

5 Crisis Leadership Strategies from a Leader Who's Experienc...

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SPEAKERS

Ginny Bianco-Mathis, Mitch Simon, Rob LoCascio

M Mitch Simon 00:10
Welcome to another episode of team anywhere where CEOs, leaders and experts at building teams, companies, organizations, and amazing cultures share how to lead from anywhere in the world. I'm your co host on the East Coast, Jim Bianco Mathis, and I'm your co host on the West Coast, Mitch Simon. And we invite you to join us team anywhere. When the pandemic started, our great leaders told her employees to run for their lives. As we move back to the office, our great leaders know that the way back is to walk. Rob Lowe, Casio CEO of live person, the company he founded 25 years ago, he shares with us that the greatest leaders today must provide certainty, clarity, and at the same time, authenticity. This is the time for leaders to recognize no one knows what the future holds. The best way forward is for leaders to share the truth about what they do know, not pretend they have figured out what they don't. Instead, leaders must listen to their employees to find out what their employees need to Team anywhere. Hello, and welcome to another episode of team anywhere. I'm your co host, Mitch Simon on the west coast. And I've got my amazing co host on the east coast. Jimmy Bianca, Mathis,

G Ginny Bianco-Mathis 01:41
you got it.



Mitch Simon 01:42

I got it right. And of course, in the studio today. Today on the podcast, we have Rob LoCascio, who founded live person, it has been its chief executive officer since its inception in 1995. making him one of the longest running tech CEOs in the world and also proving that most of our listeners were not even born when you started this company. So. So Rob, how are you? Good. Thank you very much. Thanks for having me. All right, great. We always like to start, you know, with the question, what have you learned over the last year? And what is most surprised you?



Rob LoCascio 02:23

I think it's a it's good question. I mean, the last year was, for us as a company, we did just amazing things. A company, you know, had one of our best years in the history because we're in digital. Yeah, we're transforming customer care into digital, from phone calls and everything. What's interesting right now, so I'll give you two perspectives at the beginning of the COVID. It was about Run for your life. And we early on said everyone doesn't have to go to work. And we never tried to give hope. I wanted to give certainty. So I wanted to tell. So we told our employees like, we're not going back to the offices this year, probably not next year, because I was reading what the experts saying don't do whatever you want to do, like just be safe. Which actually seemed hard. But it turns out, it was kind of easy, because when you run for your life, people just run. Yeah. Now, it's about getting back or going forward. And it's a very different thing that people are dealing with, which is what how do we want to work now? going forward? And that's a much windy a road that I think Run for your life?



Mitch Simon 03:40

Yeah, you know, I, I totally get that because that is in fact, the new. What is it? Our new current situation is, we now are going back, but we don't really know what that means. And not anyone has actually pierced that out, except to say you're going back.



Rob LoCascio 04:04

Right, and whatever back means and then what happened you're seeing as employees are like, No, I'm gonna go back three days a week.



Ginny Bianco-Mathis 04:11

You right,

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Rob LoCascio 04:12

Mondays and Fridays and the saw they have a bunch of employees wrote a letter to Tim Cook and all that. So we're, you know, I think it's gonna be a little bit of a walk versus a run. And you know, if you heard my earlier a year and a half ago, so you would hear me say like, we're never going back to opposite. And, and so our employees want to go back to connect. I just had an off site with my leadership team, his first time in like two years in Miami. And, you know, I want to be with everyone and we spent three days together, had dinners together, hung out and talked about the business. And it's invaluable and unfortunately, like 18 of us are together and then there's another 10 people on video, and it was really hard for the 10 people on video. They're even talking about like, can I have three cameras set up a camera behind cameras in the front, and we were all groups. So, but it's just you can't judge the can't get the vibe in the room, you lose the vibe in the room through video.

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Mitch Simon 05:15

What's your what's your message? And I love your metaphors of the running the walk? What's your message? We're gonna get into what does live person do? By the way? What's your message on? How would you teach leaders how to walk right now? That's my question. How do you teach leaders how to walk right now?

