

Improve Retention of Associates by Improving Partners' Relationship Skills

By Don Kaufman and Karen Kaufman

Reprinted from *The Legal Intelligencer*

In today's highly competitive labor market, it's difficult enough for law firms to land the most promising young attorneys. But once they're on board, the next challenge is keeping them there. Working with an abrasive partner – however brilliant – can make associates jump ship in a hurry.

Great lawyers tend to be less-than-great managers. They're smart and talented, but they can lack the necessary relationship skills and experience to effectively manage people. They may have excelled at business development and client relations, but can be perceived as difficult by their peers and often don't connect well with associates.



Karen Kaufman



Don Kaufman

The Aug. 1 issue of *The American Lawyer* cites some striking examples of boorish behavior by partners. One example tells of a partner who brought an associate to tears by e-mailing her work to other partners, explaining that it was for their "amusement, not edification." But while complaints are more likely to be about work flow and communication than outright malevolence, working for an overbearing partner can be a miserable experience for a young associate.

Fresh out of law school, associates join large law firms for prestige and pay. But in addition to the long work hours and relentless pressure to perform well, associates who find themselves toiling for a difficult partner are smart enough not to endure the situation for long – they simply leave the firm.

In a recent speech at the Northwestern School of Law, the general counsel of Cisco Systems, Mark Chandler, supported this point: "In major law firms, I see more and more problems retaining associates. I am inundated with resumes of top-notch associates who don't want to work in large firms anymore."

This situation is a sign of the times and not confined to the legal profession. According to a survey by Watson Wyatt Worldwide, over the past three years 63 percent of all employers have reported a moderate or high level of difficulty in attracting and retaining critical-skill and top-performing employees. At the same time, only 19 percent of employees report difficulty finding another job when they leave a company.

The problem of retention for law firms and other industries is partly generational. Many of today's young workers expect their bosses to be part manager, part mentor and part nurturer. They are the progeny of soccer moms and dads who closely supervised, protected and directed them, creating a similar expectation from work.

But in many cases, the partner who manages the associate is more drill sergeant than soccer mom. This can be traced back to earlier times when the tyrannical law firm partner was more than just a stereotype, he was the reality. Back then, young attorneys were routinely pushed and prodded while burdened with heavy demands, but they wouldn't even think of leaving. Today, jumping from firm to firm is so common that once a year this publication prints a "Top Lateral Hires" issue with plenty of options to choose from for the feature.

The globalization of U.S. businesses and the subsequent talent crunch brought the problem of employee retention to a head. Most top-tier firms now have more work than they can handle, and the only way they can continue to meet the business demand is through their people. More than ever before, they've got to manage how they manage.

(Continued on page 2)

Improve Retention of Associates by Improving Partners' Relationship Skills

To do this, law firms must engage associates as well as partners to start an open dialogue about the positives and negatives of their workplace and discover areas that need improvement. The annual *American Lawyer* associate satisfaction surveys are a good start, but they don't provide the opportunity for associates to give direct "upward feedback" about specific partners. At the same time, associates should also receive downward feedback from partners and their peers to learn of specific areas of performance they need to improve and develop in order to be successful.

A well-designed feedback system rates partners in areas such as setting clear expectations, respecting work/life balance and actively promoting a firm's values and commitment to their people, clients and quality. The purpose of the feedback system is to recognize a partners' strength that can be leveraged as well as the areas they need to make improvements. The feedback gives employees an opportunity to air their complaints about damaging partner behaviors that interfere with their performance. Simply having the opportunity to provide feedback is cathartic and beneficial for associates, but more importantly it will reveal patterns of behavior and the specific skills that a partner may need to develop.

Typical feedback examples in a well constructed questionnaire include:

- Rate your primary reporting partner on the following:
- The partner listens to me - my comments, suggestions and needs are respected.
- The partner sets clear expectations for my responsibilities and goals for my position.
- I get the opportunity to benefit from the partner's knowledge, technical skills and experience.
- I get meaningful feedback on my job performance.
- The partner is sensitive to my performance needs in the presence of my co-workers
- I'm adequately recognized for the work and effort I contribute to the firm.
- The partner builds a team sharing meaningful work that engages me and others.
- I'm given the opportunity to meet and learn more about our clients and their business.

This type of feedback makes the firm leadership – and the partners themselves – aware of what is working as well as what isn't. But in many cases, feedback alone isn't enough to resolve problems. We have found that once the upward-feedback system is in place, it's important to supplement it with coaching to get the maximum results. It is one thing to point out areas for development but another thing to implement the necessary activities.

Aided by the feedback, partners can be coached on the behaviors he or she should stop, start or continue. Relationship management is often the underlying issue that needs improvement. By simply working on their "relationship skills," many partners can drastically improve their feedback and their productivity.

Some of the most common problems and solutions we find in our practice are micromanagers whose associates are not trusted with meaningful work. Learning to engage associates allows them to hone their skills and increases billing all around. Other managers have developed more satisfying and productive relationships with colleagues, staff and clients by taking the time to acknowledge key milestones and jobs well done. And many independent partners used to flying solo never think about the fact that taking associates out of the office more often in business and social settings helps them gain exposure and experience in developing client relationships.

Successful partners are bright, talented and technically proficient, but at this stage of their careers they must realize that their technical skills got them to where they are, but good people and relationship skills will keep them there and move them and their practice forward.

DON KAUFMAN AND KAREN KAUFMAN are founders of the Kaufman Partnership, a consulting firm that provides impression and relationship management coaching to law, accounting and physician practices. They also have coached C-suite executives from a broad range of industries.



[Home](#) > [Publications](#) > [The Young Lawyer Home](#) > [ABA YLD - The Young Lawyer Archive](#) > [ABA Young Lawyers Division](#)

How the "Millennial" Generation Works

Lauren Stiller Rikleen

Lauren Stiller Rikleen is the executive director of the Bowditch Institute for Women's Success, a mediator, and a senior partner with Bowditch & Dewey, LLP.

You have probably heard it many times during speeches or panel discussions. Sometimes the tone is harsh; other times there is a sense of resignation. Yet the premise is generally the same: "Associates today don't want to work hard." Then comes the inevitable comparisons of the experiences of the Baby Boomers and the expectations of the generation currently graduating from law school.

"Law students today are asking questions I would never have dared ask," is a frequent refrain of law firm hiring committee members. Both men and women interviewees are questioning what a firm's culture is like, the firm's hourly expectations, and whether the firm allows for flexible work arrangements. Even as interviewers are surprised by the frequency of these questions, they are recognizing that for law firms to compete in today's talent pool the answers are essential.

