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I want to first congratulate each of you on your graduation. It seems like not too long ago that I graduated. But it was actually a long time ago. And I want to wish you all the success and luck moving forward. Just the fact that you're watching this right now, it tells me a lot about who you are, in terms of your desire to be a lifelong learner, I hope that you'll just continue that, that habit throughout all of your life, most successful people habit habits. So we're going to talk today about teams, and specifically how you can become a better teammate. And make your team better as a result, many of you have belonged to teams in the past. And as you enter into the world of work, and into your careers you're going to believe belong to teams in the future. And so I hope today to share just a couple things with you, that will matter. And I will tell you, they'll not only just matter as becoming a better teammate, but they will also matter in your relationships. I've been told by many people, as I share these concepts all over the country, that people feel like their personal relationships are improving as well. And that's because teams are about relationships, and the better you can get at strengthening your relationships on teams, the better your team will be overall. And so fundamentally at their core teams are about relationships. So that's why you'll see some of these things applicable just to your life and all the relationships. If you notice that I want to start off with a story of a man who's driving down a country road. And he became distracted just for a few seconds just for a moment and he took his truck into a forefoot ditch. Now, the good news was the man wasn't hurt. But the bad news was he was completely lost. He didn't know where he was. But he spotted a farmhouse about a quarter mile away, it decided to go there and ask for help. When he got there, he knocked on the weather door. And an old farmer answered, the man explained the situation. And the farmer basically just told him he didn't do farming anymore. But he didn't have a tractor that could pull him out. But he did have something that could help. And he pointed to an old mule in the field. And he said old Andy, all the

handy can get your truck out of the ditch. The man had no idea



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how this whole meal was getting kid his truck out of the ditch. But he had another no other choice. So the farmer, the man at old Andy took the walk to the truck. When they got there. A farmer hooked up the reins over to me and then hooked it up to the to the truck and he began to yell, Paul, Jim, Paul, Paul, Paul, John, Paul, Henry, Paul, Andy, and that mule pulled that truck right out of the ditch. The man was completely floored, amazed. And he thanked the farmer. And he kept thanking the farmer for getting this truck out of that ditch. And he asked the farmer, why did you call all those other names? And the farmer replied, Well, you see all and he is about blind these days. But as long as he believes that he has a team pulling with him, he can do anything. And it's true. As long as we believe we have people pulling with us. We have a team pulling with us, we can do anything. And more importantly, as long as our billet team believes that we're pulling with them as well, we can do anything you see, you can't control the team, but you can control yourself. And that's something we'll talk about here. In a minute, I want you to think about for a minute, a team that you belong to, because teams are absolutely magical. And you've heard it said before, you can do so much more together than you can alone. But what's a magical team that you belong to? In the past, it could have been a medical team and athletic team, a volunteer team, a project team and school orchestra, you know, what's the best team that you ever belong to or a team that you've, you've seen before you observed that you got that team? Now I want you to think about what made that team so special? What was the magical or secret sauce? That team? When I asked this question to audiences that I speak to oftentimes I'll hear things from people like, well, they just seem to care. Everybody seemed to care about each other. They were selfless. They were putting others needs before their own. Everybody was kind everybody was respectful. We trusted each other people were accountable. People were positive. These are the types of things I hear as I go out and ask that question. Here's the thing. And most of all of the responses I hear, none of them require talent. They're just a matter of attitude. And so the things I'll share with you today are It's just a matter of attitude. It's just about having the right attitude, anybody can do them. And here's the thing, teamwork, always Trump's talent. And if you come to with the right attitude, and the rest of your team members have the right attitude, you can do all these magical things. More than ever, companies are seeing teamwork as a competitive advantage. But you will find again, that teamwork is really more about attitude than it is about talent. A lot of people will ask me, in the last couple years since I wrote the book, they'll ask me, Why title you are the team? Not? We are the team, for example. And I think that's an interesting question. I mean, you are the team obviously catches your attention, because we're always taught, there's no I in team, right. There's no human team. It's, it's we, but I always like to say it's me work first,