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Rob LoCascio 05:33

It's a good question. Again, I you know, it's like what, when we started the, this one's going to be a little trickier. Because when we started, when COVID started, I had been through already I've been through the.com, I went to 911, in New York City, and then I went through the financial crisis. So as a leader, especially 911, and the.com, like was very, it had a very deep set of learnings for me. And financial crisis was a little bit like that. But I learned most of my macro impact from from that. And what I found was, you got to lead with empathy, you have to basically listen and try to lead like you're a, they always in, I always feel like I have this image in my head of like King Arthur days, or something where I'm leading it and charging the battle. And the image is always just like a leader, charging and commanding. And there's what they forget is there was a whole talk of people around the campfire about what we're doing, like good leaders know, like, get people around the campfire, listen to them, and then we'll take them to battle. So sometimes we forget that. So empathy is about being around the campfire, listen to them, because because you're about to go through a battle. And you have to be close to them and understand what are their needs. What are they fearful of, now you feel free to lives, it's a whole other thing when you're fearing for your life. So here we are now on the other side, not on the other side of this, but we're on some side of it better than a year and a half ago. And when you

listen to the employees, it's a very mixed bag. Some people are younger group, young people want to get together, they want to like now they want to get in offices and start working as part of their social life. Some people who are married and have kids and maybe don't live in say they don't want to commute. So this is a little but they want to get together once in a while. So I don't have an easy answer. I know what my gut tells me. My gut says that we need to get people back together. I don't like the feeling that I can't see my people. Also, I've seen I've had some people that have had health issues, and I can't see it. Like I know, I've seen some people that are watching on video, and they seem awesome. But they're having issues. And I don't see it. Because normally I'm in an office, I can feel it. And I look at them. And I'm like something's wrong. I'll take him lunch and what's going on. And, and so I'm very concerned about feeling the business as a leader, I'm like, part of my job is to feel the business. And I think we need to be in offices to have a feeling of the business and a feeling for people.

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Mitch Simon 08:12

If, if we can't necessarily have them in the office, what are some things that you've done to use that spidey sense to kind of judge that things aren't right? Or how do you even go about to figure out that something might not be right.

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Rob LoCascio 08:30

I mean, I brought you know, I brought my I kind of got, like, couple of weeks, I was like we're getting together. Okay, we're just getting together. Like we have some big decisions we need to make. There's some important things going in the company. It's very exciting time. We want to deploy capital, we need to hire people. But we need to get together to talk through this stuff and get aligned. And I think you just got to make the time as in getting together for two days, three days a week if you're not getting in offices, but I just think that this keeping people in the world's largest video game is not awesome. That's a nice analogy.

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Ginny Bianco-Mathis 09:05

Let me play devil's advocate. All right, Kelly, I do agree with you. There's incredible gain face to face. And I have also seen many leaders do some amazing things online in learning, which was a huge curve, learning how to use a zoom and still see that someone's not dealing well, learning how to use platforms where they can share what here's where I think we need to go on strategy and to the point seeing it being even better than sitting around the campfire because I can bring people in that normally. They can see me I can see them they can hide. Alright, that's one thing. So um, how do you because as you said,

there are some people Given the different ages, different life, are looking for some different things. How about a hybrid? Um, they Yeah. Let's say the person says I want to come in three days a week? I'm sorry. You have meetings on those days? Yes. Yeah. Is that is that viable to you?

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Rob LoCascio 10:21

Yeah, I think I think that's the way it's going to, it'll shake out is that it's going to be a walk as in, we're thinking about getting like New York, we had, we had to, we have 200 people in the metro area we had. Now we don't, because people, but we're gonna get an office there for start with 40 people as a whole capacity of 40. Because people will come in and have meetings, they will have more meeting space now than just sitting. It's also very, it's very hard for engineers, half our company out of our 14 other employees are engineers, it's very hard for engineers to go back and forth between an office and home, because they have usually two screens. Unless the two screens are somewhere, the idea of going into a we work and you're bringing your two screens is what we heard, because we've been testing and learning on we workspace in certain areas. And they're like, I can't bring my screens and they're not working on laptops, they're working. You know, they're engineers.

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Ginny Bianco-Mathis 11:16

That's a great example.