Law firms also must recognize that these questions represent significant changes in attorney demographics that warrant far more than a reduced-hours policy. Critically, law firms must recognize that these are not the questions of people who are reluctant to work hard. In fact, the "Millennial Generation" entering today's workforce in ever-increasing numbers arrives accomplished and with high expectations.

Born between approximately 1980 and the early 1990s, Millennials (sometimes called Generation Y or Echo Boomers) are the most diverse generation in U.S. history and the largest since the infamous Baby Boomers exploded into America's consciousness. Millennials overshadow their immediate predecessors, Gen X, because they

outnumber them by nearly three times. In general, Millennials are born of working parents and have more disposable income than previous generations.

Unlike their rebellious Boomer parents, Millennials tend to have had stronger relationships with their own parents through their teenage years. They also are used to being regularly praised and rewarded for their efforts at school and at play. They have been referred to as the "Everybody Gets a Trophy" generation because of their parents' insistence that their early sports experiences be collaborative and positive opportunities. From their early days of shared rewards, constant media stimulation, and technology savvy, they have become a generation accustomed to quick answers, a constant flow of information and new ideas, and immediate gratification. These are the characteristics that the Millennials bring into workplaces largely led by the Baby Boomer generation, whose own youthful experiences were markedly different.

Teenage Boomers demanded change through rebellion and revolutionary tactics. Their early years were permeated by street protests and standing up against an unpopular war and military draft that threatened all income levels. Their friends were killed, their heroes were assassinated, the political establishment seemed oblivious to the changing world, and generational conflict was rampant.

Despite their very different upbringings, Baby Boomers and their progeny are two generations that should have the capacity to work extraordinarily well together. They are both smart, work at a fast pace, and often exhibit great passion for what they do. Yet the differences between their styles and expectations, which are shaped by their life experiences, lead Baby Boomers to lament that associates today are not committed workers.

The reality is that Boomers have much to learn from their younger workers. The Millennial Generation is, in fact, willing to work hard. They reject, however, the notion of "face time" as a means of success and expect clear assignments, regular feedback, and reward for their efforts. They also expect to be active and engaged parents, which means having the time to parent. They will not stay for long if they do not understand the big picture and the opportunities that lie ahead. The expectations of the Millennials actually translate into the fundamentals of a better workplace. An organization that carefully trains all of its employees, sets clear goals and expectations, and provides regular feedback to ensure that individuals learn with each assignment is a model for success.

For Millennials to communicate their needs effectively with Boomers and avoid the "lazy" stereotype, they must demonstrate respect for the choices the Boomers have made. Remember, most of the Boomers in legal workplaces are there because work is a fundamental value in their lives. When Millennials focus on time away from work, the Boomers often read it as a dismissal of their own work ethic. Millennials may find

allies in senior lawyers who are comfortable talking about their own children, who seem devoted to attending family events, or whose lives may be currently impacted by the needs of aging parents. These individuals are more likely to help a younger lawyer navigate the workplace and address any concerns.

Millennials who seek better training or mentoring programs should approach their Boomer supervisors with concrete suggestions that, if implemented, will help stem attrition and develop better lawyers. This type of feedback is more likely to be viewed as creating improvements for the greater good of the firm rather than asking for personal favors. Fortunately, more law firms and other legal workplaces are beginning to understand the huge economic costs of continued high attrition and should be more willing to listen.

If law firms are to be truly successful in recruiting and retaining law school graduates, Baby Boomer firm managers need to understand the defining characteristics of the "Millennial Generation." Then they can put in place strategies to ensure that today's new lawyers are tomorrow's law firm leaders.

[Back to Top](#)

Retention of Women Lawyers Is Team Building One of the Keys?

By Deborah Alley Smith

Every partner lives in fear of the day that her best and brightest young female associate says, "I really appreciate all the opportunities the firm has provided to me, and I have really enjoyed my time here, but...." You can fill in the blank. The stated reasons for leaving are endless, but regardless of the reasons, the result is the same, and it costs you and your firm dearly. In fact, from the training investment in the now-departing lawyer to the time and revenue spent getting another lawyer up to speed in the matters assigned to the departing lawyer, some estimate the loss of a senior associate can cost a firm several hundred thousand dollars. The disruption to your practice, the effects on morale, and the concerns such losses may raise with clients also add to the overall cost when an associate departs.

Obviously, the loss of any good associate is costly. However, if you are attuned to firm management issues at all, you are familiar with the ongoing conversation in the legal community about why so many more female associates than male associates leave law firms and what can be done to improve the retention rate of female lawyers. Gender bias, inequity in assignments, the need for flextime, extended partnership tracks, and telecommuting options are among the many topics included in that broad discussion. Every aspect of this

conversation is important, and effectively addressing any one of the topics could improve retention rates. Still, I think that a more fundamental solution—one that focuses on creating a workplace that women attorneys don't *want* to leave—is the key.

Certainly, I don't profess to have a magic formula that will allow your firm to retain all its female lawyers. However, as a female lawyer who has continued to practice full time for the last 25 years, despite the pressures of raising a family, I do have some personal experience with the issues that lead women lawyers to leave law firms and choose alternate paths. As the managing partner of a 50-lawyer firm, I also have put a lot of thought into retention of lawyers generally and, more particularly, issues related to the retention of women and minorities. So, I do have some opinions on the issue, which I will share here. This is not a scholarly article that will cite statistics or survey results. There are lots of those that you can locate easily with a Google search. Rather, this is simply my opinion based on my own experience.

Make a Young Lawyer a Part of Your Team

With my previous disclaimer, I believe that team building may be the key to retaining lawyers generally and retaining female

lawyers more particularly. My thinking on this issue begins with the premise that most, if not all, lawyers need to feel that they are valued, respected, and really making a contribution. Team building focuses on forging relationships between individuals so that all are invested in each other and all are valued, respected, contributing parts to a larger whole. My personal experience, observation, and belief is that, on the whole, women tend to be more invested emotionally in their jobs than men and, consequently, have a greater need to feel that they are valued and are making a contribution. For that reason, I think that team building is especially important to increasing the likelihood that a female lawyer will remain at your firm.

