**Bill Murphy** ([00:02](https://www.rev.com/transcript-editor/Edit?token=dPkOm6ojexIcRArhuPoOaxu5x1b6N3Nz-KJeNIRcbnpdrbyLmI0IAmFnYRTHmRxL1fikE51HZZA6vUq1lrEqdTdldUQ&loadFrom=DocumentDeeplink&ts=2.88)): All right, Chip, I want to welcome you to the show today.

**Chip Conley** ([00:05](https://www.rev.com/transcript-editor/Edit?token=MpbSNT-NXQKVuDXwaeKeYrvAsNDliXQrZD8PbK8ujcCKoucpNILZyocidLX6GYgDOu59aEsTuHFoAGrotSky961ewrE&loadFrom=DocumentDeeplink&ts=5.42)): Thank you, Bill. Good to be with you.

**Bill Murphy** ([00:07](https://www.rev.com/transcript-editor/Edit?token=anu8n4D7HhWf2BXqk3wK8zmprst2rehSv8baKC8ye0R7e4ANPz0xXO1fMZ_ptqcB3tbKGlm_a6j4QPIx9Itt7zGjoTU&loadFrom=DocumentDeeplink&ts=7.63)):

Well, I am really, really fascinated to talk to you because of really your book that I really enjoyed, and got a chance to listen to you in conference and a couple podcasts and I think this role of the modern leader as the modern, what's the right word? An aging leader, that's getting older.

**Chip Conley** ([00:34](https://www.rev.com/transcript-editor/Edit?token=rsTaXyV6R-48NYkrn3Oy5Kc1QQwFUZaZepAVJBzgiW1tvCSexiBS-EX9Y5amWa9lAC58l3Cr9hDzJTeMF7RcQA8g5LE&loadFrom=DocumentDeeplink&ts=34.05)): Yeah. I call the person the modern elder.

**Bill Murphy** ([00:37](https://www.rev.com/transcript-editor/Edit?token=QUoSEd_rhGnHPpVYvBx-hViFLf3_unMv6SjWi6NWrkZbQ1aOzA6ca2ny_flTbA5xKs9AOwQaAGTVmQYVjOdjI8XfR4s&loadFrom=DocumentDeeplink&ts=37.85)):

The modern elder. And I just love that, and I talk about this term of the next generation, the next gen CIO, the next generation CIO, and so definitely the younger crowd loves that word, but I think it's also partially doing it to kind of kick the older group into gear as well. What is causing this need to talk about the modern elder? What was the genesis of that for you? Could you talk a little bit about that, Chip?

**Chip Conley** ([01:09](https://www.rev.com/transcript-editor/Edit?token=j5LOuU4OHWSf1XbCsf4GR8DvGAGejcfsKvVGXziUayFBIowHN9e9OFhyF1xVRSRTPso-zMJOBXlQ4nPkTQ6eheOpn1M&loadFrom=DocumentDeeplink&ts=69.04)):

Yes. If you told me 10 years ago that I would be outing myself as a modern elder, I would have laughed because I said no way. I am a long time boutique hotelier, I was one of the first boutique hoteliers in the US and created the second largest boutique hotel company in the US called Joie de Vivre based in San Francisco. Ran that company as CEO from age 26 to age almost 50. Sold the company, it's now part of Hyatt. So I ran it for 24 years. And then I wasn't really sure what was next for me, and I got tapped on the shoulder soon after that by the three founders of Airbnb, because they had this little tech start up that they wanted to turn into a global hospitality giant, and nobody at the company had any hospitality or travel background, which is often the case.

**Chip Conley** ([01:59](https://www.rev.com/transcript-editor/Edit?token=18VnD7xWTEvBSxlYO_F9DYnWFJBWk9gf3X3UqpZhWzEycV4rtKpjU4Dsbt8fABdw30nHhppOfr72B-1ElBeo5a5aEPE&loadFrom=DocumentDeeplink&ts=119.05)):

As you know, there's disrupters in industries and generally the people behind the disruption are young technologists or designers or big thinkers, but they don't necessarily understand the industries they're disrupting. So that was part of my role. It was meant to be a short term part-time job, turned into a now seven year gig, four years in a full-time role basically helping them steer their rocket ship, I was the head of global hospitality and strategy, and then for seven years now I've been the mentor to Brian, the CEO.

**Chip Conley** ([02:32](https://www.rev.com/transcript-editor/Edit?token=PDdsmX-6ksQheWttMZLdAGO2qyPWT9aCcHmNbfMo7dHEr0O16a9VWL7C-NCb4bJ67OyYdW_SAXcY09GiK9D3iiV7cvA&loadFrom=DocumentDeeplink&ts=152.41)):

What happened as I joined, I realized I never worked in a tech company before at age 52, when I joined seven years ago, and what became clear to me quickly was they had hired me for my knowledge, but what they really needed was my wisdom, and that's something that Brian said to me after about three months on the job. And they started calling me the modern elder, who was as curious as he was wise. And what that meant was basically I needed to understand an industry I didn't understand, which was technology, and so I needed to be curious, if I was just using my own knowledge of the past it wouldn't have solved my huge deficit in what I didn't know. But learning that industry helped me to apply my wisdom in ways that allowed me to be more effective in the organization.

**Chip Conley** ([03:23](https://www.rev.com/transcript-editor/Edit?token=v2BDVYgjxaCRc9aetibIO5xR9WU8gjAknYgZQYznRsTIwV4yQv2auMa_yJYoRCdis8KwBKIDfb6K7s-_r8juTl_eRz0&loadFrom=DocumentDeeplink&ts=203.42)):

And so long story short is we live in an era where we're going to live longer, power tends to be moving younger in digital industries, and the world is changing faster. Those three variables have a lot of people confused, and frankly a lot of people in midlife feeling irrelevant.

**Bill Murphy** ([03:42](https://www.rev.com/transcript-editor/Edit?token=6k24QL-5yWZxh29S9bWybCvLNPaWkNzAsFtw3OgKAr4TeRixwQlk0065_8mLHE8eSsQFg2trylf8VF3FWYiGQOjBgO8&loadFrom=DocumentDeeplink&ts=222.18)):

That's, as I was reading your book getting ready for this, I heard you speak and I thought I love the book part because the book really gets into some of the stories, and my son came home recently, he's a junior in high school, and he goes to an all boys school in Baltimore and he knows my story, I worked with basically my father employed all of my friends growing up, he had a construction and development company, but he threw us all in the field, we had to work with the tradesmen basically, we had to work with the ditch diggers, the carpenters, the drywallers, all of the folks that were putting the homes and the buildings together, and so you knew nothing, other than how to sweep the room after it was done, you had to learn as an apprentice, and to think that he came home the other day and said, "I just met, a friend of mine, his father is a plumber, and he needs help. He's recruited a bunch of us." And I'm like, that's great, go do it.

**Bill Murphy** ([04:47](https://www.rev.com/transcript-editor/Edit?token=UJ6ZveP0L98VQx2EkFZ7MmAi5Hpgq9RfrvBsh3zJuyFChesHFB_KuYEDveLTUHJH6xnoKktStqz6-C1TbeiX0rfc2kc&loadFrom=DocumentDeeplink&ts=287.29)):

And I think this role of the apprentice, it's almost like that skipped when we're in this technology, and I can't quite put my hands on it, but what are your thoughts on this kind of role of apprentice, what's the person that is the elder, I don't know what that's called.

**Chip Conley** ([05:08](https://www.rev.com/transcript-editor/Edit?token=pgc1_t734uKk6CpWmJ6UeY_yLf3ZMIikWmoZfhW0mFwjrC12rjUVEEn2kJZrDe-NkYc84apuzTTRtTHhkVm6BGro-rQ&loadFrom=DocumentDeeplink&ts=308.89)):

Well I would say, here's a couple thoughts on that. Number one is, I think there are very few industries today in which the traditional role of power rests with older people, younger people learn from them, and that's sort of the only way that relationship works. There are very few industries today like that. Yes, the trades are a great example of that because generally speaking as a trades person, if you're a plumber and you've been doing it, or an electrician, for 30 years, the process of becoming an electrician hasn't changed a lot. And yet, even in farming, which was certainly an apprentice industry where young farmers learned from older farmers, you had a Farmer’s Almanac full of wisdom of older farmers. Farming has changed a lot.

**Chip Conley** ([05:53](https://www.rev.com/transcript-editor/Edit?token=yt59xSpBCZ-4tGS1cvyXoVv2gsgXS8BC28YLpP5WakO_jkOIq3JC9cGgLKcld6vGk0LWgqzXkHkYJNZOeIDi96eELVM&loadFrom=DocumentDeeplink&ts=353.2)):

So what I would say is that there are certain industries where it's still pretty traditional and the wisdom only flows in one direction, from old to young. In most industries, in my opinion, the physics now moves in both directions. Wisdom moves from old to young on some subjects, but from young to old on other subjects. So I think where we're going is an era of mutual mentorship as opposed to purely mentorship or apprenticeship from old to young. So let me use a couple examples.