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Rob LoCascio 11:17

They're coding and they're doing Yeah, so I think there's some logistics there that has to be worked out. But we'll work it out. You know, I said, you got to walk, you have to walk back in? You know, I look, I think that the problem the I'm not coming from the jamie diamond School of thinking, which is like, I think his thinking is like everyone's lazy, and they're going to be home on Fridays, and Mondays not working. And I think that's a distrust from from his mentality. I'm not saying that's 100% I'm not putting words in his mouth. But seems like that's where it's coming from, like, we need people in the office because I you know, but I don't know, it's gonna be Look, the good thing is we hire people now anywhere in the world, where we were more office centric, we now have the ability to hire people anywhere, which is awesome. So, you know,

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Mitch Simon 12:07

I'm picking up, Rob, is you're in the customer service business. That's the product, right? The product is customer service. It sounds like you actually listen, this is freaky, but you

actually listen to your customers.

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Rob LoCascio 12:24

Yeah. Yeah. That's it. That's exactly right. So I mean, it's once again, go back to the empathy thing. It's there's I guess, sometimes we think of empathy and difficult situations as empathy in many situations. What is it? What is that about? Just trying to truly understand? What are people looking for? What are they fearful, because the same thing, like people may have fear of coming back in the office for some other reason, I don't want to sit and commute I don't want to waste I like that I could be closer to my family, you know, there was something there. So I, it's once again, it's a little bit more of a Rubik's Cube going back. Because there's many sides to many different people, like each one of those dots represents a human. Yeah, they're all very different. Ultimately, though, we have to do what's best for the company. This is true. So and it's and So ultimately, you know, as a company, we have to be together, we've got to hit our goals, we have to try to work the best we can. And I don't think any of us has really figured it out yet. But the distributed workforce and how it really works. So I do

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Mitch Simon 13:31

I do hear though, that if you know if we were going to call this the you know, the Rob, you know, you coined this term, the walk phase, I really hear that the walk phase that you're coming up with is, is let's just go listen to what our what our employees are thinking that reminds me, Robert, the book, you know, the first 90 days, you know, so you have a you have a brand new, you're brand new CEO, you've walked into a brand new company, which is kind of what we're all doing today. Yeah. And what's the first what's the first thing you do for the first 90 days you don't change anything? You just walk around? And you listen. And I also when I'm when I was also experienced? And I know if you are Rob as well is, you know, if you would ask your employees at the we're in the middle of June, if you'd asked him at the end of April, what do you want to come back? versus now in June when the state of California we're going to be completely open? and Massachusetts I know is completely open. I think your answers of when you want to come back. Do you want to come back? I think they're gonna change pretty rapidly. But quickly, which is the same thing rapidly?

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Ginny Bianco-Mathis 14:36

Yeah, yeah. I

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Mitch Simon 14:36

don't know what what are you? What are you experiencing? Because you're on the east coast. And you diversify your presence. Yes. So

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Rob LoCascio 14:42

first of all, just not to break the bad news, but like we work we've been working on at home COVID testing. We build technology for employees to take at home testing, like rapid testing. We work with Citibank, actually with their employees and we're working so we've been I'm working with the main scientists and COVID. like Dr. Michael Mina, like the main people on TV, like we work with them, because that's how we developed our protocols and stuff. We're going to be spiking in q4. Okay, so we will this is if you if you look at like Dr. Michael Mena from Harvard, he plotted the whole thing, and he continues to plot. This is a summertime down type virus like the flu, and then it will, we will have very big spikes, not as many people die. But we're going to have big spikes of COVID. Come September, starting in September, and it's going to go right all the way into February. And so first, not that not pushing are pushing the stuff work and testing. Like we're going to like it was this whole thing about our off site, people need to test. People want to come back, they're vaccinated, they not vaccinated Tom like the basic thing here. Yeah. So we need to test if you want to, people won't feel comfortable getting together, if they think I could get infected. If I could get a variant. If How do I know that this person had the vaccine or not? Yeah, let's start. Also vaccines were off. If you're older, like me can wear off quicker. I'm 53. So they were off? Younger, not as much, so we don't know. And then you saw the CDC guidelines came out like last week is ridiculous that they said like, they don't want people really testing to see how they're, if they still have antibodies. It's like it almost they don't want people to know, if, if they're if they can catch it or not. I mean, it's it's, it's the government's hasn't been helpful. So what I'm trying to say is like, everything looks like it's trending. So let's like put people back in offices, what if COVID comes back? Hmm. So what are you gonna do, we're gonna be back to, again, where we are. So first, I think we need to make a safe environment for our employees, which includes testing, this is what we're doing. Citibank has been very, the chief medical officer has been very visionary, very forward thinking and is brought the business back. Everyone needs to think like that. The second thing is, then is it you know, how do you walk your way into like this, you know, part time, they come three days ago, they had meetings there. And then and then I think you got to be really diligent on scheduling stuff. Because like, if it's just haphazard, like show up, maybe you're gonna have problems. So make make meetings, like I made a medium Miami, make a meeting, part of the leader, like leaders all know, this, like, our job is to gather people, we have the power of gathering. So gathering, you know, as quick as you can, I would gather quickly, before COVID spikes in January, I mean, December, you know, right. So gathering Now, during the summertime,

