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Context to the nugget

Alan speaks about what mattered to Bill and how he measured his impact or success. He speaks about Bill's genuine love for people, his keen desire to help them succeed and his passion for building communities around him.

Transcription

Deepak Jayaraman (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...

Alan Eagle (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 in 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.

Reflections from Deepak Jayaraman

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End of nugget transcription

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- 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
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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](#).

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