Oleg Konovalov - Transcript

Oleg ([00:00](https://www.rev.com/transcript-editor/Edit?token=mOKvpXvHB8T4mrxpZbIigsRFqOgCCZ6Ew0dYg21VEzrnVdAiNvTfd_RAsu-g4TPBrYDToc-2DomxTbYnaxOutz1AcnA&loadFrom=DocumentDeeplink&ts=0.19)): ... Than ourselves.

Bill ([00:01](https://www.rev.com/transcript-editor/Edit?token=SSAD-44IrvRl4bvCc4Kx4lEEbMgrp4dy68HfEija5QaqdaRy_48MbTzg8y-42g-IZRfMENRt29QGDJFNkpcmg9P7v10&loadFrom=DocumentDeeplink&ts=1.32)): Oh, interesting.

Oleg ([00:04](https://www.rev.com/transcript-editor/Edit?token=shyKPybA94R9mZr3Zna1jTGbiUXWpbPp1utnHy5qyZMpkLF0Z1cr3SaNRrlNktLebYPaFq5JSOs4p2cXlDdmMSeTsco&loadFrom=DocumentDeeplink&ts=4.83)):

When we're saying, artificial intelligence or augmented reality, we're actually, in a best scenario, we're just partially copying ourselves, and we're just projecting it into some kind of a future reality.

Bill ([00:19](https://www.rev.com/transcript-editor/Edit?token=nHhH2w8Hxj129xyh-BOefbuvInTMqmXJomC6ZT68TWriMTXMcg-5Eqpiyj0GT2smZ3IvNIP9j7F8E8Np7uffDJkEvf0&loadFrom=DocumentDeeplink&ts=19.59)): Yes.

Oleg ([00:20](https://www.rev.com/transcript-editor/Edit?token=MzaLHTWIez9NRw5JtDaRTA7E6OUf2hzGRUX1GrQYAnTBiWSwROnr_OyZVw0r0caY9xBGLRqMp5Zkmc0M41hw6eD8NYM&loadFrom=DocumentDeeplink&ts=20.64)):

You know, we can't invent something more complicated than our brain. No chance. It would be a mess. It would be a curse. And the ...

Bill ([00:33](https://www.rev.com/transcript-editor/Edit?token=iG7thkQ_f0Bjln_4BEcdKiW4XgoBkfqFRyiwH00qU7SaxSJvNg0XHaIi-fJ9hbZsIVx-i1MR9PO12K-eBIQviS5pdnM&loadFrom=DocumentDeeplink&ts=33.7)): Unless what we create takes on a life of its own.

Oleg ([00:37](https://www.rev.com/transcript-editor/Edit?token=1cyUOHi83KMU-W3461h_K4QeyqpAUZ1GsdKd0vw_GVoROaFyW7l6U80y05yWCxCoW_rhLtP-VHeNfHvG9e8CxgJrBpE&loadFrom=DocumentDeeplink&ts=37.27)):

Again, when we say we are producing new technologies, no, no, no, we're finding new solutions to make our life more meaningful and progressive.

Bill ([00:46](https://www.rev.com/transcript-editor/Edit?token=BHR3lIM2HfY1mIqF1Kcx_nn5VBkulKZ7hkcH1_OU-aPtsaaC_DWjJwb5gd8-hGvJdwj4N3YJ7zJF2rnrnwXqK8OtXeg&loadFrom=DocumentDeeplink&ts=46.32)): Yes, yes.

Oleg ([00:47](https://www.rev.com/transcript-editor/Edit?token=wBCAQxmqTOW0BzjByVEpGsrlxaRY49I6_10vIBA1HsX-Y8RTRrROzHSKQfe-Od_dx8f25Cseu-NMx73ziNmm3us5sdg&loadFrom=DocumentDeeplink&ts=47.94)):

And that's a huge difference. And what I've faced with my clients from IT industry, they more often are interested in buttons, codes, and stuff like that instead of focusing on the real solution, what they're delivering to customers. And that's a huge problem. They are just quite distant, often, from customers.

Bill ([01:13](https://www.rev.com/transcript-editor/Edit?token=FAs4NnruGhpBdQOSuavchAVYvcXyOTaTgfmc6Xd-2D41GMfQiDhrSmfVPQjunGOisj0ciLVfmM-iMrBUSZpUPIBLlKs&loadFrom=DocumentDeeplink&ts=73.15)):

So you said buttons and code, is that what you said?

Oleg ([01:17](https://www.rev.com/transcript-editor/Edit?token=d7h59MGqDlfambA9v03kwvw4WakqCvO71DHDKFVKhrLWEgM6M3GQPQwSFMQas0nSsCy1hphP4B5Rj7S7vjhScbylJFY&loadFrom=DocumentDeeplink&ts=77.17)): Yeah, yeah.

Bill ([01:17](https://www.rev.com/transcript-editor/Edit?token=woBWdbU7luXLtVSdIhaCVzcDvnCj-uLd60_Nrp4U244p1JUdviUX4KoVw1vXlJt_7Nz3gZi4aR3_YY3Xhfhtw4j3n0w&loadFrom=DocumentDeeplink&ts=77.58)): Okay.

Oleg ([01:18](https://www.rev.com/transcript-editor/Edit?token=GWxgXJ-e5AkLXYpOfyeCrUUROHsrCYv1PfI9CJeFwig66FXo2AqUsHhihHkAQFmYVVjEGHLvO6mxOb-ZfehCATxdBIo&loadFrom=DocumentDeeplink&ts=78.16)):

Codes. "We'll produce codes, it will make a difference." Okay. What the customer, what your client will get at the end? What kind of problem will be solved? Did you talk to your client? No. And that's it. And then it goes nowhere.

Bill ([01:36](https://www.rev.com/transcript-editor/Edit?token=JPVhfcIHwDlleAEhOaGQmuxw-_fdwrYbzB2X0DdaCveZ9_f3UAd9htI2v62njhT4eGzWueaVR52AfoePV6Cl5VI0hW8&loadFrom=DocumentDeeplink&ts=96.12)):

Well, let me make sure I do a proper introduction for you. I'm going to give your full bio, because that would take a full minute.

Oleg ([01:42](https://www.rev.com/transcript-editor/Edit?token=B0ErZBpidHcvtMJsWSfPKUEQsAFGAG-8zmaplh8pAnJ5e-upLcyoydsmAc7Qv8Rjhz5NCA8T7bVz1HtzTuOGxP_Zpgk&loadFrom=DocumentDeeplink&ts=102.33)): Okay.

Bill ([01:42](https://www.rev.com/transcript-editor/Edit?token=njuSGAoI4c0uwyAJBcTaK7T3juNFq4n63dWCVsoYEdsORdTC6os1VmnqVvaEeT_HXrbBmJqtDhMthsTEKDSv-s3YY7g&loadFrom=DocumentDeeplink&ts=102.4)):

So that's going to happen. I'm going to pre-intro you prior to us, but I'd love to introduce you to my audience. And so, welcome to the show, Oleg. I appreciate you joining us.

Oleg ([01:55](https://www.rev.com/transcript-editor/Edit?token=OMqcLcveq8tV4cxxwenOI2XII-JVYE_5eg1gMvJ4QT6VvtxsiG4XvlOQIOiEswyB78RuQWUwHiRNROslbH0Css1ZUBY&loadFrom=DocumentDeeplink&ts=115.48)):

Thank you very much. It's a great honor to talk with you and share my experience with people. Thank you.

Bill ([02:01](https://www.rev.com/transcript-editor/Edit?token=2IjAdHGJ-I_iRFAnKdgMhsGUdsMaqvf2DBXp-actVmDC7c6kF2lWmGOrUA4QvWUHdNc4whLYhXYh5_oFqRFqU8KkFOU&loadFrom=DocumentDeeplink&ts=121.25)):

No, this is great. It's great. And this is what I love, is the stories that come from people like you that have this wide experience of being in organizations and being a thought leader for making changes. I think it's important to get this message down to people's cell phones, get it down to where they're listening, whether they're doing the dishes or whether they're driving in to work that day or taking a train.

So this is going to be a lot of fun. So tell me about your story. How did you get ... I know you are in Russia right now. We're talking while you're in Moscow. Tell me about your journey to this point. What was it like growing up, and then what were some of the formative major influences for you that helped form your thinking?

Oleg ([02:53](https://www.rev.com/transcript-editor/Edit?token=OorjcH7IfdcbABux9wPPmLxsgzf5bxXZygiZ9tmDdn9BvRcrNPbn9bSKqJxKJO6-4wGDH7P0lMVx1Xmg0CQqlMKFvc4&loadFrom=DocumentDeeplink&ts=173.75)):

I could define myself as an explorer. I love exploring new things. I lived for many years in Arctic. So every time you go into the wild nature for fishing or just for camping trip, you're exploring new terrains. And you're still curious what's over there over the horizon. It's one side of the story.

But another thing is, when you're exploring, you grow. Here comes a point which you just mentioned, change, but what does it mean, change? Change is creating value again and again. When we talk change, we mainly assume that's to bend something, like to twist and it will be different.

In a good scenario, change is ability to create a new value and new meanings using own potentials. And that is very different, and that always fascinates me. The way I see these things, I'm very curious and very keen to create solutions, not just discussions.

As a thought leader, my duty is not to create a content, as people often assume, but to offer a solution which is bulletproof, idiot proof, simple, and people could apply it immediately and get this change in terms of greeting value for the company, for people that work for a company, and for customers.

Bill ([04:39](https://www.rev.com/transcript-editor/Edit?token=w4Ycey_z2x6PqpxNZlkJCyoATJCeHYFteZUN_0D8PXqWiAqqTHmymppXP_1Q1Hhpm6z68lqFl7_IlOgA4-WYGChbjNk&loadFrom=DocumentDeeplink&ts=279.82)):

So when you say content, are you referring to ... So you're saying don't just put more information out into the world, content in that way? Put solutions out into ...

Oleg ([04:52](https://www.rev.com/transcript-editor/Edit?token=WMgdmLM7U7W3aWlBJG0wG7y_jeIIz5Fez23a1FK0dijoHKsFGHXEUmtvl3wwfwiCYMPQV7UWpwczei1a54A_5vdOioU&loadFrom=DocumentDeeplink&ts=292.17)): Yes.

Bill ([04:52](https://www.rev.com/transcript-editor/Edit?token=8IpT27MfEZFSE1U3MM5vhNFIs7Sxc0HnyU37WhUx4loD7L1qICI-eZvkhP3uzkIr26w2N32plm2vU2JWvSk-MYYGVTs&loadFrom=DocumentDeeplink&ts=292.17)): Okay.

Oleg ([04:53](https://www.rev.com/transcript-editor/Edit?token=C1hCfMT_Tf93fuHoJIVLzvKkXiMGyGzvRiuCE1Ep7otnEOglaAoEYVtzJcr7-pcO4SpjPgmtSBBiNprXWVfz7LAwjgo&loadFrom=DocumentDeeplink&ts=293.9)):

Exactly. Because even if I would put something on LinkedIn, what I learned, instead of putting, "Oh, that's a picture of me standing by a waterfall," it's meaningless. It's nothing. It's just a waste of a space, waste of the human time.

But when you're saying, "Okay, guys, here's a problem and here's a solution in couple of sentences," that's the difference. Because you offer at least, or you're triggering a chance for people to think about something from different perspective, to evaluate and see themselves. I'm very keen to help people to be explorers as well, explorers of new opportunities.

Bill ([05:39](https://www.rev.com/transcript-editor/Edit?token=-3zybHxO8TQGi2znNQ78lyvUJDLbG0yspAq9vwyPXdiyk57xjLMt02UpTWM889YhHrAseRMPM-ngGTM7Mnfca__X0Qg&loadFrom=DocumentDeeplink&ts=339.57)): So when you were in the Arctic, you said you grew up in the Arctic?