G Ginny Bianco-Mathis 17:42

I love that, leaders have the power of gathering. And, and I'm going to push on the notion and do it the best you can, whether that's going to be in person, or whether that's going to be virtually, because to your point, if we do have this spike, we're going to be moving back to more hybrid, and we need to be flexible and realize there's choices on the one hand, and yet realities. On the other. As you point at the end, we have to do what's best for the business. So there has to be compromises on, you know, a certain amount. Yeah, I know you want three days a week, but you're only going to get to, you know, something, that is how we're going to make this work for everybody. And you brought it back to empathy. And it goes back to the listening. Yeah, that Mitch was saying, Yeah, no, no.

M Mitch Simon 18:37

I'm just wondering, I'm getting back. If you were to describe the type of leadership that's needed today, especially in terms of, let's say, listening, be empathetic planning, but knowing that all our plans are going to get screwed up because of this COVID second or third version? What would you be? What kind of knowledge would you would you be imparting on leaders these days as to how they need to be and what they should expect?

R Rob LoCascio 19:10

Clear clarity, like, you got to be clear. Like, it's hard to be this one thing I found, it's hard to be very clear. In macro. That's it, you know, and but your job is to cut through the noise because usually, there's like so much noise, by the way, you know, as we know, the macro event of COVID then ushered in another event, which is a focus on inequality, a high, like a focus inequality, more than I've seen in my lifetime. And it was always there. But this brought it out even more. So we had that part. So how do you give people clarity through that, you know, all of that. And so I think that's the role certainty and clarity is what people need to see, you know, during the code I sat in this chair here. Looks like I got, we're looking at

M Mitch Simon 20:05

a chair, which looks like a throne.

