

# TCM 122 - Don Schmincke: Crafting Leadership Belief Systems for Remote Teams

**Mitch Simon:** Welcome to another episode of Team Anywhere, where CEOs, leaders and experts at building teams,

**Ginny Bianco-Mathis:** companies,

**Mitch Simon:** organizations,

**Ginny Bianco-Mathis:** and amazing cultures, share how to lead from anywhere in the world. I'm your co-host on the East Coast, Ginny Bianco-Mathis.

**Mitch Simon:** And I'm your co-host on the West Coast, Mitch Simon, and we invite you to join us to Team Anywhere.

Do people follow leaders? Well, actually people follow story. Real leadership comes from being skilled in managing beliefs through knowing how to own the story. On today's podcast, we have Don Schmincke author and coach to tens of thousands of CEOs. You'll really enjoy his experience, attitude, and counterintuitive approach to get people to follow you from anywhere.

Hello, and welcome to another episode of Team Anywhere. I'm your co-host on the West Coast Mitch Simon, and on the East Coast. We've got our amazing co-host, Dr. Virginia Bianco. Mathis, how you doing? Ginny This? Oh, afternoon, I think.

**Ginny Bianco-Mathis:** Oh, great. I'm doing great. Now that we got my mic all straightened out.

**Mitch Simon:** All right, great. Well, today on the podcast we have bestselling author, speaker, and course creator, Don Schmincke. Don has had his books translated into over 12 languages and has presented in front of more than 10,000 CEOs. Who does that?

**Ginny Bianco-Mathis:** Yeah.

**Mitch Simon:** Don is a former MIT and John Hopkins Institute researcher turned organizational strategic development consultant. He's The guy CEOs bring in when all the experts fail.

**Ginny Bianco-Mathis:** Ooh.

**Mitch Simon:** Don, welcome to Team Anywhere, how you doing today?

**Don Schmincke:** Good, thank you. Thanks for having me.

**Mitch Simon:** Don is on the East Coast, near Baltimore, kind of where you are. Ginny

**Ginny Bianco-Mathis:** Mm-hmm.

**Mitch Simon:** Okay, so we always start with this question, so what surprised you the most over the last two years when it comes to virtual leadership?

**Don Schmincke:** And when you say virtual, I mean like remote leading?

**Mitch Simon:** Yeah, remote leading. you know, there were definitely companies that were went completely remote and then there are some that are just a little bit remote and some that are in between.

**Don Schmincke:** What surprised me 'cause I was working with you know numbers of companies and I probably did, I don't know, maybe 150 speeches during the COVID remote isolation. *And it came up a lot like, how do I lead, how do I maintain culture? How do I make sure everybody's aligned on strategy and where we're going?*

And I had to remind them that they had forgotten how to do that. In other words, this was not new. And that we've been leading remotely for thousands of years. You know, I mean, you know, military groups, religious groups, they've been global and doing fine. So, all of a sudden, our employees can't show up at the office. We start freaking out. So, we had to start teaching them how to do human grouping behaviors. *You know, 'cause basically we're a tribal species, so we like to group and then, are you using symbols appropriately or rituals appropriately or, magical myths appropriately. And it was like a lot of 'em had no idea.*

They were like, oh my God. I mean, they thought it was brilliant, but they realized that they hadn't really focused on any of that. And I said, it's not your

fault. We don't teach any of this in MBA school, so you know, none of this you have to be like an anthropology or an archeologist or something to learn these things.

But since they were easy and you can craft and experiment with these things, so we got a lot of good traction out of that. And people became more, I think confident, better leaders and their remote workforces were more aligned and actually more productive sometimes.

**Mitch Simon:** Well, you've gotta share with us, 'cause I'm not sure all of us know me included. Mitch What are magical myths?

**Don Schmincke:** Don Oh, yeah. Mythologies have always inspired in aligned groups. Because, you know, one of the things we try to teach CEOs because I train maybe 700 CEOs a year. And then we go into corporations to implement all this, maybe at a dozen different companies every now and then throughout the year.