Oleg ([05:42](https://www.rev.com/transcript-editor/Edit?token=R4YPoVluuM3MCZR0EthjEeJUFJWaBIfuW-GYLZYbdtIjexD14CI3QrRjZ0Gtpn-C9EuPy2t7x8FHyvBHnwzovwF3hW8&loadFrom=DocumentDeeplink&ts=342.46)): Yes.

Bill ([05:42](https://www.rev.com/transcript-editor/Edit?token=53uZUdPkry5xE-9pQQKmus2Pt51JeCLOArTqlrzg3rfILJ8_bQ0rG1TJ7bAZABQLdvJOk-cd-pnXkgekZLRIK76c0U0&loadFrom=DocumentDeeplink&ts=342.87)): I'm assuming Arctic of Russia.

Oleg ([05:46](https://www.rev.com/transcript-editor/Edit?token=RDbvlO8AI23G6iVZjuUsq2WK0j2hJlJ_6qCIs_havHuhbjmjpPn0oD1mAWE3ZsY127y1D_lcW15AUDhXEJzOO0_itJM&loadFrom=DocumentDeeplink&ts=346.17)):

Yes, yeah, northern territories. And that's fascinating, because it's pure, it's wild, but it's human. Human in terms, when you feel being a human, you're not surrounded by concrete blocks, you're surrounded by nature. And that strongly affected my approach to looking at organizations as biological creatures. Because we can't create anything more clever than ourselves, neither in artificial intelligence, or in the way we built our organizations, or in a way we interact with each other. We are still humans.

Bill ([06:27](https://www.rev.com/transcript-editor/Edit?token=JuHJHl90WIUpBuVSxWKM6j5NRWZsYLmzR564qgVApLHbR5YNMgA5UqLQ1PL-6dwjtBL-oJRQK2y4HcWVElOtMxTaj94&loadFrom=DocumentDeeplink&ts=387.53)):

So let me ask you about that, because I love that statement. We can't create something more intelligent than ourselves. So one of the things I think leaders struggle with is increasing complexity and their mind space that they are approaching problem sets. So I think Einstein said it, that we can't solve a problem from the same mindset that created it.

Oleg ([06:50](https://www.rev.com/transcript-editor/Edit?token=ZGkdZvEN5H_a09VVs7TfPAhiEVjmMyBiAVvD5amhrXbu-HRziX_Ph-7MqYYYjAfu6-ZlEJE-14ltdPcWBpTyygj1RB8&loadFrom=DocumentDeeplink&ts=410.96)): Yes.

Bill ([06:51](https://www.rev.com/transcript-editor/Edit?token=OJlFBxgL80nRnJRHnhy4KcDlCU6GPSM0GMTmkmz-gUN9-8N3iTpWxRzNAJ42yjgaOIop6pPGZofLDct9FuzXFd94CJ0&loadFrom=DocumentDeeplink&ts=411.29)):

And I don't know if that was correctly attributed to him, but someone, but whoever said it, it was smart. And I'm curious, how do you create, how do you help leaders create a space for themselves that's different than the problem, so that they're not just exacerbating the problem, but really looking at it from a new angle?

Oleg ([07:16](https://www.rev.com/transcript-editor/Edit?token=R3Uddbr2UOCB_7Z3XPOQIQLhtX00K9RLWfYxQ4NIA7PoFZ47QvS9OX9FyYMtAu3r-KHlQBN4cmHVBIpPn-Sh3tL0fH8&loadFrom=DocumentDeeplink&ts=436.63)):

One of the leader's role is to create vision for what he or she does for people. And vision is an elegant thinking of complex things. You can't create vision making it complex. Even if we look at whatever, the airplane, Airbus or Boeing, doesn't matter. It's a hugely complicated piece of engineering, but it still consists of elements which are simple in their basic understanding. And then put together, people understand how to build them. And so we're flying across continents.

When we do software, we know that some software is extremely difficult to understand, difficult to interact, and some of the software's really productive and making customers' or users' life very simple. So the same habits in organization. I had a meeting this early morning with one of the potential clients, which is a big bank, which strongly betting on online banking, we're using all this software, but they can't implement it effectively.

Oleg ([08:38](https://www.rev.com/transcript-editor/Edit?token=_Pxn-oYMUb7OEYHw7PNz7eu8cLbqh7nVX4mv41ep0ILgv3WTJFysWxrImqG6M6oAyY1qK_Kutk5Ykgpl3ASkcTLtErE&loadFrom=DocumentDeeplink&ts=518.46)):

I'm not very clever in software. Don't get me wrong, I'm not pretending. But what I am good at is saying, "Guys, let's look how your team works before you're expecting the system to be effective." And it's appeared that the leadership team is strongly fragmented.

Bill ([08:58](https://www.rev.com/transcript-editor/Edit?token=DqNrIxepyptg9bJiEqf6HtEHGZGrN-Xd18YWxNNMtpmfcuRooCWMcGADXAwlYNHb7Lts90uOMz14TABGVoGdcJOHA6Y&loadFrom=DocumentDeeplink&ts=538.68)): Oh, okay.

Oleg ([09:00](https://www.rev.com/transcript-editor/Edit?token=rfJGf3MqcIfeREqJ8-wEOuWNksB_pKpUdsDVk1VArbQIDQu1UZI9Rix9haM_85YqVA55hM06DVjrRe0x3WMUDEmJgBQ&loadFrom=DocumentDeeplink&ts=540.77)):

So for them, the software's causing even more problems than they had before. Because in a good sense it reveals their weaknesses, being or expecting to be a team, one strong, whole team. So how you could conceive it in your human body, that left hand would be arguing with right hand. But we face those things in an organization every day on different levels. And that doesn't make us better.

And another thing is, when we're flying across the continent, we are facing a jet lag. But we know, for instance, if I am flying from Moscow to San Diego, 11 hours jet lag, but within 11 days I would be all right, because I need a day to recover one hour time difference. Okay. But we know how to handle it.

Oleg ([10:03](https://www.rev.com/transcript-editor/Edit?token=iByV1IqkQeu_fen9f1uZfPcsVWriYKhFD2hh_jp-8Mki80IOrnNv2CqSW46iiLin_92CgZLmuf8mLqLF4VAzo6Wb--U&loadFrom=DocumentDeeplink&ts=603.35)):

But the problem is, at the moment, that we are facing a huge challenge of a mind lag. We are trying to build future using an old paradigm, an old thinking. So we're dragging old mistakes into that future. It's all right to do new mistakes in new reality, but it's not good to use old mistakes in the new reality, because we're paying for old mistakes every day more and more.

Bill ([10:33](https://www.rev.com/transcript-editor/Edit?token=4anJX1FMYbHgQZf3a_upiRBZ1ZEO025Kz4BhFVwXNwy_qJa787Z1bQEnfAD6gJg088bq_Yf-2F6cyF1L5Lhsp55Bu1s&loadFrom=DocumentDeeplink&ts=633.49)):

So what is an example of an old mistake? I know your new book, Leaderology, you talk about the 14 pathologies in an organization with leaders. Is that part of the mistakes?

Oleg ([10:51](https://www.rev.com/transcript-editor/Edit?token=OUaZWW4jcQUbH-cvE0irJfwSxtbTlHyAcFo-uAnrrDog7kNpSOYzhTTyXll_Bu7O27YipO2QPAId4rNmj3A_7ak9iqE&loadFrom=DocumentDeeplink&ts=651.56)):

Firstly, we never looked at organizations in a way, how we could treat them systematically.

Bill ([10:57](https://www.rev.com/transcript-editor/Edit?token=CckM3M1A8zudtlTAGk1jhmDSnMx5JaLWnfqAS8Rw8jLKJ_Q2ObgDY46_Pn2MlpHKKDv5tJM3O9ZOxugVrqwAt8JkOls&loadFrom=DocumentDeeplink&ts=657.26)): Ah.

Oleg ([10:58](https://www.rev.com/transcript-editor/Edit?token=8TqnW_uPBukytivGTAlZITagwJEHZT5JA165SaCk-Dvrd_ZGpB29L7L2iSbGKQbAqDS0slCexoVdTsIKIo_JiCj9CW8&loadFrom=DocumentDeeplink&ts=658.43)):

At least. Before even going to this classification, in general we're looking at the organization is something meaningless which shouldn't be treated. In this sense, it's just a piece of paper which is called certificate of incorporation. But if we talk about people which are working in the organization and behaving differently towards each other, that we could see where the problems come from, pathologies or diseases. For instance, if we talk about competitors dependency syndrome.

Bill ([11:40](https://www.rev.com/transcript-editor/Edit?token=9hkBP_uHs81H6OIRKz8k3usrtQij2gqXZ0wRPwBChXhhAHGNf1ohXge67AjBBwr3b3UoJBjW7cEHxZviIHypLIayfyI&loadFrom=DocumentDeeplink&ts=700.97)): Is it competitors complacency syndrome?

Oleg ([11:44](https://www.rev.com/transcript-editor/Edit?token=pRekEvLkO2XX6ejco4Ix6YqgKTT5gMS27wliMPeSzkaE1FEHV6Zng9pj4D6LymNhFUCiSr_CuO9WiSlw5ed2BRZVMOM&loadFrom=DocumentDeeplink&ts=704.45)): Competitors dependency syndrome.

Bill ([11:46](https://www.rev.com/transcript-editor/Edit?token=SH5kT-i7TlMfeASE_Jb_rZueU_kvD9gbqp2J-RKdjsEvV4SEEw5rRQxMCbBLvr2DKYKg7QynPCC05K2NEcd-z59HIQA&loadFrom=DocumentDeeplink&ts=706.66)): Yes, yes, okay.

Oleg ([11:49](https://www.rev.com/transcript-editor/Edit?token=MjPbEfbWoldNOi-Ubz3R-qw9BBrI0-XD_aF6TDg9gzihdpOSq-sF77D3snnkjsNtlueSTWz7LYpRGPbwQ2mwkm1dNQE&loadFrom=DocumentDeeplink&ts=709.05)):

Instead of thinking boldly and developing something unique as a business, they do copy and paste of how competitors do things. If it's a war of discount, they're going into this war and discounting their products. If competitors put some big poster on a wall, they will put exactly the same on a wall as well. So more or less, we are copying each other instead of creating something new. Well, it was good old days, but not good today. For instance, is it human? It's purely human. If we're talking about cross syndrome, when one department is blaming another department, for instance, sales department blaming operations department or HR department. So at the end, organization become bended, because in both departments, people are not effective. Is it human? It's purely human.

Bill ([12:57](https://www.rev.com/transcript-editor/Edit?token=yMmpignYzdPwffJknb94fYBIx17REdA8xTs90J5XifZAhbk9IezRHopg6LTXUunm0r2qAlSxM-S77Z2SRq9Pu3sum-g&loadFrom=DocumentDeeplink&ts=777.64)):

Yeah. So what you're saying is that there's these old ... And I love that copying part. I'm going to come back to that in a moment because I also was reading that section and you talked about self-awareness at a corporate level. And the greatest sentence, I yelled it out to my team actually, because I thought, "Gosh, this would be a great title for one of the sub-blog posts that we may ... But, a dog is not born to climb on trees. And immediately when that happened, it was like my mind flashed to my own business. And I call them entrepreneurial seizures. And I'm sure within larger organizations they call them intrepreneurs. There's people there that have entrepreneurial tendencies but they're not tip of the spear, classic startup entrepreneur. But they deploy entrepreneurial tendencies within their organizations. But when they come up with an idea, is it an idea that it's a dog trying to climb a tree, and really should be carved out to be tested outside the company, where the core of the company is going to get threatened by this new idea?

Bill ([14:09](https://www.rev.com/transcript-editor/Edit?token=l_zRBCjOrY149xqQPAueEmaUa-upCrdlZCP1-sCt1FqnLFYi4V9otTTBU4BgKebXr8hSEt2mLdBlBKJZigv1abe8rwI&loadFrom=DocumentDeeplink&ts=849.28)):

But the company needs to test new ideas. Even if it starts out as a dog climbing on a tree, maybe the market needs a dog on a tree, but it has to be tested. And I'm just curious for you, how do you deal with companies that are at crossroads with self-awareness related to who they are?

