



**Wake Up Eager Workforce Podcast, Episode 36  
A Podcast about Culture -- Produced By Suzie Price**

Architecting Your Culture with Novologic CTO/VP Jeff Gray – Transcript  
[www.pricelessprofessional.com/culture](http://www.pricelessprofessional.com/culture)

**Suzie Price:** Think about the level of engagement and buy-in you have with your employees in your organization. As I asked you this question, are your people living for the brand or living off of the brand? Are your people living for the brand or living off of the brand? I first saw that question on the homepage of the website for Novologic. Novologic is a consulting and technology company that focuses on building high performance cultures, and in this episode I interview Novologic, CTO and EVP of Professional Services, Jeff Gray. We had an informative, inspirational and fun interview, and here's what we talked about; we're going to talk about key teachable moments from Jeff's leadership journey so far, you're going to find out why every company has a "Culture Host" and how that person influences how people work. I guarantee you, when you hear about that and we talk about that, you can be thinking about who is the Culture Host within your organization. Jeff shares how to create a "Force Multiplier" and "Thoughtmosphere" that can help turn your company's culture around and you get to learn about the three love languages businesses need to master to capture the energy and buy-in from today's employees. There's so much information here, good insight, information that you're going to want and need to continually build engagement and buy-in from your employees. So let's not wait any more. Let's get started. Michael, hit it!

**Intro:** Welcome to the Wake Up Eager Workforce podcast, a show designed for leaders, trainers, and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews, and inspiration. Please welcome the host who is helping leaders, trainers, and consultants everywhere; Suzie Price!

**Suzie:** Welcome to episode number 36. The topic for today is "Architecting Your Company Culture" and I'm interviewing Jeff Gray from Novologic. My name is Suzie Price and I am your Host, as well as the Owner of Priceless Professional Development. I'm a Professional Facilitator, Consultant, and Author, and we've been running Priceless Professional Development and this is our 14th year. So I'm excited about this podcast. It was interesting, this is the first podcast, this is number 36, but this is the first one that I've ever done in-person. So often it's over the phone and so that was an awesome way to do an interview. I felt a little like Oprah. Not Really, but fun to be in person and to be able to exchange, on the phone you get the problem you get with conference calling sometimes where you talk over each other or you can't see the expressions and so it was a milestone for me because I'm going to do more in person interviews, but it is a milestone in another way because Jeff has a lot of great information to share with you about how to actually architect your company culture.

**Suzie:** He's passionate about the topic, you know, his background is credible and the work that they do are with amazing organizations. I first met Jeff a couple years ago. He was a panelist at a Technology Association of Georgia meeting and I was very impressed with how thoughtful he was, his smart responses to the dialogue on the panel. He's funny, could tell he was serious, but he didn't take himself so seriously and you're going to see all of that or experience all of that in the interview. And so, many years ago we connected and we finally got together this week



and this is July in Atlanta at his office to do this interview. So let me tell you a little bit about his Bio and then we'll jump right into the interview. Jeff is the Chief Technology Officer and Executive Vice President of Professional Services at Novologic. He talks about this in the interview. He began his career with IBM where he helped start the multimedia division and then he moved into with IBM, the Chief Technologist role. So during this time, through his career with IBM and then with his work with Novologic, he's worked with many leading technology companies like Cisco, Microsoft. He's focused on defining technology standards for hardware media, data integration; he's kicked off all kinds of tools and information that are used within web development. Companies like GE, Toyota, Home Depot, AT&T, Harvard, Chick-fil-A, Pfizer, BP, and other global organizations continue to leverage Jeff's insight and guidance to solve strategic business needs targeting employee engagement, training, communication, marketing, machine learning, and technology selection. He is seen as a trusted advisor and his passion, and you'll hear this in the interview, is to help companies fulfill their brand promise by architecting a culture of engaged team members that are supported with technology, skills and insights needed to perform their jobs better every day. So an impressive background. I know you're going to enjoy the interview. Let's get to it.

**Suzie:** So Jeff, thank you for being here today, appreciate you sharing your wisdom and talents with us, and sharing all that you know about building a culture and about your leadership career in life. But we're going to kick it off first with a couple of fun questions. And the first one is to ask you to share a funny story your family tells about you.

**Jeff Gray:** There's probably a good suite of those. I would say that the one that they all probably tell more than any other one was, well first of all, my job is to embarrass my kids usually, but it's probably a story about three or four years ago where we had taken a group of people, about 20 people, to a Dollywood up in Pigeon Forge. We were up there with 20 people, 10 or so kids, all in their teens. We went to a buffet because they're hungry little kids and so it went to this, I think it was Mrs. Vinnie's, it's a chicken buffet, kind of indoor, outdoor kind of eating area and there was probably about 130, 140 people in that place. It's characterized by a lady that walks around in an old turn of the century dress with little chickens in her hat and little bitty glasses and she's playing a banjo, ukulele, and singing songs and going around and putting rubber chickens on people's heads and just having fun with people. So she caught me coming back from the drink machine refilling my drink and she, she has this mic of course, so everybody can hear what she's saying, and she stops me. She goes, she's strobes that little banjo, ukuleles, and she goes, "I got a question for you." And I'm like, "What?" And she goes, "Would you dance with me?" And when she said that, I was able to look right past her to see the table where all my kids were at, and one of my daughters, my middle daughter at the time.

**Suzie:** How old is she?

**Jeff:** At the time she was 15, her eyes just got as big as watermelons because she knew what my answer was going to be. So I was like, "Sure, I'll dance with you." And I think it surprised this lady that I was just, "Sure I'll dance." And she goes, "Would you wear something for me?" And I was like, "Sure!" And so she ran over to this little closet in the corner and came back out with this big chicken hat, rooster cone, you know? And slipped it over my head and I put it on and she said, "Would you wear something else?" I was like, "Sure!" So she went and got this big harness that had a big rooster tail, about six feet long, big yellow one, huge. I don't know if anybody's ever worn that before, but anyway, she was very happy that I was doing this and so I

put the thing on, my kids were absolutely just crawling under the table by this moment. So she pulls me into the front of the room and she goes, "We're going to dance." And I was like, "All right." She goes, "I'm gonna play a song. You can dance to that." "Sure." Having grown up in the 80s and had been around breakdancing, I could still do a few moves and I'm not Michael Jackson, but I could get in the way. And the fact that I have no inhibition means that I don't really care if I can't dance. So I ended up somewhere between breakdancing, clogging and just busting moves. I started dancing there and people were cracking up, but she ended up taking me out of that restaurant and parading me around a fountain with about 500- 600 people laughing as I was breakdancing and doing all these fun little things in a chicken suit. She came back in and she called me "Chicken Jeff" at this point. And she goes "Chicken Jeff, do you have anything you'd like to say, Chicken Jeff? I said, Yeah, I do." And she goes, "What is it?" And I said, "That's my daughter," and I pointed to my daughter sitting in the corner, and she turned beet red. Of course my wife and everybody else was laughing too. But so that was very memorable, but the funny part about it was about a year later, year and a half later, we were back in that same restaurant and I was walking down filling my plate, I'd just gotten into the restaurant, and over the intercom I heard "Chicken Jeff" and she had spotted me coming in and she goes, "Would you please.?" And I said, "Oh sure." So we did an article.