*And I think that what we're finding when we do all that, either in our training or our corporate work, is that they forgot that people follow story. And it's kind of interesting 'cause one of the things I come up with is they, how come, you know, Steve Jobs dies? They write books about his leadership style and they say he is an asshole which then begs another dangerous question, which no one ever asked.*

Why is somebody following an asshole?

**Ginny Bianco-Mathis:** Yeah. Yeah.

Okay. Like that never comes up in any freaking investigational leadership. But I thought, you know what? Let's bring it up, shall we?

**Mitch Simon:** Mitch Yeah.

**Don Schmincke:** Don *But the interesting thing is that it really shows that we're probably teaching leadership all wrong in our school, in our books, because maybe people aren't following the leader. Maybe they're following the story the leader represents.*

*And so about 20 years ago, we started developing with companies how to create what we call compelling saga or winning saga. And that's where the myth comes from. You know, you take your strategy for winning and how you're*

going to do it, and then you craft a drama around that, which is again, another thing that goes in the opposite direction of what we're teaching is, that, you know, standard practices is, oh, get rid of drama in your company.

And I'm like, God, the next time you hear somebody tell you that, ask them for their peer reviewed medical journals. Never experimented or research like you don't get rid of drama. Dramasness is a pathological condition. Well that it will become ill and some will die. Tell me why you wanna do this to your employees again.

**Ginny Bianco-Mathis:** Ginny Again is the key word there.

**Don Schmincke:** So, the mythology came out of that and when we started using it and getting people to create drama and not the many dramas that are so functional, but the strategic dramas, the winning dramas, that's what people were following. And in each case, and that's why they were doing in apple. They were following what Steve was up to. You know, he was up to, you know, impact— put a dent in the universe, and that's it.

**Ginny Bianco-Mathis:** Yeah, it's what he embodied.

**Don Schmincke:** Yes.

**Ginny Bianco-Mathis:** And sometimes, a couple of times a week he'd go crazy and yell and scream, and yet they still saw the aura of what he was trying to move them all for. And that's what you follow?

**Don Schmincke:** Yeah.

**Ginny Bianco-Mathis:** Fabulous.

**Mitch Simon:** So, then if you would write the book on why to fall an asshole, you would then say, because the asshole had a compelling saga, it was all about the story, it was all about the emotions he was in the people at Apple is that what you would say?

**Don Schmincke:** Yeah, I mean there was a strategic journey ahead that you trusted this person to take you to, and you were following that journey, that story they represented, that they captured. And it's nice if they're a nice guy, that's even better. But if they're not, you're gonna follow them anyway because they have defined for you what winning means and you agree with it.

And how you're going to do it. So that's why throughout history we've seen these episodes where these assholes are leading the creation of great civilizations or companies and, you know, things like that.

**Mitch Simon:** Can you give us an example of a CEO that you've been working with lately where you crafted a strategic journey and what that journey was about and what was the impact to the employee?

**Don Schmincke:** Well, I can't mention names, but I mean, there were times, in fact I have a new book coming out, on entrepreneurship and, several of the people I've worked with are in the book. And so, you know, like one gentleman, I'm sure he wouldn't mind me mentioning his name, Marco Costa Rubio.

Worked with him and he had created, you know, an Inc 500 level performance company. And he shared with us, and it's in the book, there was an issue of like him looking at, wait a minute, maybe it's not about me. Maybe it's about helping other people.

And when he got that transition, it became magical. And so, his performance results, of course are, you know, legendary within, you know, the Inc 500. But this is a moment where a leader has to look at themselves and say, you know, who am I and what am I representing? Or are they really following me? And is that really that important? Or were they following what we're up to?

**Ginny Bianco-Mathis:** Right.

**Mitch Simon:** Great. Now can you tell us what's your story like? What's your background and how did you come to a place where you are presenting in front of more than 10,000 CEOs?