Oleg ([14:27](https://www.rev.com/transcript-editor/Edit?token=xJbtyp0UOJyDJJcT4S12BVmOnei0oW6uBYKcvRJFK6gfZ-hFq_c5hGsVSrt5vkehp7rREu7Igrcg1zfq7RaNvkXT-8s&loadFrom=DocumentDeeplink&ts=867.64)):

Yes, your idea, your approach is perfectly fine if you act within your capacities or the purpose of your organization. But when we think what organization is, how they are different ... For instance, when producer tried to become a location-dependent company, it doesn't work, or vice versa.

Bill ([14:58](https://www.rev.com/transcript-editor/Edit?token=DFMsjr1tPkIPM58ZmU-vaIddZA5gaTY2PwqMRp3NJyD3rhqc_i5BbIx0892MVJXby8UFNjY33mscmooyQE3ncd-epME&loadFrom=DocumentDeeplink&ts=898.94)): So what is a producer?

Oleg ([15:04](https://www.rev.com/transcript-editor/Edit?token=eRgE6MO5EeM_T2zpMPSbejL4--6GCeDcN8n9Aw9DUY_sEQbY6Llgmoaam9Ja7Daq1mHLfJkegJXz9yRfg_OjYgJ1yq0&loadFrom=DocumentDeeplink&ts=904.32)): For instance, you are strongly involved in producing software system, security software.

Bill ([15:12](https://www.rev.com/transcript-editor/Edit?token=4HORINSYYMvhzn-9gevAWU853nZAK5RHqbgWlj8hKHD6rQ62DlBZ0LLjm6-mclapAN6zrJJ9W9RTff228oeaoA3gi4I&loadFrom=DocumentDeeplink&ts=912.93)): Okay.

Oleg ([15:13](https://www.rev.com/transcript-editor/Edit?token=Jnj5AUUNJ5mGyfSJsXYLkNnjAon0Cv9BBSd9b_TVFkMRJpTkGFciyXsT0S_4qngOT9iV_LF6lEOT0PSGSfSiHSuBmlw&loadFrom=DocumentDeeplink&ts=913.21)):

You're a producer. You wouldn't be the best in selling it, but you would employ people who could do it for you, and you have distributors of your product. So as soon as you are experimenting putting a dog on a tree, but within your range of capacities, nothing wrong with that. Because you're looking for solutions. But if you will try experimenting, opening shops, in terms of how to get your license or code delivered to people in some way, I don't think it would be very clever.

Bill ([15:55](https://www.rev.com/transcript-editor/Edit?token=5-lHKO-Prm6_4r2HKhGBWJu_36rCcO-KgLR3xFQ0qu8_icnqnwz5XNshgmBU-B_v5-uiTb_X10bpImKDAcVFY_pXT9U&loadFrom=DocumentDeeplink&ts=955.73)):

Yeah. So basically, if you're going to do retail distribution of software through a district ... Well, if you're trying to distribute your software through a distribution network, and you're just testing those modes out versus a direct sales force, that would be different than launching retail stores.

Oleg ([16:16](https://www.rev.com/transcript-editor/Edit?token=bbK6_BKcj2_N_RN3lyapzSY7T0c-nUDEKSMxKe2-2Q9-JwGXO4OXIt_FgdcFGzUwWrhWgtexxeq3igbZ0VMA9dIkjAY&loadFrom=DocumentDeeplink&ts=976.95)): Absolutely.

Bill ([16:17](https://www.rev.com/transcript-editor/Edit?token=czQtJTlx3M_PBVqw_ic6vUhtiI8Ys8mjDERAcyzIyu5bMkT8QpuWeND4wIVB0gUMiMGVTG-Lh-7eK5JGnTejelOGNYE&loadFrom=DocumentDeeplink&ts=977.14)):

Okay, got it. Yeah, that makes sense. So basically having self-awareness to where that would strain an organization, is what you're saying. Taking old paradigms and potentially looking at new ones, just be self-aware of putting the stresses on your internal systems.

Oleg ([16:34](https://www.rev.com/transcript-editor/Edit?token=IHBcr028OxbWxrkflWcLKEkrBG-0MP2sRksIghd9JcTFoVW2vE6RVpI2WMQGEfbS-aJviSPo5gtjzbr7MgbRL0C5lTg&loadFrom=DocumentDeeplink&ts=994.24)):

Absolutely. And as a good example, which we are facing, all of us daily when we are dealing with banks, either being their clients or being their partners, or when we do some kind of a work together with them, we could see tendency from them being knowledge dependent organization, moving into some kind of ... They're losing their identity. They are strongly blaming a strong change towards tech solutions or online banking and things like that. But what happens, banks are losing the knowledge of how to create money, and they're trying to blame and replace it with different software solutions, which are not as easy to understand, they're not always as easy to understand. So they're experimenting in the wrong field. Instead of exercising their knowledge on how to help people to create more wealth, they are exercising themselves as being an IT producer to some extent. And that is harmful.

Bill ([17:53](https://www.rev.com/transcript-editor/Edit?token=eYm9dDrb3Mx7rxZD2niUAx1RpJw1x2C0h4cAuvoIvjpjth4HyTt60tzLYkz1keevMwhz1Q9Ipd6eYZB0d5Q82-uChXs&loadFrom=DocumentDeeplink&ts=1073.56)):

So you're saying that a bank, there's clearly a lot of stresses on the banking system because you have different demands for online banking, you have cryptocurrencies, you have FINRA, there's a lot of potential current disruption and future disruption. And so what you're saying is, the models they're testing, you're observing that that's not the best way to go through it?

Oleg ([18:23](https://www.rev.com/transcript-editor/Edit?token=7NyACC6beLv97ds6FKR8kt8Ze4qLupWjJ5V_t8j0u10aOspCbJgokZpqOKJTaH7Ad9yRytWk0yhNpW35tvB4AdokzYM&loadFrom=DocumentDeeplink&ts=1103.98)): No.

Bill ([18:24](https://www.rev.com/transcript-editor/Edit?token=L0VKISWD2qkkxztuLrWaBpWtqKWv56wJNsh-MJKw28VMLudkKdYjKQclLTBPu6L5rnCOBqgDg2q-cpk71NwTqc5C-oI&loadFrom=DocumentDeeplink&ts=1104.1)): Okay.

Oleg ([18:24](https://www.rev.com/transcript-editor/Edit?token=LAj2rbXh7zsdmh5IpJKPA-sz4Piv9KHYigjZpkzUMKaIe-CZz6wQijx0QJkjnh6vXpi5bckMO-GMmHd8GL2fEb5xsps&loadFrom=DocumentDeeplink&ts=1104.6)):

No, we are losing, in such cases we're losing our effectiveness. So the dog still could climb a tree. But would it be as efficient as a cat?

Bill ([18:38](https://www.rev.com/transcript-editor/Edit?token=9oX_zgV7S34qup2chUl3IPCFYoJ7aCKDXU3cttQc5dEnQJmeFVMzE9sHz60fbi_XX-d7ZEuNUsMS5OS0arJXm3kCvxA&loadFrom=DocumentDeeplink&ts=1118.95)): No, not nearly, right.

Oleg ([18:40](https://www.rev.com/transcript-editor/Edit?token=BdgmP6Fjffq6eOXa4UtrD-gyZTdUBzdEJQq5FvLPu8qSqnTYtnzSVao_qaD9Rp1-oDmdlkdgYy2DZlfZmF5xijrc7yk&loadFrom=DocumentDeeplink&ts=1120.19)):

No. And plus, at the same time, we expect this dog to catch a fish. And that would be very different.

Bill ([18:49](https://www.rev.com/transcript-editor/Edit?token=oYnP18xmTi8aRZdppNgZYJ7hr8_UstUPDFgW_TF9Ul5Np8e2ypzYzVQWWYl31jilPqVizJrgKU-vG4Z1Gf1pptdenV0&loadFrom=DocumentDeeplink&ts=1129.82)):

So you're saying the modern approaches for the modern leader versus the legacy leader, so a legacy leader ... So I'm 50, so I ...

Oleg ([19:03](https://www.rev.com/transcript-editor/Edit?token=s66iTwW8heI7H3GJjlvAr6ZkWBYaxwsttMmOZne273E30dXXQMYHYan9v8geX-U34txyjGHVnwHl5sqLgK9osX6c_kg&loadFrom=DocumentDeeplink&ts=1143.09)): I'm 56.

Bill ([19:03](https://www.rev.com/transcript-editor/Edit?token=CYN1hnFAgAqpcMYLpaNXaPZXVA0zaACDQ_AQuTOojyXtP-_iVTkVa7TH3RicOFfFK4wlQtxLQ33jKLSgzdSbMKA4H3U&loadFrom=DocumentDeeplink&ts=1143.15)): Okay. Okay. So we've still got a lot of gas in the tank now, a lot of value to create.

Oleg ([19:09](https://www.rev.com/transcript-editor/Edit?token=TPC5pJispixItffYPTJksDhgEv7FJHb8fHuugeKd2SuJBAp3pT4qh0de73H9bGrjCvjxRvVr-3_x1vRuJvl6gSAZCfg&loadFrom=DocumentDeeplink&ts=1149.15)): Yeah.

Bill ([19:10](https://www.rev.com/transcript-editor/Edit?token=DPP4qylAH8uGkOIJtxvwLRNOw9Tan2QyjOrbnD5C0JdTSHLSXerzDpcuadTwHSoUNa_6tDtu60pJtHsUHGrCJ4e0F2c&loadFrom=DocumentDeeplink&ts=1150.38)):

But 20 years ago, if you were 50 or 56 you were at the end of your career. I look at it quite the opposite. I look at it like, we have another career left. And that's an impact at an employee level that I don't think people really truly understand, how much living they still have to do. And their question is, how do you be productive with a bunch of old archetypes in your brain about how business was run? And then you're saying, "Listen, don't bring that legacy into the new world. Create value from this new paradigm." And what would that be?

Oleg ([19:43](https://www.rev.com/transcript-editor/Edit?token=T8cYEgYfuNIbUMLmiHaQx08KugDx0xMge3O4lgVfndCKVfLS4O_LCcteYG0P4iPZj3Bj31IbhyIuXqmxUcAJAyrZv0Q&loadFrom=DocumentDeeplink&ts=1183.05)):

The simplest lesson I learned, thanks to the people who could learn, every new project, every new stage of life, learn as very small child. Because a small child learns everything from new. And-

Oleg ([20:00](https://www.rev.com/transcript-editor/Edit?token=xZxwP4KpydfyqMDlhGCRPRVWaH1uqU4DFtJlY4y9pgw5xbW7v-M8THLfdMUXid3Kq7xNBNilJlE_Xq2yMw4eP2eiuM0&loadFrom=DocumentDeeplink&ts=1200.12)):

Small child learns everything from new and quite quickly. And this is what I suppose to do even at my age, because everything changes. We're talking now, not ... Or we're having this conversation now. We're not changing past. We're not changing present. We talk with you now how to change future.

And so we are building it now, putting little bricks into it. So I must learn every day how to build this new reality from new, from scratch. That keeps my mind of working very active. That keeps me, I would say, I wouldn't say younger, but at least still productive and relevant.

Bill ([21:01](https://www.rev.com/transcript-editor/Edit?token=1U01LY1U0xurMiPP0ZyTxFYE6rNZiZTqBYRc1iorqSlsfAbpJ9E-f6plZMCo9y-oQKXVsuyQa_wCl2icZjQ8WMsi6HY&loadFrom=DocumentDeeplink&ts=1261.07)):

Because you're learning in the present how to impact the future? And you think people are constantly thinking about the future so they get stuck instead of just learning what's?

