also need to be a great coach, be an evangelist for courage for your people, know your people as people, show up for them. You put those two things together and that's how you become a leader and I think these are things anyone can do and we can all learn from what Bill did that and how we acted.

DJ: And maybe just changing the focus Alan if we flip it to the coachees that Bill worked with, did you observe any themes around what people did to get the most value out of Bill, right? He was around, he was available and he was there to coach and he had a generous mind, he was generous but did you hear stories about how people tapped into him and got the most out of him.

AE: There are several of how what people learnt from him and how they helped… there's too many. I think the overall… we are talking to a lot of very successful people and yet when talking about Bill what came through was humility. We are sitting and I am talking to Al Gore, the former Vice President of the United States and he is talking about how much he learnt from Bill and how much fun he had with Bill. The thing that Al went into business after he left politics in 2000 and it was really a little bit of a business executive and did learn a lot about business from Bill. Bruce Chizen who was the former CEO of Adobe talked about how… he was a sales-person at Adobe and Adobe was a technology company but he learnt from Bill the simple things of stopping and talking to people. Going and talking to the engineers, sitting down and having lunch with them, chatting with them in the elevator or in the hallway, taking that extra five minutes and chatting with people and learning what they are doing and through that Bruce talked about how he really developed a deeper understanding of the product development process and the technology and he ended up being the first non-technologist to become CEO of Adobe and he attributed a lot of that to just the simple thing he learnt from Bill which was talking to people and listening. So yeah and there is more stories like that of these very senior people, what they learnt from him and how little ways that he helped them. Again, it's not like rocket science to stop and talk to people, it's just hard to take the time to do it.

DJ: Of course. And just a last question. In this podcast I also try and talk about the various transitions and how people deal with transitions. In the book you talk about Bill's role in two very crucial transitions at Google. One was when Google wanted to bring in an independent Chairman of the Board and second was when Google and Alphabet were formed. Any insights around what he did around those transitions specifically which stood out that.

AE: You know one thing that surprised me consistently through talking to people and doing the research for the book which is that people at senior levels in the company are still humans. I mean of course that's obvious right but you tend to think okay, they are very wealthy, they are powerful, they are extremely successful, they have got a need right. Why do these things matter that much? I mean yet they do. People have egos, more so of course the higher level you go in organizations people have ambitions and so this transition, the one transition you are talking about well there are two interesting anecdotes that Eric wrote about in the book which is one, when Google was going public the Board asked him to step down as Chairman. They wanted him to stay on as CEO but they wanted him to step down as Chairman and someone else would become Chairman and this surprised and hurt Eric and Eric decided he was going to quit. Now this was before the company had gone public this would have been an extremely bad decision from a personal standpoint but he was hurt and in helping him write this section it sort of struck me that you're hurt, your feelings are hurt and that's why you are going to quit, that's completely irrational and you are Eric Schmidt but it didn't matter. He was hurt by then and Bill kind of helped talk him off that cliff and said, look you need to do what's right for the team and what's right for yourself and stay on as CEO and don't worry you are the right person to be Chairman and the Board will figure that out and you will come back as Chairman and that's what exactly happened. Later at the beginning of last year, 2018, Eric stepped down as Executive Chairman and really felt kind of lost and again when we were writing this section of the book I was so surprised, this is Eric Schmidt, the former CEO of Google, very wealthy man, what's the problem and yet he is human and he didn't have in that case Bill was not there to help him through it and so again it doesn't matter where you are in the company, it's the human… when you are making a transition like that people need people, doesn't matter what level they are at, they need someone to talk to and someone to help them through the transition and someone to really understand that they are people, maybe their feelings are hurt, or maybe they are nervous about the future and really to help them through that. And again, that's what an executive coach can help do.

DJ: This has been extremely insightful Alan. Have I… is there anything about Bill that I may not have touched upon in this conversation?

AE: I think we covered everything, at least everything we write about in the book. We have talked entirely about Bill's business career here in Silicon Valley. I do need to know he was Chairman of the Board of Trustees at Columbia University for over, I think it was 12 years. Besides doing his work in the Valley at the same time as he was coaching Google and coaching Apple and many others, he was the Chairman of the Board of Columbia. It's probably not too many ex-football coaches who then go on to become the Chairman of the Board of their universities. That's pretty unique. And then he also… he coached football here in the Bay Area, he coached the middle school and a local school called Sacred Heart. He did that for 15 years. Some of the people that we talked to got to be friends with Bill not through business in the Valley or anything they got to be friends because their kids went to school together and they coached football with him. And he would give the same level of commitment to the kids as he did to executives here. In fact, sometimes he would be on the field every Tuesday and Thursday did a practice and he would get a call from Steve Jobs and the kids would see Steve Jobs on the caller ID and Bill would say, no, I don't have time and got to take your call. So, he brought that same level of commitment in building community in so many places. One other thing I would like to add, of course, I would love for people to read our book and hopefully learn from it, we do have a Slide Share version of the book if you just do a search on your favourite search engine "Trillion Dollar Coach" Slide Share and it's a pdf of about 35 slides that captures all these principles. So, if you don't have a couple of hours to read our book you can review the Slide Share in 5 minutes.