**Don Schmincke:** How much do you wanna know?

**Mitch Simon:** We've got 20 more minutes left.

**Ginny Bianco-Mathis:** Just the secret sauce, Don.

**Mitch Simon:** Just hit the rituals and the symbols and we're good.

**Don Schmincke:** I never meant to be doing this. I almost dropped outta high school. I almost, didn't make my senior year until the police told me I had a senior year.

**Ginny Bianco-Mathis:** There, there's a compelling story for you.

**Don Schmincke:** I'm like, I don't know if I repeat this year. So, in two months. I did the whole senior year, and then I got out and then I was in rock bands and stuff, and that's, you know, a thing I was doing, but I wasn't sure where I wanted to go next. And I noticed that.

You know, I was working at my uncle's gas station, a lot of the guys driving the fancy cars had educations. So, I thought maybe I should get an education. So I started in a community college up the street and they didn't care whether I showed up or not, they had my money. So, I'm like, this is different.

And, it was interesting. I ran into a couple of people that like one professor retired and he was just teaching for fun. He was a physicist from MIT and then somebody, Betty Sar was her name. She came out to be her husband at MIT. Went to MIT and they were like, why don't you play in MIT? And I'm like, what is that? I didn't even know.

**Ginny Bianco-Mathis:** Oh my God—

**Don Schmincke:** a trade school. I mean, what is this thing? And so I went through, they put me through a battery of tests. And then I got in and that then everything went crazy. And I started in electro engineering, computer science. I started getting fascinated with AI in the early days and then got involved with the planetary physics.

So, that was great. I ended up working on nuclear triad missile program. That was fun. And then automating the Harvard MIT biomedical Lab, but it was in the biomedical research that I, oh, by the way, I have ADHD, so it probably explains why I am doing half a dozen things at one time.

*The human area became fascinating. So that's what took me to Hopkins. And then I began studying human grouping behaviors and how humans administer to each other in terms of developing these groups. And so that's when I got involved with the executive MBA area and they started finding that, you know, we should be researching, or they were asking questions around, could leadership be primal? Could it be biological? Because Oxford gave me permission to use this ancient manuscript. And, you know, 700 years ago, like the Samurai were running into the same organizational problems that we are today.*

**Ginny Bianco-Mathis:** Fascinating.

**Don Schmincke:** And as I went around the world, every executive team was having the same issues. So that's where the biological question came up, and that's when I started doing it. And then that's of course, I published *The Code of the Executive*. It went off into dozen languages and I was asked to teach and began applying these biological methods in companies and their sales started going up two or three times or 10 times. And that's, we started funding our own research. So, I started doing expeditions around the world, hanging out with people that were smarter than I was, and they were teaching me what they were learning in their research. And, so today I'm really grateful to, have access to some of the brilliant minds and they're willing to, you know, help me understand more around, our species and how to lead it. So that was a long answer to how I got here.

**Ginny Bianco-Mathis:** No, that's fascinating. And you feel or you're channeling it into then what it is you're teaching. So, what's the fundamental difference, would you say between how you go about trying to teach leadership? Versus if I picked up a typical textbook?

**Don Schmincke:** I think we like to focus more on, when you do a Google Scholar search on management theory failure, you get like four or 5 million hits. And when I train CEOs, like they've never heard this before, so I get on, go and show 'em, and then they're shocked.

**Ginny Bianco-Mathis:** Mm-hmm.

**Don Schmincke:** And then I share with them, well, why does every bankrupt company have all the bestselling books on their shelves?

**Ginny Bianco-Mathis:** Mm-hmm.

**Don Schmincke:** And why did the largest companies hire the authors as they went bankrupt? There's problems. We need to be asking different questions here. And what we found out is that it wasn't really the books or the theories or the experts, they're all supplying great tools. You know, great thought leadership around how to do things and what to do. But what was happening is the failure rates were because human behavior wasn't changing in other words, human decision was not shifting. So, you throw a bunch of tools at the problem, you still get the problem.