G Ginny Bianco-Mathis 20:07

Yes. Well, it's from King Arthur. No, I



Rob LoCascio 20:10

got this chair in Sicily in a in a in a antique store and I shipped it back. And he used to bleed to some pulsar. And it's not a throne. But it's funny, I would sit in there and I didn't even notice because it was my normal childhood, because that was the chair that was in this office versus I have like a normal check. So it's sitting there, do the means be like, Oh, my God, you're sitting in this chair. And somehow they get a sense of like a heavy big chair, like there's a sense of certainty with it. When you look at I wasn't doing it on purpose. That was my only check. It said, Oh, it looks so calm. And the way you're talking is like you're not freaked out. Doubt, some of us are freaked out, and you're sitting in that chair, like you're just sitting there doing work. And I'm kind of like, that's what people want to see is they want to see the visit, they want to see the visual cues. And then they want to hear that you're not panicked. And you know, we we had an employee die on us in April. And from COVID, he's 23 years old, cried and then out of nowhere, within a week he got got it and then went to the hospital died three days later, and didn't seem to have any complications that we can tell you're just 23 year old engine data scientists at Seattle. And I had to call his mother and father because they were in China. And they had no family here. So there I am, with a group of employees because we his team leader, and then there's a the the unit leader, want to talk to the family too. And we had a translator. And so you know, even through that I didn't expect on that day when I woke up in the morning when we talking to some mom, which is you know, when you talk to a mom, and you tell her son's dead, and he's 20 meters, the only time I the it's, it's an awful feeling. But I know, okay, I've got a, I want to be respectful to the family, I want to do everything I can to give them certainty that we're going to take care of their sons remains, and and he had stuff to clean up financially, you know, make sure we can take care of them, give them certainty that he's not gonna be dumped on the side of the road in some morgue, and forgotten. He's part of our family. And we're his family here. So that's one level. Then the other thing is to the people who worked with, they were young, they're young people who are now faced with mortality. Yeah, you know, in their 20s. So how do you give them certainty, it's like, then you got it, then we have a company as a whole, you know, and, and everyone that we announced that he passed away, and we did a ceremony for him and his family, you know, to respect them and everyone came in, we paid some nice words. So I didn't expect it. But once again, even in that situation, it's like, how do we give certainty all the way down chain? So that everyone goes, Okay, it's gonna be okay. We're in this together, like all we have as each other right now in this moment. And, and they need to know that the company is not going to just forget them. That if something goes wrong, we're here to be with you. So I go back to giving him an extreme example that happened to me during COVID Dennis's I'm running the business and we need to make our revenue targets and do all that. But you know, people need to know certainty now with that, unfortunately, and, or, and fortunately, has changed. Yeah, we're in a company that changes every day. We're a new company, and they want people get thrilled by change. You know, we're not here to

give them certainty about it. We're here to go after big ideas. So it's a balance between Yeah, we're certain we're going after what we're doing, but we're going after we're doing is going to be a windy road and sit back and enjoy.

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Ginny Bianco-Mathis 23:50

And we're also walking. That's not certain to either, right? Because we're not sure. So that the balance Can you define the balance? Yeah, I mean, I think we just threw it on the table there. It's the secret sauce.

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Rob LoCascio 24:08

So I think the secret I think the secret sauce is pretty straightforward. People need to do the work. The only thing that frees us is work. Work is the the you know, my some of my grandfather said to me, and my dad said you know that the idle mind is the playground for the devil. Like people if you're sitting there and you're thinking about you got the anything but so work frees us work allows us to By the way, it's not just I'm talking about work here, it could be work on your health, like people become more aware of their health. I've been more into my health I want to own my health more than I did ever before. So the work allows us to continue forward and not have an idle brain and idle minds are the playground for the devil. Like bad things happen with idle minds. People start to freak out. They get nervous, they start to think about stuff because the brain, the reptile brain does that. Yeah, the reptile brain just makes us fear for our lives. So

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Mitch Simon 25:10

I guess I guess as the, you know, as a leader, one of the greatest things you can do is provide certainty about what you're doing, what your company's up to give people clarity on what they need to do to serve the company, and you're doing about the best thing that you can for people, because there is so much uncertainty. So we're not going to focus on what's not certain, we're going to focus on really what we're all about as a company, and values, the values.

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Ginny Bianco-Mathis 25:38

And then Rob, you demonstrated the value of who you are.

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Mitch Simon 25:42

Oh, that was that was a true that was Yeah, that was a story that goes into book. Writing.

Yeah,

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Rob LoCascio 25:47

well, yeah. And the other thing is that I think as leaders, we gotta give ourselves a break. What I like, we can be very hard on ourselves. It's hard to do. Like, I'm hard on myself a lot where I'm saying, like, because we're living with things we don't, we're realities. We're sitting on planet Earth, which is in the middle of God knows where we have no idea floating around in something called a galaxy and, and when you really pull back you're like, and we're all we're all Okay, with that floating on something that's floating, by the way. Like, how many more how many things in life do you float on, like, you're ever on a float, you get off the float pretty quick. Like, it's fun for about five minutes on, like on water. If you're ever on an object on wherever you're floating, you're like, this is really cool, but you're not like I am sleeping on the floaty thing. I mean, you may sleep, you may sleep on a boat, I get personally unless it's a giant boat, I get nauseous. Like even in a giant boat, you can get a little nauseous, but no, ignore it. Like this is good for a couple of days. But some people love 365 days on boats, I get it, it's I'm using it as a little bit of a metaphor, but I'm just saying is like, as an example, floating floating on in space, we're okay with somehow in our minds, okay. And I get I'm saying it's the same thing like, for, for a leader, we have to give ourselves a break that there's a lot of uncertainty, that we don't control all that much, that we tend to get really pissed off when we feel like the control we have seems to be taken away from us. And in a pandemic, a lot of controls, like right now, I can be pretty angry about the fact that I don't feel very in control about the path forward about this idea of where are we going to all work. And I'm getting it sometimes I get really, I'm getting a little bit pissed off about it, I'm like, but then I realized, like, we're doing our best, I'm doing my best. I'm just doing it. And by the way I'm in my competitors are doing the same thing I'm doing right, like every company is dealing with the same stuff. And no one has an edge right now. You know, and so like, I think the best thing we can do is try to just give ourselves a little bit of a break. And just realize we're where we have a lot of things we're not in control of like the basics of floating. So