**Chip Conley** ([06:28](https://www.rev.com/transcript-editor/Edit?token=5gwhimFeElWQslCU3ty81wzUEDB9MIYyW2PtkySDMarutRvoGTgeSl9KV_uqqvDeyLZRH04Pr0l_EtW5gNWPnv_2nd0&loadFrom=DocumentDeeplink&ts=388.13)):

We were talking about Gary Vaynerchuk, I was on his show, he runs a big digital marketing agency, and in the conversation with him he was saying, "You know, what's interesting, Chip, is our industry is just dominated by young people today. The power in advertising and marketing is not people in their 50s, generally it's people in their 30s, maybe even in their 20s." And he said, "What I really want to do is go out and hire some copywriters from the '70s and '80s, because they were so good at being able to concisely define a meme, or something that actually relates to the world." And so frankly, right after our show, he started advertising for copywriters in their 50s, and what he said, in a follow up phone call I had with him recently, and he said, "Listen, that older person has a gem of wisdom that they can pass on, including understanding humans better."

**Chip Conley** ([07:23](https://www.rev.com/transcript-editor/Edit?token=8X-w1JT1U8D9JfUBTdIL4nInuvkz14_L0CAUsvksqNN7BCke8NSNXcjc3GSomiBomAVIlknhruNsUUwbcrxbTkksIcQ&loadFrom=DocumentDeeplink&ts=443.42)):

Because one of the things that we get better at as we age is EQ, because we have pattern recognition about ourselves and others. Long story short is I think if a copywriter in his or her 50s or 60s can go into an advertising agency that's got mostly people in their 20s and 30s and be curious enough to understand digital marketing today, but be wise enough to be able to offer the gems of the past around copywriting and understanding human needs, that person is going to do really well. Unfortunately a lot of people in mid life and beyond instead resent the younger people because they are digital natives and you and I know when we grew up, the dominant technology that defined our lives was television, and it didn't do much for our careers.

**Bill Murphy** ([08:13](https://www.rev.com/transcript-editor/Edit?token=XH-OXpOsgdU8xbgAv5yoQgnWIPBrFiN4JeuKt4BknlMQB19Rxun0Vz1iSzUJHb3O_Zj4hYKC_gbq-rvD76feOE7jG6w&loadFrom=DocumentDeeplink&ts=493.06)):

All four channels.

**Chip Conley** ([08:15](https://www.rev.com/transcript-editor/Edit?token=8Yw6z_KOYba2muMvk9zN9-ay1ujpQVaTAOUUPyJ3B0l0MksIMCXGei6StyiOfAdNn7BGErvmu9_XcTv1aU5fvc-dNuo&loadFrom=DocumentDeeplink&ts=495.28)):

Yeah, exactly. But the young people today, their dominant technology was computers and the internet and then social media, and frankly it poured Miracle Grow on their career. Get over the sense of resentment, instead, buy into the idea that you have as much to offer them as they do you, and frankly, 75% of millennials say they'd like a mentor, but only 2% have one.

**Bill Murphy** ([08:41](https://www.rev.com/transcript-editor/Edit?token=b-bwOwbXR7oJjDxmVuZwQsF6qYLnYiJhdO71Lb8LnBegpqdz6JbtSx1Z5vay7iFIC-HHlkJ9mR5BTPAwnOpqtJhXL44&loadFrom=DocumentDeeplink&ts=521.21)):

Yeah. And they desperately need them. I need to come back to that one because that's a big one for me. In my company right now, my board, one of the women on my board brought up to me that she was departing, the last board meeting in January, she said you're not really utilizing some older folks that were on my team. And it stuck with me, because she's 61 and super dynamo, she was the CIO of Johnson & Johnson, actually she was the CIO of 100 CIOs at Johnson & Johnson, that's how big that company is, and she said you really need to utilize, and I sat down with this person and it was interesting, just by paying more attention, there was this unbelievable exponential growth and it was almost like, and you write about this unconscious bias, and maybe you can talk a little bit about that because I just ... it almost hit me like a two by four that I really ... why didn't I pay more attention to this person, but I got so much growth from actually doing that, so maybe you can comment to that a little bit.

**Chip Conley** ([09:58](https://www.rev.com/transcript-editor/Edit?token=7iSulG2SBx6LCL8zYlkjPSarVt16vG7ASIE_W_mbeynG-N05JXNSdpRJI1Bn-hXTOmbcXvwiztxC4ijzRtH9z1zYjfM&loadFrom=DocumentDeeplink&ts=598.2)):

Well there's a couple ways to look at what's happening in the workplace today, let's call it age ism, but I don't want to be politically correct about this, because my purpose here is not to say older people are a protected class, although there is EEOC rules around that in the United States, and frankly it starts at age 40. At age 40 there's ageism, but to prove ageism is really difficult. I think the key here is to recognize that there are a growing number of studies that show that the number one form of diversity in the workplace, especially on teams, if you want effectiveness, is age diversity, whereas most companies get primarily focused on gender, race, sexual orientation, diversity, all of which have shown positive results in terms of effect on teams.

**Chip Conley** ([10:48](https://www.rev.com/transcript-editor/Edit?token=7onc6dARxMEkskUyCdc0Y-QQEl3Toml3USpXJfXhpYXfej4ThWACGwIl79cXyXHxxv6dIq35YzoHczdf1O6KpAudbkc&loadFrom=DocumentDeeplink&ts=648.96)):

But the reason that age diversity is so valuable is because you have cognitive ways of thinking, so your thinking processes are difficult. When you're younger, your brain is more focused. Your memory is better, your recall is faster, but you don't have holistic thinking. As you get older, you think more holistically, you think more systemically, you can connect the dots, which is why Brian at Airbnb made me the head of strategy at a tech company after being there for two months, because he says I like the way your mind thinks. I was able to zoom up 30,000 feet and see the forest and not get caught up within the trees, whereas a younger person's brain would be much more focused.

**Chip Conley** ([11:28](https://www.rev.com/transcript-editor/Edit?token=gMTPdkCcFFykjlY3KidkdJq5vNzTO7KZjFsJz_YlT3D2kSTlrx9SW4zCYVB-QgdI1Q6en32R6UVeb4l5sYvkd5oumUo&loadFrom=DocumentDeeplink&ts=688.69)):

And therefore, having age diversity on teams is very valuable, and yet, only 8% of the companies in the world that have a diversity and inclusion program have expanded that DI program to include age as just as important of the diversity as the traditional ones, which are gender, race, and sexual orientation. So long story short is this is valuable and effective for companies, but we have a natural tendency, especially for companies that are more digitally oriented, to think that the most important thing a company needs is DQ, digital intelligence, and it doesn't matter if you're a tech company. Yeah, seven of the 10 most valuable companies in the world today are tech companies, but all companies want to be tech companies, and therefore there's a sense like we need to hire more digital natives.

**Chip Conley** ([12:21](https://www.rev.com/transcript-editor/Edit?token=kZPL-PcbVL1P9AoB6rGSK20VOpulVMh94C98bmlLXFCUTeWF8mTSde7tsK1dihe40G31nclVT1RxuEqN7BPXsFCwwd0&loadFrom=DocumentDeeplink&ts=741.83)):

It may be true, I'm not going to say that young people, millennials, gen Z, even younger gen Xers are not phenomenally talented and aware of things that I'm not aware of, but the idea that somehow because someone's a brilliant technologist, it means they're a brilliant leader, or have smart emotional intelligence, or can think strategically or understand an industry well is a mistake, because just because you're a brilliant technologist or understand the technological landscape doesn't necessarily mean you're going to be spectacular at those other things, and matching someone who's young with someone who's older means that they can learn from each other.

**Bill Murphy** ([13:08](https://www.rev.com/transcript-editor/Edit?token=n378um6Qp4NsNZ24FEuitlhbHBVLbfyMyyauF5ZG724KRorGSFydc3iJMdgWp9GiPhL22bmV2Y25zZvKWQr6LNaVHzo&loadFrom=DocumentDeeplink&ts=788.17)):

Yeah. I just love that. I think it's just a great way to tackle the original the apprentice model that we've used, I think we have, really the digital revolution hit in '95, '96, when the browser was invented, so really it's not that long since we've sort of had this more ubiquitous access to technology, but prior to that, for hundreds and thousands of years, it was an apprentice model, and it was elders in a community, and it's interesting now how we're sort of, you're bringing this back, and I think it's quite necessary, because I have younger folks in my company that have, younger folks that are now leading the older generation, and I'm not sure that they really know how to most effectively do that. You mention that in your book as well.