**Suzie:** You did? Oh my goodness, your kids are like, "We are never going back to that restaurant!" Great insight into your willing to have fun and embarrass your kid's.

**Jeff:** Life is too short not to create memories and have fun. Laughter is a wonderful therapeutic thing.

**Suzie:** Yes it is, and it's also therapeutic to do what? Embarrass your kids.

**Jeff:** Yes, it is! Oh, it is good for me. Not everything has to be serious in life and kids around that age, everything seems to be so, you have to walk a thin line of everything has to be a certain way and life is not a straight line. Life is a bunch of curves and different points, so it's, you've got to be able to deal with some of that. So we have a lot of fun.

**Suzie:** It sounds like it. How many children do you have?

**Jeff:** I have 4. I have 21, 20, 17 and 15. And they are all adrenaline junkies.

**Suzie:** So like to do fun things? Go and do?

**Jeff:** Oh yes, yes, yes. If there's a story at the end of it and you'd live through it. That's our motto.

**Suzie:** Oh, I wonder where they got that from? Chicken Jeff! So let's go to one other fun question and then we're going to dive into the culture, and that is what would people say or would you say you'd like, "Hey, play me in a movie." Who would people say? What would your family say? What would you say?

**Jeff:** Well, they've said in the past that after watching a variety of different movies, most people would say to play me is Robin Williams. You know?



**Suzie:** No inhibition, make memorable moments.

**Jeff:** Actually the one movie Robin made, actually two movies Robin made, the first one that I think they would say would be the most characteristic was probably "RV," you've never seen?

**Suzie:** No, I haven't.

**Jeff:** "RV" is hilarious. He's a Business Executive and has to figure out how to do vacation and also business at the same time without his wife and family knowing, so they rent an RV and goes to Colorado because he has to be at a business meeting, canceled the Hawaii trip. So it was the story about him going on this adventure in an RV for the first time and it is hilarious. I actually have two copies in case one eventually gets destroyed I have a backup.

**Suzie:** It is a favorite movie?

**Jeff:** That is a fun movie. And then there's parts of "Goodwill Hunting" where he was in there, was a little bit different character. Yeah. So I spent a lot of time talking with my kids about stuff because we never go any place alone and sometimes they think I'm psychoanalyzing them, so I'm like, well no, psychoanalyzing just, we were just talking. So that character, they also say I can sometimes remind them of so.

**Suzie:** Well and those two movies, and I didn't know RV, but the way you described it, is fun, but it's the business person and you know, probably inhibition with the family and then the "Goodwill Hunting," there were some serious, philosophical moments and so you know, when he had that part of his personality too, you know, very thoughtful thinker and I take you as being a thinker.

**Jeff:** Yeah. In the "Goodwill Hunting" he had lost stuff. Yeah. Robin Williams had lost his wife. There's a lot of reflection that comes through loss.

**Suzie:** Yeah. Awesome. Great sharing. So now we're going to tap into your wisdom around your career as a leader. You're currently the Chief Technology Officer and Vice President of Novologic and you've had moments to share. There's so many of the people who listen to the Wakeup Eager Workforce podcast who are leaders at all levels in organizations, so I'd love to know more about what you would say is your most challenging moment as a leader.

**Jeff:** Probably the one that I thought was going to get me fired the first time, actually not while I was here at Novologic was actually in a prior employer, IBM. Yeah. So when I was working at IBM, I was the Chief Technologist there for what was referred to at the time was Global Services Internet division. So anything that was dealing with the Internet at that time, working with Macromedia or Cisco coming up with technologies that would eventually drive the Internet, that was my role, was validating that, figuring out partners and stuff that we needed to work with. And during that time, if you remember the e-business bubble happened. Everybody was trying to go e-business and Lou Gerstner had convinced Welsh that they were going bring GE into the e-business arena.

**Suzie:** Right.

**Jeff:** I remember as they were embarking on that journey, to do that, which was pretty audacious for a company as big as GE. I remember going into a briefing and I was probably 31, 32, I guess, you know, we, at the time I had probably over maybe 15 different development groups around the world at the time. And, but as we're going through that briefing, there was a lot of things that were visions that were being set in place that sounded very much like strategy. Everybody knew me, I didn't know them. I was asked to come there as a, to establish the credibility of the technology side of IBM. And I remember, based on what was being vision casted it in that meeting, I had a point where I had to make a decision of, do I tell them that this is not achievable in today's world or do I let that conversation keep building? So knowing that I'd probably be potentially walked out of this room, I had to speak up, not just for stewarding the client well, but also had to be fair to my teams of things that were going to be asked of them that would not be fair or even reasonable to ask.

**Jeff:** So I did and I didn't actually get asked not to come back in the room. I thought that that may have been the end of my tour at a, at IBM, but I had some great leaders that I worked for and stood behind any of the conversations we had. So it worked out well. I mean, there were still some expectations of course, that all in large projects like that always get a little bit, a little bit off. But it was a point in time that knew something was gonna happen on the other end of this, this conversation I was getting ready to start. That was probably my biggest convergent moment. If you know as a leader, you're going, okay, this is gonna, this is gonna, take me in a different direction after this decision. And it did.

**Suzie:** And it did, it did take a different direction obviously served.

**Jeff:** Oh yeah, yeah, it did. It's very important to get clarity upfront. The assumptions do not, do not go well in large initiatives, strategic initiatives like that. And so being able to have a clear dialogue and understand your swim lanes, of what you're really doing and what you're agreeing and promising to do as a brand promise, has to stay true. That's one thing that we're rather set on as a company now at a Novologic. But myself, I love a soft pillow at night so I sleep with what I did.

**Suzie:** That's great. And so it was exactly in that moment you say, "Okay, I can sit here and let them talk themselves into what we can't give them, or I can speak up." And it's one of your core values in life.

**Jeff:** Yes. Yes it is. Yeah.

**Suzie:** Getting clarity up front, how would you verbalize that? Like how it plays out, that getting clarity up front, know your swim lane, you said, speaking up when things aren't on track. One big word that gets bandied around a lot in leadership, but, is being authentic, transparent, transparent.

**Jeff:** There's also the fact that, you know, I could have been correct in all those statements I said, but I think the thing that comes out the other end of that conversation is they knew I cared about this working, not just being correct about it. When you're working with any group of people to the extent they know that you care about not only them, but the outcome, that authentic element of leadership, people can read through that in a heartbeat today.