**Ginny Bianco-Mathis:** Totally.

**Don Schmincke:** Because humans, their decisions don't shift so we began, researching what was happening and we went to talk to some CEOs like Alexander the Great, Caesar, Cleopatra, Gandhi, Hannibal, Genghis Khan and they all said, Hey, you know, we don't want to waste your time on the tool stuff. We need to alter human decision and align it. And so, your beliefs and that's what got us to *belief management*. You know, one of the courses not taught in our MBA programs is I think the one that allows us to conquer the world.

**Ginny Bianco-Mathis:** Yes. There we go.

**Mitch Simon:** And so, you're teaching belief management in which school now?

**Don Schmincke:** Well, I'm not teaching anymore, I ended up being on a plane too much and I left Hopkins, some years ago, and now what I do is I have workshops. I do about 60 or 70 speeches a year at companies that want to bring me in or CEO groups. They'll want to bring me in. And so that gives me a chance not only to teach, but also to learn. Because when you're with CEOs, you're able to bring in ideas. Like if I come back from Africa with some interesting concept, it gives me a place to test. You know, and see, you know, what has legs, what doesn't. And so, for me it's a laboratory, but also an educational form. So, I really love it 'cause my purpose is really to learn and teach. That's what I love doing.

**Mitch Simon:** Where would our listeners go to learn more about belief management? Is it in your first book, *The Code of the Executive*, or is it somewhere else?

**Don Schmincke:** It's sprinkled throughout. *The Code of the Executive* is really a replication of an ancient manuscript for teaching around death and how to unhook our beliefs, that may bring us to be dysfunctional.

A lot of times when we accelerate the speed of executive teams, it's really around teaching them, did I die properly? I know it sounds crazy, but actually, CEOs love doing this because, you know, all that dysfunctional behavior, you know, goes out the window and speed picks up.

And the interesting thing is, we are so used to dysfunctional behavior. We don't see it as the chronic strategic handicap that it is. You know, and I ask the CEOs and employees, how much time is wasted in dysfunctional behavior? And it's a wide range of 20 to 80%—

**Ginny Bianco-Mathis:** Oh, it's uncanny.

**Don Schmincke:** Yeah.

**Ginny Bianco-Mathis:** Well, you know it's hearing you talk and stories and so forth the studies that they did with the chickens and the—

**Mitch Simon:** Yes. The chickens.

**Ginny Bianco-Mathis:** Chickens just destroy each other. When you keep putting just the best, with the best, with the best, with the best.

**Don Schmincke:** Hmm.

**Ginny Bianco-Mathis:** And talk about biological mindset, right. They'll destroy each other.

**Don Schmincke:** It becomes like another episode of the office, right?

**Ginny Bianco-Mathis:** Yes.

**Don Schmincke:** Which people think is a comedy, but no, it is a documentary.

**Mitch Simon:** Yes. It is.

**Ginny Bianco-Mathis:** My kids couldn't understand why I couldn't stand to watch it.

**Mitch Simon:** I love it.

**Ginny Bianco-Mathis:** I said, I'm sorry, this is too real. Get it outta my face.

**Don Schmincke:** Yes, yes.

**Mitch Simon:** Yeah. They just didn't exaggerate. They didn't exaggerate enough. That was my problem.

**Ginny Bianco-Mathis:** Well, well Don, let's say you're given a speech and of course there's a wide range. What are the three major things that you're gonna say about, here's where your belief system needs to go. This is what needs to happen for you to be more effective?

**Don Schmincke:** Don Well, first what I did is, *I like to present like a learning foundation*. Like the research foundation because if I just jump in and say, okay, let's talk about genetic warfare and let's talk about that. I mean, people looking at you like, whoa,

But so, I do spend about, you know, the first, you know, 20 or 30% talking about just exposing the data. You know, we have 35,000 business books published every year. That's like a shock to the audience.