**Chip Conley** ([14:01](https://www.rev.com/transcript-editor/Edit?token=Bi3DiKq3a-60PsKMf82Yuva1FegQ7kxCDTvtv3tCpGWUp693iRKlaQGXP3nijm8lqZh0RtJgy-Lm9GUj5L4WwhF3uKE&loadFrom=DocumentDeeplink&ts=841.25)):

What's interesting, Bill, is the statistics on percentage of people who have an older boss is fascinating. A lot of aren't aware of this, but about 40% of us in the United States today have a boss that's younger than us. That's an interesting stat. But here's the part that's particularly interesting, if you're 55, that stat is 69% of us have a boss that is younger.

**Bill Murphy** ([14:30](https://www.rev.com/transcript-editor/Edit?token=H-LToOzBRMV4OTh1bZY2bMDqfa7kmalnluGGsiB5xAlr9m-pSjArRD2oASoYlazcwirUDrxG3ji9s1OWPhgLw0IoRsA&loadFrom=DocumentDeeplink&ts=870.4)):

Wow.

**Chip Conley** ([14:31](https://www.rev.com/transcript-editor/Edit?token=2Bjxy4f96kimoBys5sW6SydLheZLDwOOy0j5-orLHkQCD4bJXnw6o19jKboMqOVdQW_0xW8JkKkat01tz_2JHpeyhwY&loadFrom=DocumentDeeplink&ts=871.82)):

And by the year 2025, the majority of Americans will have a boss that's younger than them. Get that, put that through your brain for a moment. The average American by the year 2025, five years from now, will have a boss that's younger than them. In most cases, it will be two to five years younger, but in many cases its 10 or 20 years younger. In my case at Airbnb, the person I was mentoring, Brian Chesky, I'd been a CEO for 24 years, Brian had been a CEO for about four years when I joined him, so I was there to mentor him on leadership and hospitality, but he was also my boss and he was 21 years younger than me.

**Chip Conley** ([15:10](https://www.rev.com/transcript-editor/Edit?token=pnyWt5Pw8OL4oZnyVElho5Kxiv3kr7lZTM7MIYuaXSM4zcOoWA-sGItjcRox6a3uvnhIjpZ1Std3cGaDT-W58AFhda8&loadFrom=DocumentDeeplink&ts=910.7)):

I'll never forget, Bill, this is a really great story, I'll never forget the first time Brian had to do a review for me, like a personal performance review, and it was a few months into the job. And so, here was the part that was interesting, so I'm his mentor but he's also my boss. So he does a half hour review, and so he said, "So what do you think?" And I said do you want my opinion as your direct report or do you want my opinion as your mentor? I mean how do you handle that? Because I didn't really know which role I was supposed to have, and of course I gave him both, and he did a pretty good job, so the good news was I had felt both seen as the direct report and I also felt proud of him of how he handled it.

**Chip Conley** ([16:01](https://www.rev.com/transcript-editor/Edit?token=e3HFivhrJfIzrnbbtqgBo7k5JjwpHPPtmCe-oRwbPNgk0oOwuN2Zy0JBu9yiH8iQ9baFf7eDCY-k-CmaTx0IzD5YVKA&loadFrom=DocumentDeeplink&ts=961.38)):

But the truth is, most people don't. Most people aren't proud of their boss that's younger than them who's giving them a review, and frankly the bosses never had any training in how to give a great review. So there's a lot here, and I think at some point I'm going to write a blog post, I have a blog called Wisdom Well, it's a daily blog, and I'm very much looking forward to writing a blog, a daily blog, on the subject of what is it like to get your first review from someone the age of your son.

**Bill Murphy** ([16:31](https://www.rev.com/transcript-editor/Edit?token=Ubsaod-5aeNYEOXWaWgzBKp1yaVaoGIUrL87hvta19qi0730whCPhCLUtC9H370qfLvz8_GuiEu8sLcHDDWdLZrxSs0&loadFrom=DocumentDeeplink&ts=991.26)):

I love it. It struck me, as I heard you talking about it one time and then it struck me within my own company. What about the, we're talking generally people 40 and above or are you thinking 45 and above, or its really 50 and above?

**Chip Conley** ([16:53](https://www.rev.com/transcript-editor/Edit?token=tzNKVO3WCQ7ZgY6HF5_8w89jVOWbb4wIo1qgu7T22PQ17Kk9EBjbr9c20-WWBNreVl1Rv8hL9FwL6gbeBEXtTiGbRmc&loadFrom=DocumentDeeplink&ts=1013.33)):

Depends on the industry. So at Airbnb and most tech companies, if there's an employee resource group, an employee resource group is usually a group of people in a larger company that band together that have some relationship, some connection to each other. In Airbnb we had a Veterans at Airbnb group, which is war veterans, there weren't many of them but there were a few. It could be Women at Airbnb. We had a group called Wisdom at Airbnb which is people 40 and older, because only about 10% of the population at Airbnb at that time when it got started were people 40 and older.

**Chip Conley** ([17:28](https://www.rev.com/transcript-editor/Edit?token=5D7Y975b2QgYQyavsOqls_qvGSVYwf5iM-ZkbV7G8DHFsiZ393v0OECT06H5nCrvgj61_tbuusTVO1-_wSb2blISlic&loadFrom=DocumentDeeplink&ts=1048.6)):

But most companies it might be 45 or 50. Now, let's look at it in both directions though. The idea of age diversity is not just a way to sort of say how are we valuing the elders in the workplace? It's actually quite the opposite in some companies. In financial services industry, maybe healthcare, what you really want to do is focus on the millennials, because actually it's the young people who need a voice and are sort of shut out of thinking and decision making in a more traditional organization. So some, I think what we're talking about here, is an intergenerational potluck. There are five generations in the workplace for the very first time, and yet sometimes those generations are speaking in different dialects, and they can learn from each other.

**Chip Conley** ([18:13](https://www.rev.com/transcript-editor/Edit?token=sNx-5kmU7i-N1iBGpaLwgzg4Gzw4naKHsNtLD6kaTGrhaQxN6cagZcBScXmtTNVOZGIY2k2DcKkD7lrmWbLHIyjTgTQ&loadFrom=DocumentDeeplink&ts=1093.75)):

What we love about potlucks is everybody brings to the table what they do best, and I think a great company today realizes that that's how they succeed in the 21st century.

**Bill Murphy** ([18:24](https://www.rev.com/transcript-editor/Edit?token=L0FUcu7hfjVn0yB5WexXoV7UQ8iWc1B_dox5fPA6CWd57U9cT8WugFy3tEazJ0BRtwXgKAX8blSaE0yOP6E_dt7Rpr0&loadFrom=DocumentDeeplink&ts=1104.58)):

Yeah, it's quite interesting, when you take the political correctness out of it, which just really ire’s business owners quite a bit, the PC part of it, when you actually look at the math on just, I didn't do this based on the math, but I wanted this woman on my board because she was a fantastic leader and I wanted her there, but I didn't realize afterwards that it actually, a woman on a board, your profitability goes through the roof based on the stats that they can do and track a public company.

It just makes so much logical sense with wise, older generation in your teams, you made a point that team performance, which we talk about, innovation with a fast moving technology, we don't really talk about how we can scale human capabilities. We always talk about how we can scale the tech capacity, but we don't really talk about okay how can we get an amplified 10X result just from a team, not by working harder but by, what your point is, by the actual generational impact of a team.

**Chip Conley** ([19:36](https://www.rev.com/transcript-editor/Edit?token=Gv4aDdGr3eCYy_-nzYI0FQuPkvLUray88SPDo1a4FTYQtjgZIjDbObgvTvKHcTwnt-CQ-5PrCzmJD-khj1SMdYb-P_c&loadFrom=DocumentDeeplink&ts=1176.58)):

Yeah, it's interesting. I call it invisible productivity. When you have a collection of people, the other thing, invisible productivity is what happens when you add someone to a team, it doesn't have to be just an older person, but just somebody who actually has the effect of helping people see their blind spots a little bit more appropriately. So there's a term in rowing, in crew, called ... oh what's it called?

**Bill Murphy** ([20:08](https://www.rev.com/transcript-editor/Edit?token=AHbQ5_EH92XcGfriiPmoxMOUiazvqMwinj2jy_CyGF7lEVFH6xuPkZXCQcun1UgGdb6V8R6Gw1QGhNB6KWFHefIGY2M&loadFrom=DocumentDeeplink&ts=1208.27)):

Like a slip stream?