Making a young lawyer a part of your team requires that you invest your time in her personal and professional development and that you build a bond of mutual trust and respect with her. Either because we are too busy, too preoccupied with our files, or too far removed from our days as young lawyers to remember, many more senior lawyers treat young lawyers as if they have nothing to contribute to a matter other than responding to very narrow, specific, legal research questions. We need to remember that our young lawyers didn't spend three years in law school to be assembly-line workers—adding one little part to a project, never seeing the finished product, and never knowing the end result or whether their little parts really worked. Young lawyers want to be a part of the team, they want to contribute, and they want to learn. They can't do that if they spend all their time sit-



Deborah Alley Smith currently serves as Christian & Snell's managing partner, working from its Birmingham, Alabama, office. She has also served on the firm's Executive Committee and as the firm's general counsel. Ms. Alley Smith practices in the area civil litigation with a primary focus on appellate and post-verdict proceedings.

ting in a corner of a library or at their computers connected to Westlaw.

We hired these young lawyers—making a significant investment—because we thought that they had the potential to be great lawyers who could exercise good, sound judgment and really contribute to our firms. For that investment to pay off, we must provide them with the opportunities to do that by including them, to the extent feasible, in all aspects of the cases or matters on which they work. Give your associate real, substantive work to accomplish early on, and make sure that she knows why that work is important to a case. If you are invested in her success, she will be invested in yours as well, and it will pay off for both of you.

Be the Coach

Every team needs a coach to train the team members, to inspire them, and to lead them. As any team athlete can attest, when a coach focuses individual attention on a team member, it gives the team member a big boost in confidence and inspires him or her to perform to the very best of his or her ability.

Be the coach. Young attorneys want our advice and guidance, and face time with a senior lawyer is huge for a young lawyer. We show a young lawyer that we are invested in her success by making time to interact with her, to give her detailed explanations and instructions, and to give her *constructive* feedback. Sharing your wisdom and experiences with a young attorney is a great way to make her feel a part of your team and also to help her learn about the practice of law.

More than just teaching, being the coach is also about listening and letting young lawyers build confidence in developing their own theories and ideas. So, include her in planning and strategy decisions. Ask for her ideas on timing, case evaluation, settlement strategy, and anticipated outcomes. Don't reject her ideas out of hand, because she may have great ideas that you never considered. And even if she doesn't, including her, encouraging her to express her thoughts, and providing her with real feedback by talking through her ideas lets her know that you value her input, lets her

learn from your analysis, and makes her feel that she is a valued and important part of your team.

Be a Good Coach by Being a Good Teammate

Good athletic coaches and good teammates make sure that all team members under-

Give your associate
real, substantive work
to accomplish early on,
and make sure that she
knows why that work is
important to a case.

stand that the team is bigger than any one member, every member is successful if the team is successful and the reverse, and games aren't won or lost based on one play or one player. If the team stumbles it is *never* because of just one play or one team member. We need to translate these lessons into our dealings with our young lawyers.

I can't tell you how many times another lawyer has told me that something that was supposed to get done wasn't done because his or her associate dropped the ball. I know of innumerable occasions when another lawyer has told a client that a problem in a case was caused by something his or her associate did or did not do. You can't build a team by passing the buck. Nothing is more demoralizing for a young lawyer than being blamed when there is a problem in a case. As the senior, supervising lawyer, *everything* that happens on a file is *your* ultimate responsibility. Accept it; don't assign blame to others. The loyalty and respect that you will earn by taking responsibility for mistakes on your files, whether you made the mistakes yourself, or they were made by others, will far exceed any cover you get by assigning blame to someone else.

Training Is Crucial to the Success of Your Team and to Each Individual

Just being a part of a team, of course, is not enough. Good training is essential to building a team that works well individually and together. Give your associate the tools to practice law efficiently and effectively over the long-term by providing her with training in all aspects of law practice. Attending substantive CLE programs is an essential part of every lawyer's development, but training in other areas is, in my judgment, equally important. Young lawyers need to learn proper practice-management and time-management skills, how to supervise staff, and ultimately, other lawyers, how the business of law operates, how to market, how to network, and how to deal with clients. Assuring that a young lawyer receives all the training that she needs requires focus and commitment from you, but the training will instill confidence and loyalty in your associate.

Some of the best training, of course, is the on-the-job training that a young lawyer receives by working closely with other lawyers as an integral part of a team, but other more formalized training is needed as well. Much of that training can be provided in-house by tapping into the strengths and expertise of your partners. In most firms, there are individuals who are recognized by the other lawyers in the firm as having developed particular expertise or exceptional skills in certain areas. These partners can teach young lawyers invaluable lessons without having to expend much time and effort in the process. You may have a partner who has vast experience dealing with expert witnesses, for example. In one or two short sessions, perhaps during an in-house seminar or a round-table discussion at lunch, that partner can teach young lawyers the basics of dealing with an expert witness and, at the same time, impart invaluable tips and practical information that the young lawyers might never discover on their own.

Never underestimate the educational value of war stories. Young lawyers love to hear experienced lawyers tell war stories. When experienced lawyers share their successes and admit their mistakes to a young lawyer, it makes her feel as if she is

in the inner circle. She will remember the war stories and will learn from your experience, and those stories will become her stories, too.

As with real world experience, cultivating relationships with clients and potential clients is a skill that a lawyer develops over time, and young lawyers need to see how experienced lawyers deal with clients and potential clients to learn how to do it themselves. When experienced lawyers include young lawyers in their meetings and telephone calls with clients and potential clients, it gives the young lawyers the opportunity to see how it is done. It also allows a more experienced lawyer to become comfortable with the young lawyer's ability to communicate appropriately with a client or potential client. From a young lawyer's perspective, when an experienced lawyer includes her in dealings with a client, it demonstrates in a very real way the trust that the experienced lawyer has in the younger lawyer.

Some training may not be easily provided in-house, leadership skills, for example. Not every person is a born leader, and some young lawyers will never assume management or leadership positions in their law firms or legal communities, but every young lawyer, and every experienced lawyer, too, for that matter, can benefit from leadership training. Many bar associations have leadership forums, and many good leadership training seminars are available. Even if a young lawyer learns only how she can lead her own staff members, the investment is well worth it.

Networking skills can't be developed in the office either, nor can you simply ship a young lawyer off to a conference and expect her to figure out how to network on her own. By and large, young associates sent to conferences, particularly big regional or national conferences, will get very little out of them. Big conferences are intimidating for a young lawyer. She doesn't know anyone; she doesn't know the protocols, appropriate dress, and demeanor—is that reception a casual social function or a business function?; and she doesn't know how to make connections in that type of environment. Unless she is very outgoing and gregarious, she is unlikely to meet anyone

who will even remember her the next day, and she is unlikely to enjoy the conference experience.