then the teamwork. And then the dream work, it has to start with you. First, you have to bring you and without you. And without you bringing your uniqueness and your commitment to the team, there isn't a team, at least not a great team. And of course, you want to belong to a great team, and you want to do your part and belong into a great team. And there are lots of benefits here. And I'll cover just a minute around why belonging why bringing you really makes sense on key benefits to you. Personally, when I say you have to bring you I'm talking about you bring all of your uniqueness. You have a unique set of experiences, and history that nobody else is live, you have a unique, you have unique perspectives that nobody else has heard. But your team will need you to be bold direct, don't need to have you here, they'll need to have you shared those perspectives, even though you may be feel uncomfortable doing it, they need to hear them, you bring a unique set of gifts and talents that the team doesn't have. But that you can compliment the team with. There is nobody like you who's ever lived exactly like he was ever lived, who is living or who will ever live. And when you bring you it makes a difference. But you also have to bring your commitment, ultimately, to the team.



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And that commitment revolves around what I call my six B's to being an effective teammate. To be selfless, to be trustworthy, to be humble, to be positive, to be respectful and be great, we're going to dive into just three concepts out of 21 concepts that hang on those six B's today. And I promise you, if you will get in the habit of using these three very important concepts to being a great teammate. It will make a big impact on your employment wherever you are. And I'll make an impact on your teams, which will make an impact on you. Let's dive into the first of all, before we do that, let me talk I told you, I was going to tell you about why this matters. What's in it for your what I call the width of the wi I FM, what's in it for you, well, great teammates are, are regularly paid more. With their work. They're valued more by companies, they're happier. Because when you are thinking about others, when you're a great teammate, thinking about others, you're serving others. And as you're serving others these things this chemical called endorphins kicks in, and that just makes you happier. And when you are when you have these endorphins kicking in, that means less stress, which makes you healthier, great teammates are seen as leaders on their teams, great teammates are, are liked more by others. And here's the thing. And I've noticed that all of my corporate career. And now as I develop teams, great teammates, people who can be great team players, just have opportunities fall in their laps. So if there's any reason at all, for you, to bring everything you can as a teammate, and to be a team player, then those are some of the reasons. But I think personally more important than anything, is the opportunity to create magic on your team. And all the things I'm going to talk about today are contagious, and they start with you. Let's talk about the first one which is surface service is one of the 21 concepts. To be selfless is

actually the first beat that I can talk about in my book, service changes hearts, and changed hearts change teams. Let me give you a quick example that I could give you a lot of stories of how this works. But let me give you one that I feel like you can relate to immediately because you just graduated. I had a student of mine I teach part time here at the local university. And one of the assignments that I give is to have them talk about how service has affected a team they belong to. And this particular student shared the experience of a project team that she was put on. She said we didn't get along very well. We had a lot of conflicts in terms of personality. And people just stopped caring more and some of the things that you see on teams when people stop caring more is they start showing up late They don't fulfill the things they said they would do. And that was what was happening on her team, we get a drink of water here. She said that was that was really, our team was really becoming big time dysfunctional. But she said after one class, one particular evening when it had been snowing during class, she came out. And you can see all the cars had snow covered in the windows, and she was thinking herself why I don't look forward to get in the shop, getting the snow off of my windows. But when she got closer to the car, she noticed that the snow had already been brushed off for Windows. And she looked around. And what she saw was the snow removed off of other cars as well. They were her teammates cars, and one of her teammates on that team had made the choice to go to the cars of every member of her team and wipe the snow off for them and act of service. She said that one act of service completely changed how her team started functioning from that day



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forward.



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Because her because of this one teammate, they started spending more time with each other, getting to know each other, liking each other more serving each other more. It's all because of this thing I call the service effect. Let me talk about what this looks like and what this looks like in your life. Because this is true in all of your relationships. The more we serve people, including teammates, the more we start caring about them. And the more we start caring about them, this magical thing begins to happen. In 1974, Philip Koontz was a sociologist who, who, during the Christmas season had gotten a record number of Christmas cards. Now he had never received that many Christmas cards over a dozen a day, it's sometimes some points. They were in all kinds of shapes, sizes, assortment, some of them included one or two page letters ready to fill up in his family know how this family who had sent him a letter was doing and included photos of recent graduations and new