**Chip Conley** ([20:10](https://www.rev.com/transcript-editor/Edit?token=nM0JkVDd3XdV8zb5uONnIcJXL-NS9mWg8YNkHGFMM0brRmcuV61h2hLdoQKK0xuXSH_Mp8cis4GkUWrFpcEYmIb9H2w&loadFrom=DocumentDeeplink&ts=1210.59)):

Not exactly a slip stream. It is called ... darn it, swing. So swing is when a group, let's say eight people in a boat with, and they're actually rowing, and they're so in unison that the swing happens to the boat, which means the boat starts to lift a little bit further out of the water because in unison they are able to go fast enough, so it moves above the friction of the water that holds it back.

**Chip Conley** ([20:44](https://www.rev.com/transcript-editor/Edit?token=eFAFCQ6xUTPlvIedC7zmvTVyQWlJHiYJ_5pmBTQ2Wxg6PNhAozsvDWWAQBoVdYvHZCgPrGCHBtnGLMj40aDJHqVjQ04&loadFrom=DocumentDeeplink&ts=1244.62)):

In the context of an organizational team, swing means that you have a collection of people who are so in unison that they are able to move beyond friction. Now, generally speaking, I think the way we historically thought about that is if you have a collection of people who are all unified and maybe all look the same, and demographically, that will lead to swing. But the other thing that people don't know is that often that will lead to group think. When you get a group of people together who are all aligned and all think alike, they don't see their blind spots, and whether that's a bunch of older people, younger people, men, women, whatever it is, they're less likely to actually have that dissonant voice.

**Chip Conley** ([21:32](https://www.rev.com/transcript-editor/Edit?token=BdC7gtTMkuLQK4BR2Ef8qdyjqS37PC5-IiZNu_8QsrT5pN2b6yB0TcI_A1pXu1lOIOfQzLIAJMTfuq9R66ZQlH9ADJY&loadFrom=DocumentDeeplink&ts=1292.28)):

And the dissonant voice maybe messes up the swing a little bit initially, but once everybody gets on the same page and you have diversity in the group, you end up with a boat that has actually got less friction, and I've got to say, I'm very proud that in the days, whether it's at Joie de Vivre, when I ran that for 24 years, and created 52 boutique hotels, or whether at Airbnb in my first four years there when I was really helping a tiny company turn into a global hospitality giant, we had, in both companies, very diverse selection of senior executives, but the key is to, I used Pat Lencioni's book, The Five Dysfunctions of Teams, as a way for us to help understand how do you take dissonant voices, allow them to actually have their point of view at the table, then get to alignment and everybody steps in into alignment and then everybody's rowing at the same time.

**Chip Conley** ([22:31](https://www.rev.com/transcript-editor/Edit?token=JhcR3ya4T10iL-3lKi-Pmhh-kLpjAITCuXwuaFL6m7Vw-ReunygdmILFSM_WWPIYGLfSXbWV7XeYCuvCWLu9K27VGnw&loadFrom=DocumentDeeplink&ts=1351.75)):

And that's the thing, people think somehow that to align means that you don't feel like everybody's always agreeing, no. Actually, the best teams have serious disagreement, major arguments, and then they finally get to a realization that they're on the same page, priorities there's an acceptance of what path they're going to take, and then everybody aligns. But they've had the opportunity to have the argument before that happens. Instead, what happens to many companies is there's a blind spot, everybody aligns around something because they don't know other choices, or everybody aligns around what the senior executive or CEO decides, but then on the sidelines, people are saying all kinds of bad things about that decision, and they're not aligned. So just know that the thing that is beautiful about diversity is it actually allows often all of your employees and you customers to be in the room as well.

**Chip Conley** ([23:30](https://www.rev.com/transcript-editor/Edit?token=4WHHvM168jP5f6VvV7SiEu2ZHdB1MJAR_hHqM7GwUPZUn1Ql-2kjESsGUML4wrAOyr7rBnrn1UP2XUnQ1DWwPQnVSIQ&loadFrom=DocumentDeeplink&ts=1410.71)):

It's interesting at Airbnb, the average age was 26 when I joined at age 52, but our fastest growing demographic when I joined was people 45 and older, both as guests and hosts. Who was going to represent that person in the room if the average age in the room was 26?

**Bill Murphy** ([23:50](https://www.rev.com/transcript-editor/Edit?token=ibklpkvRhwMTzPjpBDk5nqqBiatfZ1TgFNMkR4KJN0iixPVBQ4mZ819IW1ZxVwBO1HHaeucObWUGbd9x1VGjhdlLqM8&loadFrom=DocumentDeeplink&ts=1430.44)):

Fascinating. I think the word empathy can be overused, but just even being able to think about the needs of that demographic, it's hard to do that, hard to stretch that as a 26 year old.

**Chip Conley** ([24:09](https://www.rev.com/transcript-editor/Edit?token=PmhAN0tuYAJxse9135oJZnKQEEMIyE-HfX8JJTKvIhnDEvn3apWI736LsPZ4_88CaP9ojc1tR9f4lkBbngf17yXyuhU&loadFrom=DocumentDeeplink&ts=1449)):

Well you don't know what you don't know. It's not like when I was 26 I was much wiser than these 26 year olds. The big difference was I didn't have as much power as a 26 year old does today in a tech company sometimes.

**Bill Murphy** ([24:24](https://www.rev.com/transcript-editor/Edit?token=9aIaobIKEH7_PYAUHPH59OAf3IKX3D_CDvwKmMxUZ3M51YXpcbSzTFf6SmAUIfeRPpPPtGJUBy2NrJDla7xzpzpI0Gw&loadFrom=DocumentDeeplink&ts=1464.84)):

Well here's the thing, Chip, I think when we were 26, 46 was old. I looked at folks in their 40s, I actually feel faster, stronger, fitter now at 50 than a lot of 25 year-olds. It's funny, I'm like prepared for the next 50, which I think was a very different mentality in the '70s and '80s when you were 45, 50 years old, I mean what do you think about that?

**Chip Conley** ([24:54](https://www.rev.com/transcript-editor/Edit?token=ij_KsehAJ-tiJX3eTnSQoxw6wwqV7eSgC_-RlDk-uKaERA21oQ0gTgO5Y7SlxaHmuCSL7awo07jx4IP4KQhMY-rak_w&loadFrom=DocumentDeeplink&ts=1494.4)):

Well there's two thoughts there, number one it does suggest that longevity is going to play a role in the workplace, meaning more and more people, you probably, who knows, you might work until you die, you might work until you're 75, who knows? But in the past, until about 20 years ago, there was a long-term trend towards the average retirement age declining, and yet people living longer. So in essence, people were in an era of retirement for 20 years. And what was interesting is a lot of studies showed that retirement was actually not good for your health. Not so much bad for your health, but bad for your mortality, in a sense that it actually accelerated mortality by two years. And it's partly because people lost a sense of purpose, community, and sometimes discipline in their lives.

**Chip Conley** ([25:45](https://www.rev.com/transcript-editor/Edit?token=eK5BiIVE9VKxzF8-n7vtOQLNPQSGIgIt9lHtyS2jXPjFhd0RnTjdPl_bRUTZ7N6NjP_QLE32j526Gs3sJpBQ_GbSA2k&loadFrom=DocumentDeeplink&ts=1545.44)):

So what's interesting is yes we're going to live longer and we're healthier longer, and yet, power is moving younger. This dynamic of we're going to live longer and be more active in the workplace longer, but power is moving younger, creates a really weird dynamic. It's almost like we expect these young digital leaders to miraculously embody the relationship wisdoms and leadership skills that we've had decades to learn. And so what I think is interesting is companies that start to figure out how do you match, like a mutual mentorship match, a person in their 50s with a person in their 30s, and how do you project, you know a taskforce in a company about ... let's say there's a taskforce around coronavirus right now around the idea of how are we going to respond to coronavirus as a company? Wouldn't it be interesting if you had two co-leaders, one a boomer, and one a millennial that are actually leading that taskforce, and then maybe from different departments and all other kinds of diversity.

**Chip Conley** ([26:55](https://www.rev.com/transcript-editor/Edit?token=8BLWYcFh1gHOt91RBAsqBU5AVRN2eEY1Eo9HCEEXZ7zUSbd5D1ktDz8OZ3m0d2FcZq9UJzrfzRrVsrZ4PuPLfjsO2dc&loadFrom=DocumentDeeplink&ts=1615.89)):

But do know that actually allowing people to become partners on projects when they have 20 or 25 years separating them is probably a pretty smart thing to do. So yes, I agree that we're going to have, 50 may be the new 30 physically, but 30 is the new 50 when it comes to power in companies that are exceptionally digitally focused.