Inexperienced associates need experienced lawyers to go with them to conferences to show them the ropes—especially in the first couple of years of their practice. If you take your associate to a confer-

Encourage women associates to become involved in a women's legal group, like DRI's Women in the Law Committee.

ence, introduce her to those you know at the conference and show her how to make new connections at such events, chances are much greater that she will enjoy the conference, really learn something, make lasting connections and, perhaps most importantly, be enthusiastic about attending those events in the future.

Your willingness to invest in training an inexperienced associate demonstrates your confidence in her abilities, which builds her self-confidence and her loyalty to you. Significantly, if you show that you believe in her, she will believe in herself.

Steal a Play from the Old Days by Providing Opportunities to Watch and Learn

It's no secret that lawyers don't learn much in law school about actually practicing law. When my father began practicing law in the late 1950s, he began by shadowing an experienced lawyer, watching, learning, and emulating what he did. Law practice had changed significantly by the time I began practicing in the mid-1980s, but even so, the senior partner who was my mentor made a special effort to provide opportunities for me to watch and learn.

He took me to many meetings, depositions, and hearings when he didn't really need me there. He could seldom bill for my time for these excursions, but he gave me those opportunities so that I could watch and learn anyway.

My mentor always introduced me to the client, judge, and other lawyers present on these occasions, saying that he brought "his lawyer" (me) to advise him, and he always asked for my thoughts and opinions about what occurred. Nothing makes a young lawyer feel more a part of the team than to have a senior lawyer include her, acknowledge her, and seek her input in the presence of other lawyers, judges, and clients.

Make Sure That Work Is More than Just Work

Let's face it. With even the very best job, a lot of what you do is not "fun." It's just doing "stuff" that has to be done. Sometimes what has to be done is drudgery, and occasionally it's even downright miserable, but it must be done. Enjoying your job in large measure depends on enjoying and respecting the people with whom you work. So, to increase the likelihood that a good lawyer will stay with your firm, you should develop a strong relationship with her and make sure that she builds relationships with others in your firm and within your immediate practice group. No matter how great the work is, if she can't stand the people that she works with, she isn't likely to stick around long. Conversely, if she really likes and enjoys the people with whom she works, tasks that might otherwise seem drudging are not so bad.

Admittedly, there is only so much that you can do to foster friendships among others, but you can certainly make a concerted effort to develop a relationship with your associate and set the stage for her to build other relationships as well. Encourage your associates to connect with you and with each other by inviting them out for drinks or for dinner. Unless you are working on something with an immediate deadline, it won't kill you or them to leave 30 minutes or an hour early a day or two a month and gather at the local pub for a drink and conversation. Send out an e-mail to a

Team-Building, see page 38

Team-Building, from page 18

select few or to everyone and invite them to join you. You might be surprised by how much you can learn about, and enjoy, your young colleagues if you engage with them in a different setting. In addition, provide opportunities for the young lawyers in your firm to get together as a group—either for lunch, dinner, or an event during a week-end—to socialize and bond. Not only are these social outings enjoyable, they also pay dividends in terms of your attorneys' abilities to work as a team and collaborate.

Give Women Lawyers the Opportunity to Connect with Other Women Lawyers

Women connect with other women on a completely different level than we connect with men, particularly at women-only events. We share information and discuss issues that we would never broach in a mixed crowd. In doing so, we can make lasting connections very quickly and those connections can turn into mentoring relationships, referral relationships, and new business much more easily than in other settings.

You should encourage women associates to become involved in a women's legal

group, like DRI's Women in the Law Committee. Most bar associations have a women's committee, and there are many other organizations focusing in whole or in part on women lawyers, like the National Association of Women Lawyers, National Association of Minority and Women Owned Law Firms, and the Women's Lawyer Alliance.

You should also encourage your women associates to attend conferences sponsored by groups such as DRI, for instance, DRI's Sharing Success Seminar. This outstanding program provides a perfect opportunity for women lawyers to connect with other women lawyers on a meaningful level, to develop networking skills in a kinder, gentler environment, and to earn a full year's worth of CLE credit on a broad range of timely substantive legal topics. By giving women lawyers opportunities to attend such events, firms provide them with the support network and connections that they need to flourish.

Is Team Building the Answer?

How can your firm retain its bright, young, women attorneys? My belief is that team building is a fundamental part of the

answer. Show women lawyers that you value them by making them an integral part of your team, and they will become personally invested in the firm. Show them that you are invested in them by teaching them, training them, coaching them, and supporting them, and they will feel that they are valued members of the firm. Develop a bond of mutual trust and respect with them. And, encourage them to develop friendships within the firm and with other women attorneys, and they will feel that they belong.

True, team building is probably not the solution to every problem. You still may need to confront issues such as flexible schedules, inequitable assignments or advancement opportunities, and other obstacles. But building a team environment, one where the firm is invested in each attorney, and each attorney is reciprocally invested in the firm, may provide the necessary motivation both for the firm and for women attorneys to want to find solutions to the obstacles that women lawyers face when trying to balance professional and personal lives. Team building will surely make it more difficult for women attorneys to walk away. ■

LEADERSHIP

The Only Thing that Really Matters

by Tony Schwartz

JUNE 01, 2011

Think for a moment of the last time you felt triggered – pushed into negative emotions by someone or something. Here, for example, are several of my triggers: feeling taken advantage of, not getting a response to an email I’ve sent to someone, and not being acknowledged for good work I’ve done.

We move into negative emotions – what we call the “Survival Zone” in our work at The Energy Project – when we feel a sense of threat or danger.

But what is the threat exactly? Over the past decade, my colleagues and I have asked thousands of our clients to describe something that consistently triggers them and then explain why.

Remarkably, we’ve found that a trigger can almost always be traced to the same root cause: the feeling of being devalued or diminished by someone else’s words or behavior. Consider my triggers above.

The struggle to feel valued is one of the most insidious and least acknowledged issues in organizations. Most employees are expected to check their feelings at the door when they get to work. But try as we might, we can't.

How we're feeling – and most especially whether or not we feel acknowledged and appreciated – influences our behavior, consumes our energy and affects our decisions all day long, whether we're aware of it or not.