Oleg ([21:10](https://www.rev.com/transcript-editor/Edit?token=irrBi6v4sBLWzb-pNbP_fxohVbieZahffdg3lFTTEQwWNMB6NpNRA4tyRYAVIwCzC2ef44z7gC3MMo9h4C69t6mVFwE&loadFrom=DocumentDeeplink&ts=1270.4)): No.

Bill ([21:11](https://www.rev.com/transcript-editor/Edit?token=i6uXJOzCr6n6sXuQARBhwsGR2IOwbnpQcVCBmiu8QYfShH3eUnNFoICHMz8qyC-rErbsayNUDwmhlySmMWw01F3iD_k&loadFrom=DocumentDeeplink&ts=1271)): No.

Oleg ([21:11](https://www.rev.com/transcript-editor/Edit?token=lzTwVLwcbWLwk28oWaHgQzH3PdPAq0qYZo6LUQkZ4GOBq2D2q9FFgXT_DZNivo69PheuWsW-DpvMBH3gDN4vLPqWxgE&loadFrom=DocumentDeeplink&ts=1271.16)):

The difference is, people often afraid of the future. They're thinking of it as something huge, unpredictable, scary and surely uncertain. And therefore just they're looking at it, "It's about winter coming." Or it's something incredible that we can't manage. No, make it simple. Be focus and learn and you will handle it. Because that's a way to develop positive future, to look at it positively now and it will be positive. That's a bit different slice.

Bill ([21:50](https://www.rev.com/transcript-editor/Edit?token=0RN-yq6yFJvnIc3kk_6U8QAE3X7n5XbrMWJcyR0YC_qI_XmpaeMkXIVu5CCTUhSPU_O0qk4FlhFlLE-8MZaK4o_ijv8&loadFrom=DocumentDeeplink&ts=1310.66)):

For sure. And I'm curious about how the learning models you're observing and with culture in particular. It's funny, I got a report the other day from some new account managers that they had passed the training that this vendor had produced. And it's great training. And I said, "Well that means they're about 5% more effective." And you think, "Well why wouldn't if they passed the training they'd be 100% more effective?" And I said, "Because it's been proven and I've observed this, that there's zero correlation between this online video training and actual real world working with a customer." It's stunning to me. And then I read in your book, which was what I'm really getting to here is you said, "The skills gap," you said, "70% of learning comes from interacting with your peers at work."

Oleg ([22:41](https://www.rev.com/transcript-editor/Edit?token=tj2GUbsQdrmFjG_tTfG70-Q8dOmtIOis-g5IrEFfCaqUT_foQeVGmTlxQjIun_PH0R-Fn_ViXdFIAJoF86PWBskUm9s&loadFrom=DocumentDeeplink&ts=1361.17)): Yes.

Bill ([22:41](https://www.rev.com/transcript-editor/Edit?token=H1-xxzjeez1CJyXysLfdG8_6nT_5cQCG4nuSRklx-QWhmzI_Abn4ZArvQINste457Y2t0TFQ4JI61vhpvo0DYLHdMEE&loadFrom=DocumentDeeplink&ts=1361.83)):

And I was wondering if you could just go through that a little bit with me as it relates to culture and learning in what you're observing.

Oleg ([22:53](https://www.rev.com/transcript-editor/Edit?token=6m_W8jTkBkkHfeR5hVRBEakiF8PavRp6VxM1-gUao3jcO8Q7pXAsDpPqXIolXM0udjppeQ3Vsjuhq2IpQY-19JiALgk&loadFrom=DocumentDeeplink&ts=1373.13)):

I noticed a huge difference between for instance Russian organizations and Western organizations, because we have, let's call it, as software engineer you will easily grasp it. We have three dimensions of knowledge transfer or knowledge sharing. A, it's subordinate sharing between leaders and subordinates and a team for instance. We have horizontal approach. We are sharing everything with peers. And we have cognitive distance, which defines if we have to close, we're not hearing much each other. Or if we are too distant we're neither hearing each other.

Oleg ([23:36](https://www.rev.com/transcript-editor/Edit?token=wuDoYvgx1Zsb7ZaiCZaodtfDY1T2StWGwaQUCgQuFM_QJvODnsglrKPEsIHk_erwbsGH48NpcTuj1b8yz7HDxC9Y3RM&loadFrom=DocumentDeeplink&ts=1416.91)):

But when it happens, the difference is in how subordinates are interacting with their leaders, how a team interacts with the leader. The more call it boss dominant cultures, like for instance in Russia they are not much interacting except orders. So how they're grabbing information or getting information. They're talking with peers. It does work in the U.S. and in the UK, which is fairly similar. Not into some extent, but the problem is leaders are not sharing much with their teams. They're still trying to keep their status quo at a certain level. They're afraid that if somebody would know as much as they are, it will put their position into some kind of a jeopardy, instead of thinking on a broader picture that organization can't move further than the competence level of its people.

Bill ([24:47](https://www.rev.com/transcript-editor/Edit?token=ob8IygnjMvBZPsAcaUOXo1K9n9AbD0MdkdjJ_c_2ZqYzZhIF5y7ADRidqVeyd2_S02oUbq7p5uclHa1TCkggwG08ELs&loadFrom=DocumentDeeplink&ts=1487.99)):

So you're saying that leaders are ... You're saying the leaders in the UK, U.S. in Europe, the difference there. So you're saying in Russia the boss dominant culture typically, but even though it might be that type of a culture there is sharing. There's quite a bit more sharing at the boss level to the subordinates in the team and that works. Is that what you're saying?

Oleg ([25:15](https://www.rev.com/transcript-editor/Edit?token=e1moPRpH40asDS2w3Cw6F5F9GMkloZGRQn9ZgfNCNpKEjGDOHiEd_g6iIYFioHgOqfoCu-ZvngekLdC-Lk34fiYzrww&loadFrom=DocumentDeeplink&ts=1515.44)): Yeah.

Bill ([25:16](https://www.rev.com/transcript-editor/Edit?token=tbCHYFgl04rSwZjquL8-LdQm3h3oVoiYrEF-0zVboXuV0XXOQImuFk1LaSVwbAdnmeqev1HooEznMJwSym8XXphuKnM&loadFrom=DocumentDeeplink&ts=1516.02)): Okay.

Oleg ([25:16](https://www.rev.com/transcript-editor/Edit?token=qZ36B-49qDxarPIMQonPvtE_Hz6tsI808NJCSueSKaLIUZZj32n75Wdc4OUfd7Q9KpfYQMwWvMr_SywyZE3HhkOnQVA&loadFrom=DocumentDeeplink&ts=1516.7)):

It's better, but it's still not sufficient. Modern leaders still lack humility. Humility because they're afraid to show that they don't know something. They're more pretending that they know everything. They're not allowing people to behave in the same way. You just mentioned the training whereas only 5% is real outcome of it, which is exceptionally low. It's not efficient and therefore, yes, I'm a big fan of physical trainings, when you could talk to people directly. Because when you do webinar or you do online stuff, you don't have this normal human feeling, you're losing it.

Oleg ([26:06](https://www.rev.com/transcript-editor/Edit?token=PjIBP-VM53_FXSnFxG5kHnjQpJUXUu_jiSyegHWms-GkVeSQHyxxEpoudRDhfsgcJ1g8nPSiSZLvNv3PN8MHJts2d2M&loadFrom=DocumentDeeplink&ts=1566.95)):

But that's what's important is to trigger that humility in people. A craving for knowledge, curiosity. Let them understand that I'm in the same shoes as you are, I'm learning as well and if I don't know something, I would ask them to share it with me if they know. And that's important. That makes training more effective, much more effective.

Bill ([26:38](https://www.rev.com/transcript-editor/Edit?token=Wq4fVkPjWTDNJmXzNlgpx19fXyX3WI4v3d2BECWvzXBk4UaeZPvd1OOfeC6l3ONIbzbLh3wM25bZDRXlAtgADoP7Qsc&loadFrom=DocumentDeeplink&ts=1598.53)):

Yeah. I find it very interesting because we talked about scaling knowledge and it's almost like organizations these days, the competitive differentiator for many especially, I believe most businesses now are digital businesses. Or they might be a physical business disguised as a digital business on the back end. And our ability to scale learning across our human teams, it can be a real differentiator.

Bill ([27:07](https://www.rev.com/transcript-editor/Edit?token=vQfLYfWGNOJ-Qc0W6T3LZDLdLZdXnxaeAW_cTVcqTBbmyT7JOKCWgE-ijr_lQYImKuUJ4r0xyEach1i_w_WGsTiCsnY&loadFrom=DocumentDeeplink&ts=1627.31)):

I think that a leader, I'd love to get your thoughts on leadership right now when you truly don't know. Like right now you've, I love this concept of old paradigms don't transform into the new world. Like our machines, our phones are smarter than us as humans. We can literally, we just don't know enough facts but our phones can tell us the facts. But there's a difference between facts and being knowledgeable, or facts and wisdom.

Bill ([27:33](https://www.rev.com/transcript-editor/Edit?token=8m_goXT9AHTIwGzPOfKVRXQSPUG5p27X3A_HjniMgUzX2k9MVpUox7SklF6qroiO6twjbrkyBqH1H1QIE9crMljcSiA&loadFrom=DocumentDeeplink&ts=1653.83)):

And so a leader, I'd love to you to talk about your Leaderology approach is what happens when you don't know and you don't ... like most people want to be afraid. So how do you counteract the human tendency to be like, "Oh my gosh, I'm going to be in jeopardy if I don't share." Or, "I don't know the answer, but what if that's the new normal that I don't know?"

Oleg ([27:57](https://www.rev.com/transcript-editor/Edit?token=mCvF3hOA1d6-g0soeJLATGIJBIBjJtLBnPZXWyzpZLvAtyslFv-9ta4l0yN1b7Y7zTfTu3Jr4kAylTWZoFsXYRH9gPc&loadFrom=DocumentDeeplink&ts=1677.46)):

Modern leader is a knowledge bank holder or owner, right? He creates a knowledge bank or knowledge pool around himself. I need people, because how we're shifting a paradigm, think for a moment, like even decade ago, or a couple of decades ago, we're not talking even centuries. Leaders were superiors to everyone. We expected them to know everything and apprentices were apprentices. Today leader is a knowledge bank holder, because look, realistically how many years you need to be at the CEO position to know everything which CEO should know? I don't know, 100 years or more?

Bill ([28:50](https://www.rev.com/transcript-editor/Edit?token=2XRRDNG5zF_BKahJV22V6FDh0xOhR0kBtlwaXAK3Of3Ld_K-qZTesckxtOj8fzA77d1_e-4w273RJi4clBmdY686Z8g&loadFrom=DocumentDeeplink&ts=1730.56)): Right, right.

Oleg ([28:51](https://www.rev.com/transcript-editor/Edit?token=-qO5ZHSS8OmPWEW6_a0_9Py8gXBT5pXGPnyWORLB_1gW-ghk1QldFH2Ub1K25cY_vZ36gx_DFJhAo_17aFMK0M2GS6Q&loadFrom=DocumentDeeplink&ts=1731.89)):

I need a knowledge bank around myself if I consider myself a leader. With people interacting, sharing that knowledge between them and with me and me adding a lot into this knowledge pool and then we grow together. I can't as a leader, I can't grow at the people cost. I'm helping people to grow and so growing myself in this instance.

Bill ([29:19](https://www.rev.com/transcript-editor/Edit?token=TtRmVA6oTUqh04Py5kXsX7sLxUs4XBTUsLRcqQ24RCEwvLWTUTkbbM1hdqq6kxJMtRCmVjXK0HkcEZ1yzzT6YU9xCp0&loadFrom=DocumentDeeplink&ts=1759.58)): Sure.

Oleg ([29:19](https://www.rev.com/transcript-editor/Edit?token=CUX2LdLP1cMkU1FkRp0yEByWmvqAnos732kB8F6wEgZ6iU6m3JDg9HjJOIQprE2Lzi8uwCspjzv1UayehtMN58e0vtY&loadFrom=DocumentDeeplink&ts=1759.8)):

Knowledge is the best, or level of knowledge is the best indicator of how we are growing together. A team wins, not one from a team.