**Bill Murphy** ([27:22](https://www.rev.com/transcript-editor/Edit?token=48gH1zawaiPAxaRlp-SCYo880Fnltvf-3gA534VkaPcWD4PRI198Wf9dTqD8o1MSdKN2Hv0yYLgiGUDseYiZc8ffVMM&loadFrom=DocumentDeeplink&ts=1642.26)):

Yeah, and that's part of what's happening as well, as you mentioned earlier, most companies, especially ones that are becoming digital companies, even if you're a construction company, you're becoming more digitized. It's interesting you brought up coronavirus and I think this is an interesting play for folks that, when you think about it, we've had 9-11, this is reminiscent to me at least of complete and utter shutdown of the planet, certainly in the United States, in 9-11, I started my business in that year, built a home that year, and had my first child that year. So that was no fun. I think you remember that in the hotel, your company was midstream with hotels at that point, right?

**Chip Conley** ([28:12](https://www.rev.com/transcript-editor/Edit?token=qoTv_2YA0eIEN3Vtb4h4OAyNjyAR6x6n2IApLW36uea5ieUxKg3XlXIoW-rYWtBGnvMeLvDPBXir5YCGg5k2JEzqV_g&loadFrom=DocumentDeeplink&ts=1692.06)):

We had 9/11 and the dot.com bust at the very same time. Plus soon after that, SARS. So it was a difficult time. The big difference now, and then we had the great recession, and now we have the coronavirus. The big difference and the worry I have right now with where the world is, is this is so sudden, so deep, and so confusing in terms of what's going to happen, and those other two we didn't have government directed shutdowns and we do have that right now. So I have a huge worry for where the economy is going to go, I mean it's pretty obvious that it's not going to be good. And I think, it could lead to a reset in many ways, sometimes resets are good, but I don't know. I get very much why we're requiring the shelter in place and yet the thing that's not been calculated is what's the financial effect of all this, and from a public health perspective, do we have more suicides and more people in poverty and more just emotional strife, and cancer and heart attacks and things like that because of what's happened here.

**Chip Conley** ([29:50](https://www.rev.com/transcript-editor/Edit?token=eMdIrHOXxCU1JEuezyTCWMTnDLoZJFYcEK183aQw8BnZWyReAgAyhI8wvkWqPLH2hKfZ5kV9eLQIct_iDbnCWMdUTVU&loadFrom=DocumentDeeplink&ts=1790.35)):

And I'm not saying this to say that the public health authorities made the wrong call here, but I do think that if we'd been a little bit more prepared to say how long, it would be nice to know how long the shelter in place is going to last, they've said a certain number of days, but how do you do business planning? As a hotelier, I'm in the travel industry, which is like we're about to lose the summer window of when people plan their summer vacation, which is usually right after they go through spring break. And you lose that, and then people won't travel, even if shelter in place goes away, people might do a stay cation closer to home. And what you do in doing that is you in essence devastate an industry that was not prepared for this.

**Chip Conley** ([30:43](https://www.rev.com/transcript-editor/Edit?token=8pNilomfNbq_DrA439u_poFRz66q1ULDDPPz3igTY4Z1VGL3eulKp3pfoQQZcu02l3HdlDZyC0pauwif-Q7fhUykpZE&loadFrom=DocumentDeeplink&ts=1843.55)):

You're prepared for a recession because the indications in terms of economic indicators in the overall population give you some canary in the coalmine. There was no canary in the coalmine here, though to some degree there was. You could see what was happening in China. But the thing I think that this has proven is how connected the world is, and we either have to acknowledge that the world is disconnected and realize we have to come up with solutions as the world, or we have to sort of say we're going to take a more vulcanized approach which is we're going to just focus on our own country. But I think if that's the case, we are going to see an enormous shrinkage of the total addressable market for many companies if they exclusively are going to focus just on their own country in terms of where they produce and serve their products and services.

**Bill Murphy** ([31:37](https://www.rev.com/transcript-editor/Edit?token=4TnWM3ju8k_a0eX7FLKuv18zdwFeDUdb1IqwgQg8hQgZbAB3lsa2MpTG9MR6jxbiwf3vfTyDkIog9LD5n5F49mRi2AM&loadFrom=DocumentDeeplink&ts=1897.87)):

Yeah. I think the ... I've done my part of trying to read, okay, let's just infect the whole population and get this all done and over with and overwhelm the hospitals and we're going to lose a certain set but at least everybody is working and we've got the economy moving along. We haven't really accounted for the fact of losing the service industry, and business that really can't afford to miss payrolls and can't afford to not have people patronizing them, hotels of course a part of that and restaurants and such.

So I think the interesting part of this is it's sort of the elder, thematically, the older generation is going to be, has taken a couple of hits, and we've seen, I did a little quick webinar last week, I said how do you want to be remembered as a leader after this is done? And can we in our own little way organize the people around us such that there's someone here, there is going to be a light at the end of the tunnel. That tunnel might be two weeks or it might be two months or a year, but ultimately the fundamentals of this economy were strong, there is a business oriented leadership, we're going to get through this.

**Bill Murphy** ([33:00](https://www.rev.com/transcript-editor/Edit?token=vC4CGfdD3_OnGRJWi6_uV6CqSqDNT8vDfrszHqSaFcxGdgSH75dbAZMps1LA4Nhr0nf7mkUF02UNezckqUtSfTxgtLY&loadFrom=DocumentDeeplink&ts=1980.82)):

And I think for the younger generation who hasn't taken a couple of hits since 2007, 2008, you've got to be sub 33, 32 years old, and they've never taken a hit across the face.

**Chip Conley** ([33:14](https://www.rev.com/transcript-editor/Edit?token=TBkA7lz6LlRw2X5HlPcPqYzc4fcyW1ObDrz5ONn3bYW-wC3TW9EjI6vCTN1He4yQd32tPQ-U11OWCrmLt1z8u6adk3k&loadFrom=DocumentDeeplink&ts=1994.66)):

Yeah, no it's very interesting. I totally agree. I'm a mentor to five CEOs, all of them millennials, and all of them generally in the travel space, travel or real estate space, and what's fascinating is as leaders, they've never had to deal with a downturn. In the case of the Airbnb founders they started Airbnb in 2008, at the start of the recession. In fact, Airbnb was an idea that in fact was fueled by the recession in some ways, because people still wanted to travel but wanted to do it more affordably, and people wanted to host people in their homes, because frankly they lost their jobs, and so it was sort of a little bit recession proof.

**Chip Conley** ([34:03](https://www.rev.com/transcript-editor/Edit?token=8pdqZnsOqX3zvv5_WhA_4qnnbaLQt693_FHAXqy7dL-wrYgUWpJwrUH1Qf9IIwilU5wnkrMvmfsulYLbY-7GR_-CcwA&loadFrom=DocumentDeeplink&ts=2043.43)):

But Brian, and Joe, and Nate, the three founders, have never been through this, never been through a downturn, and this downturn is going to be more savage and severe than just about anything since World War II. Merkel in Germany said this is, post World War II, this is the most serious thing we've ever faced. And so again, intergenerational collaboration on this would make a big difference because depending upon the nature of a downturn, this one's been sudden, which means you better get really smart about expense cutting quickly, and I am somebody who I'm all about corporate culture. I believe that how you handle a downturn like this says a lot about where the culture goes. The great recession was similar to this in the sense that it happened pretty quickly in our industry, whereas the dot com bust and 9-11 was very much over the course of time. 9-11 was sort of a sudden thing and then the dot com bust in the bay area, which is where a lot of my hotels were, had a four year just every year got worse than the year before.

**Chip Conley** ([35:19](https://www.rev.com/transcript-editor/Edit?token=w9FKUgojBAzxTFugaeT1-qyet1Ihgb87qWd5kxNp4BgFVZbmDzTamlWfOiQHCMAhJAgFHIQvKubQO-y0bxYJfFo5lNg&loadFrom=DocumentDeeplink&ts=2119.2)):

So when things get worse than the year before, you can actually have a slower process of cutting costs, but when things happen quickly, you better act quickly because otherwise you may run out of cash pretty quickly. So that's the part that it's tragic, and there's a guy who's a CEO of a company, he's 30 years old, he's been running it since he was 21, it's now a company that has a valuation just under a billion dollars, but he has no idea how, and he's very culture focused, so his point of view is we'll wait this thing out, and it's like you know what I'm a culture focused guy too but you absolutely have to go to your wartime plan here and you've got to do it in a considerate and thoughtful way such that it doesn't scare people, but people need to know that you've got to get thrifty and scrappy and this is not the time to wait a month to see how things are going to play themselves out. I can tell you how they'll play themselves out.