**Ginny Bianco-Mathis:** Ginny Right, right.

**Don Schmincke:** Don

Because they didn't know that. I say, look, you published more than Cancer research, right? Progress in cancer research, and we're still dealing with centuries old issues.

**Ginny Bianco-Mathis:** Ginny Yeah.

**Don Schmincke:** Don But it opens a door to now start looking to get into the model around beliefs and how they drive human behavior. And the tools are fine. The what stuff and the how stuff. I mean the books that get published on, here's what you gotta do and here's how you do it. Great, great, great.

*But what we like to focus on is how do you craft beliefs, which really takes I think people into a different dimension that we don't teach in our business goals or in our executive training programs, and that is art.* You see the tools are developed because we have a thing called tool seduction is a concept we put into our tool book. And my co-author Chris, was pulling dead bodies off of mountains. They were frozen and clutching their tools. And I said, Chris, dead companies that we do autopsies on are also clutching their tools.

**Ginny Bianco-Mathis:** Ginny Yes, yes.

**Don Schmincke:** Don So, we think the tools are gonna save us, it's not, they're just tools, right?

**Ginny Bianco-Mathis:** Right.

**Don Schmincke:** But the seduction is because of safety. We think the tools will make us safe. And so, we use analysis to understand the world more so we have

better control. If we have more control, then we're safer. And so I think that's where the seduction comes with their tools.

**Ginny Bianco-Mathis:** Yes, yes.

**Don Schmincke:** *One of the questions, that I think are important is, tools are great and you need them, but are you using it. Or are they using you?*

**Ginny Bianco-Mathis:** Mm-hmm.

**Don Schmincke:** And that's a difference because you could end up being another dead climber or a dead company and, you know, use your tools. Don't let 'em use you. And with that, it allows us to say, well, okay, how do we then drive from beliefs? *And that's really the domain of art and art sucks. Art is dangerous. It's uncomfortable, it's not safe. There's no control, and so—*

**Ginny Bianco-Mathis:** it's hard to touch.

**Don Schmincke:** Yeah. It's crazy.

**Ginny Bianco-Mathis:** How do you measure it?

**Don Schmincke:** It's like how many people know an artist and it's like, don't you notice these are miserable people? I mean you know—

**Ginny Bianco-Mathis:** I have such a daughter trying to survive in Brooklyn. Yep.

**Don Schmincke:** You know the suffering artist syndrome, right? They're striving to master their art. They never feel it.

**Ginny Bianco-Mathis:** And I have to keep it pure.

**Don Schmincke:** Yes, yes. It's troubling life. And so, I trained 700 CEOs a year to be miserable the rest of their life.

**Ginny Bianco-Mathis:** Yes, yes, yes. I have been playing a little bit in that field and have taken some courses around the more artistic view towards innovation and leadership. and, the expansion of the mind and using art to help you do that.

**Don Schmincke:** *Yeah. Because what we ended up doing is we started looking at the basic tool sets that executives use, and then we looked at what are the beliefs missing? You know, what's the art missing around it, you know, so we look at like strategic planning and why was it failing at such high rates and—*

**Ginny Bianco-Mathis:** Yes.

**Don Schmincke:** You know, we began to realize it was the companies that were winning were the ones that were out maneuvering the thought leaders and the experts and the consultants that were going in different directions 'cause they were being driven by more intuition. Competitive intuition.

**Ginny Bianco-Mathis:** Yes.

**Don Schmincke:** And so most strategic plans we find are tactical and strategic.

**Ginny Bianco-Mathis:** Oh, totally operational. Yeah, yeah, yeah. Stay within that path, and then if you try to break out or someone has a more artistic thought, often they're beaten down.

**Don Schmincke:** Mm-hmm. Yeah.

**Ginny Bianco-Mathis:** And it goes back to that fear again. Then, we're not safe. You're taking us into unsafe territory.