Bill ([29:37](https://www.rev.com/transcript-editor/Edit?token=p3f5_aHNnaq7E7aRow8JklEbyNrH0XqAWCshQNZNWQnEhGPedBVpksjg-0Uf7XhddQorvNvVg_rFG_57jyKBIsjqT4M&loadFrom=DocumentDeeplink&ts=1777.78)): Yeah. I think that's actually a major, that's a shift as well.

Oleg ([29:41](https://www.rev.com/transcript-editor/Edit?token=xigQHUAl9ew1WLAvdw2cMc1EYhAY_kZbjpQX2lKQcv4lLqlb00UOGIMxbaGSzb9LiQx7nnFTSZKqjh5QN1S9vzyedfA&loadFrom=DocumentDeeplink&ts=1781.01)): It is.

Bill ([29:41](https://www.rev.com/transcript-editor/Edit?token=hbVRt6LTsPllxCw1xdQMOiwVGrMpO8jMWobEB5bPTmxq45Z6tPVsgFNhhWvRx1i1OikX-pJC8PD8N8-Ot1FXnGMHe9k&loadFrom=DocumentDeeplink&ts=1781.21)):

I mean I was just interviewing a guy that said how many Nobel Prize peace prizes have been won by solo practitioners, solo scientists in recent years. There's very few Einsteins out there right now. He said most of the big wins now in the Nobel Prize categories are won by teams.

Oleg ([30:02](https://www.rev.com/transcript-editor/Edit?token=CrGveqEn1ZJ7_8Bs9WUVK0EYDe3nk2uzwRFZg2AAUsLRwDBRHwf5cTUbVsfxirlgv7_kvXzSc8BfMBpENa8HmO6n50I&loadFrom=DocumentDeeplink&ts=1802.53)): Yeah. Or people from across the ... Somebody from Japan, somebody from the U.S.

Bill ([30:09](https://www.rev.com/transcript-editor/Edit?token=z66nWJjmUJjFGG_sQC14OI_z71wZOK2VrOITuZCu52vfrOWwd1FtindlEfR6C3AnUsohtzjNqrkglkt-Du9C9L6KolY&loadFrom=DocumentDeeplink&ts=1809.62)): Right, right.

Oleg ([30:10](https://www.rev.com/transcript-editor/Edit?token=foKOTKUHQgAK6TMI4oFTOj-go2ouaap6Ao32qidCfkvXWG6guPAdfa8eKUipDbpnj3w7OFFGX4Xf1RMfRcq8dU4wWbU&loadFrom=DocumentDeeplink&ts=1810.57)):

It's absolutely, and it's normal. I'm talking every day being for instance, in Europe I'm talking every day with somebody from the U.S. or Canada or in China. Because we are creating that knowledge pool together and I helping people with their approaches. They are helping me with my approaches, and we are exchanging the things. What we exchange, [inaudible 00:30:41], knowledge, experience. So we are becoming stronger and stronger every day, so we could help us to become better. Because as a result we are developing solutions and that's a teamwork and that's great to be in a teamwork. If you're arrogant to your team knowledge, you can't be a leader, no way. You're just a warden of a team.

Bill ([31:14](https://www.rev.com/transcript-editor/Edit?token=9OqIXccoHoM84ImyaMFrgbee66BMlgJGJ9bYmLiGzBzvRYaPbfjEj4gU1H9b1K3MD2TvptDbX9LXI5mO5np8PfbGiSg&loadFrom=DocumentDeeplink&ts=1874.73)): A warden. Okay, okay. That's interesting.

Oleg ([31:17](https://www.rev.com/transcript-editor/Edit?token=oQ7_yBC9QrH0vCw-JKJHMLujKxHA4Ch_rZiQZ_0-r952PGVLWopS4z_bHZe9c0PF5ezYEzjXXsw-RSeev0i2PfNJ4Xo&loadFrom=DocumentDeeplink&ts=1877.92)):

Or some kind of a shepherd, which are saying, "No, no don't go left, don't go right. Just keep that way." That's it, you know? What you would get, you would get sheeps?

Bill ([31:34](https://www.rev.com/transcript-editor/Edit?token=p26o2dAAE4HFfCdLmLaE55Gu8Pjf111PtgVbMA7ODWDoq_xsxcr2IirUpXHttq5YZTSoW7il4_C_1NOJuu9QX8ZQS8s&loadFrom=DocumentDeeplink&ts=1894.17)):

An interesting question. I have a question for you. There's a theme that I've been ... So in different problems that pop up. I just gave a conference a couple of weeks ago and was talking about building mentors and building mentorship outside your four walls. And this is at a leader level. And I said, "What is your, both your personal and your business ambition?" And I asked, "Okay, what are you personally a year from now, what defines success?

Three years from now personally, what define success?" And I said, "The same thing company wide." And I said, "Well look at the five people around you and not at the table, but your closest five people and what they've achieved and what they have done in business or personally." And I said, "If they're at your level or below your level from what your ambition is, then how are you supposed to move to that next level?"

Bill ([32:29](https://www.rev.com/transcript-editor/Edit?token=Ty4HJyv_VXO6xOeiWFZJ5E5GAhH360hnkGBRG85QMxNL0wpanocdvZwW3ce3JZqFXoGcMtqZQ9slM9uhU5HPZ6pAEIU&loadFrom=DocumentDeeplink&ts=1949.71)):

So it was a basic theme was surround yourself with people that share your goals, share your ambitions, if not and are hopefully are way in front so that you can learn a different model and a motive of thinking around problem solving. What are your thoughts to leaders that want to grow in that way? How would you answer that if people asked you?

Oleg ([32:54](https://www.rev.com/transcript-editor/Edit?token=-stnm4gHcrGbscPevctwTIh8sb19_iCGI0OlPQ2ZNWP1IzebtuumRr_UTL2WcAGh4mjYEomPdxySxE_tjsq0GNDaq40&loadFrom=DocumentDeeplink&ts=1974.26)):

I have a bit maybe weird approach. Because the first question in this sense I'm asking is, "Okay, when people talk to me about success and I'm asking, when you get into this success, what you will do with it?" So the question is, what you will do with success you achieve.

Bill ([33:17](https://www.rev.com/transcript-editor/Edit?token=9zKtjVog1_OU09FtiqqUTByD18SWXSV7SVqj5ZlVc7oJeHfXacvFeCuKZilJJNayLZQ4USqqfUHHRDfRQVcKl0tc0xk&loadFrom=DocumentDeeplink&ts=1997.4)): What you will do with it, okay.

Oleg ([33:17](https://www.rev.com/transcript-editor/Edit?token=VH7jYuhu7cxN4Zjoxiy0AIWJHa0Yp1Rhw9MBT8ElQP2sz5iAdoar50awVOo-q_VP1kv-jF0ZZTxo0Xgwqp_zVDY8288&loadFrom=DocumentDeeplink&ts=1997.6)):

What you will do with the success. And here comes immediate reaction, because if people talks about money, they think, "Oh, I will buy a new house or a new car or whatever." That's it. It's done. It's gone. Because it's not about people, all right? But if you talk about success, so I think to survive in a horrible storm, is it a success? Yes. It's easy to give up and die, rather than to survive.

So in corporate world, you might invented something you use through huge challenges and that is success. What is it? People should clearly understand that success is being with people, acting for them. And that is the main purpose of leadership. Act for people, act together with people and act for their needs. That's defines the main stimulus of leadership.

Bill ([34:25](https://www.rev.com/transcript-editor/Edit?token=4iwtC5Cpk9-iuQuXGYS_Ztx5iYS9IvMwGYeWwYT3o5-dJk0eEZKSllY24ivNk1eX_xVmMJCI3bP38u_URWEx7mp3mnk&loadFrom=DocumentDeeplink&ts=2065.98)):

You're saying, act for other leader. You're saying leaders should think about acting for others is this mean stimulus for leadership? Is that what you're saying?

Oleg ([34:33](https://www.rev.com/transcript-editor/Edit?token=xBIudZeeZKBSlPY6Yk4tblUKojmbCmCg3VRRFk6bkFNuCU9RuaQAzcxEs2gF6RxRvUbC5cSsjyTyQsZlUYpvww4Mi58&loadFrom=DocumentDeeplink&ts=2073.35)): Exactly.

Bill ([34:34](https://www.rev.com/transcript-editor/Edit?token=_8Cg2HFnpF7LhLmECPqXrTUPo5DOg5gn9Q6bvfEosS7aLo_k3nBVx--gTvi1isckkft7pYxKxUqYRS6Jou2xRCInme8&loadFrom=DocumentDeeplink&ts=2074.06)): Okay, okay.

Oleg ([34:36](https://www.rev.com/transcript-editor/Edit?token=ExULBgh5iJBiFHKwki5LlDa8IVCdG6RjajkG2GMkxrpoDQMNRr-9qQw20pTkt4Gp85yzRqgH2ERoCgj6GzlwA9Cawzs&loadFrom=DocumentDeeplink&ts=2076.23)):

And that would develop a new dimension of defining success. I had a very weird experience. I was sharing an exam in one of the business schools, and quite a young guy, he was quite weak on answering the questions or you know. And it was oral exam and he said, "But I am a leader." I said, "Okay man, tell me something. What's your people achieved under your leadership?" He turned to me he said, "You grumpy old guy." Say, "Okay go, just like boom, thank you." But that's a question. What is a success? You lay a red carpet for your people, because you are a leader, they are not laying a red carpet for you. In this sense you just exploiting them.

Bill ([35:33](https://www.rev.com/transcript-editor/Edit?token=WFH3Rh-vTfmAXNR8IcW5FqFQVaE5TJ2DRPHsw7BpPceOHYe7jcd5XaqYZLk5Lp-AigKc7cA4P8GLajQetY1dDxKiOiw&loadFrom=DocumentDeeplink&ts=2133.49)):

Yeah. It's a really interesting, that is a real shift because, and I really liked that from an entrepreneur perspective. I was listening to a gentleman, he's actually from Belarus but he's been here for many, many years in the U.S. and his philosophy, it's a thousand people in his company. Someone said to him, "What if my subordinates, my employees, my team members aren't doing what I tell them to do and yada, yada, yada, yada." And he goes, "Listen, you work for them. Because I never have problems with employees because I believe that I work for them."

Bill ([36:06](https://www.rev.com/transcript-editor/Edit?token=i1OqYUf-PYpWvVea_CeRa04JDHDIA4ynQsgQccHVMnePCoLc0Jh-Z_6w-wusXjup9-A7UUu5wkk7EVmIJN4_Gv-TZj0&loadFrom=DocumentDeeplink&ts=2166.56)):

And that was a big shift or it was a sort of like a mini bomb in my brain. I'm like, "He's absolutely right." He goes, "It doesn't matter if you're the leader." He goes, "The leader takes all the heat and you work for the employee." And that's, it's a subtle but powerful psychological shift. At least it was for me. So I love that.

Oleg ([36:30](https://www.rev.com/transcript-editor/Edit?token=jmm0JAvkBfICsJTCX46k5h8KL7uDvbWTgRHKLjrm2k0l33i6Gi08rt4m21inHuoPDCTe9Y_5jWhoTxyFNepQDcccGDE&loadFrom=DocumentDeeplink&ts=2190.6)):

Look simply, if you are a leader, you're defining a vision of a company of where we're going. From that very moment, you are giving a carte blanche check to your people to make decisions who is in their boundaries of that vision, develop everything within that vision. So they are value creators, respect them, help them to create even more value. So support them.

Bill ([37:15](https://www.rev.com/transcript-editor/Edit?token=2mwM9zZY6FuZyVhI3kvBpWjkao15OblKP0oMGQrb7roVA6n8X5SU6yjoqgsWrzbisnEYce33LtqICOQBdehutngJ0BI&loadFrom=DocumentDeeplink&ts=2235.44)): Yeah, I do love that concept Oleg, I think that is fantastic.