**Chip Conley** ([36:23](https://www.rev.com/transcript-editor/Edit?token=41_KaOVn44boAWgYGBsQvUSi87QLnZraeQQa12axsZnXcUBh9FngqvOR_lyTsIUeJzqxQu0VbhudXy3pzTFLO8RtqnY&loadFrom=DocumentDeeplink&ts=2183.9)):

One thing that's true about us as we get older is we get better at recognizing patterns, and recognizing patterns is another way of saying wisdom. Wisdom's another way of talking about intuition, and your intuition gets stronger over time because you sort of see the pattern, and the pattern helps your intuition to sort of see the future, and this is, again, why cultivating and harvesting wisdom allows you to be able to see the future a little bit better which is why that holistic, synthetic thinking that's connecting the dots can be exceptionally valuable. So, part of my role right now is to be basically in triage with some of these companies saying okay, let's look at how we're going to reduce costs.

**Bill Murphy** ([37:10](https://www.rev.com/transcript-editor/Edit?token=dSJlgbc7fYVwz7KZvT9ZnMW5u3VqHMdsaFUyuI8DNxwqgC6_rCXpeJgYgLRkKBcHAj-i2BlCVCEAjkiPLLyR_d6VVRc&loadFrom=DocumentDeeplink&ts=2230.18)):

Yep. They're going to have to be real step up to the plate type leaders for this, and there's going to be some collateral impact. One of the things I had a question about from you is the, so this pattern recognition that comes from the older brain, I just love that and reading about it and you talking about it, when does that, there's a certain self awareness though, when I was looking at the myths of the older worker, their resistance to change, so they've taken so many hits, so there's a good side to what we're talking about, they've taken a lot of hits so they can remain settled and calm and kind of a stable force through the change and not get as rattled, but then there's also that resistance factor that plays in where they're not as accepting or they can't quite make the leap to the new idea because of the fact that they've gotten some more damage from the past.

**Bill Murphy** ([38:03](https://www.rev.com/transcript-editor/Edit?token=n_HsBNHJS8DEQOyPb4j6fIxSPemz0Ug4rM6jnEtz1pnJKmNh5wxz-b1ZTCkZsajHx2wzvNo3ZQKaMvb4q--7H-viYRM&loadFrom=DocumentDeeplink&ts=2283.22)):

What are your thoughts on that and how can the older worker navigate that?

**Chip Conley** ([38:11](https://www.rev.com/transcript-editor/Edit?token=QTaqaqDxG_F0IfFwupNSeMvZB4xTazUn-hA8c6le8nkMhkhUCnAdgEXNnDZQO0yi0Eey6jxkZANvCN_L5-9sKP13Wak&loadFrom=DocumentDeeplink&ts=2291.52)):

It's interesting. There's a study that was in the Harvard Business Review, and I can't remember the other guy’s name, but it was fascinating, it showed that women stay open to change more easily than men in the workplace, and especially in business. And it's partly because women's level of confidence grows with each passing decade of their life, they're more confident in their own skills and learning in their 30s and their 20s, 30s, 40s, and 50s, 40s. Men start to top out in their mid 40s, and they start to shut down, because they actually get used to the way the world works and they're less open to new information, and it's actually, what the studies showed, was it actually has a little bit to do with their level of confidence, and their level of confidence in the mid 40s and beyond starts to decline a little bit.

**Chip Conley** ([**39:08**](https://www.rev.com/transcript-editor/Edit?token=mN4HH04x6vTTzNZBbc6T9DRPiaQGKhr4bEz9qOddmud6PAC3W4gw-N4NMXTUW3RP4gn9qq2WoM7fEgF_x5gjFuZ1x-8&loadFrom=DocumentDeeplink&ts=2348.14)**):**

This is the average man, let's say, not everybody. Whereas the average woman's sense of confidence and growing confidence and growing openness to something new goes until late 50s. So it's interesting. I think if I'm talking to you and me as I'm a 59 year old, you're a 50 year old, the thing to say to us is be open to having a growth mindset. Carol Dweck is a psychologist from Stanford showed that basically there's two kinds of mindsets in the world. There's the fixed mindset and the growth mindset. When you're in a fixed mindset, you tend to want to prove yourself, and you define success as winning. And so as you get older, because you get a little more cautious, you actually shrink your sandbox of what you focus on, because you don't want to focus on things that you're going to not win at, because success is winning, and you're proving yourself.

**Chip Conley** ([40:03](https://www.rev.com/transcript-editor/Edit?token=dubX_MS0JtURcSXOm5Q1L1Uz1JeG_JorQ4ulf8r3boFmK8XAXPZdlaTE76ZVJP1796lpW7qK9ahGObw1v6du-JTCvQg&loadFrom=DocumentDeeplink&ts=2403.17)):

When you have a growth mindset, you're not focused on proving yourself, you're focused on improving yourself. So the definition of success is not winning, it's learning.

**Bill Murphy** ([40:15](https://www.rev.com/transcript-editor/Edit?token=zvtSLj5IkfSA-doOn0NE8mh9NFR4TFx2rEOt0HW_klXQumkBpGb6UwKYFo06aILdvW_9GuS77ZPPImmVR4sA-OGUW6M&loadFrom=DocumentDeeplink&ts=2415.01)):

Yeah that's interesting. Sorry, I just interrupted you.

**Chip Conley** ([40:18](https://www.rev.com/transcript-editor/Edit?token=5n_nq75YHbiweKvPSelmuMebJokGFIJgdGkVKeFpoNSwMvja8fUgdE1siBTRMOnpAkVCmAr72Fky690mk_SZggySL9k&loadFrom=DocumentDeeplink&ts=2418.43)):

No, no. When you can make that change and move to learning as opposed to winning, and being the dumbest person in the room, which I had to do at Airbnb on many occasions, and be open to learning and to be open to being curious, and not trying to just focus on what you know you can do well, what that allows for is it both allows for you to learn something new, but it also opens yourself up since the people don't see you as the cranky old guy who just sort of talks about how the world works based upon a model that's 65-years old. And this is where okay, boomer came along, this whole okay, boomer thing of millennials saying "Okay, boomer."

**Chip Conley** ([40:58](https://www.rev.com/transcript-editor/Edit?token=y4lihralhJrJB3BjEF8vAiFYvS43HqF0CQe8W-YhVWDNRmgzSnB9txSrubSHmI3u5cctCeiY1R0B0gpcm1On0fmeqPA&loadFrom=DocumentDeeplink&ts=2458.83)):

It came from a place of you know those older people aren't open to learning, and they're not open to listening, and there's some truth to it, and it's also sort of a BS thing, but there's some truth to it in the sense that if you're just sort of someone who's caught in the past and you're just going to be preaching, you're going to be preaching to an empty church because all the young people are going to leave the church because they don't want to be preached to. Young people don't want a preacher or a parent in their work group, they want someone who's going to be a collaborator.

**Bill Murphy** ([41:33](https://www.rev.com/transcript-editor/Edit?token=ackaUE7WQwLrT-1y57bRxWYjopYc-gb4KAUVyivzFyMYOVYhArPxSNJAuMjcZJbnV8nxND_Qpdyc1gAUD-0uk4NQfVk&loadFrom=DocumentDeeplink&ts=2493.54)):

Yeah, that comes up quite frequently because I think I've been in the tech world, my company is a security company, and most of the CIOs that are in my innovation collaboration group, as they, I think there's a firm realization now that they're no longer the smartest person in the room. It used to be that you could walk in as a CIO and the business was seeing you as knowing everything. And really now the role of the modern technology leader is how can you actually lead, how can you pull information from the troops in your organization up so that you can synthesize those data points to make a decision, but you cannot, it's too much complexity, which is to your point, which I love, is you're losing their confidence and that actually the role of a modern leader is not to be confident in yourself, but to be confident in your ability to collaborate the solution and set together, which is a way of getting to a better solution because of the complexity involved.

**Chip Conley** ([42:37](https://www.rev.com/transcript-editor/Edit?token=3YYHUfMpbcBZSlH0yxgI91xXtoVXZ9_mz856c1ekzXnCvSdZ-c2Kj90ew9tOiYdtnI7vUSw13JZYwqgGp7jWMlK2lCE&loadFrom=DocumentDeeplink&ts=2557.6)):

Yeah. They say that wisdom is the perfect alchemy of confidence and doubt. Which basically, Socrates, a long time ago back in Greek times, really spoke about the idea of asking great questions. And where that came from was the idea that a question can help you to see something in a new way, so having doubt and being open to having doubt, as opposed to sort of feeling like you always know it all or you have to sort of portray yourself as the know it all, having that openness to doubt and openness to new information is valuable because it allows you to be in that constant learning growth mindset mode, and at a time like now where we're facing something that we've never faced before, a global pandemic that is in a more connected society, we've had pandemics before globally.