**Suzie:** So if you had popped up and said, “Well, let me tell you, that’s not how it works and you have to do this or that.” That wasn’t the mode. It was a whole different mode, which exactly wasn’t, the message was, you cared, even though they didn’t want to hear it.

**Jeff:** We do it even today; before you can stand up in front of a whiteboard and do a math problem showing someone they’re wrong, you have to have the trust and credibility factor to do that because nobody really cares what you know. What do you know? How connected with how much you care about the succeeding and us? That’s the magic.

**Suzie:** It’s so interesting. I was thinking about this this morning because of something else I’m working on and my thought was to myself, you have to earn the right to coach. That’s kind of what you’re saying because there is a situation where somebody is very plain what they need to see, but they haven’t given, he has not given the folks around him the right to coach him, so he does not want to hear it. So he doesn’t want to know the right math problem, right now. So the trust, and they’re not asking, so it’s interesting.

**Jeff:** I’ve had multiple people over the years talk about a variety of, let’s just say variations of the trust equation, you talk about competency, time that you’ve spent with someone, your authority, intimacy, divided by self-interest. Intimacy is really that authenticity. Where you kind of lay it out there and people can see that he’s telling me things or she’s telling me things that are opening up that veil, if you will, and if you can show authority, but also show intimacy and things like that, I think that self-interest part gets diminished.

**Suzie:** How did you get that at 32? How did you know how to do that in that meeting at 32, because that is early on in your career?

**Jeff:** It was early on in my career, it was modeled for me by a few people. My manager I reported to at the time, his name is Steve Ray, whatever he said in private and a room, he would say the same thing in front of the client, didn’t matter. He never had to manage what he told somebody, it was always the same, which I love that.

**Suzie:** That is amazing. I always say that I have to be the same everywhere I go because I can’t remember other parts. I’m not smart enough to manage all parts of different things.

**Jeff:** But as I’m getting older I couldn’t imagine that, almost freaks me out to have to think about people having to remember those kinds of things.

**Suzie:** But there’s a lot of that that goes on that is inauthentic or not transparent. And so Steve really modeled that.

**Jeff:** Yeah, he did, he modeled that, and I would say, you know, my Dad died when I was pretty young, but he modeled it. He never counted to three. He would always say “This is it,” and he was very straightforward, very caring, but he was the first to speak up about anything. I remember us saying something one day about why Mom didn’t do X, Y, and Z, and as soon as the word “Mom” came out of my mouth, he jumped right in because she’s number one for him and there was no arguing that, we were definitely on the number two level, all the kids, but he modeled just integrity.



**Suzie:** Yeah, integrity.

**Jeff:** He was consistent and he was also an absolute crackpot. He'd whistle at my mom up and down the grocery aisles and embarrass her, so I still do that, I still do that to my wife, so he modeled a lot of fun stuff, but he was also, and I think the same thing with Steve, the integrity part. They were always integrated, meaning what they said and what they did were always connected. And Steve also just says, another note, and I think this is a wonderful leadership attribute he had, he gave me opportunities to just go be awesome. Like kick the door opening, "Go! Are you wanting to go through that door? Here, I'll kick the door open for you, go be awesome in that!"

**Suzie:** Very encouraging, saw your strengths, spoke them out to you, he didn't micromanage.

**Jeff:** Yeah, he would say, "Hey, I'm thinking about X, Y, and Z, do you think that? Sure, I'll try it." He goes, "Great, go do it." It's almost like a blessing moment. He was like, "Go do this. You're okay. You've got what it takes to go do this." This is very empowering to do that. Really enjoyed my time with Steve and still work with Steve today. He's become a client of ours over the years in two different ways. So yeah, so I've had a chance to work with them still.

**Suzie:** And the good goes round and round and round. Love that! Let's talk about your most, and I think you probably have a lot of these based on what I do know about you so far, as your most rewarding moment as a leader?

**Jeff:** Now that I've been talking, there's a lot of them probably come to mind about that.

**Suzie:** If you pick the number one.

**Jeff:** I would probably say just categorically speaking, that of all the people that I've been involved with that was leading in some capacity, whether or not they reported to me or not, was their ability to start leading others and when I see them doing things I don't even know about. In other words, they're not coming to me to check things off per se or make sure I'm okay with it. They've taken the mantle, they're charging the field and they're doing it. The fact that they were able to carry that forward and also start developing other people, and some of these people I don't even know, it's like a generational move almost. When I see the people that are leading, that I've led, and spoken into in some capacity, either just through behaviors or whatever, starting to lead other people and I see that those relationships are spawning, that is, a leader should be characterized by how many leaders they create, not just their ability to indulge themselves in being the guy all the time. So I think leadership is something you hand off, you encourage and build other leaders, you know, this is what we're trying to do with our kids, right?

**Suzie:** Right. That is exactly what I was thinking, thinking about your legacy, that's your legacy, your legacy. Yes, you have your family legacy, but everyday you have an opportunity whether you're the official leader or not to make a difference in people's lives and as the leader role and you see them taking on this is like the best, it's like money.

**Jeff:** It's crazy, it literally in my world, it's like a heartstring. Yeah. When I see that happen, that is really neat.

**Suzie:** When somebody says that something has made a difference, I feel good about it, but I feel like it's your legacy and I'm also just not attached so like I don't feel like I, I don't need to tell anybody, I own it. It's like I'm on track and doing what I'm supposed to be doing, and they're doing what they're supposed to be doing and it's all part of the good going around and around. And you know, yeah, it's a funny feeling because it's like you don't crow about it. You just feel it. It's good.

**Jeff:** Yeah. You know, I want to tell you an embarrassing story that people on this podcast will probably be like, "What is this guy?" My oldest daughter Jordan goes to Kennesaw State University, and she runs track there and they do a set of leadership stuff from Tim Elmore called "Habitudes," and "Habitudes" is a phenomenal series. As part of that, they teach different ones, of them they teach that during the week and I've spent a good bit of time with their coaches and different things, talking about leadership and different things. And my daughter is a Junior at this point there, she's gotten put into place of leadership, so they were doing a variety of things over the last year or two for this last Father's Day. They did a video series on "What's the things that your Father has told you that's meant the most to you in making you successful?" I didn't know about this, I mean, so I just get a video link. My daughter says, "Dad, don't be mad," but I'm laughing out loud. Right? So I get this video link and there's maybe a dozen athletes talking about, "My Dad told me this, my Dad told me this," and so she was on the very end of the video and she said, "The most important thing my Dad told me that's had the biggest impact on my life is that sometimes you just got a snot bubble it." And what that means is whatever you're doing, you need to be trying so hard that physical snot bubbles are coming out because you will not give up. That's Jordan.