homes and in all kinds of stuff. And the basic message in these cards was these people want to fill up in his family to know that they cared about him. The problem is, or because this May all seem very normal. But the problem is Philip didn't know any of these people. They were complete strangers to him. As I said he was a sociologist at Brigham Young University. And he had decided earlier on that year to send out 600 Christmas cards to see what would happen. And he got over 200 cards back over 200 cards back. You can probably imagine the reaction people were getting when they saw this fill this card from Filipinas family. And they're thinking to themselves Is this a second cousin, third cousin, Martha, do you know this person? I don't know them, but we better send them a card. Well, this is what we call the law of reciprocity. But we do nice things for others like sending them a Christmas card. People feel at least a desire. In many times, they act in a way that they want to give back to us. So when we do something nice, they want to do something nice in return. And that's what had happened with this student and her team is once teammate one, one person on our team decided to step up, brush the snow off of every team members car. And this service effect kicked into place, they started caring more about each other, they started serving each other more. It's a wonderful effect. And it's a wonderful effect on relationships as well. I will tell you, I had a student of mine. One year, when I was talking about this effect, she came up to me and she said I just had an aha moment. She said I realize now like my parents divorce. She said my father stopped serving my mother. What happens in our relationships is when we stop thinking about others and again, teams that their fundamental core about relationships, when we stop thinking about others. That relationship quickly becomes dysfunctional. You can look at any relationship and that will be the case. And it's not just one act of service in this case, one teammate stepped up and it created this effect throughout the whole team where they were regularly serving each other and thinking about others first. But but it is the consistent acts over time that really matter and make a difference. So I want to challenge you today to do one kind act today for somebody. I know a CEO once who took five marbles, placed them in his right pocket, and he said by the end of the day I want to give away five compliments. This is specific, genuine, timely compliments to people. And as he would give one compliment he moved that marble to the To the other pocket, by the end of the day, you can take all five of those pockets, or all five of those marbles out of his pocket, put them on his dresser. And the next morning, do the same thing and repeat it until he got in the habit of complimenting others, you can do the same thing with service and kind acts and and compliments are a form of service. But I want to encourage you to get into the habit of serving right now. Find somebody today, and you know, get a coin, get something that you can take in one pocket and put it together, do something kind for somebody else, see the effect it has, it'll have an effect on you. And it'll have an effect on those that you're serving. And it is absolutely powerful. And it's one thing I would highly encourage you to think about when you get your first job and you're part of a team. Let's talk about the second principle, this is under the be of be trustworthy. And



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here's the thing.



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In reality, and all of us need to do this, we need to learn to care more about our teams and what we fear about our teams, or we need to learn to care more about others than what we fear about others. And what I'm specifically talking about here is the fear of being bold and direct and honest with others. It's something quite honestly that cripples teams in in very, in ways that you don't see. And what I mean by that is, teams are so much more efficient. When people are both direct and honest with each other. Instead of playing, you know what we get on teams and you'll see this as you get to it on the teams and and work wherever that work may be. But there are politics. But those politics go away when we learn to be more both direct and honest with each other. Steve Jobs. Many of you know is a quote was a co founder of apple and their CEO and Chairman at one time. And he tells a story of when he was young boy, now this this was a Steve Jobs was never afraid of conflict. If you've read anything about him, you know that. And maybe some of these experiences like the one I'm gonna share with you now is something that shaped him to be able to be more direct and honest, I wasn't always respectful. And I like to add that being both direct and honest, also means you're respectful, you're thinking about others. First, you're not just trying to meet your own agenda, whatever that is. But Steve Jobs tells a story of an older gentleman up his street who we'd go visit regularly. That man was in his garage, and he was tinkering with a machine. And Steve asked him what the machine was. And this man had told him to go out and get the roughest dirtiest rocks that he could find and bring them back. And so Steve did that. The man put these rocks in this machine, he put some fluid in there. And that machine, he turned it on the machine was really loud. There's a lot of knocks, and clicking and just a lot of rough noises coming out of machine, he told Steve to come back the next morning, and that he would show him what happened, rocks will steep it got there. And the man pulled out the rocks. And he said look at him now. And of course it was a rock polishing machine, the rocks were completely polished, they were very different than the ones that Steve had put in there earlier. Steven used jobs use this as an example of how teams work. He said in order for teams to be effective, they have to engage in conflict, their hat, you have to become comfortable with uncomfortable things. The teams have to bump up against each other, there has to be friction, there has to be noise, there has to be a lot of things that just are not easy. But in the long term, it'll help that team because that team will become more efficient. If you think about it, if you're in a meeting, for example, at work, your career, whatever it might be, and you're hearing something that you don't agree with, and you feel you have a better idea. If you fail to speak up and people direct and honest, then your team will suffer