**Chip Conley** ([43:30](https://www.rev.com/transcript-editor/Edit?token=51Ny7fMLHhMsJoq1aHjmdpTqssqaCjsmqQeajymGmA99PowKl76-Zll43F5dKdKccoBMx6OmcB-p4TVLA5fPwqJQFqg&loadFrom=DocumentDeeplink&ts=2610.31)):

The Spanish Flu 100 years ago was a global pandemic, but it didn't spread as quickly as this did because we didn't have supersonic planes that actually transferred it around the world as quickly as it did. The good news this time is we actually have medical technology that probably can solve this faster with less of a death toll as a percentage of the population for sure than we did 100 years ago. On the other hand, we're more connected. So the effect economically and globally is going to be more substantial and more quickly felt, and that's where we're at, that's the part that's actually new. The idea of addressing a pandemic, it's not a new thing, but the approach of how quickly it spread is new, but what's new completely and I think it's going to be interesting to see how it plays out, is how does the world economic situation adjust itself when things happen as quickly as they've happened.

**Bill Murphy** ([44:39](https://www.rev.com/transcript-editor/Edit?token=kecNBX-rrj1Zgzx3llGMk9_F63mtUPdA91lFMoPVl6rBWPzOPtMqHeldF59TR5zSiiurPHvuKyer_DKpTf1bW2DfFLc&loadFrom=DocumentDeeplink&ts=2679.48)):

Yeah. Digital, we all know we're connected digitally and certainly from a cyber security perspective the national defense, we're concerned about things like nuclear power plants and critical infrastructure being taken down and really impacting huge chunks of the population and certainly businesses are concerned about the security of their organizations but we never really thought about the biological impact of essentially a virus.

It's very interesting to have a virus on the digital world where we're used to and taking out sort of single instances, but now we have essentially something that it's taken out the entire world and the entire planet, and like you said, World War II is probably the most appropriate equivalent to that as part of being a global impact.

**Chip Conley** ([45:36](https://www.rev.com/transcript-editor/Edit?token=mx1p-fbljGxBHALAosVi4STLV-zY_8eGRGvBYsqy2L7z_zs6WKmHNw0UUHv7pHLSCj4s-erSYwnG0Fa8i5hOVpS-LJM&loadFrom=DocumentDeeplink&ts=2736.7)):

Yeah I think, God help us if a computer virus comes along anytime that's serious in the next year, because what this is testing is our digital infrastructure to handle whether it's Zoom calls, or a variety of other things that are making us more reliant on how we connect with each other digitally.

You're right, when we talked about the virus, we tended to talk about it, especially if it's in sort of a dark agent out there in the world or some other country doing something it's been sort of a computer virus, and what's fascinating with this one is there's no evidence that any dark agent out there created this virus for the sake of destabilizing the world.

**Chip Conley** ([46:35](https://www.rev.com/transcript-editor/Edit?token=FPw7X16r8e1y4dFf_Vo7IuoW7eYmQRS0YXEVi7nPbnIwGJsCa5UiZmWUMhnqrLSJn2zQ2RN1cyVldKzv4JcMUSDzCyA&loadFrom=DocumentDeeplink&ts=2795.47)):

But it's interesting, I was listening yesterday, you have to be careful about who you listen to on the internet, because it's like true or false, but it was a doctor who's really well respected, he was talking about 5G and what's the evidence that 5G actually and the fact that we have all these satellites up in the air and what's the electromagnetic effect on our bodies of going to 5G, and I was like oh wow, if that, because Wuhan was the number one place in the world for 5G connectivity.

So it's like okay, that sounds terrible. Did we bring this on ourselves based upon how we have not noticed the effect of technology and electromagnetic currents on our bodies, so who's to know?

**Chip Conley** ([47:33](https://www.rev.com/transcript-editor/Edit?token=q3sv8BDLH14dIKdYks36jPpHV0MFR5qK3G9TManMuob4YGU7bc-yk4nlPc1WASp08xzEura0MM2DH990c-vDBVMGb0I&loadFrom=DocumentDeeplink&ts=2853.69)):

We have a lot to learn, and I think the part that's interesting, especially compared to, say, in 1918 when the Spanish Flu pandemic happened, is I think there's probably more of a sense that somehow we think we're more advanced than we are. Who knows?

We may look back at this 100 years from now, or our next generation may look back at this and say look at how little they knew back in the year 2020 when that pandemic came along. So there's a natural tendency to think we are 90% of the way in terms of our knowledge about something, when in fact maybe we're only 20%.

**Bill Murphy** ([48:17](https://www.rev.com/transcript-editor/Edit?token=zfo6T9chAZpPa3j0xy1A3ETyRUI2FwDvoLjWYJrJixCSJ_Vfu6dPrjDr6aDkRiTx3nUhDV5NoLDlcG4r27eCzUdfxeQ&loadFrom=DocumentDeeplink&ts=2897.94)):

I read in your book, you're a fan of Joseph Campbell, you've read some of Joseph Campbell's-

**Chip Conley** ([48:21](https://www.rev.com/transcript-editor/Edit?token=GcGxN6N81KMyBGKCffazk2Tq_u9uqIUS5HILaWyoZCHw40h0ggZSc2eg1i9IvF2DE82VWxkydoMnpsjnDHkJn80la4M&loadFrom=DocumentDeeplink&ts=2901.93)):

Yeah.

**Bill Murphy** ([48:22](https://www.rev.com/transcript-editor/Edit?token=BDJLUKRjiKGzYRGcl7Pkz16o31rG7RteGZtuy1g_hmXiLB-Z_LAK4eGS089XVwlOZn417EN_QsskRkQk-q_oX4r_1R0&loadFrom=DocumentDeeplink&ts=2902.84)):

Yeah, I think it's interesting just from the journey here and kind of this hero's journey perspective of what this is from a cultural perspective and kind of as we wrap this up as a leader and as kind of a modern elder leader, what Joesph Campbell would say about this from his perspective, have you thought about that at all?

**Chip Conley** ([48:48](https://www.rev.com/transcript-editor/Edit?token=NmN0Zv722WIa9nushkaT_Rgv_8W_VC5b9m0qLYmdmc4b0FmkW-PczP5nOr3tsN3EyQw8a8c1mJA2IvoeHmmaUiwMho4&loadFrom=DocumentDeeplink&ts=2928.6)):

Well Joseph Campbell was interesting. He had The Hero's Journey, and Hero's Journey was based upon something really that came from, again Arnold van Gennep who was a social anthropologist who studied rites of passage and initiation. So what he saw was there's basically three phases of that. Think of bootcamp in the military, you have the separation from the past, which is first phase, so you're actually separating from something. Then you go into this liminal transitional period which is bootcamp, and then on the other side of that you come back into society in a new form in a new way. George Lucas, his films were based upon Joseph Campbell's Hero's Journey, and that hero's journey followed that rites of passage.

**Chip Conley** ([49:31](https://www.rev.com/transcript-editor/Edit?token=o_EtOFEjOjmsHGfq16L1KaMdj0NcIFiVlAO7TQ0T6jPlTiVz-KjaeG-ll0TWp8Z2OibOQl3vciujCNnkbPKA0PEn3vc&loadFrom=DocumentDeeplink&ts=2971.21)):

So I think that where we are here is we entered the liminal stage, we entered bootcamp, and the question is how long does this last, what are we supposed to learn, and how are we going to get on the other side of it? I'm a big believer in the caterpillar to butterfly journey, which is caterpillar bulks up on food, then spins its web and goes into the dark gooey place of the second phase which is the liminal transitional period, and that comes out as a beautiful butterfly. Let's hope, crossing our fingers, that that's what we have ahead for us in society. We are certainly in the dark gooey period right now, and the question is how quickly do we get out of this dark gooey period to a place where this experience actually makes us stronger and frankly a little bit more connected in the world in ways that are actually positive.

**Chip Conley** ([50:22](https://www.rev.com/transcript-editor/Edit?token=xLwd4gyOR9LpbD8Ct7pCta19AM8jstRhNKLyHCvm15-HYnl5VONXhg81gpX4V_rTuBBgbHH7FqipnUGfzvi7DIpaSnA&loadFrom=DocumentDeeplink&ts=3022.31)):

We'll see. At this point I'm generally an optimist. My level of optimism has been declining over the past few weeks, but I do think there are some collateral benefits that are coming out of this, including how people are connecting, even with social distancing, how people are feeling a depth of connection to the people who are important in their lives.