**Suzie:** She just goes, she can't give up.

**Jeff:** Oh yeah, she is a relentless force. But you know, it was funny, you know I mentioned that my kids I've yelled that on baseball field and it's just a funny little family cliché that we sometimes were like, look, you're to have adversity at different times in your life and sometimes you just got to hold tight and power through this thing. You've got to hold on. And it was funny, she said that the people that we're recording it laughed, she had to take a double take on it because they were laughing. So it's like, "What did you say?" So now everybody on that whole team, every time they see me they can yell at me this, tell me that because I need to do this, you know? So it's become a little mantra for a lot of the athletes on that college team.

**Suzie:** How meaningful though, and to did not be so serious about it, to make your point, do something fun. Make is something she remembers, and the whole team now.

**Jeff:** So if you go to KSU, his website, you'll probably find that video.

**Suzie:** Well, it's like the, it's talking about serious subjects, but doing it in a loving, fun, not so serious, don't take yourself so serious, way, which is awesome. That's very cool. It sounds like your family is just super special.

**Jeff:** Oh, I love them.



**Suzie:** Yeah, that's neat. That's funny that she was the last one on the video too. How perfect. So let's go to one more question, something most people don't know about you.

**Jeff:** Hmm...let's see, I guess most people don't know I was a college athlete.

**Suzie:** Makes sense, sounds like your kids are.

**Jeff:** That has taught me a lot about time management, different things. Yeah. And it was one of the reasons I met my wife.

**Suzie:** What sport was it?

**Jeff:** Baseball.

**Suzie:** Baseball? Awesome.

**Jeff:** Yeah. So that was fun time of life.

**Suzie:** What school?

**Jeff:** West Georgia.

**Suzie:** West Georgia, he's a Georgia boy. Alright, so let's talk a little bit about your journey as a leader. So it is always interesting for other leaders to learn about, "Okay, how did he get started as a leader?" What has been his? Tell us a little bit about that.

**Jeff:** Well, at different points in my life, even through high school, I guess for whatever reason, I really don't know why other than maybe I didn't have social inhibition, I ended up being asked to lead things. At the time I didn't even know what that was. I just meant, you know, be the first one through the wall, sometimes was the attribute I kind of associated with a leader at the time, the courageous one I guess, you know. But as I grew, especially when I first started at IBM as a co-op, I realized that being a leader and stepping up to that means that you hold a lot of responsibility. Some of that started happening early on. I guess when I really started understanding what a leader supposed to be doing rather than just being self-indulgent was probably as a co-op at IBM when I was working there, there was, everything was new and we were asked to start this thing called multimedia that didn't exist at the time. A lot of these new roads that were needing to be cleared, somebody had to clear them, so it sounded like a lot of fun, but I didn't realize the level of responsibility, the amount of lives and things that would be affected if those weren't done well and stewarded correctly. So that was an epiphany I had at that time. Real quickly I realized that I needed to be able to get along well with people, I needed to have, understand and be able to not just support people the way I want to be supported, but support people the way they need to be supported to work well together. So I spent probably six, seven years doing nothing more than studying behaviors; how people live, work, what makes them get up in the morning, what motivates them, how they learn. You know, to a point that I felt like I was Lightman on "Lie to Me," if you've ever seen that series.



**Suzie:** I love that show. If you don't know the show, it is "Lie to Me" on Netflix, if you want to watch, he can read people and he makes all these assumptions and there's different versions of it. What's the guy? Simon? There was another show where he did a very similar character, he was quirky, but he was definitely quirky.

**Jeff:** But his ability to read past the veil and really understand what's creating a situation or a demeanor, that was something that I was very sensitive to. We all have natural tendencies of the ways we want things done, the way we communicate with, the way we want information given to us, but to be able to step away from yourself and go, "How does this person?"

**Suzie:** That's a whole nother level.

**Jeff:** That was something I realized pretty quickly when I started communicating with people was like, "I told them, I'm like, why didn't they get that?" And I'm like, "Okay." And then I started realizing, "Oh okay,

**Suzie:** "I didn't talk to them in a way that they could hear it."

**Jeff:** Exactly. So then, you know, the stuff with Steve and then I'd probably say one of the last things that really hit me as leader was some of the work that we had done years ago with Chick-Fil-A. Chick-Fil-A is a very cause based company and the stuff that they were doing with their employees was leadership training and it was servant-based leadership work, see and shape the future and embody the values, you know, all these things that make up the serve model. And that was really a turning point for me as a leader because that, the intentionality of leadership, being able to know the behaviors and characteristics that embodied the values of the brand was so important because you're, you're essentially an ambassador for the brand. And so those leadership behaviors are really, they're telling the world more about your brand than anything. So the intentionality of that and the value of understanding that as a leader, you're here to serve others not to be served. That was huge. And just the way that it manifested in the work that we did with them really turned the dials for me even more. Just wonderful, wonderful people that we came in contact with at that time, you know, Henry Cloud and all kinds of people that are just phenomenal leaders. That was a big turning point for me and it became a big part of the work that we do as an organization and as part of the whole idea of what culture leaders drive culture, culture drives engagement, engagement drives results. But it starts with leaders. Who are those leaders that are literally Cultural Hosts of those behaviors that you see throughout your organization because you can't put a set of behaviors in place and expect someone to follow those without a leader that embodies them. It's not going to work.

**Suzie:** And as you talk about your stories and you talk about your kids and we all know this, people model what you're doing.

**Jeff:** Yeah, exactly.

**Suzie:** And they remember what you say, if you say it in a way that they can hear it.

**Jeff:** Exactly.

**Suzie:** You know, and so I love you were the first person and maybe it's been out there, but you're the first person that I had actually heard say, "Culture Host," maybe it's prevalent and it just kind of missed me or something, but when I heard it I'm like, "Yeah, that is so right." Now I think about different organizations and I think about, "Okay, who's the Culture Hosts?" Some organizations that I know really well and then you think, "Oh, it's this and this, and then because of that it's this or who's the Culture Host?" Oh, it's kind of weak, no wonder you know, the core values don't work and people are turning over and you know, so I like all of that.

**Jeff:** That's one of the, whenever we are meeting with an organization, I can remember numerous times sitting in the lobby area wondering, will I find a Cultural Host in this conversation because a lot of organizations want these values and behaviors to meet a business goal, "Hey, we want to be preeminent in the marketplace with this, this, this, and this. We're going to take care of people. We're not going to do this." And usually my first question is point me to someone who does that.

**Suzie:** I love that.

**Jeff:** And hopefully that person is a leader because over a period of time for that to manifest itself as like cultural theme inside the organization leaders need to be modeling it, and I mean you can have your team members modeling it, but that will only survive for a certain amount of time that they're modeling it and the leaders aren't, then they may not be your employee very long.