because of that. Because your idea might have changed completely the direction that team was heading, just because you made the choice to speak up. both direct and honest teammates are seen as trustworthy teammates as well, trustworthy people. And so I'm gonna encourage you to be bold, direct and honest. Now. I always like to use this slide when I'm talking to others. And here's the question I asked is what you tell her. She has been itching her teeth? And I think most of you would probably say you would. Why do I know that? Because that's what I asked people by raise their hands. How many of you would tell her she has finished it? Almost all the hands go up. But the reality is, while you would like to think you would most of you would not now a few of you because that's just your personality. But most of you would not tell her she has spinach in her teeth. From there. I like to break them into groups and discussions and have them talk about examples of where they have spinach in their teeth and nobody told them or they saw somebody else walk around with spinach in their teeth and go He told them, and I tell it's not just spinach, I want you to come up with stories of anything it could be, you walk out of the bathroom, and you have a six inch slice of toilet paper. trailing behind you, as you go throughout the office, you've probably seen that happen with people before. Or it could be one example that he shared with me is that she had put makeup on that morning didn't realize that was a little more orange, orange than it should have



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been. She walked around the office all day and not one woman told her that her makeup was orange until she got to the bathroom two or three days later, two or three hours later, and was in complete shock and surprise, and even a little anger that nobody told her. She had an orange face that she was walking around the office with. So there are when I when we start sharing these stories, people start realizing that we do not because everybody has a story that we can we are not bold, direct and honest enough with people. And I always ask the question why? Why are you not pulled direct and honest. And people oftentimes will say, Well, I don't want to embarrass them. like walking around with spinach in your teeth all day isn't embarrassing. You tell me which one which level embarrassment that person would prefer. They prefer you tell them and you're going to get the opportunity at some point to work on a team or you're going to be asked for example, for somebody, somebody's going to ask for your feedback around a presentation, or, or just want feedback on something that some kind of discussion need to have. And they want to know your opinion. Or, or they just want to show you something, they just completed some project that they complete, and they want your feedback. And you're looking at that project. For example, say That's horrible. That's what you're thinking in your mind. But you don't have the guts to tell them. Well, that's not good for you. That's not good for your teammate. And that's not good for the organization. So I want you This is the tip I want to give you around this is start caring more care enough to people direct and honest with

people. And it starts by pointing out the spinach in people's mouth finals and start speaking up and you'll start becoming a little more comfortable. There are other ways to get that on TV as well, which we won't go into. But for you personally, you can make that commitment today to be more direct and honest and bold with others. Here's the real reason why we don't tell people have spinach in their teeth. It's because we just don't care. And that's the thing that nobody, when I ask that question, nobody comes up with that answer. Nobody says it's just because we don't care. But that is the real reason behind it. We just don't care, or we don't care enough anyways. So learn to care more about your team than what you fear about your team. That's real key. And the way you do that is I'm going to give you another tip here. When you get on your first team, your career team, whatever it might be, whatever it might look like start building relationships, start getting to know every person on that team, start serving them, start finding ways to think about them first. And as you do that, you get the habit of thinking about them first and serving them. And you get in the habit of being bold and honest with them, it'll become easier, and you start caring more. Alright, the third principle, and final principle around this is proactively seeking feedback. This is under the be of the third view, which is to be humble. getting feedback is a gift. And you hear that all time. It's almost cliché, isn't it. Feedback is a gift. But it really, really is, if you think about it, it's probably the one thing you could do to ensure your success more than anything else. Your success in employment, your success in relationships, your success in athletics, whatever it may be. Feedback is a true gift. And it's a gift to you from the team, when you get it from the team when you get it from teammates, but it's also a gift to the team from you. Because as you improve, everybody improves. Everybody gets better when you improve a number of years back. I was having an argument