Oleg ([37:22](https://www.rev.com/transcript-editor/Edit?token=_sWKrro6VG5gpLnuJloylcZhfeV9JMYJAy7UyCskjN_8aUmuSwKURAXNZxNXHT5XnokXaCIcLPDiEJrlyLPg7jIAbhw&loadFrom=DocumentDeeplink&ts=2242.21)): Thank you.

Bill ([37:23](https://www.rev.com/transcript-editor/Edit?token=Riy5Fe8PpL81pecqvPymOg6KM9BIxv6bt3jZpHSCv2QUHbWiUKbQGtC15xN0tdXcHh0AJKGW0qTHO0Rxc7aNx6j-HDM&loadFrom=DocumentDeeplink&ts=2243.58)):

What exactly do you mean? There was a part in the book that said, that had a interesting quote and I really liked it, but it was somewhat of a, it was a brain ... It teased ones brain. I want to see what you thought about it. It was a cartoon that said, "Corporate problems are usually the result of the leader's action or inaction." And I thought, "That's interesting." So clearly it's easy to see that a leader that's inactive or is not acting. I can see that makes a lot of sense. But then when you balance both together, some leaders can be overactive, and so I'm wondering where you were going with that cartoon?

Oleg ([38:10](https://www.rev.com/transcript-editor/Edit?token=vzQoDEnLvdZpddhNCTpMCf5BtWfa7DXf_f6pzKGLahJ7ycm5ZntG6-leTnOKa0y7Gnq2rxXb11FX8NGPPDTyraxFX24&loadFrom=DocumentDeeplink&ts=2290.61)):

I believe you, and also I, all of us met many leaders who are running for instance between different meetings, meaningful or meaningless. Depends of how lucky they are. But mainly it's meaningless, meetings without paying any attention what the company is doing at that moment, which still could be called action. They love people to produce a lot of sheep without any kind of meaning behind that hard work. Because they can't articulate clearly what's a task, what's a goal, just do something.

Oleg ([38:58](https://www.rev.com/transcript-editor/Edit?token=ijEUaprltT6rwF8267YOaJvxfNy9YOsI-ybbmksr1qg0YEmXiEUflh1MODzRRMBY5ZD6RN8A2bBPA5l7dRIa26yOMlo&loadFrom=DocumentDeeplink&ts=2338.4)):

Is it action? Yes, action. Only 3% of leaders in my view are really good at decision making. So the rest, 97% could be blamed for procrastinating, because they don't know what to do. And they're even not allowing themselves to think that if okay, if you can't take a decision, delegate it to somebody else who can. Now this inaction, it's the simplest examples.

Bill ([39:37](https://www.rev.com/transcript-editor/Edit?token=WKIa3iyz0j6tTRuu_sCCtY8E_nD9TBTAk5Qz_7K80G3b0pAIPSFX0RPZXXkbl4UzTBDbzCplGJ-ARh2ZIpajJKl4yRU&loadFrom=DocumentDeeplink&ts=2377.87)): That's it, you're saying that is action or inaction.

Oleg ([39:40](https://www.rev.com/transcript-editor/Edit?token=gMI5SlhuutJJ6vz4fL8kqpi1JUZUhlj5NkNBknfSlSf8KBWUy2BqjARLXxj6W89IeiK_EitFCipJw6hk0f_gLRmqyD8&loadFrom=DocumentDeeplink&ts=2380.71)): Yes.

Bill ([39:42](https://www.rev.com/transcript-editor/Edit?token=dK1mVvv0FwAdLqPj_GGuCo4P_wxbhi3mkUreRh-BPETxuUJYX_5jLX92ZBPgRmaQ7sGOlcinkWu541irgUYfPPYKgko&loadFrom=DocumentDeeplink&ts=2382.46)): Yes.

Oleg ([39:42](https://www.rev.com/transcript-editor/Edit?token=5e2QkeR0GdXM9zUoawxNyapf752jy64fB956OZJ7aJr4AYl5JAhgxP85fk7ShETGY1e_lF_m30CDGuURHe6aSbxsD_A&loadFrom=DocumentDeeplink&ts=2382.82)): Yeah.

Bill ([39:43](https://www.rev.com/transcript-editor/Edit?token=p5aG8K1ckguDqmNQswB5DW1VzL5Nbk_P0xagNUrLwLjUNRksvkjkkiKRz_sSdI0Om0DItdD8w4-MduZ6AdIS-8fT4r8&loadFrom=DocumentDeeplink&ts=2383.37)): Okay. Got it.

Oleg ([39:45](https://www.rev.com/transcript-editor/Edit?token=HALt0QakCQpP0KXDW_SVX_GCbywtDHrRcn4fSKoGLktsDwAa13HZruPKL4ACpqfjWQVAMAwd5aKlU86k4tXxGGW5fxs&loadFrom=DocumentDeeplink&ts=2385.18)):

Whatever would do without me. We know Nokia went down for a simple reason, not responding to a market changes in terms of shifting to a software platforms, which is ...

Oleg ([40:00](https://www.rev.com/transcript-editor/Edit?token=Gm9Sel0wNAQZ41qFlVgg2AMvbARixm_Jq2hE-7oZcoDiw_hhSIBarNqNakUXymNrcDFezaSVME4nv9jKUZBNyhu0gGo&loadFrom=DocumentDeeplink&ts=2400.32)):

... software platforms, which just end up with a big boom. Was it inaction? Yes. It was pure inaction.

Bill ([40:14](https://www.rev.com/transcript-editor/Edit?token=uzRleODjZuukPLxtuxekuPaRe_F7Sdi0Bwz0U9K4F1qJznDpS06GoBl4Ruq3BCHJ9cpbBEAcyGzfG_dcLRZ1Xp5zmlA&loadFrom=DocumentDeeplink&ts=2414.87)):

Yes, completely. You're talking about Nokia, but prior, with the world dominant phone manufacturer.

Oleg ([40:22](https://www.rev.com/transcript-editor/Edit?token=IDSjb_OHw3ozoh_SDK1AsXJ_3CPYz5O_DkeObN685blGLFeGzOkbRcFJ2yHYoueP6Cudx9OjWaG8mtY6F43WlefmGgc&loadFrom=DocumentDeeplink&ts=2422.98)):

Yeah. You mentioned training. Okay. It's a good topic. It's a good thing for people. But, reality shows that, despite a huge number of trainings being provided every day across the globe, some companies never train their stuff or train maybe once in five years. Is it inaction? Yes, it is inaction. It's not action at all. Such company would end up in troubles and blaming everyone else for such a mistake, but this is leader's fault.

Bill ([41:24](https://www.rev.com/transcript-editor/Edit?token=0StOYPgmr6HHwKThiQCJzpuHXel7e84JkzDYSqAt1IUeAJ6MINJVDNJsNIe16IDuynaJxQ2N8yFivF7zB5EvM27TbUU&loadFrom=DocumentDeeplink&ts=2484.77)): Have you ever read the Tao Te Ching?

Oleg ([41:27](https://www.rev.com/transcript-editor/Edit?token=X0iWCgxg50TB47EnmtE1a9Sj5Bx7NY0l2q4Wk-MnGQVjlKSNASAE--Xxn03HkI8Ldl_4kL7yStbLXF241LEAQHHppBQ&loadFrom=DocumentDeeplink&ts=2487.91)): Mm-hmm (affirmative). Yes.

Bill ([41:29](https://www.rev.com/transcript-editor/Edit?token=a4rfmXTi1XAsFt5eMoCcGSn8wYN8GkRU7fz3ztpNkyQJ3tBQ5Td8gSDw5iORInfXq0HaXqlhItIurV8QDqoK6TsgjsY&loadFrom=DocumentDeeplink&ts=2489.69)):

It's fantastic. I love it because it's a 3,000, it's an ancient Chinese ... Lao Tsu, apparently, well they’re not really sure, but Lao Tsu, they think, wrote it. But, it's basically, as you know, it's a book of poetry but very short vignettes, and the concept of the Tao is action and inaction, action and inaction and in discernment. It's interesting in a modern world that at least we're being sold that things are going so quickly, so fast.

Oleg ([42:06](https://www.rev.com/transcript-editor/Edit?token=kRntN5juKtrlsKf3Wr-tqwCVTwCBAUxD-A6gnrHyYlX_KMBxmm5zZ-qy3t5P0HsYUQye4dPLx5HAYVQ6V5wl6DCkBQE&loadFrom=DocumentDeeplink&ts=2526.91)):

Here comes a very interesting point because I've been thinking and actually even trying to research it into some kind of an in depth, and what I have learned, myself, action and inaction should be boss, in a way, how we realize go with the grain or frequency of changes. In a time of a slow but strong changes, we should follow the changes. But if the time of very sudden short changes, we should keep stable and patient because we'll break our teeth on small and meaningful, meaningless changes.

Oleg ([42:54](https://www.rev.com/transcript-editor/Edit?token=4b3hj899v9yy2LqGHesxyR_Hta7AuPMwRoZvdZlOj_3pmMx340lQUNYxq2OB_VuFkSi-h0sWvn2rWMSlujfN_OHNS3c&loadFrom=DocumentDeeplink&ts=2574.72)):

Before, people were saying, "Oh yeah, we should change this because our competitors did," or some kind of a report, even in a well-respected media says so. It doesn't mean the actual change is happened, just what's the trend or at least within your industry, within a business society and keep it as a tendency.

Bill ([43:23](https://www.rev.com/transcript-editor/Edit?token=2PN7sPXwo5qdiLBW0954aX0Z9Y0GRfuip9uJWt_OqRbSeQu5wHvPmmTElkfdNnqqbtitwLtro6ztr7JR61cmHPFw0N8&loadFrom=DocumentDeeplink&ts=2603.73)):

Yeah, that's a good point. Just because VR is here, it doesn't mean it's useful. We don't see people walking around with VR headsets right now and at home, and kids aren't on VR headsets at home playing games. So, we don't have to strain after something that is here, but we have time to articulate, because it will be here at scale in five to 10 years. So, if we truly want to take advantage, we don't have to act fast on that. What I like is this concept of action and inaction for decision making because if 3% of leaders, in your thoughts, are good decision makers, how are they delegating decision making to teams would be an interesting question, versus are they themselves trying to solve the problem themselves.

Oleg ([44:27](https://www.rev.com/transcript-editor/Edit?token=idIcBF4VHJBj9ZOyxWqOWlLudpMV9vKGQEwr2VDcwXdoDc-XDrIEte1qJFvF2Yrmz-YeUl6s_QnFWszwiYXx25JVqIM&loadFrom=DocumentDeeplink&ts=2667.09)):

What stops us to delegate something important to other people? We are control freaks. We believe that we should control everything, even something beyond our capacity. That's one thing. Then, I'm always arguing that control is an illusion. You can't control everything. Control is a social code which is policed by those people who are involved in a certain of area of application, of a certain operation for instance, or a company. If all the people are in charge of controlling something and policing how it's done, that is real control. Otherwise, it's an illusion. So when you delegate control to people, you should clearly understand that these people are really interested in what you do or what company does.

Bill ([45:35](https://www.rev.com/transcript-editor/Edit?token=2wVwHrH_mlySjflI01VdatbuBv-IvmOyhyeeVHfUEleyroq1hsGF8i3woP2Tlrrmm8oWLGdc3-beCqirsB41-MYT4dc&loadFrom=DocumentDeeplink&ts=2735.84)):

Are you saying that the antidote to being a control freak is to understand that control is an illusion, and what were you saying, what would the team's perception be?