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Ginny Bianco-Mathis 28:07

telling the truth. being authentic, and you come off, by the way is very authentic. That is what the people want to see. And that gives them a sense of peace to navigate all that floating. In a way because we know that there's someone that Mitch and I both know, wrote an article recently on the psychology of having choices, and how on the one hand, we need choices, that gives us a sense of ownership on a stake. I've got to be a part of this. You give us too much too many choices. And we get confused. So that valance is what seems what organizations are trying to deal with.

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Rob LoCascio 28:59

But I think truth I go back I have a really good story on truth like where I learned about this concept of truth. So, um, truth and business which is different than truth in like, when you're, you know, your, your parents tell you like always be truthful, right? Yeah. And then when you're in business business has a lot of gray areas to it. And I talked about the moral grater about like, there's black and white and stealing cheating and lying. I'm not talking. That's like, but I'm talking about truth. So when I was 33 years old, yeah. 34 years old. We I went public at 33. And I was young. And then a year later, we're faced with laying off large chunks of our company. So myself and my CFO went to the board in February of 2001 and said we're going to fire 140 out of 180 people. Wow. Look at that. 140 to 180. Yeah. down to 40 people from 180. So I remember we gave the planet And they were shocked, by the way the board was like, I don't know. But it's a long story, I had a fear of losing the company because I lost my first company. And that fear stayed with me and I wasn't gonna lose my second company. So I knew I needed to make drastic decisions. So, Bob match a lot. It was on my board. And Bob, he was on the board at Disney for many years, Bob was like vice chairman and secret rooms, and Morgan Stanley, like an amazing guy. And he was a venture, he was in a venture fund that put money in my company, and he joined the board. So Bob is like, at the retirement age of his career at that time. And now he's wit, he's got a lot of wisdom. And Bob pulls me aside after the board meeting and says, You know, I want to give you a piece of advice. Because, first of all, your plan that you laid out is pretty aggressive. And I don't know if you're gonna make it. Like, I don't know how you could take your company from 180 to 40. I don't know how that works firing, like 70% of your employee base, and you stay alive. Someone, those people did work. So how does that get all that? But you've explained, you can you don't know, either, I'm okay with that. So the second thing is, you're very young, and you have a whole career ahead of you. And, once again, this may not work out, but I'm going to give you one piece of advice, tell the truth. Your natural inclination is to tell everybody that it's gonna be okay. And it's not. And you're going to fire people, you've never, I never fired anyone up to that point, your first firing is with a mass group of people. And you're not you want to bullshit them. And you want to tell the remaining people, it's all okay. And you're going to, you're going to want to bullshit, you're going to bullshit your investors on quarterly calls. Now, you go on, tell her. And he says, If you do that, he says, If you tell the truth, whether this works out or not for you, they will respect you and remember you. And you're going to have a future of business. Don't ruin it with this moment in time. Yeah. So I remember when we laid out we did the layoffs, we brought everyone into a room, we handed them all out on blow. One said come back for lunch, and one didn't say anything. And if you had the not anything, it meant you had to leave in 15 minutes. We had guards at the door and everything because back then it was like there was a lot of bad things happening every week. We weren't the only one. There were layoffs all

G Ginny Bianco-Mathis 32:22
Yes, yes.