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with my wife one afternoon. And I got frustrated and I just blurted out, just give me give me five things that I can work on and prove honey, just give me five things. I thought that would probably take her a couple days and she most likely would forget about it. And I was thinking we just be arguing anymore. So that was a good thing. But now she was back like in. She was back like two minutes with that list of five things. I mean, she literally went as fast as she could write those things. She got it back to me about Be careful what you ask for right? But here's the thing. That's not true. When we asked for things, that's how we get better. I went to work on that list. I took that list everywhere I went and I was on it. This consulting trip in South Dakota, I was unpacking my bags. And on top of my bag as I was unpacking, I noticed this list, I thought, why do you put that list there, I put it actually the bottom of my bag for some reason in Cedar City, Utah, where I live, this little, small, convenient small airport. Every time my bag goes through security, they check it. So I didn't want them encountering all my dirty laundry, you know, in terms of this list of five

things. So I put it in the bottom. And I said, Well, I thought, well, either they placed it there, oh, my wife place it there, I took the list from the top of my luggage, and looked at it. And my wife had added five more things. So now I had 10 things to get better at and to improve. And you know what I never would have known what I need to improve. If I hadn't asked. And I really feel to this day, many years later, I am a much better husband. Because I do things that that have helped me improve that she's given me feedback on and so I think it's like that with anything in life or again, relationships, business, teamwork, athletics, it doesn't matter. If you are actively seeking feedback, it will make a difference in your life. And this is the reason why there's this quadrant, this, this, this table here called to Harvey's window. And you'll see there's there's four quadrants here, and in the bottom right is this quadrant of unknown. And if you've taken a psychology class, you've probably seen this. Beside known areas, things that people don't know about you and others that you don't talk about yourself. It's it's almost doesn't even exist, right. But it's there. But there's really nothing we could do about it, because nobody knows it. Then there's this area in terms of this quantum called hidden, and these the things others don't know. And I know about myself, you know, the fact for example, that I eat a box of Twinkies every night before I go to bed, because it helps me sleep better. It's something that I know, but I would never share with anybody else because they think I was a pig. And I'm just kidding, I don't really eat a box of Twinkies, although one or two at night, will help me just, I don't know, you eat Twinkies. But these could be your deepest, darkest secrets that you don't share with others. And then there's this arena, these are the things others know and you know about yourself, they're open, and then this place in the top right corner, that's the most important part of this johari window. And those are the things that I don't know about myself, but others do know. And those are the things that you want to get out. So I'm gonna encourage you to have feedback sessions, I started doing this later in my, in my career, I was a leader and I regularly have one on one sessions with my employees. I've asked him how I'm doing as a leader. But later on in my career, before I went into speaking and writing and all that other stuff, I would ask teammates, I would have these regular sessions, I would set up and ask them, How am I doing? What can I do better? Now, many of you aren't a member of a team yet, because you're kind of early on, you're looking for that job, you try to get that career. And when you do, I really encourage you to have these sessions because they are extremely powerful, you'll become a better employee and better teammate, you will not become as good as you become without these. But I'm going to challenge you tonight, go home and ask a parent, or ask a spouse or as a boyfriend or girlfriend, what are two to three things I can do better. And really, really listen, acknowledge. Do something about it, and then follow up and let them know what you did with it. And watch the impact that it makes on your relationship in your life. I'm going to encourage you to think about these things regularly. Okay, with that, we're getting ready here to wrap up. I want you to create an action plan of the things I just talked about. All three of these I gave you action items that you could do, I'm only asking you to think of

one or two things that you will do differently based on what we just learned around service. You know, maybe again, you could go to work with those marbles, get those marbles or get those coins and start getting the habit of serving. Or around being more bold and direct, you're going to make it a goal that you're going to start telling people they have spinach in their teeth. Now you're always going to do it respectfully,