Our core emotional need is to feel valued. Without a stable sense of value, we don't know who we are and we don't feel safe in the world.

From an evolutionary perspective, the need to be valued is primal and survival-based. Sociologist Elijah Anderson describes respect as a key to the “code of the streets” in inner cities.

“The extent to which one person can raise himself up depends on his ability to put another person down,” Anderson explains. “Many inner-city young men in particular, crave respect to such a degree that they will risk their lives to attain and maintain it.”

It's not much different in organizations. Across more than 200 studies of the effects of stress, researchers have found that the highest rises in cortisol levels – meaning the most pernicious “fight or flight” response – are prompted by “threats to one's social acceptance, esteem and status.”

To feel valued (and valuable) is almost as compelling a need as food. The more our value feels at risk, the more preoccupied we become with defending and restoring it, and the less value we're capable of creating in the world.

Doug Conant, the outgoing CEO of Campbell Soup and coauthor of a wonderful new book, *Touchpoints*, is a rare example of a CEO who truly appreciates the relationship between personal value and the bottom line.

Over the past decade, Conant has spent at least an hour a day writing between 10 and 20 handwritten notes to people in his company – welcoming new hires, thanking employees for their contributions, and congratulating leaders for specific accomplishments.

“Toughness on issues, tenderness with people,” is Conant’s mantra.

Great leaders, I’m convinced, are sensitive to people’s deep need to feel valued because they recognize the same need – and the experience of vulnerability it prompts – in themselves.

When Conant took over as Campbell’s CEO in 2001, the company’s employee engagement scores were among the worst of any Fortune 500 company Gallup had ever polled. For every two engaged employees, one was disengaged.

Gallup’s gold standard for companies is 12 engaged employees for every 1 who is disengaged. Today, Campbell’s ratio is 17 to 1. Since Conant took over, the company’s sales and earnings growth has consistently outperformed the majority of food companies in the S&P, as well as the S&P 500 itself.

Of course, there still aren’t many leaders like Conant, so what do you do if you don’t feel valued in your organization? The answer is to take the matter into your own hands. It’s not the other person’s behavior that triggers you, after all, but rather the way you interpret that behavior, and how it makes you feel about yourself.

That’s actually good news, because it suggests you’re not a helpless victim. Rather than focusing attention on the other person when you feel triggered, try turning your attention inward.

First quiet your body and defuse the trigger by taking a deep breath. Next, ask yourself these questions: “Why am I feeling my value is at stake here, and is it really?” Finally, consider how you can hold onto your value without attacking the value of the person you feel threatened by. Blame merely keeps the trigger and the negative emotion alive.

Our challenge is always to reconnect to our own core value — even when someone else’s criticism cuts deep. What that requires, first and foremost, is compassion for ourselves.



Tony Schwartz is the president and CEO of The Energy Project and the author of *Be Excellent at Anything*. Become a fan of The Energy Project on Facebook and connect with Tony at [Twitter.com/TonySchwartz](https://twitter.com/TonySchwartz) and [Twitter.com/Energy_Project](https://twitter.com/Energy_Project).

This article is about LEADERSHIP

+ FOLLOW THIS TOPIC

Related Topics: [MANAGING YOURSELF](#) | [MOTIVATING PEOPLE](#)

Comments

Leave a Comment

POST

0 COMMENTS

✓ JOIN THE CONVERSATION

POSTING GUIDELINES

We hope the conversations that take place on HBR.org will be energetic, constructive, and thought-provoking. To comment, readers must sign in or register. And to ensure the quality of the discussion, our moderating team will review all comments and may edit them for clarity, length, and relevance. Comments that are overly promotional, mean-spirited, or off-topic may be deleted per the moderators' judgment. All postings become the property of Harvard Business Publishing.



Simon Sinek:

Why good leaders make you feel safe

TED2014 • 11:59 • Filmed Mar 2014

 34 subtitle languages 

 View interactive transcript

 Return to talk



Select language

English

TED2014 • Filmed March 2014 • 11:59

Simon Sinek: Why good leaders make you feel safe

00:11

There's a man by the name of Captain William Swenson who recently was awarded the congressional Medal of Honor for his actions on September 8, 2009.

00:24

On that day, a column of American and Afghan troops were making their way through a part of Afghanistan to help protect a group of government officials, a group of Afghan government officials, who would be meeting with some local village elders. The column came under ambush, and was surrounded on three sides, and amongst many other things, Captain Swenson was recognized for running into live fire to rescue the wounded and pull out the dead. One of the people he rescued was a sergeant, and he and a comrade were making their way to a medevac helicopter.

01:07

And what was remarkable about this day is, by sheer coincidence, one of the medevac medics happened to have a GoPro camera on his helmet and captured the whole scene on camera. It shows Captain Swenson and his comrade bringing this wounded soldier who had received a gunshot to the neck. They put him in the helicopter, and then you see Captain Swenson bend over and give him a kiss before he turns around to rescue more.

01:43

I saw this, and I thought to myself, where do people like that come from? What is that? That is some deep, deep emotion, when you would want to do that. There's a love there, and I wanted to know why is it that I don't have people that I work with like that? You know, in the military, they give medals to people who are willing to sacrifice themselves so that others may gain. In business, we give bonuses to people who are willing to sacrifice others so that we may gain. We have it backwards. Right? So I asked myself, where do people like this come from? And my initial conclusion was that they're just better people. That's why they're attracted to the military. These better people are attracted to this concept of service. But that's completely wrong. What I learned was that it's the environment, and if you get the environment right, every single one of us has the capacity to do these remarkable things, and more importantly, others have that capacity too. I've had the great honor of getting to meet some of these, who we would call heroes, who have put themselves and put their lives at risk to save others, and I asked them, "Why would you do it? Why did you do it?" And they all say the same thing: "Because they would have done it for me." It's this deep sense of trust and cooperation. So trust and cooperation are really important here. The problem with concepts of trust and cooperation is that they are feelings, they are not instructions. I can't simply say to you, "Trust me," and you will. I can't simply instruct two people to cooperate, and they will. It's not how it works. It's a feeling.

03:17

So where does that feeling come from? If you go back 50,000 years to the Paleolithic era, to the early days of Homo sapiens, what we find is that the world was filled with danger, all of these forces working very, very hard to kill us. Nothing personal. Whether it was the weather, lack of resources, maybe a saber-toothed tiger, all of these things working to reduce our lifespan. And so we evolved into social animals, where we lived together and worked together in what I call a circle of safety, inside the tribe, where we felt like we belonged. And when we felt safe amongst our own, the natural reaction was

trust and cooperation. There are inherent benefits to this. It means I can fall asleep at night and trust that someone from within my tribe will watch for danger. If we don't trust each other, if I don't trust you, that means you won't watch for danger. Bad system of survival.