Oleg ([45:52](https://www.rev.com/transcript-editor/Edit?token=Kj6zyJiE3YT4rxSMP6A2wkRgvXZM0gIzci2lwoET9iTR5E5s4rb9v8HtCStNs4V1kkwSfkR2qKC9Nsp9-HGiyR3lIV8&loadFrom=DocumentDeeplink&ts=2752.01)):

Yeah. The team perception would be the team is saying "Yes, for us it is important, and so we'll take care of it, all of us, as a shared control function, as a shared code of acting."

Bill ([46:07](https://www.rev.com/transcript-editor/Edit?token=c0Hk_Shvi3jnFVjfd1Q8L2iu53QFJrH51iUeL-i_G0DituKbLbLYCKoMODz0RzKflWP5liUE8cSzpj4JUZfUEFXJ_XQ&loadFrom=DocumentDeeplink&ts=2767.23)):

I see. I often think there's a difference between power and control, and I think a leader has to understand that giving up control of something is not necessarily giving up power.

Oleg ([46:18](https://www.rev.com/transcript-editor/Edit?token=-Pm_iAGHinHXaMyDoHqm4fKVaAB8LtcpggNiqMlAlCL876jiY4-VGtFqRKnwxWbp1MBwUMEq797VzwDrTY7uHObBL_o&loadFrom=DocumentDeeplink&ts=2778.32)): Absolutely.

Bill ([46:20](https://www.rev.com/transcript-editor/Edit?token=AGlI9vkpIAzlFUo7-icaZx22rqrp1LrxJB2V0InNV0BagFXwGUCjia065Nafa1dlbErO5Pcx9bd-gZd9MdNsSTyBIhU&loadFrom=DocumentDeeplink&ts=2780.15)):

So, it's almost like, for me, that has always worked. It's an interesting approach, too, because I don't want the control over all those areas. It's too complex, and there's too many brains here that could solve this particular problem if I just gave up that control, but it does not mean that I've delegated power.

Oleg ([46:39](https://www.rev.com/transcript-editor/Edit?token=JgIPvhdzvVLuXuIZnt_wqG6A6lG3FWlvvZE0OzuuyhVHr7SrFtWY7h2tnTtVnCJ6vJ4A0iNSY6EbBHstzVq4oH5fML4&loadFrom=DocumentDeeplink&ts=2799.16)):

No, and power or influence, it's a time factor, how you affect people's reaction at a certain period of time. Because if somebody left the company, do you have a power or influence over this person? No, so it's a compact of time and influence.

Bill ([47:07](https://www.rev.com/transcript-editor/Edit?token=0GfhuF94SoU0BWiTPpE2FAwMpkcnM_6mTItC6-9WaxguFrLuQPry7Iq3GQ0obip_ZStRvHBXjF078JMXb5bCyU0sKYw&loadFrom=DocumentDeeplink&ts=2827.66)):

I like that. Yeah, I hadn't thought about that. Influence is a great ... Are you seeing vision? You said 3% of businesses-

Oleg ([47:19](https://www.rev.com/transcript-editor/Edit?token=0wgNQYHmSLZNjlSG6vPQwuKO6nf1i0GqhTMdJ9q26CZGJhS3idG5UH0X72OFjD-CO_iv4csSH2wVQ1H2Kf3Z4adGuxI&loadFrom=DocumentDeeplink&ts=2839.68)):

Decision, Yeah, but at the moment, I'm working on a new big project. I'm looking to reveal a real nature of what vision is, how to create it, how to construct it, and how to execute it effectively. What happens, we face even a bigger problem. I've found that 0.1% of leaders have vision.

Bill ([47:49](https://www.rev.com/transcript-editor/Edit?token=_nD2jGbA7CWKB2QJFProvY8bjj1hLnGLQwLNXhN-zzNdCOTrfvF2nCRUO_mnx6qjrekwt-CWgiof2buqcaWenMEzrm4&loadFrom=DocumentDeeplink&ts=2869.12)): 0.1?

Oleg ([47:51](https://www.rev.com/transcript-editor/Edit?token=lfv7xXY2NOypc69H0YureVA7lYPNp71uWI9LuTQB2IZecEVcpbxueTKqGeDAEewkjcFhMgqmlrLa7HY-y6oaHuT08zg&loadFrom=DocumentDeeplink&ts=2871.09)):

Yes, none, next to zero. Yes, we have dreams. We have ambitions, but very few people can really clearly articulate that they do a good job. I brought in Leaderology discussion of our previous discussion of what vision is in terms of how it's constructed, the six elements of it. So, I'm lucky enough to have access to really bright visionaries from across the globe, so I'm taking interviews with them and bringing them into my new book, which I'm writing on now.

Oleg ([48:33](https://www.rev.com/transcript-editor/Edit?token=64z43DdxgV2czyuJZH9DUyyzs2F6NQJcS60HruiFSvGDFCDH62_qCOd4hcANGVQWkKk7k0V4sSRDOJ7n9fCjg520gYc&loadFrom=DocumentDeeplink&ts=2913.53)):

It's fascinating because people assume that vision is just a gift from heaven. You're just walking on a street, and all of a sudden, a vision struck you. No. It's hard work. What I learned, vision comes when you're conscious awareness of a certain problem reaches its peak, so it's a result of hard work in realizing that it is important to solve the problem. You're envisioning how this problem will be solved.

Bill ([49:10](https://www.rev.com/transcript-editor/Edit?token=18-pHa7Hh--lOznsJPM_JEfdy6c3NRcfYcK2UG0mNzVMnI5gtRk4N444Es6y6FmuxB4upxfqGKXtvR5azw2FcOakE7A&loadFrom=DocumentDeeplink&ts=2950.31)): So, envisioning how the problem will be solved?

Oleg ([49:12](https://www.rev.com/transcript-editor/Edit?token=47o5wm3N-OU8Be-tcdQ4h1YJJVsAmBCzs34g_aN_Uf6rSSM3jeR4fxRJjnMOeRuKBWys7MFzgYU-WQ-fetymqhMMf5g&loadFrom=DocumentDeeplink&ts=2952.42)):

Yeah, of course, a certain problem, so not mine, not yours, but people's problem. Leaders, it's ... How I was saying? When I look at culture as a leadership function, what I am saying, all this culture, it's not about you. It's not about me. It's about what we do for others. So, leaders, what they do? Leaders are serving others, so their vision is about others, not about themselves. They're taking huge responsibility when they're declaring their vision. From that moment, they're simply signing a new code of conduct that they're responsible for everything, and the people are not prepared to take it. That's a sad story. But those who are prepared, those who are willing to put themselves or invest all their life into something important, they're making that huge difference. They have become visionaries.

Bill ([50:24](https://www.rev.com/transcript-editor/Edit?token=m_pZd2svOh2vPi2vI4C3xbr3kA8Qv7xA3muErF5dglElB1tYYhBcaRzK8kWizC5y_OLbz01L1b6QL60FMKDIztwTlW4&loadFrom=DocumentDeeplink&ts=3024.32)): So, maybe we'll just use me as an example.

Oleg ([50:28](https://www.rev.com/transcript-editor/Edit?token=DSGG2LKvg841JrarEYMNEpwNwFC9Y45PEO87i-WlG6mHSJ3dt-K-6-E5Vp4GCSh7o37q0eaza2R42ehjlnCvt1qSIYw&loadFrom=DocumentDeeplink&ts=3028.43)): Okay.

Bill ([50:29](https://www.rev.com/transcript-editor/Edit?token=lCu5EyZDVv5CNn_ecxa2_n1zP8xm49ARucDiob-rzUAuL8OyDC0-wyG11IRTJgjkJf1_rn6p8c11JJat1xgcXnUySxI&loadFrom=DocumentDeeplink&ts=3029.71)): My vision is to secure the lives of a billion people.

Oleg ([50:34](https://www.rev.com/transcript-editor/Edit?token=wX9pC2oG3jzcKBMQufG28t198mKXiLyTPJqJ8whNGcZYsC06uYoE9ULZrZm2foAtlfq9UrzrL1J53bSQrAcI9ZhB3Pw&loadFrom=DocumentDeeplink&ts=3034.87)): Yeah, fantastic.

Bill ([50:39](https://www.rev.com/transcript-editor/Edit?token=U-PqdcewZ9pRJLfh29uydij6cSPM3YJzfRPoqm7-21Ifj0SBQy31z1_X7wADjskxsRHE0g6TRIVQIB3asNtwqvgm1JA&loadFrom=DocumentDeeplink&ts=3039.4)):

I'm just looking at the elements of what you just said because I'm like, "Oh, okay." Immediately, when you were talking, I'm like, "Oh, I got to go look at my own." But, that literally is I'm not securing the bank. I always tell people, "I'm not securing ..." I am securing the bank as a metaphor, but the bank might have 100,000 customers, so my real win is the bank customers winning and inter-operating with their institution, so that would be 50,000 on the way to a billion.

Oleg ([51:10](https://www.rev.com/transcript-editor/Edit?token=Nz_ZhuUWKeLZc6xKtiN3xKQqoFmN-cd6cPuM8RoOyWII9o67u33gbe-j3V8_5x2FrZ_iRHX4beprUh6a3Fd-5JzyzCY&loadFrom=DocumentDeeplink&ts=3070.15)): Can we re-draft it slightly differently?

Bill ([51:14](https://www.rev.com/transcript-editor/Edit?token=w1TvlKY_UL9D_qFdShsrkPbd3HLM-PFSqWFAA-LVI73rwJyWycjw-gleotiRIgDDi8Vyf6FdwsfcIBsYBW2hXUX3gP4&loadFrom=DocumentDeeplink&ts=3074.75)): Yes. Yes. Let's just-

Oleg ([51:15](https://www.rev.com/transcript-editor/Edit?token=DPco36lta6YEreiK4fsMcswAVX9Sny-zBZ3E-mmjqCpw1dNFet-bbFqKB063M34hm1QH6urGBlVByDKp2cCPZRNAdeM&loadFrom=DocumentDeeplink&ts=3075.73)):

You are raising the level of trust of in operations or interaction between the bank and people. So then, you're making their life easily because you putting your stamp on it. That always proved guides art safely. No problem because you are winning in this sense. So, you're not just lowering the transaction costs, you're making people's life easier. Okay? So therefore, you should ask people, before you produce something, " Guys, in your terms, where would you seeing I need to improve?"

Oleg ([52:08](https://www.rev.com/transcript-editor/Edit?token=Wqt1QlsViuq47-vFaaZ8MAYf9sRz5sd3aRidxzUr_py8E3HItjSTrhH3cZpSEb1Xph-GTWoL8BxrymHdodZMBveBgjQ&loadFrom=DocumentDeeplink&ts=3128.54)):

You're scanning for the environment, which is a second element, what's going on around you, how the technologies are changing, how you could scale this in the grid to a great extent, because vision never accepts a dead end. It always has a potential for extension. Then, as with Dr. Ball's spotlight, which is a responsibility, you're putting your name on the line with this security license.

Oleg ([52:42](https://www.rev.com/transcript-editor/Edit?token=RGcPD3-kFOE_iXVr71-z3Y7djvSnlsy0vr19xRQo-MHpwJlP6csAhMV0H6msSu82g530P6sCUgLjxTslKSUd9XZbMBQ&loadFrom=DocumentDeeplink&ts=3162.08)):

Then, we talk about a very important aspect which is simplicity. It must be simple and so realistic and reliable. Isn't that?

Bill ([52:57](https://www.rev.com/transcript-editor/Edit?token=rfySGjfHf-Mwjnca7dUxrtwRaziPtfxcoxXSN_G-W9rZuqwcFIKReg2urmse5QVCAq0ru6yYHupgzEJcScOZoZIryTE&loadFrom=DocumentDeeplink&ts=3177.96)): Yes.