**Don Schmincke:** I think it's what's interesting, yeah. I think for entrepreneurs, the reason, so entrepreneurship, because I'm doing a lot of research for this next book, is, they have a level to accommodate risk. 'Cause risk is fear and it's not for everybody.

**Ginny Bianco-Mathis:** Right.

**Don Schmincke:** And it's almost biologicals is what we're finding out. If you cannot mitigate that fear, you won't move forward.

**Mitch Simon:** So, what are some of the things that you're doing to help leaders craft beliefs of their teams versus craft strategies that don't get implemented?

**Don Schmincke:** Well, first I think if you can develop the intuitive strategy, in other words, throughout history and even today by shifting into beliefs around, okay, how do we segment our markets and why are we using industry

standards? Why don't we just choose a new way to segment? And then where are we going to go in that battlefield? And then who's the real threat there? I mean, these are all beliefs that need to mold, and so we do strategic planning. It's more of that engagement.

And it's a breakthrough because when they get the epiphany of here's the business we're really in, and here's where we're going together. Here's our main threat and how we're gonna help maneuver. Now you can start doing things like, okay, how do we structure for this?

You know, how do we execute for, I mean, just all that now becomes easier to define and, and implement. So, we try to work with strategy first, because if that's not clear, all the rest doesn't make any sense, you know, I don't care if you wanna restructure or change their culture, who cares? What does winning mean and how are you gonna do it?

**Ginny Bianco-Mathis:** And you lead them through a questioning process, some exercises around mentally challenging that.

**Don Schmincke:** Yeah. But before we even get in the room, we do a lot of private interviews. A lot of analysis of their behavior, and we design like a two-day kickoff event where these, these questions are previously constructed to lead them to those areas. Those areas or obstacles in their thinking.

**Ginny Bianco-Mathis:** Love it. Yeah.

**Don Schmincke:** And challenging them. But it's you know; it takes different types of techniques. I mean, sometimes they're at night around a campfire reading, Beowulf. So, it really depends on what's needed for the group.

**Ginny Bianco-Mathis:** Yeah.

**Don Schmincke:** But once they get strategic winning, it's such a fine edge and how they're gonna do it. It changes everything.

**Ginny Bianco-Mathis:** Yep.

**Don Schmincke:** Really does.

**Mitch Simon:** That's great. So, tell us about your latest book, which is High Altitude Leadership. Does that book incorporate a lot of these ideas and what's the genesis, the background of that book?

**Don Schmincke:** The genesis was, we were looking at, actually was death zone environments. I was, climbing with Chris in the Andes. He was leading an exhibition. We're climbing the highest altitude volcano in the world, and Chris, we joke about this like, well, climbing's a ridiculous sport, but climbing an act of volcano is really, now you're outta control.

It was during that we got the idea of —'cause NBC was going to film him doing K2, which is the death mountain. It's 10 times more dangerous than Everest. And that was how he wrote the book. He was gonna engage that and self-film it and then link with me via satellite and we did the book together.

**Ginny Bianco-Mathis:** Wow.

**Don Schmincke:** Funny body parts and frozen climbers. He's worth talking and learning about what are humans doing in death zone environments. And that's where the book came to be born. 'cause he's there risking his life on this death mountain. I'm back in my living room having—

**Ginny Bianco-Mathis:** I was gonna say, talk about ultimate virtual teaming project.

**Don Schmincke:** Right, right. But it was, it was a risk I was willing to take and—

**Mitch Simon:** I might spill my coffee, it's hot.

**Ginny Bianco-Mathis:** Fabulous.

**Don Schmincke:** But, you know, it took off. And and if they came a great research project working with Chris, who's a brilliant partner in this project.

**Mitch Simon:** And what are some of the insights that your readers get from reading High Altitude Leadership?

**Don Schmincke:** What's interesting that leadership is fraught with danger.

**Mitch Simon:** Mm-hmm.

**Don Schmincke:** And we really wanted to take a look at that in different ways. I mean, one of those dangers is like tool seduction as an example. And so, when you know leaders go through this, they don't realize like, am I really using this?