**Suzie:** Exactly. And I have notes from our previous conversation where you talked about the Culture Host because I was just like, that is so spot on, and so smart. But you talked about how do we create "force multipliers" and how do they dominate the airwaves? So once you know it, that's where the focus is. When you're talking about building culture so that you can build engagement and then build. So how do you create "force multipliers" and dominate the airwaves?

**Jeff:** A lot of times, people believe these behaviors, attributes, they'll meander their way into the organization, that it'll make its way through or the assumption that they will. If you're launching a new product, you're making a brand promise to the marketplace, what do most companies do? They start communicating that brand promise and they do it in a variety of channels and they have different people that carry different parts of that narrative to the marketplace. The thing I think we've missed recently in the marketplace is, can we take the same attitude internally because we have internal guests? They're called employees.

**Suzie:** So we know how to support and roll out a product, or even a movement.

**Jeff:** So how can I take the heartbeat of the brand, the DNA of the brand, that's manifested in those Cultural Host and create a "force multiplier" by communicating it across the organization in a variety of ways. It can happen in meetings, it can happen at events, it can happen in emails, it can happen in video blogs, it can happen in a variety of things. But the thing that we talk about, to be able to get that inertia, you have to create a "thoughtmosphere."

**Suzie:** So to get out of inertia, you have to create a "thoughtmosphere,"



**Jeff:** So you know, you think about atmosphere. So with Angel Ahrendts, she was with Burberry, she never used the word “thoughtmosphere,” but what she was doing that turned that company around, 100-year-old brand around, everyday they read from a culture book. So everyday they were creating a dialogue with the brand, not a monologue, but a dialogue with the brand, where the things we're thinking about are consistent with our core values and consistent with the things that are happening outside of this organization in the marketplace. So being able to balance my brand promise externally to my brand promise internally, so I have to create a mindset. We call it a “thoughtmosphere” of what’s important; take the light creates a “thoughtmosphere. “

**Suzie:** And you see it in every Chick-Fil-A you go into.

**Jeff:** Exactly. I mean why do they have umbrellas? Well, because they see somebody struggling, if you get out of the car when it's raining, their “thoughtmosphere” is serve, serve people, look for places to serve. And that motivates that 16-year-old kid that would normally just kind of let that slide by, to go, “I need to be serving.” But that's an intentional narrative to the organization.

**Suzie:** I think about an organization and aviation business where they rolled out their core values and they had across the nation every morning for 15 minutes, everybody pulled out their core value card and read it. And then each person and each team was responsible for doing something related to the core values. I mean something simple like that.

**Jeff:** Exactly.

**Suzie:** When we would have training sessions, that's what we do every morning at 8:00am, so it was top of mind, top of mind, top of mind, which is the “thoughtmosphere.”

**Jeff:** It stays top of mind and the cool thing about that is, for a period of time, you're consistent and build that “force multiplier,” you, you have those behaviors. The things you hear are the things you start thinking about, the things you start thinking about are the things you start to say, the things you say end up being the things you do and over a period of time, the things that you do define you. So if we can create a relevant, meaningful, ongoing dialogue with the people that were responsible for stewarding the brand and the employees and being consistent in that, not only does it create great alignment, but they also start creating gravity where people that are similar, that want to come along with you on this journey as a brand, will start finding their way into your organization and which means you have this war for talent starts changing the way that you look at that. The retention and sustainability starts changing, but it's not a quick fix and it has to, has to, has to be authentic.

**Jeff:** You cannot go to 5<sup>th</sup> Avenue anymore and build a brand that's not consistent with the internal brand. And so this intentionality of this, you know, making sure your core behaviors and those dialogue, that dialogue, meaningful dialogue, happens is really important. And you know, there's, there's ways of doing that and there's tools that are changing in the HR space to allow for more meaningful dialogue. And so we're seeing the HR space shift in a variety of ways to help support these needs that are starting to manifest inside brands.



**Suzie:** So Culture Host, gotta have somebody who's living it. Being in house, how would you describe the Culture Host?

**Jeff:** Present and visible.

**Suzie:** Present and visible.

**Jeff:** Yes.

**Suzie:** It sounds like they're on with the culture 100 percent of the time in every conversation, in every dialogue, present and visible.

**Jeff:** Yes, and a lot of times leaders, just because of the role and things like that, end up slowly getting more isolated.

**Suzie:** In the Executive suite.

**Jeff:** Exactly.

**Suzie:** Do you think it has to come from the Executive suite, the top first?

**Jeff:** In a privately held companies, a lot of times we see that at the very top. If it's not held there, you're going to be having a lot of friction in trying to move the needle forward with the culture if it's not consistent with the culture of the person, ultimately that owns and makes the decisions and the brand. We have seen it in a mid-level leadership that can influence pockets, pockets and sometimes you'll see it broken down into different business units have certain, we call them subcultures, that if you start doing a little bit of investigation in there, you can see why there's usually one or two influencers that are driving these behaviors and we hope that they're better behaviors, but a Culture Host can actually engender bad behaviors.

**Suzie:** I'm all thinking about the positive posts of a Culture Host. It is neutral in regard to however this person dominates the airwaves is how the culture is rolling out.

**Jeff:** You can create a very acidic culture. You can see that sometimes that ends up, you know, not supporting the mission of the company maybe. Anyway, culture can be bad or good.

**Suzie:** Right, right. Yeah, definitely see that.

**Jeff:** Yeah, exactly. And then you start getting into collusive like relationships and all kinds of, it's tough, but that's why as you're doing this work. You know, getting a consistent culture, there has to be ways to propagate that effectively and as companies get bigger and they get geographically dispersed away from the Mothership they get more complex, you can't use the things that got you there to get you to that next level. There has to be different ways, different people may need to come in play, different levels of leadership, different processes.

**Suzie:** Different technology,

**Jeff:** Yes, different technology. Perfect example is performance management. Think about 15 years ago where performance management and talent management. We got to, okay, we did our personal business commitments at the beginning of the year and we're going to sit down with our manager and we agree to do these things and then mid-year I'm going to do a check point, maybe at the end of the year I want to do a review and if I did a really good job, I may get a bonus, I may not, I may get a pay raise or may not based on these performance indicators that we've been trying to track. That dialogue, that frequency of dialogue, we're seeing not meeting the need. People want to have meaningful, ongoing dialogue. So as you think about the mechanisms of action of doing meetings three times a year with an employee or you know, maybe two, what does it look like to actively coach and engage people, give feedback, to be able to do quick recalibration of activities, go do this, try that, so that you're creating not only a relationship with that individual, you're investing in them at this point, rather than trying to just deal with them three times a year.

**Suzie:** Oh yeah. There's such a difference between, "I have to deal with you and we have a relationship," which is what you described with Steve.

**Jeff:** Exactly.

**Suzie:** Yeah.

**Jeff:** So you're going to see, and we're already seeing it, a change in systems that allow for, we call them "Systems of Engagement" by the way, that allow for the active dialogue and participation of coach and mentor with teams. It's crucial.