**Bill Murphy** ([50:46](https://www.rev.com/transcript-editor/Edit?token=6EKoDAZtWAx7pS0G5UoOxuZ-kLfNIA7jDLp0vBfiGVes8Mi8mJMt23C5OO1qiVeGVf-_qsCxCv8zjKQ2jpwsmv91CzE&loadFrom=DocumentDeeplink&ts=3046.96)):

Yes, sometimes you need the opposite to really appreciate where we've been and where we are. Of what we want. But there's no algorithm for experience. That's a quote that always sticks out for me now. There's no, as we know it, no matter how fast and changing this planet is, there's no machine learning AI algorithm for wisdom and experience. So as we wrap up, Chip, is there anything relative to my audience or in our conversation that you're hoping to convey or that you were like, "Gosh, I wish Bill would have asked me that question, I would have gone down this path." Is there anything you can think of?

**Chip Conley** ([51:27](https://www.rev.com/transcript-editor/Edit?token=hXLPyWidfaJpP0Eg-s4-suPDvdMJQLt3sI4dzIGXzQQE0p-217PGgH6yq676Dz86Y7eKe2HLq5HvlbzfWz1OvyawnHE&loadFrom=DocumentDeeplink&ts=3087.71)):

I think the only one would be our midlife wisdom school in Baja, in Mexico called the Modern Elder Academy, maybe we just finish with that.

**Bill Murphy** ([51:35](https://www.rev.com/transcript-editor/Edit?token=Fwk3WDSqIGgNWTu-seTaYoaYl5PrLjBTqfc-dNbp0LWKqsikhegWnUfVV5_EaRE2n-5BQOecIyMAHfejHu850adk9CU&loadFrom=DocumentDeeplink&ts=3095.47)):

That would be great. I was going to ask that. So let's go there, talk about the Modern Elder Academy.

**Chip Conley** ([51:41](https://www.rev.com/transcript-editor/Edit?token=FdmvbRpfHM9dx_JDTn_CI5l6tW-XsSMINOWxubVdj-C58SGmiLeskRX2SDFHLuShSoOqf5SBjAUJ3j8DPenmEeuTNHo&loadFrom=DocumentDeeplink&ts=3101.72)):

Yeah, so my experience at Airbnb taught me wow, there's a growing need I think for modern elders, so to speak, in young technology companies, and just companies in general, so it got me to the place of saying, well, what if we created a midlife wisdom school? A place where people come, spend a week or two to actually purpose their wisdom and what they've learned, and maybe even shift their mindset on aging, because if you're going to live until 98, which a lot of us will, and you're 58, you're actually only halfway through your adult life. You've got 40 years of adulthood behind you and 40 years ahead of you, and yet most of us at age 58 think that we're just on the verge of retirement or we're no longer wanting to learn something new.

**Chip Conley** ([52:28](https://www.rev.com/transcript-editor/Edit?token=WQaPoDbYmyRR5dNrZvoOG1XzJdm9T2ZceHaJb2gJpB-z34swhQ4NSyqK9Yo4yzWoWYLh-A5gGBgM6NUS5_iiuQ9Oqh0&loadFrom=DocumentDeeplink&ts=3148.49)):

Long story short is we created this in early 2018, we now have 800 people from 24 countries goes through the program, so we have a very active alumni program, and what it's been able to show at the Modern Elder Academy, it's a socioeconomically diverse place, we have scholarships and all kinds of things that allow all kinds of people, whether it's a steelworker, last week we had a unionized steelworker who was here, a physical therapist, a nurse, and elementary school teacher in a cohort of 18, along with a CEO of a tech company, along with a retired software engineer, along with a doctor who decided they didn't want to be a doctor anymore. And so it was a fascinating group of people.

**Chip Conley** ([53:13](https://www.rev.com/transcript-editor/Edit?token=JzTM04EyElUHgaMFiROyNDwjql_NX18jh7EFKlD81QZzwyODzzp1wEmY_7pQGO0Aizqd6MaVewYUextaQdMMnPHY4EQ&loadFrom=DocumentDeeplink&ts=3193.14)):

So I think more than anything, what we need to realize is the three stage life of you learn until you're 20 or 25, you earn until you're 65, and then you retire until you die, that model is probably in the process of going away, because you're going to have gap years, you're going to have sabbaticals, you're going to go back and retrain and learn something new in your 50s, and so we need more schools and tools for people in midlife to help them repurpose themselves, and that's what the Modern Elder Academy is.

**Bill Murphy** ([53:41](https://www.rev.com/transcript-editor/Edit?token=rnc5fQrB1O0j9R-UWQgnXLJfwNVgOZjljO3Y8-YEflhGN657YXNCU11mhZ8Tr4cLqwARwaaW6Xi1h67iiEQhar3QJfw&loadFrom=DocumentDeeplink&ts=3221.88)): And that's modernelderacademy.com?

**Chip Conley** ([53:44](https://www.rev.com/transcript-editor/Edit?token=8VjHvZLs6LP0tC8Iqd_A71dypQfL2aI8rSBIzMAaIJqRxrM6Q0G1_z124PZxpOSB7VfuYGGcyvBFv9VDU-1kf3bOVA4&loadFrom=DocumentDeeplink&ts=3224.44)): That's right, modernelderacademy.com or .org.

**Bill Murphy** ([53:47](https://www.rev.com/transcript-editor/Edit?token=v4WXV2_2DPRmWYF5tTKTL9igOB7TbMrk24CEStjolT4nZw0u-HsEseW_wHmHaeAX4tYCVWOcG0_kcRsFbaXTlqXsrLc&loadFrom=DocumentDeeplink&ts=3227.04)): And you're in Mexico, correct?

**Chip Conley** ([53:49](https://www.rev.com/transcript-editor/Edit?token=AGHWsgX5fCgBrryxRs7yssDvekinIR2lVxsd9Tsxhfe0Q59DxwnSj4qLFdi70oKIFnJP79AzFzd81XyQFZJQYuGL2ZM&loadFrom=DocumentDeeplink&ts=3229.58)):

We're in Baja, California, one hour north of Cabo San Lucas, at a beautiful beachfront campus, very safe, and yeah, nice and remote.

**Bill Murphy** ([54:02](https://www.rev.com/transcript-editor/Edit?token=HxKbLmhhSseokBkxwJ7pO-QSRd0oM7sYDA9gY0joDofexrz9w5R8e0kvezUEHy0TqBstgd4poDdrLOugQyrHjyasYfA&loadFrom=DocumentDeeplink&ts=3242.42)): How would you get there?

**Chip Conley** ([54:05](https://www.rev.com/transcript-editor/Edit?token=E9CRIennJKZgMH6UYo_2epvCYjDNgPWfVeA1ZJGD8dW2OxOZksiP2SgFIosuiXZD-pCtC7IFRNax8-3dK5scn6K2rTI&loadFrom=DocumentDeeplink&ts=3245.5)):

You fly through Los Cabos, so you can fly to the Cabo airport, and it goes all over, New York flies to Cabo, Atlanta, Houston, Chicago, San Francisco, Seattle, LA, so there's a lot of ways to get here.

**Bill Murphy** ([54:21](https://www.rev.com/transcript-editor/Edit?token=FrZyIHfvMBIrxN7gjwZNQSLBmCQtQt6xe5-gn0dAMmWhWtm2hcOHDis6jR2Gh-H3ZNM_9S9TfWA8FlLcY8bA2f5bH2c&loadFrom=DocumentDeeplink&ts=3261.74)):

Great. I will put that on the show notes page for all listeners to be able to check the academy out, and also your book that I'm going to put on there as well, **Wisdom@Work**, and Chip, I want to thank you for spending your time with us today, this is fascinating conversation.

**Chip Conley** ([54:42](https://www.rev.com/transcript-editor/Edit?token=V2IiYB1Xnf7cGXwtJDp6brpynGrWvIFMtDl5uIZqYeqQlwYpQ-Tu-QgcVmyR-Dxzzd5LhI_bRTuh1istOHMhGrEZsoo&loadFrom=DocumentDeeplink&ts=3282.12)): Bill, thank you. I appreciate what you're doing.

**Bill Murphy** ([54:44](https://www.rev.com/transcript-editor/Edit?token=BATjEkcBK_Tbo2AcuzQti1QGOyFjhk6LTxojDkfm6NXovWwABcLbyJL4L67DRs7Uy3lLYR-mQFXA9o94sOtlMZd5IH4&loadFrom=DocumentDeeplink&ts=3284.74)): Okay. Have a great day.

**Chip Conley** ([54:46](https://www.rev.com/transcript-editor/Edit?token=rTg_VC0H8fveAvbKavzvUf6unPuqORj9dicCotshUA7fW9e_41af7Pc7HDy9hCrahsv41a914BflqtlpJ9weZQgxRBI&loadFrom=DocumentDeeplink&ts=3286.01)): All right.