DJ: Lovely Alan. Pleasure talking to you and thanks for holding sights around Bill's life.

AE: My pleasure, I hope this was helpful and I hope people try to practice some of these principles and become better coaches. Take care, thanks, and bye.

DJ: Absolutely, thank you so much.

Reflections from Deepak Jayaraman

DJ: I hope you found the conversation as purposeful as I did. Couple of things struck me in this conversation.

First I was recently reading the book Late Bloomers by Rich Karlgaard where he says that we live in a world that celebrates precocity. With lists such as 40 under 40, 30 under 30 and so on, there is a lot of celebration of early success but not enough commentary around late bloomers. To me Bill Campbell seems like a great case study of a late bloomer. One of my guests at the podcast (Lynda Gratton – I will be publishing our conversation in a few weeks) speaks about the notion of 100-Year life where we need to be thinking about our journey differently. I see several people in their 30s, 40s and 50s often burnt out and checked out. While they might have ticked the financial milestones for themselves, they still have a big chunk of life to lead and make a difference. So, to note that Bill Campbell moved from the world of sport to the world of business at 39 and from being a business executive to Coaching at the age of 60 is fascinating. And to note that he was most remembered for the last innings much more than the other two is interesting as well. Talks to the point about finding a meaningful canvas for ourselves when we move from one innings to another. We might have achieved great heights but our best days might be ahead of us. It is also interesting to note that Bill did not take a dollar from anybody in his Coaching journey. He did it purely out of a sense of passion and purpose. In a world where we often equate success with material gains, it is humbling to see someone like Bill making such a profound difference that possibly went on to impact 1000s of lives and Trillions of Dollars.

The second thing that struck me in the conversation with Alan and possibly comes through in a little more of a pronounced way in the book is that Bill spent a lot of time in meetings and in the corridors to really sync with the nuanced context at Google and some of the other companies he worked at. And that context made a non-trivial difference when it came to being of value whether it was advising Eric Schmidt, Sundar Pichai, Marissa Mayer or any of the other leaders he worked with. When I work with clients, I often tell them that if I only have access to the locker room and not the stadium where the game is happening, then I am working with incomplete information and it is hard for me to make sense of what is going on. I have to decode what is going on through the stories of the leader and the other players in the organization which comes with its own signal distortion and noise. A similar point is made in a different context by Atul Gawande, a well-known Surgeon, Author, Professor and CEO of Haven, the Healthcare Venture started by Amazon, Berkshire Hathaway and JP Morgan to improve Health Outcomes. In his book Better, which was published about a Decade back, he speaks about the distinction between the view in a Musical school where you spend 10,000 + hours (with all due respect to Malcolm Gladwell) and get onto the world of performance and you go from there. He contrasts that to the world of Sport where you need a coach all the way to the top. Even a Roger Federer who is considered the Greatest Tennis Player of All Time needs a coach. He speaks about how he as a surgeon paid somebody (a gentleman called Bob Osteen) to come into the operating room to observe him and critique him, however absurd the idea sounds. He speaks about the small things that Bob observed that were completely in the blind spot of Atul. He talks about External Coaches as an external pair of eyes providing a more accurate picture of the reality. Now, this would not be possible if Bob didn't observe these things first hand in the operating room. So, if you are listening to the podcast and are a coach or working with a coach either for yourself or somebody else in the organization, do pause and ask the question, what access are you providing to the real action for them to form an accurate picture of the reality.

With that, let me wrap up this podcast conversation. Thank you for being with us as we turn 50. This just feels like baby steps in what I believe to be a long journey of curiosity and sharing. I look forward to your company as we continue on this exploration.

If you find the podcast of value, do rate and review on iTunes or on any of the other platforms where you consume it. I would also urge you to check out the Pay it Forward Section at playtopotential.com. Your contributions to Antarang Foundation there will help 1000s of young adults in India play to their unique potential.

Thank you for listening. I look forward to having you at one of the subsequent conversations at the Play to Potential Podcast.

End of transcription

****

Nugget from Herminia Ibarra that is referenced: The perils of foreclosure.