Oleg ([52:58](https://www.rev.com/transcript-editor/Edit?token=su5d6-ZLXRnucejF3_HuEFUAMVirjUL7g6TSAfgKbSufg-kY3pY_OtglDhTbet6CSrxwr9MYHPYZGAiLeUL-K8MikVo&loadFrom=DocumentDeeplink&ts=3178.18)): I would be-

Bill ([53:03](https://www.rev.com/transcript-editor/Edit?token=kcJyWV8tn690sJi3zaYeD9WOkK8vL2-t7qKhzJnlb0meoZzKnC9_zLgU8D-XVnaYoIdc5MfAK75tzJ9Qke1tGlHu3yk&loadFrom=DocumentDeeplink&ts=3183.79)):

It's interesting, the way you approach it though, because what I love is that the simplicity, simple and reliable, I actually can't see that vision. That vision is so big that it's a guiding light, but it requires ... Then, the last question is "How?" Well, by building corporate immune systems, so I want to build that by building corporate immune systems that will actually handle a lot of the complexity in a simple manner. That thus means that over time there's going to be more automation built in, and there's going to be these inventions that we've created, these helper tools, will be organized and orchestrated very similar to the DNA model.

Bill ([53:48](https://www.rev.com/transcript-editor/Edit?token=qTXHA3Usvkzz-Ep7UOV1UFJzDM3-vYLwZuU_fKa3G01lhkU9E4xhU1d_Z5d86-kQH5t9Ku4HpjkkQ2aWIrJMsiuErAs&loadFrom=DocumentDeeplink&ts=3228.63)):

So, I don't know the actual steps. All I know is that we're going there. So, that's interesting, and I just wonder, as your talking with leaders, am I going down a path that you'd say, "Yes, Bill, that's the right way to think about it," or would you push me in a certain other direction?

Oleg ([54:11](https://www.rev.com/transcript-editor/Edit?token=qSvVLTG7Jy2HEfWjfHcyEnrapY5BnUr6EOLDIUbz-fPFMOKoxMktUDBKW3xa1Vxj3RadI2jfz4qlHwAliuro_IaFIYA&loadFrom=DocumentDeeplink&ts=3251.73)):

I would tell you I think this is a very strong element of this construct, your excitement and passion. If you're really passionate about solving such and such problem, and you've found the solution for it, who could push you out of your way? No one, because you know that you will fight for it. You will bet for it. You put everything on it because that's important for people.

Bill ([54:41](https://www.rev.com/transcript-editor/Edit?token=KxK3EME1YMnaI-OcZvzNVoIjzmM5-HuLKNboAewaDJVIMXBgC3z43l8V7Dt5dFZ5s-ZoK9p4g3Pr6xA8aKa2Ub21qBQ&loadFrom=DocumentDeeplink&ts=3281.66)): I see what you're saying.

Oleg ([54:46](https://www.rev.com/transcript-editor/Edit?token=QtYdxQhEYt1FmwrkeAXBDuE6wxAYGxbwcffhA0kfoX43aZJ8ttK2ojbeFQMtduXYQFGlLrqn9mk2n-2HgyCH6a3Q1_w&loadFrom=DocumentDeeplink&ts=3286.24)):

Here comes a difference. It's very easy to understand the difference between real leaders and just a boss because I never seen anyone with a huge ego, and people who are attracted by someone's big ego. I don't think you ever met such person.

Bill ([55:12](https://www.rev.com/transcript-editor/Edit?token=rhA9YnoSRZZA1Wx5EEb3B-pDzuDrKh8kZUcMyPwTLhQgzvwe8JuroBX2nN5klvqQdRCcKAVc4n1pZ4BOFQ4otCmj7Og&loadFrom=DocumentDeeplink&ts=3312.68)): No, I don't think that would exist.

Oleg ([55:15](https://www.rev.com/transcript-editor/Edit?token=6yshnxXjeBP7eYu1w_TQVmq4lB9Mes04Om-hKNIk7nr2jC5LPMKRh-TLG0LHHI8FKrWgu1Z1dYN8ZcUPrry4fx-EPKI&loadFrom=DocumentDeeplink&ts=3315.49)):

No, so we know that there are a lot of people with huge egos, but no one is attracted by this ego. But what happens in real life, people are attracted by passion in a good way.

Bill ([55:30](https://www.rev.com/transcript-editor/Edit?token=4ahby0zBxoloxNw8B7gY7EqUgzcBajvqMDJwAc_6pM1_3ETHEbKhYCAfb46YMbCa8rWAlEYdmo7GErqup89rOjnCzlw&loadFrom=DocumentDeeplink&ts=3330.91)): Oh, I see. Okay.

Oleg ([55:32](https://www.rev.com/transcript-editor/Edit?token=TIqLQwIkvdJ6S-rcqWI81PAT4pKcCizvRcW1r17qyovSjnvOQtl_MBSvzBT6JZJ6k5uyBDM4LoxdTF2w6MjJSjJQ1rs&loadFrom=DocumentDeeplink&ts=3332.77)):

So, if you're really passionate, if you're really excited about something which would make people's lives better, that's more likely to be a vision.

Bill ([55:45](https://www.rev.com/transcript-editor/Edit?token=xoS-gaAxzjiOcFog9CEy4AY05hn9mXQnI2Z7BWT55Zh-wDZsKk-VpCVnHhC2NVyqOp-DXOzhKOpiyFzj23yu_YUcR80&loadFrom=DocumentDeeplink&ts=3345.38)):

I see. I see. That's an interesting ... as people are listening, and as to people around, really, the globe that are going to be listening to this, what you're saying is tapping into excitement and enthusiasm and passion, that is a leverage point for leaders. They really have to explore-

Oleg ([56:04](https://www.rev.com/transcript-editor/Edit?token=2RUNbMgZEG5vSeM_GxmSHLag0Om6iq1Co5LcS4MQrjrBT8ugcvYgswFhoy1fY4HK2yTuR43VaT7iL6lzmUDuTM_w3Sk&loadFrom=DocumentDeeplink&ts=3364.02)): Yes.

Bill ([56:04](https://www.rev.com/transcript-editor/Edit?token=VE8AM6988hBqpfL-mletUApa2JA8xSZ-JHPnVVFEpxdXJbU4yFQQ-bsbV86WRZf0kfRana5igPHlZE8RUSPBmaMwr8I&loadFrom=DocumentDeeplink&ts=3364.62)):

It seems like they have to explore what makes them excited. They can't look for externals to make them passionate and excited. It actually has to come from inside them, it would seem. Right?

Oleg ([56:13](https://www.rev.com/transcript-editor/Edit?token=kJ2gossw1I6cy-IZJFZwSTwuWTuYErOhEOY_Mq7WlyOah6vIInOqNo1N93d412vlzB9Tn-kO9QhvL_G1bteLemJxdpU&loadFrom=DocumentDeeplink&ts=3373.83)):

What wakes you up at the middle of the night? Passion., passion and craving to find solutions, that keeps you awake. If just worry about to make your bank account just with extra zero, it's a bit different, very, very different.

Bill ([56:41](https://www.rev.com/transcript-editor/Edit?token=-jCNSQk_pk7e3MUxA3tVpzU69vyRI9ldIg4zubjkZKV9s1NYUL5-HL6N266LUyM5g8FevUjuNXdggPUiBNVQhdu0Cnw&loadFrom=DocumentDeeplink&ts=3401.94)):

Yeah, I would agree with that. Well, this is fantastic. I know we've reached the end of our time, where we wanted to cover these concepts, Oleg, and this has been really quite fascinating. I wanted to ask you, just as we wrap up, is there any particular theme or any particular thing that, as we're talking today, that you were like, "You know what, if Bill gives me the opportunity to wrap up, I want to cover that concept," is there anything that you want to leave my audience with here today?

Oleg ([57:15](https://www.rev.com/transcript-editor/Edit?token=oXWWgYBZ87qnoPisbEZC6gIJEjnblZzOmS20mXQLLz4b9k4FJ_hpxPFndH7u-ikuW217iJVv8y0DgMlYrCngoFFJLI8&loadFrom=DocumentDeeplink&ts=3435.99)):

First of all, Bill, thank you very much for inviting me, and it's a great honor, and my message is simple. We are at the moment of witnessing, and so we are strongly involved in a very critical shift in leadership because we are moving from leadership as a function to leadership as a system of growing people.

Therefore, we need to use all our knowledge, all our vision, all our qualities to help each other grow. That's a tremendous shift which is happening at the moment, which is going on without even us noticing it, but all goes towards it. That's a reality which we are really facing. Those who will catch with it first will win in a big way. That would be a message. Thank you.

Bill ([58:13](https://www.rev.com/transcript-editor/Edit?token=GOneR2_swBvvhflfo0z-3UwA67Wg-ywU30uayAmXXUkPcUOrhZkvZPwS1OSWM2z9Zkh_DXtEpMwZfalFCZHWdoBVdY0&loadFrom=DocumentDeeplink&ts=3493.98)):

So basically, the shift of the future is leadership, or now, the leaders that are helping people grow and helping within the constructs we talked about with culture and learning and such, that's what's going to give, in their own personal, in sharing that passion in learning, that's going to actually help the modern leaders that you're coaching and you're spending time with.

Oleg ([58:44](https://www.rev.com/transcript-editor/Edit?token=k2tiknCF2DFP5sWGjBL7uwm4BsKt137tLLiEyipT0jIFGLKJqzM0X_5KovQnAPBCSWhaxP1bvoyR_p1UxTyziWLWZVI&loadFrom=DocumentDeeplink&ts=3524.25)): Yes.

Bill ([58:45](https://www.rev.com/transcript-editor/Edit?token=FEbwgqeC_2H2BmvOFu98A_ljk1PrkV4XGyNo6GbSLT1Bhis6_HbBc-7d0_Kgsy2xqYbOIMMc1skWxV2KBTUTZfjmHwA&loadFrom=DocumentDeeplink&ts=3525.69)):

Well, I'm going to really encourage everybody to get Leaderology, and Oleg, I'm going to put that on the show notes, a link to that so others can-

Oleg ([58:55](https://www.rev.com/transcript-editor/Edit?token=iTbRhdrtfuQF_uJbZX8z1Pi_8RtGHoN0-9F42nmQFOolvpMjRDEcXs72f81CBNHDS3ZhhdFc5Uku7N91IK-Wv8WharY&loadFrom=DocumentDeeplink&ts=3535.23)): Thank you very much.

Bill ([58:56](https://www.rev.com/transcript-editor/Edit?token=ryveL0l-3f4M0gTgGOp6WZoFBQkrKSehgtihk6RLoz_vNjFHSm74kp4DW8_4BFnG9HuaTKeGWhNh6jVMz-pAZ2kiTus&loadFrom=DocumentDeeplink&ts=3536.04)):

I really got a lot of value from reading these sections and, as I mentioned before we got started, I think sometimes it's really important that leaders to get out of the grind and read provoking books that really force a wiring in the brain in a different way, and that's definitely what your book achieved for me, so I appreciate that

Oleg ([59:18](https://www.rev.com/transcript-editor/Edit?token=nnBzU8viWfCdVwwJd0N0H09n9d7m0uH28sQ-KQLUBa2582Eg6Ns3F2ga-1ZANKLCLbcEn5zrEaFrgmlIfjlZKPFW_QQ&loadFrom=DocumentDeeplink&ts=3558.29)): Bill, thank you very much. It was a great honor to talk, and I love your questions. Thank you very much.

Bill ([59:24](https://www.rev.com/transcript-editor/Edit?token=rqWLBepxzrJYORQJgrX8oSuSl1EWDy4atRIGgR8JObCz3D9tTi4kqdOlXiNxmxCmeqWy-L0d1-fCrC6UHUi-VTpw8wQ&loadFrom=DocumentDeeplink&ts=3564.9)): Thank you, Oleg. Okay, until next time. Bye-bye.

Oleg ([59:26](https://www.rev.com/transcript-editor/Edit?token=usEojAsLFu9iYXjUbloqlM_OCVQv5zerlwsUzKS8y6-vvwOMdiaFWEGZoH7RR0BpYp0yARVzuzFdi0GlkBuoI_zkfPg&loadFrom=DocumentDeeplink&ts=3566.75)): Bye.