04:12

The modern day is exactly the same thing. The world is filled with danger, things that are trying to frustrate our lives or reduce our success, reduce our opportunity for success. It could be the ups and downs in the economy, the uncertainty of the stock market. It could be a new technology that renders your business model obsolete overnight. Or it could be your competition that is sometimes trying to kill you. It's sometimes trying to put you out of business, but at the very minimum is working hard to frustrate your growth and steal your business from you. We have no control over these forces. These are a constant, and they're not going away.

04:46

The only variable are the conditions inside the organization, and that's where leadership matters, because it's the leader that sets the tone. When a leader makes the choice to put the safety and lives of the people inside the organization first, to sacrifice their comforts and sacrifice the tangible results, so that the people remain and feel safe and feel like they belong, remarkable things happen.

05:12

I was flying on a trip, and I was witness to an incident where a passenger attempted to board before their number was called, and I watched the gate agent treat this man like he had broken the law, like a criminal. He was yelled at for attempting to board one group too soon. So I said something. I said, "Why do you have to treat us like cattle? Why can't you treat us like human beings?" And this is exactly what she said to me. She said, "Sir, if I don't follow the rules, I could get in trouble or lose my job." All she was telling me is that she doesn't feel safe. All she was telling me is that she doesn't trust her leaders. The reason we like flying Southwest Airlines is not because they necessarily hire better people. It's because they don't fear their leaders.

06:06

You see, if the conditions are wrong, we are forced to expend our own time and energy to protect ourselves from each other, and that inherently weakens the organization. When we feel safe inside the organization, we will naturally combine our talents and our strengths and work tirelessly to face the dangers outside and seize the opportunities.

06:27

The closest analogy I can give to what a great leader is, is like being a parent. If you think about what being a great parent is, what do you want? What makes a great parent? We want to give our child opportunities, education, discipline them when necessary, all so that they can grow up and achieve more than we could for ourselves. Great leaders want exactly the same thing. They want to provide their people opportunity, education, discipline when necessary, build their self-confidence, give them the opportunity to try and fail, all so that they could achieve more than we could ever imagine for ourselves.

06:58

Charlie Kim, who's the CEO of a company called Next Jump in New York City, a tech company, he makes the point that if you had hard times in your family, would you ever consider laying off one of your children? We would never do it. Then why do we consider laying off people inside our organization? Charlie implemented a policy of lifetime employment. If you get a job at Next Jump, you cannot get fired for performance issues. In fact, if you have issues, they will coach you and they will give you support, just like we would with one of our children who happens to come home with a C from school. It's the complete opposite.

07:36

This is the reason so many people have such a visceral hatred, anger, at some of these banking CEOs with their disproportionate salaries and bonus structures. It's not the numbers. It's that they have violated the very definition of leadership. They have violated this deep-seated social contract. We know that they allowed their people to be sacrificed so they could protect their own interests, or worse, they sacrificed their people to protect their own interests. This is what so offends us, not the numbers. Would anybody be offended if we gave a \$150 million bonus to Gandhi? How about a \$250 million bonus to Mother Teresa? Do we have an issue with that? None at all. None at all. Great leaders would never sacrifice the people to save the numbers. They would sooner sacrifice the numbers to save the people.

08:25

Bob Chapman, who runs a large manufacturing company in the Midwest called Barry-Wehmiller, in 2008 was hit very hard by the recession, and they lost 30 percent of their orders overnight. Now in a large manufacturing company, this is a big deal, and they could no longer afford their labor pool. They needed to save 10 million dollars, so, like so many companies today, the board got together and discussed layoffs. And Bob refused. You see, Bob doesn't believe in head counts. Bob believes in heart counts, and it's much more difficult to simply reduce the heart count. And so they came up with a furlough program. Every employee, from secretary to CEO, was required to take four weeks of unpaid vacation. They could take it any time they wanted, and they did not have to take it consecutively. But it was how Bob announced the program that mattered so much. He said, it's better that we should all suffer a little than any of us should have to suffer a lot, and morale went up. They saved 20 million dollars, and most importantly, as would be expected, when the people feel safe and protected by the leadership in the organization, the natural reaction is to trust and cooperate. And quite spontaneously, nobody expected, people started trading with each other. Those who could afford it more would trade with those who could afford it less. People would take five weeks so that somebody else only had to take three.

09:58

Leadership is a choice. It is not a rank. I know many people at the seniormost levels of organizations who are absolutely not leaders. They are authorities, and we do what they say because they have authority over us, but we would not follow them. And I know many people who are at the bottoms of organizations who have no authority and they are absolutely leaders, and this is because they have chosen to look after the person to the left of them, and they have chosen to look after the person to

the right of them. This is what a leader is.

10:30

I heard a story of some Marines who were out in theater, and as is the Marine custom, the officer ate last, and he let his men eat first, and when they were done, there was no food left for him. And when they went back out in the field, his men brought him some of their food so that he may eat, because that's what happens. We call them leaders because they go first. We call them leaders because they take the risk before anybody else does. We call them leaders because they will choose to sacrifice so that their people may be safe and protected and so their people may gain, and when we do, the natural response is that our people will sacrifice for us. They will give us their blood and sweat and tears to see that their leader's vision comes to life, and when we ask them, "Why would you do that? Why would you give your blood and sweat and tears for that person?" they all say the same thing: "Because they would have done it for me." And isn't that the organization we would all like to work in?

11:44

Thank you very much.

11:47

Thank you. (Applause)

11:50

Thank you. (Applause)

Programs & initiatives

TEDx

TED Prize

TED Fellows

TED Ed

Open Translation Project

TED Books

TED Institute

Ways to get TED

TED Radio Hour on NPR

More ways to get TED



Simon Sinek:

How great leaders inspire action

TEDxPuget Sound · 18:04 · Filmed Sep 2009

 43 subtitle languages 

 [View interactive transcript](#)

 [Return to talk](#)

Subtitles and Transcript

Select language

English

00:12

How do you explain when things don't go as we assume? Or better, how do you explain when others

are able to achieve things that seem to defy all of the assumptions? For example: Why is Apple so innovative? Year after year, after year, they're more innovative than all their competition. And yet, they're just a computer company. They're just like everyone else. They have the same access to the same talent, the same agencies, the same consultants, the same media. Then why is it that they seem to have something different? Why is it that Martin Luther King led the Civil Rights Movement? He wasn't the only man who suffered in pre-civil rights America, and he certainly wasn't the only great orator of the day. Why him? And why is it that the Wright brothers were able to figure out controlled, powered man flight when there were certainly other teams who were better qualified, better funded -- and they didn't achieve powered man flight, and the Wright brothers beat them to it. There's something else at play here.