RELATED PLAYLISTS YOU MIGHT LIKE

Reinventing self: "How do I stay relevant" is a question that all of us have to grapple with as we go through our respective journeys. Careers aren't linear any more. Some of the leaders talk about how they managed to pivot during their journeys and significantly change trajectories. You can access the playlist here.

Coaching: The business world is slowly waking upto the fact that just like in elite sports; there is a tremendous value to be unlocked by having an effective coach for a leader. It is not just about fixing issues but also about enabling the journey from Good to Great. Leaders across disciplines share their insights around how one should pick a coach and get the most out of such a relationship. You can access the playlist here.

Building Trust: Becoming a Trusted Advisor is often the Holy Grail for a lot of Business Advisors. This issue is as relevant for businesses as they think about how their consumers interact with their brand. Leaders talk about what it takes to build trust with an individual. You can access the playlist here.

Context based leadership: You can access the playlist here.

Communication: Communication and story-telling is at the essence of building culture in an organization. Lessons from an ad-guru, mythologist, armed forces officer, motivational speaker and more about how one could think about narrating compelling stories. You can access the playlist here.

Spotting Potential: As we move towards a world where intrinsic capabilities count for more and more, how we spot diamonds in the rough is a capability that will begin to matter more and more. This is as relevant for hiring as for investing. Leaders across disciplines share their insights on how they look for raw potential that can then be honed. You can access the playlist here.

Curiosity: "A Curious Mind" by Brian Grazer (Oscar winning Producer of movies like A Beautiful Mind and Apollo 13) was the inspiration behind the Play to Potential Podcast. In this playlist, Leaders reflect about the role of curiosity and how it has helped them in their journeys. As Alvin Toffler says, the Illiterate of the 21st Century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn. You can access the playlist here.

Judgement: Judgment is a key trait that differentiates the great leaders from the average ones. How do you make decisions and exercise choices in a world full of options and grey areas with multiple stakeholders around you. In addition, the playlist has nuggets that discuss how one creates a climate for the people around you to exercise good judgment. You can access the playlist here.

Views on Success: Leaders talk about how they have recalibrated the notion of what success means to them. This is often a moving target and one has to constantly evolve it as we go through our respective journeys. They also discuss how this thinking has helped them make a more robust "where to go" decision when they were at an inflection point. You can access the playlist here.

Leadership Transitions: Perspectives around moving from one role from another especially while moving from Functional Leadership to General Management; Leaders also talk about how they thought about inter-generational transition as business owners. You can access the playlist here.

SIGN UP TO OUR COMMUNICATION

Podcast Newsletter: Join 1000s of leaders who benefit from the Podcast newsletter. Not more than 1-2 emails a month including keeping you posted on the new content that comes up at the podcast. High on signal, low on noise. Sign up for the podcast newsletter here.

Nuggets on Whatsapp: We also have a **Podcast Whatsapp distribution group (+91 85914 52129)** where we share 2-3 nuggets a week from the Podcast archives to provoke reflection. If that is of interest, please click here and send a message stating "INTERESTED". Do also add this number to your Phone Contacts so that we can broadcast our messages to you when we share a nugget.

****

Alan Eagle - Nuggets

- 50.00 Alan Eagle - The Full Conversation
- 50.01 Alan Eagle - Sports to Business to Coaching
- 50.02 Alan Eagle - Building trust as a Coach
- 50.03 Alan Eagle - Coaching a Team
- 50.04 Alan Eagle - Dealing with aberrant geniuses
- 50.05 Alan Eagle - Having difficult conversations
- 50.06 Alan Eagle - Being an evangelist for courage
- 50.07 Alan Eagle - Receiving feedback as a Coach
- 50.08 Alan Eagle - Enabling good decisions
- 50.09 Alan Eagle - How Bill thought about impact
- 50.10 Alan Eagle - Influencing Eric Schmidt's key transitions

About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work here.

Disclaimer and clarification of intent behind the transcripts

This written transcript of the conversation is being made available to make it easier for some people to digest the content in the podcast. Several listeners felt that the written format would be helpful. This may not make sense as an independent document. Very often spoken word does not necessarily read well. Several of the guests have published books and the language in their books might be quite different from the way they speak. We request the readers to appreciate that this transcript is being offered as a service to derive greater value from the podcast content. We request you not to apply journalistic standards to this document.

This document is a transcription obtained through third party/voice recognition software. There is no claim to accuracy on the content provided in this document, and occasional divergence from the audio file are to be expected. As a transcription, this is not a legal document in itself, and should not be considered binding to advice intelligence, but merely a convenience for reference.

The tags that are used to organize the nuggets in the podcast are evolving and work in progress. You might find that there could be a discrepancy between the nuggets as referenced here and in the actual podcast given this is a static document.