**Suzie:** It's crucial. Some of the key words that I heard, just to recap is, you want to move from inertia around the culture that you want to create. You have to dominate the "thoughtmosphere" and it's a meaningful dialogue, meaningful dialogue on a consistent basis that's authentic and is focused on building a relationship with the people you work with and the people having relationship with you and I'm adding the extra here, a relationship to the company.

**Jeff:** Buying into that brand promise that the company has set forward. We've seen a shift in the last 15 years in employees "buying into the brand" and it's really, I think a lot of the dialogue, whether you're listening to Simon Sinek and a variety of others around what motivates the Gen Y and we've seen a shift, let's just say engagement and employees. And you know, just a real quick kind of background on engagement. You know, in the 1900s when a job first started, when we had these things called factories, and I didn't have to pray for rain everyday to eat, because I was trying to, it's kind of like Maslow's Hierarchy of Needs, I was trying to survive, and somebody offered me this thing that I could go and breathe coal dust every day for this thing called "a wage," which solved my survival need. So there was many people, the whole generation of people that gladly breathed coal dust for every day for 40 years because it met their survival. So they were highly engaged.

**Suzie:** Yeah.

**Jeff:** To do that. As we went through the mid-1900s, the time that people are now looking for advancement, the types of jobs were getting a little bit more, uh, let's just say "specialized" in

different ways. The things that came out of that first generation of management disciplines, who does what in these jobs, lots of management stuff came out of the military and a variety of other things. But as we moved into the mid-century and people were wanting advancement, opportunity, those kinds of things, this competency of leadership started coming up. So you had, I mean, books are still lining the shelves today, have for the last 50, 60 years around leadership and leadership competencies. And that's great.

**Suzie:** Yeah.

**Jeff:** You know, people were wanting to live the “American Dream,” so they wanted opportunity, career paths, things like that, how do I grow in this organization? So even today, if those two things aren't meant, you're not going to have engagement. You have to support a survival need, give them what they need to make, do their jobs, give them opportunity, things like that. They want those things. But those are, let's just call it the

**Suzie:** “Herzberg Theory,” which is basically these are the basic.

**Jeff:** Basics. Yeah.

**Suzie:** This is core stuff. Exactly.

**Jeff:** So as Maslow also predicted that, as we met those needs, we're going to this next level. So generally speaking, the marketplace is started going into this, a little bit of an attitude of almost, similar to the experience economy, I'm wanting to connect my experience, the experience I want to have personally, self-expression and things like that, uh, my self-actualization, I want my work to connect with something meaningful. So 20 years ago IBM would pick you to work for them. Now people have the attitude, I'm going to pick IBM to work for. So they're wanting to connect their personal beliefs, attitudes, goals, reason for being, you might say, to their work. And as they've done that, then you know, even Gallup since 1990, he's been measuring engagement, our engagement is still super low. And one thing that we've seen companies do and we've helped them do, is understand there is a next tier of that beyond the leadership. And it's really getting into the idea of culture. And in that culture arena we've seen three primary, let's just say languages that people speak in that people are connecting to what they do every day, either through one of these three and therefore there may be more. But we've kind of, we've kind of seen three. One of them is craft, you know they want to work, some people are wired through craft, sometimes you see that in artists, “I just want to sing, I just want to do art.” But you can also see this very same thing in someone that programs.

**Suzie:** Or my nephew who is a machine tool technologist, he's so proud of that. That's all he talks about. That's where he is getting his love right now.

**Jeff:** Exactly, yeah. They practice that craft and they get fulfillment out of that craft. And for a lot of people that's good enough.

**Suzie:** That's good.



**Jeff:** I want to go someplace and I practice my craft. Other people, you know, may be driven by cause, you know, why are we doing this, you know, are we building a theater or laying bricks, kind of thing. So what's the cause that this company is for? You know, we're, we're going to build the best technology ever. That's the cause or what are we going to impact people's purpose.

**Suzie:** What's my purpose?

**Jeff:** Exactly.

**Suzie:** Lisa McCloud wrote a good book, "A Noble Purpose."

**Jeff:** Yeah, yeah, exactly.

**Suzie:** What is my noble cause?

**Jeff:** Exactly. You know, Red Cross and variety people, they don't care what craft they're doing because it's supporting a cause, right? So they're cause mindset and then the third, you know, is community. I call it the "norm effect." If everybody has watched "Cheers" when Norm walks in because he is in a community of people that he wants to be there, just like the Jingle says, right? "Everybody wants, everybody wants to go where somebody knows their name." And so there are companies that have a wonderful community of people and truly there are certain people that get up every day and that's what they want to be a part of. They want to be a part of that community. And so companies can use those three levers or should be using those three levers, and orchestrating this internal brand experience. You know, how am I celebrating craft is being done inside my organization, you know, how am I creating a community of practitioners where we know about each other and you're just not numbers. And in today's world where everything's around machine learning, B.I. and data, you know, a lot of people are afraid if everything is about numbers, they will become one. So how do we create this community that supports that? And then how do we give them an audacious cost to why we should be doing this? And as you do that, different people, different groups in the organization, you'll start seeing discretionary efforts and all kinds of things start manifesting. But there's not just one language. In other words, we've met companies where their cause was so important when they first started the brand, every message, all the communication through the brand was cost, cost, cost, cost, cost. It was wonderful, but as the company grew from 10 people to 70,000 people and the organization got bigger, the people on the, at the very top, we're still cause mindset. The people going into the home serving these patients were cause mindset, but the all the people in the middle to make it craft and community, so they were feeling underappreciated. So you can imagine when people feel unappreciated, they start having turnover and the cause message even gets stopped in the middle. It never makes it down to the field. So that's where we're talking about using these multiple channels and creating this "thoughtmosphere." And part of that is celebrating those three languages. And companies become known as that, Zappos, community. They're a community. Toms shoes, cause.

**Suzie:** Cause.

**Jeff:** Google, craft.



**Suzie:** And within each organization they need all three, but what do you get known for?

**Jeff:** Yeah. So Google, Google, if you characterize Google or if I did, you would say Google is a craft, community, cause. They build the best technology and they have a great community of people to work together in. And then somewhere in there they support causes.

**Suzie:** So this is interesting, I just had a thought as you were talking, I use an assessment tool called Hartman and it was a Science of Axiology where he discovered...

**Jeff:** What is truth exactly?

**Suzie:** Yeah, what is truth? And he talked about intrinsic, extrinsic and systemic, and that's our thought process of how we think and make decisions and so we can measure that externally and internally. And I was just putting these in buckets with his, with axiology. So yeah, intrinsic would be the cause because that's unlimited and that is all heart, and an extrinsic is the doing the craft and systemic is the community, you know. Light bulb! So it's just interesting. It's just you've tapped into eternal wisdom around how organizations can be effective.