01:17

About three and a half years ago, I made a discovery. And this discovery profoundly changed my view on how I thought the world worked, and it even profoundly changed the way in which I operate in it. As it turns out, there's a pattern. As it turns out, all the great inspiring leaders and organizations in the world, whether it's Apple or Martin Luther King or the Wright brothers, they all think, act and communicate the exact same way. And it's the complete opposite to everyone else. All I did was codify it, and it's probably the world's simplest idea. I call it the golden circle.

02:07

Why? How? What? This little idea explains why some organizations and some leaders are able to inspire where others aren't. Let me define the terms really quickly. Every single person, every single organization on the planet knows what they do, 100 percent. Some know how they do it, whether you call it your differentiated value proposition or your proprietary process or your USP. But very, very few people or organizations know why they do what they do. And by "why" I don't mean "to make a profit." That's a result. It's always a result. By "why," I mean: What's your purpose? What's your cause? What's your belief? Why does your organization exist? Why do you get out of bed in the morning? And why should anyone care? As a result, the way we think, we act, the way we communicate is from the outside in, it's obvious. We go from the clearest thing to the fuzziest thing. But the inspired leaders and the inspired organizations -- regardless of their size, regardless of their industry -- all think, act and communicate from the inside out.

03:13

Let me give you an example. I use Apple because they're easy to understand and everybody gets it. If Apple were like everyone else, a marketing message from them might sound like this: "We make great



TEDxPuget Sound · Filmed September 2009 · 18:04

Simon Sinek: How great leaders inspire action

buy one?" "Meh." "One, that's how we do it and we expect our law firm: We have the best lawyers with the biggest clients, we always perform for our clients. Here's our new car: It gets great gas mileage, it has leather seats. Buy our car. But it's uninspiring.

04:00

Here's how Apple actually communicates. "Everything we do, we believe in challenging the status quo. We believe in thinking differently. The way we challenge the status quo is by making our products beautifully designed, simple to use and user friendly. We just happen to make great computers. Want to buy one?" Totally different, right? You're ready to buy a computer from me. I just reversed the order of the information. What it proves to us is that people don't buy what you do; people buy why you do it.

04:35

This explains why every single person in this room is perfectly comfortable buying a computer from Apple. But we're also perfectly comfortable buying an MP3 player from Apple, or a phone from Apple, or a DVR from Apple. As I said before, Apple's just a computer company. Nothing distinguishes them structurally from any of their competitors. Their competitors are equally qualified to make all of these products. In fact, they tried. A few years ago, Gateway came out with flat-screen TVs. They're eminently qualified to make flat-screen TVs. They've been making flat-screen monitors for years. Nobody bought one. Dell came out with MP3 players and PDAs, and they make great quality products, and they can make perfectly well-designed products -- and nobody bought one. In fact, talking about it now, we can't even imagine buying an MP3 player from Dell. Why would you buy one from a computer company? But we do it every day. People don't buy what you do; they buy why you do it. The goal is not to do business with everybody who needs what you have. The goal is to do business with people who believe what you believe.

05:47

Here's the best part: None of what I'm telling you is my opinion. It's all grounded in the tenets of biology. Not psychology, biology. If you look at a cross-section of the human brain, from the top down, the human brain is actually broken into three major components that correlate perfectly with the golden circle. Our newest brain, our Homo sapien brain, our neocortex, corresponds with the "what" level. The neocortex is responsible for all of our rational and analytical thought and language. The middle two sections make up our limbic brains, and our limbic brains are responsible for all of our feelings, like trust and loyalty. It's also responsible for all human behavior, all decision-making, and it has no capacity for language.

06:35

In other words, when we communicate from the outside in, yes, people can understand vast amounts of complicated information like features and benefits and facts and figures. It just doesn't drive behavior. When we can communicate from the inside out, we're talking directly to the part of the brain that controls behavior, and then we allow people to rationalize it with the tangible things we say and do. This is where gut decisions come from. Sometimes you can give somebody all the facts and figures, and they say, "I know what all the facts and details say, but it just doesn't feel right." Why would we use that verb, it doesn't "feel" right? Because the part of the brain that controls decision-making doesn't control language. The best we can muster up is, "I don't know. It just doesn't feel right." Or sometimes you say you're leading with your heart or soul. I hate to break it to you, those aren't other body parts controlling your behavior. It's all happening here in your limbic brain, the part of the brain that controls decision-making and not language.

07:29

But if you don't know why you do what you do, and people respond to why you do what you do, then how will you ever get people to vote for you, or buy something from you, or, more importantly, be loyal and want to be a part of what it is that you do. The goal is not just to sell to people who need what you have; the goal is to sell to people who believe what you believe. The goal is not just to hire people who need a job; it's to hire people who believe what you believe. I always say that, you know, if you hire people just because they can do a job, they'll work for your money, but if they believe what you believe, they'll work for you with blood and sweat and tears. Nowhere else is there a better example than with the Wright brothers.

08:14

Most people don't know about Samuel Pierpont Langley. And back in the early 20th century, the pursuit of powered man flight was like the dot com of the day. Everybody was trying it. And Samuel Pierpont Langley had, what we assume, to be the recipe for success. Even now, you ask people, "Why did your product or why did your company fail?" and people always give you the same permutation of the same three things: under-capitalized, the wrong people, bad market conditions. It's always the same three things, so let's explore that. Samuel Pierpont Langley was given 50,000 dollars by the War Department to figure out this flying machine. Money was no problem. He held a seat at Harvard and worked at the Smithsonian and was extremely well-connected; he knew all the big minds of the day. He hired the best minds money could find and the market conditions were fantastic. The New York Times followed him around everywhere, and everyone was rooting for Langley. Then how come we've never heard of Samuel Pierpont Langley?