Or is it using me? I mean, the stories that Chris was able to bring into the book makes it read like a novel. It was exciting just, you know, having him go through this. Yeah. We didn't realize it, but you see that we saw arrogance, we saw selfishness. We saw humans exhibit all the normal behaviors you can exhibit at sea level. But it was in a much riskier environment.

**Ginny Bianco-Mathis:** Wow.

**Don Schmincke:** A great laboratory to explore and see what was actually happening. And so, I think the book took off because we were able to expose, you know, a lot of this and so the chapters are around that.

And we used to sound right stuff the fear of death. And 'cause there was one death which is actually very low for K2 Summit. But there's a part of the story where all the teams froze from all these countries and because this Sherpa and inexplicably highly experienced slid off the ledge and this, you know, mountains like 8,000 meters. But you know, Chris, once he accepted the death and moved forward, it freed everyone else up to keep going and—

**Ginny Bianco-Mathis:** Wow.

**Don Schmincke:** And so, stories like that, it was really a powerful journey writing this book.

**Mitch Simon:** Great. Thanks for sharing that. One last question before we go. What are you thinking about right now that the rest of us are missing?

**Don Schmincke:** It's not the first time we've led humans, and we certainly have done this before, but as we got more into this, and as I began looking at like entrepreneurship, you know one of the things that I'm remembering now, our species memory is that winning does not come necessarily from doing things right.

*And we have a lot of books on how to win, right? You gotta do this, right? You gotta do that, right? And all these books, and here's all the things they did, right? All the great companies did this right. But when we pulled back and did the autopsies, we found that most success comes from how you lose.*

**Ginny Bianco-Mathis:** Yep.

**Don Schmincke:** And entrepreneurs that were great when we look at their history, it's a path of mistakes and errors and failed assumptions and

frustrations, and yet those were the moments where they became entrepreneurs. Those were the moments where they adapted, they learned, they pick themselves up. It was a great Samurai quote, like seven times down, eight times up. They just kept getting up. And I think that's what we should be teaching is how to lose powerfully. And that's in my next book. So that's where I'm thinking now.

**Mitch Simon:** Do you have a title yet for your next book or not yet?

**Don Schmincke:** Not yet. The working title is the, you know, the winning path, you know, how they lose powerfully and what we learned from 30,000 CEOs, 'cause I've been really fortunate to be in front of that many CEOs over the past five years. So, they really gifted me a lot just by allowing me to teach them, but also to learn from them.

**Mitch Simon:** Yeah.

**Don Schmincke:** So, I'm trying to pull all that together.

**Mitch Simon:** Great. So how can we find you and learn more about you on the internet?

**Don Schmincke:** The main site that we're using the domain is [sagaleadership.com](http://sagaleadership.com). And we're trying to pull everything into that.

**Mitch Simon:** Great. Well, this has been delightful. Ginny is applauding.

**Ginny Bianco-Mathis:** Well, I've got the last module for my doctoral class next to us.

**Mitch Simon:** There she goes. It's all about her class. That's all. It's all about that.

**Don Schmincke:** I'm glad I can contribute to academics and so thank you for—

**Ginny Bianco-Mathis:** I'll bring you in, I'll make them listen to this.

**Mitch Simon:** You guys are so close to each other. You actually can bring them in.

**Ginny Bianco-Mathis:** Well, we could.

**Don Schmincke:** Yeah, that's true.

**Mitch Simon:** I know. That is so cool. Well, great so Don, thank you so much for coming onto the podcast, it's been so insightful and I love people that go against the grain. So, thank you so much, Ginny, for co-hosting and so to our listeners.

Wow. This has been a really fun one. I think this is our last recording for 2022. This will appear in 2023. So please if you've really enjoyed, share this with your friends or colleagues, your family, and we look forward to seeing you next time on our next episode of Team Anywhere.