**Jeff:** It is great to see that happening. And when you start seeing organizations realize that, a lot of times it's just small changes.

**Suzie:** Like what you just talked about, the people who are the craft people who aren't really cause people and I think that's probably a healthcare organization. Those people weren't being appreciated but it wasn't on purpose because what used to work was talking about the cause.

**Suzie:** I know you have places to go and people to see, so we'll kind of start to close out a little bit, but I do want to hit on this one other thing is, your ethnography, which I thought was fascinating and so this is a tool and I'll get you to describe it, you describe it way better than I can, but it is a way to figure out through an ethnography which is going in and finding out what's happening in the business basically, like I said, I will get you to describe it. You figured out that the craft people were not getting the attention that they need. So talk a little bit about ethnography and what that is and how you use it.

**Jeff:** So an ethnography is a form of anthropology type of attitude of going in and seeing how this organism, this community of people live, work and move inside the organization. So a lot of times with ethnography is we'll start off with some kind of a, we call it a cultural survey, so we get a broad sweep of individuals, but then there is an observational process that we go through and start observing, you know, when we're working with some of the food service arena, we actually go in and watch. I've been into hundreds and hundreds of food service companies and watch people do things and those observations tell me so much about attitude and solutions we can bring to them. But it also gets into, you know, as we're doing these very, just deep conversations that are anonymous. We're looking for trends. We never come back and talk to people about specific people's comments. But we look for trends. And after you're going through some of those interviews, along with some of that other observational data, you start really understanding that a lot of times the things that are on your customer, or not your customer service, your customer satisfaction surveys, aren't always consistent with what really is going on in their organization. So ethnography really helps us understand some of the things we need to



do as far as communication tweaks that we may need to make across areas of the business from pay to recruiting to a variety of things, it is phenomenal. But it also gets into designing systems. You know, some of the ethnography work we've done with organizations and made them switch their LMS. Their LMS was not fit for purpose in the context of this environment, but they didn't know that because no one had ever observed the environment.

**Suzie:** The decision is often made in a vacuum.

**Jeff:** It is based on features, not on the context. One of those, the ethnography work really helps us put together game plans for organizations on how to build that sustainable, not only a lot of times operational elements, but also this conversation, the “thoughtmosphere.”

**Suzie:** I love that word. I have notes from our previous conversation, kind of ethnography is, what their culture is, how people feel about it and how they can do better. I think that is awesome. And when you do an ethnography, like my first thought is that I think of some of my clients who might think “That's interesting, I wonder how long it takes.” How long does it usually take to do something like that? I guess it depends on how big the organization is, but what would be in like an example, is that like months?

**Jeff:** Yeah, you know, if you look at trying to schedule people's time and most of the groups we work with are a little larger groups, but I mean we've seen the ethnography go, calendar wise within a month. Sometimes it's when above 60 days to get to it.

**Suzie:** It's pretty tight actually and I got to see a finished product of one and I thought, I was impressed. It was synthesized in a way that is meaningful data.

**Jeff:** Yeah, and it gives them a roadmap of here's things I can do. Sometimes we're asked to come along and perform some of those recommendations. So a lot of times we're trying to empower them to do it internally.

**Suzie:** In a way slice and dice.

**Jeff:** And you know, as we think about this shift in the culture and the variety of things that are going on in business, the ethnography along with other processes just need to come together to help really provide the contextual, meaningful needs of the employee. I mean it really is, I mean, and we are seeing huge shifts in organizations, the way that they communicate dialogue and also do this thing called “develop people.” So how do we develop them? And it's a personal thing. We need to be willing to coach, we need to be able to be willing to have dialogue, but we also need to rethink our systems of record. A lot of the groups we work with that are pretty large, they literally have a technology trailer park of HR systems. Our employees are supposed to navigate through all these different systems to create context for their career there, where rewards and recognition, LMS, HRIS, social, all of these systems, we're seeing this need for those be unified.

**Suzie:** Yeah. It becomes a hassle inside of a big organization as opposed to the help that is intended.



**Jeff:** Yeah, exactly. So, so imagine with Amazon, create seven different domains for you to interact with Amazon. Go over here to Amazon, if you want to do video, go over here, if you want car parts, go over here, if you want movies.

**Suzie:** And we just don't expect that. It's interesting. I'll have Executives say, "How about those Millennials?" You know, so I listed a little bit but at some point I'm moving them off of that a little bit. It's like okay, they're people and they're just bringing to light what is happening all in our culture. So labeling, you know, usually people don't want to hear it, but you know, labeling, that they're the cause of why we've got to do all these changes. I just think the world has changed. Our expectations have changed.

**Jeff:** But it's fun and exciting.

**Suzie:** What are three things that you think if leaders are listening to this right now, if they can begin doing right away to shape their culture, be a better Culture Hosts, if they leave this, what are some things that come top of mind for you? Top three.

**Jeff:** Top three for leaders, I think we mentioned a few of them. One thing is to be present and they can decide how that in some cases we've told Executives they need to walk around three times a week, but what we're really trying to say is be present. Can you be present? Another one is quit monologuing all the time. A lot of leaders think that it's really important things they have to say, which is lot of times true, but it's more important to dialogue, really be courageous enough to get into a dialogue with people. And so I think that that is something that they could be doing. And then getting alignment with what their brand promise is and the behaviors they think of that are inside their organization to meet that. There has to be alignment there. So if you know some reflection time of what is my brand promise as a company and is that consistent with the behaviors and stuff I think need to be internally to pull that off. And am I exhibiting those? There has to be a reflection moment for leaders and if there's two or three behaviors that are, these are non-negotiables, every leader has them, what are non-negotiables? If I can demonstrate, communicate those non-negotiables and actually do things, not just give it words, but actually give it action, find small points where you can take those core beliefs, create some action points, and actually start things moving, you will start seeing a really big change in the people that are following you from an influence perspective. Those are probably the things that come top of mind right now.

**Suzie:** They are awesome, they are three of my most favorite, talk about being present all the time. And I love how you said quick monologuing. That is great because we have so much wisdom, leaders do. And so it's interesting to. Yep, be courageous enough to do that and the reflection point around your non-negotiables. So we're closing with a couple of final thoughts from you. If you could put one, this is going to be interesting, if you could put one billboard anywhere with anything on it, what would it be and what would it say?

**Jeff:** That's a good question. I keep coming back to probably things people tell me. I would say.

**Suzie:** Yeah, yeah, yeah. I think he would say the snot bubble thing.

**Jeff:** The one thing I would say, I've asked this question even on LinkedIn numerous times, I actually wrote an article on it, "Where did grit go?"

**Suzie:** I saw that one time.

**Jeff:** And that would be a question I would put on a billboard probably in every suburban community I can imagine, "Where did grit go?" And I think that that is something that I hope doesn't get more compromised in our culture.