09:15

A few hundred miles away in Dayton Ohio, Orville and Wilbur Wright, they had none of what we consider to be the recipe for success. They had no money; they paid for their dream with the proceeds from their bicycle shop; not a single person on the Wright brothers' team had a college education, not even Orville or Wilbur; and The New York Times followed them around nowhere.

09:38

The difference was, Orville and Wilbur were driven by a cause, by a purpose, by a belief. They believed that if they could figure out this flying machine, it'll change the course of the world. Samuel Pierpont Langley was different. He wanted to be rich, and he wanted to be famous. He was in pursuit of the result. He was in pursuit of the riches. And lo and behold, look what happened. The people who believed in the Wright brothers' dream worked with them with blood and sweat and tears. The others just worked for the paycheck. They tell stories of how every time the Wright brothers went out, they would have to take five sets of parts, because that's how many times they would crash before supper.

10:19

And, eventually, on December 17th, 1903, the Wright brothers took flight, and no one was there to even experience it. We found out about it a few days later. And further proof that Langley was motivated by the wrong thing: The day the Wright brothers took flight, he quit. He could have said, "That's an amazing discovery, guys, and I will improve upon your technology," but he didn't. He wasn't

first, he didn't get rich, he didn't get famous, so he quit.

10:50

People don't buy what you do; they buy why you do it. If you talk about what you believe, you will attract those who believe what you believe.

10:58

But why is it important to attract those who believe what you believe? Something called the law of diffusion of innovation, if you don't know the law, you know the terminology. The first 2.5% of our population are our innovators. The next 13.5% of our population are our early adopters. The next 34% are your early majority, your late majority and your laggards. The only reason these people buy touch-tone phones is because you can't buy rotary phones anymore.

11:28

(Laughter)

11:30

We all sit at various places at various times on this scale, but what the law of diffusion of innovation tells us is that if you want mass-market success or mass-market acceptance of an idea, you cannot have it until you achieve this tipping point between 15 and 18 percent market penetration, and then the system tips. I love asking businesses, "What's your conversion on new business?" They love to tell you, "It's about 10 percent," proudly. Well, you can trip over 10% of the customers. We all have about 10% who just "get it." That's how we describe them, right? That's like that gut feeling, "Oh, they just get it."

12:05

The problem is: How do you find the ones that get it before doing business versus the ones who don't get it? So it's this here, this little gap that you have to close, as Jeffrey Moore calls it, "Crossing the Chasm" -- because, you see, the early majority will not try something until someone else has tried it first. And these guys, the innovators and the early adopters, they're comfortable making those gut decisions. They're more comfortable making those intuitive decisions that are driven by what they believe about the world and not just what product is available. These are the people who stood in line for six hours to buy an iPhone when they first came out, when you could have bought one off the shelf the next week. These are the people who spent 40,000 dollars on flat-screen TVs when they first came out, even though the technology was substandard. And, by the way, they didn't do it because the technology was so great; they did it for themselves. It's because they wanted to be first. People don't buy what you do; they buy why you do it and what you do simply proves what you believe. In fact, people will do the things that prove what they believe. The reason that person bought the iPhone in the first six hours, stood in line for six hours, was because of what they believed about the world, and how they wanted everybody to see them: They were first. People don't buy what you do; they buy why you do it.

13:27

So let me give you a famous example, a famous failure and a famous success of the law of diffusion of innovation. First, the famous failure. It's a commercial example. As we said before, the recipe for success is money and the right people and the right market conditions. You should have success then. Look at TiVo. From the time TiVo came out about eight or nine years ago to this current day, they are the single highest-quality product on the market, hands down, there is no dispute. They were extremely well-funded. Market conditions were fantastic. I mean, we use TiVo as verb. I TiVo stuff on my piece-of-junk Time Warner DVR all the time.

14:05

(Laughter)

14:07

But TiVo's a commercial failure. They've never made money. And when they went IPO, their stock was at about 30 or 40 dollars and then plummeted, and it's never traded above 10. In fact, I don't think it's even traded above six, except for a couple of little spikes.

14:23

Because you see, when TiVo launched their product, they told us all what they had. They said, "We have a product that pauses live TV, skips commercials, rewinds live TV and memorizes your viewing habits without you even asking." And the cynical majority said, "We don't believe you. We don't need it. We don't like it. You're scaring us."

14:47

What if they had said, "If you're the kind of person who likes to have total control over every aspect of your life, boy, do we have a product for you. It pauses live TV, skips commercials, memorizes your viewing habits, etc., etc." People don't buy what you do; they buy why you do it, and what you do simply serves as the proof of what you believe.

15:11

Now let me give you a successful example of the law of diffusion of innovation. In the summer of 1963, 250,000 people showed up on the mall in Washington to hear Dr. King speak. They sent out no invitations, and there was no website to check the date. How do you do that? Well, Dr. King wasn't the only man in America who was a great orator. He wasn't the only man in America who suffered in a pre-civil rights America. In fact, some of his ideas were bad. But he had a gift. He didn't go around telling people what needed to change in America. He went around and told people what he believed. "I believe, I believe, I believe," he told people. And people who believed what he believed took his cause, and they made it their own, and they told people. And some of those people created structures to get the word out to even more people. And lo and behold, 250,000 people showed up on the right day at the right time to hear him speak.

16:16

How many of them showed up for him? Zero. They showed up for themselves. It's what they believed about America that got them to travel in a bus for eight hours to stand in the sun in Washington in the

middle of August. It's what they believed, and it wasn't about black versus white: 25% of the audience was white.

16:38

Dr. King believed that there are two types of laws in this world: those that are made by a higher authority and those that are made by men. And not until all the laws that are made by men are consistent with the laws made by the higher authority will we live in a just world. It just so happened that the Civil Rights Movement was the perfect thing to help him bring his cause to life. We followed, not for him, but for ourselves. By the way, he gave the "I have a dream" speech, not the "I have a plan" speech.

17:07

(Laughter)

17:11

Listen to politicians now, with their comprehensive 12-point plans. They're not inspiring anybody. Because there are leaders and there are those who lead. Leaders hold a position of power or authority, but those who lead inspire us. Whether they're individuals or organizations, we follow those who lead, not because we have to, but because we want to. We follow those who lead, not for them, but for ourselves. And it's those who start with "why" that have the ability to inspire those around them or find others who inspire them.

17:52

Thank you very much.

17:53

(Applause)

Programs & initiatives

TEDx

TED Prize

TED Fellows

TED Ed

Open Translation Project

TED Books

TED Institute