R Rob LoCascio 32:24
People came back from lunch. And they were shocked. And it was emotionally I cried. Because I had to lay off some people myself who I founded the company with or, you know, I hired my first employees. And I was, you know, not happy. I was sad. And people the first question was, are we going to have our jobs? And I said, I don't know. And I said, if you need to make a decision based on that, then please make that decision. I will say this, I think we've done what we need to do to get us forward. And if you give it your all, I think we got a shot at making it but dude, but make a decision. When 911 happened. We watched the towers come down and same thing employees came and I said, if you don't want to be here, don't be here. We're not like I'm not gonna play the rah rah with you. I don't want responsible for your life. So it's hard to do that on investor calls. I got on the calls with Cheryl is terrible calls with our shareholders. All I'm saying is like the truth does help. And if it turns out, it doesn't feel good. At least they know you told the truth.

G Ginny Bianco-Mathis 33:31
Yeah, that's right.

M Mitch Simon 33:33
And I think this is a first of all, it's an incredible story. Thank you for that story. And I think it's, it's really a great way to close out this interview, which is, you know, this new time, we're gonna walk, cuz we were certain on the run part, we're absolutely certain. We gotta go, you gotta get out of here and take care of yourself. But on this walk, we don't know. I don't know. And let's just be frank and honest. And I think that's the best way to get employees to follow you and to get employees to be open and vulnerable. And, and to, to respect their leaders respect the company. Yes.

G Ginny Bianco-Mathis 34:10
I love how here we are, you know, this, this world wide influence and pandemic. And given your stories and everything you've experienced, it comes down to in the office out of the office, whatever, the trust, the empathy and the truthfulness of it. And we've always said that, yeah,

R

Rob LoCascio 34:37

that's true that I think it I think it's, I just think you're right on. These are the things that will get you through it and, and forgiveness, you know, like, Ah, you know, cuz people, it's, you know, we all make mistakes. Like, I think the hardest thing is to say I'm sorry, like, the one thing I've learned over the years is that like, I have the power to say I'm sorry. So I was it. I also have the power to make bad mistakes and say bad things. I'm not not, you know, super bad things. But there's some things where you get angry at people or you do something, but you can pick up the phone the next day and say, I'm sorry. And it gives you the freedom to, to, to, to move forward. Because the most the worst he can do is say, I'm sorry. And that and that is good enough on most days. I mean, you don't throw it around. I mean, you don't throw it around, like, like cheap. Yeah, I'm saying like, if you use it correctly, then you know, as a leader, even if you don't do it, right, you have the power of apologizing, you have the power of apologizing, and that's something that's it's hard. Like even my kids I have a four year old and a three year old and a four month year old. Like my sometimes my kids the hardest things for them. Now they're getting used to it is saying I can't say Say you're sorry, to your brother, my son just sits there. They just like to say the words even if you don't meet it, I don't say that. Yeah. Right. Just say it just say I'm sorry. And literally they will walk away. You know, sometimes they will walk away and be punished for not just saying two words. With the ego. That's the they're going through that developmental stage of power. They have power those words those two words, obviously a power because a child who doesn't even know what they're about knows deep down these these, I don't want to say what's

M

Mitch Simon 36:31

so funny. So funny. All right, well, I'm sorry, because we are coming to an end. Rob, how can people contact you find you if they want to learn more about you or learn more about live person?

R

Rob LoCascio 36:44

Yeah. So um, if you go to I put this podcast style called over the wall. And I've been interviewing people from like, from Ed Norton, a actor to, you know, astronauts to, you know, all sorts of people that that are really Deepak Chopra, and all people that I think really have interesting things about being an entrepreneur, and working through the mental game. And so you can check it out at over the wall and so on all the podcast platforms. You can see me on social, if you want to get email me at Rob at live person calm if you really have a question for me or something. I'm always here to help. People helped me all the time. So however you want to get to me, you get to me.



Mitch Simon 37:28

Great. Wow. Well, thank you, Rob. This is just such a great interview. Fabulous, great stories, great vulnerability, great energy. And so to our great listeners. If you've loved this episode, which we have, please share this episode with your friends and colleagues. and wanted to thank you rob, I want to thank you Ginny, and thank all of our listeners, and we look forward to seeing you on the next episode of team anywhere