**Suzie:** You feel like people give up too quickly? To their values?

**Jeff:** Yeah. There's, there's that, and remember the snot bubble comment I made at the beginning of, I have thought about that whole thing of grit because I've seen people not taking responsibility for some of the things that they've done or their situation or things like that or, you know, I've seen athletes give up or quit and things like that and I've always wondered what makes up grit and for people to reflect on that because for me, grit is an acronym. You have gratitude. People that have gratitude for what they have the opportunity to do have a different, I mean their attitudes, different, you know, do you have respect for yourself and others, do you have integrity, the things you do and say you're going to do, are you going to do them? And then tenacity to go do it. My kids run in track and I'll tell them, "Look, you know, you're in the top half of percentage point of people that for leisure have shoes, your on a track, you're running as a leisure, we're paying people to tell you how to run, the rest of the world wished they had shoes, they don't even have shoes. The fact that you're getting this opportunity, should be very grateful for that. You know, are you respecting others?"

**Suzie:** It is an inner strength and outer strength; it's respect for others. And I go back to Hartman. I'm thinking about like there's a diagram of the Hartman, the dimensional balance page, where your internals are really strong, you know who you are, have high role awareness and identity and sense of belonging. You're more likely not to blame others than externally.

**Jeff:** Yeah, and respect for yourself, self-esteem. Self-esteem is coming from other people's opinion of you. When you respect yourself, you understand who you are, that you have value.

**Suzie:** And you actually can see that like with the Hartman, you can measure resiliency so you can measure personal accountability and it comes from those areas. So that's, "Where did grit go?" That's the billboard we want to say, and you had to put it in suburban areas across the country?

**Jeff:** I would, starting at home.

**Suzie:** Starting at home. What advice would you give your 25 to 30 year old self about how to become the best leader and person you could be?

**Suzie:** I would've told myself to find a mentor earlier. I was trying to figure it out, took me a little longer. I think I would look for a mentor and read more. I think leaders are defined by their experiences a lot, so you push yourself into new experiences to the level that you have multiple experiences. I think you're going to be a better leader. I would have found a mentor quicker and



probably read more. It wasn't until these convergent points that I felt like I needed to read things around these concepts, these loose little concepts called leadership.

**Suzie:** That's what is so cool about leadership. I mean, there's never an end date on a lot of different crafts. That's the case, but there's never an ending. You're never going to have it all figured out. So you can always learn, find a mentor, read more and be open to new experiences.

**Jeff:** Yeah.

**Suzie:** So last question, one thing you want other leaders to remember about creating an engaged, committed, and motivated culture. The last thing, kind of the takeaway, that you'd like them to remember?

**Jeff:** A commitment to be intentional. It has to be part of your core strategy as a company. In other words, this is not a campaign that's going to run for 18 months; this is something that you have to commit to. And this has to become part of the DNA and ongoing, sustained, you have to nurture, support, put process, time, investment, around sustaining this. People do not drift into alignment and knowing that, a culture will not stay in tact, it will by nature drift away. So there has to be a intentionality, a commitment, an ongoing commitment, to be true to sustaining this culture. So knowing that it's, again, not a project, culture is not a project, it's a way of doing life and doing your business. It has to be sustained.

**Suzie:** Well, you have been so gracious with your time, you have so much talent and wisdom and fun to share.

**Jeff:** Oh, it was my pleasure.

**Suzie:** So thank you for being on the podcast today. I know many people are going to benefit from what you shared.

**Jeff:** Oh Great.

**Suzie:** And then I will share if people want to reach you, I will have on the show notes some contact information, but what is your favorite way if someone wants to reach out to you? Is it on LinkedIn?

**Jeff:** Yeah, LinkedIn is probably one of the best ways and going to [novologic.com](http://novologic.com). There's a, they can find out more about some of the stuff we've talked about on the call and can connect with us there as well.

**Suzie:** Awesome. Thank you.

**Jeff:** Have a great one!

**Suzie:** So I'm hoping that you enjoyed the interview, that you are clear now about a Culture Host and the three love languages; craft, cause and community, that is so simple and so



accurate and it, it really gives a focus on a lens through which to look at different ways and needs of employees. So I'm excited that we were able to have this interview and I want you to know how to connect with Jeff. The Novologic link is [novologic.com/catalyst](http://novologic.com/catalyst) and you'll see a link on the show notes. The show notes for today's podcast is [pricelessprofessional.com/culture](http://pricelessprofessional.com/culture) and again the website, if you go to [pricelessprofessional.com/culture](http://pricelessprofessional.com/culture), you'll see a link if you're listening to this on the app, if you hit the album cover art, you'll be able to see the show notes in there, you'll see the link to [novologic.com/catalyst](http://novologic.com/catalyst), [novologic.com/catalyst](http://novologic.com/catalyst). And then on LinkedIn if you want to try to connect with Jeff, his last name is spelled Gray, G-R-A-Y and the company is Novologic, N-O-V-O-L-O-G-I-C. There's several Jeff Grays, so you'll need to put Jeff Gray, Novologic.

**Suzie:** So coming up on Monday in July here, 2017. I am interviewing an expert in Executive Presence and you're going to get to find out more about what it is and how to get it. The gentleman that I'm interviewing is a new partner of mine. He's part of an organization called Bates Communication. In May, I became certified in the tools that they use around Executive Presence and so it's the only research based multirater tool that provides accurate data on Executive Presence. It's what I love about the tools that takes the mystery out of how and what a leader can do right now in their current environment to engage, align, inspire, get results, ignite performance, and so you know, we're all about Wake Up Eager here and creating a Wake Up Eager Workforce, and this is another tool in the tool chest to help Executives measure that elusive quality called Executive Presence. I'm very excited about this tool. I'm very excited about the podcast. That gentleman, Scott Weighart, is an excellent certification trainer and it has a lot of insight and talent and has debriefed hundreds and hundreds and hundreds, maybe even thousands of this Executive Presence Index assessment, so it's going to be able to give us a lot of insight around Executive Presence and what is it and how to do more of it.

**Suzie:** Look forward to you hearing that. It will be up soon. Meanwhile, if you need to get in touch with me, [suzie@pricelessprofessional.com](mailto:suzie@pricelessprofessional.com), [S-U-Z-I-E@pricelessprofessional.com](mailto:S-U-Z-I-E@pricelessprofessional.com). I'm also on twitter [@wakeupeager](https://twitter.com/wakeupeager). I'm on LinkedIn, it's Suzie Price and then of course on Facebook it's Wake Up Eager page.

**Suzie:** So until we meet again, all the best.

**Outro:** This episode of the Wake-Up Eager Work Force Podcast was brought to you by Priceless Professional Development. Thank you for tuning in. If you enjoyed today's show, head over to [pricelessprofessional.com](http://pricelessprofessional.com) to gain access to more professional development resources.