29:03

right. But you're going to start telling they have spinach in your teeth. And remember, the reason why we don't tell people is because we don't care, we don't care enough. I know you wouldn't have any issue, telling your mom or your father or your best friend or girlfriend, boyfriend spouse that they have spent in the teeth. But you want to get to the point where you care enough to tell others because the consequences that follow. And then the third one was around feedback. And I already gave you an action item on that you could go home tonight and just start that cycle to improve your life. That is what all successful successful people do. They seek feedback because it helps them improve faster than anything else. I love this quote by glass. Oh, he says and I did not coupled with action will never get any bigger than the brain cells occupied. And it's true. If you don't take action, you won't learn anything. Learning my definition of learning is a change of behavior. If you ultimately want to learn something, you're going to do something with that knowledge to change it. So I want to encourage you to do that. And then I want to leave you with this following story. I tell this story in the back of my, my book. It's powerful, because remember, it always starts with you. This is a story told by an unknown monk, around 1100 ad. He said, when I was a young man, I wanted to change the world. I thought it was difficult to change the world. So I tried to change my nation. When I found I couldn't change the nation, I began to focus on my town, I couldn't change the town. And as an older man, I tried to change my family. Now, as an older man, I realized the only thing I can change is myself. Suddenly, I realized, if long ago, I changed myself, I could have made an impact on my family, my family, and I could have made an impact on our town, their impact could have changed the nation, and I could indeed, have changed the world. It starts with you, it always starts with you, I want to challenge you to bring you to everything that you do. And remember, it always starts with a me work, you don't get to the team work until you personally first commit. And honestly, you don't get to the teamwork in any relationship until you're personally first commit. Alright, with that, sent back to Don,



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when Mike powerful stories, thank you very much for sharing that. I particularly love the

story about your wife's list that went from five to 10. Boy, you put yourself out there for a lot of feedback. And, and that's interesting, because very few of us want to get feedback or, or even when we get it, we'll have done it. What our students are going to start to face is a new situation where they reported to a professor in a very academic environment, and now they're going to have a different relationship, or they're going to report to a boss and potentially have pretty thin skin. When the boss in a Steve Jobs kind of manner, starts giving some of that feedback that you're talking about. How can our students kind of gain an understanding that, again, as you said that feedback is very important and don't take it negatively?



32:29

Yeah, that's it's a good question. Excuse me, what I often share with teams and companies that I work with, is that there's a lot of internal dialogue that goes into our thought pattern is people give us feedback. In fact, I show this video, it's really funny video, you can look it up on YouTube, it's a mad, it's mad TV, I think it does the video. And it's about a woman who's getting feedback from our boss who tells her that, you know, he she had a couple typos. And she just completely flips out. And she starts throwing things, she starts crying, and she just, and he calms her down. And just says it's okay. But I just noticed, you know, you had a couple titles I can't have you act on, she just goes off again. And I always say I don't think any of us would ever act like to act out like that. But internally, we have that kind of dialogue all the time, there's two words that I like to share. And I think it's that way, with any kind of behavior like this, we just have to stop, we have to stop it, we have to look at feedback very differently than we have in the past. So part of the problem is when you were walking, for example, when you took that first step where you were walking, you fell down, most likely and you assessed somehow I don't know how but somehow you assessed in your little baby brain, that you need to do something differently. So you got up and you took another step. And then you took another step until eventually you were walking and then you were running. And then you're doing athletics and you're doing all kinds of cool things while walking. All because you had the courage to take that first step. And because you were able to listen to feedback, you know, if your parents told you stay down, that was horrible. If you if you take another step like that you'll never walk again. That kind of feedback will never get you anywhere. But internally, we have that kind of dialogue because for some reason a grade school teacher start giving us feedback and it becomes more of a negative thing. I want you to look at feedback as a real positive thing. And the quicker the better you are listening to it. All those things I talked about. As far as benefits to teammates, you'll start seeing you'll start getting those in your life, you know, you'll start just having opportunities fall in your lap because you're good at getting feedback not just because it shapes you and makes you better, more successful quicker, because you'll be seen as somebody who can handle feedback, and that's really

important.



34:55

Really good advice and love the story about marbles Many of us think it's our boss's responsibility to compliment us. And it sounds like we should also be in the driver's seat to compliment others. Can you reinforce that, and the final minute and a half that we have together today?



35:16

Yeah, so it is not your boss. In fact, it's not your one thing that I didn't mention. But you will think oftentimes in the world of work, it's somebody else's fault, and somebody else's responsibility. And that's why I always again, focus on you, you have to bring you and you have to, you have to first personally commit. And once you've done everything you can do, then then, you know, maybe you can get a little frustrated, but the reality is, most of us don't. And if you're going to rely on others to do things, additionally, if you're gonna rely on others to do things for you, if you're going to rely on a boss to compliment you, here's the reality, some bosses will and some bosses won't. Some bosses will be really good at it, some won't, and some won't care. And, you know, in those cases, you can make the choice though, to be the kind of member of that team that will. And you can make the choice that day to serve others by complimenting others more knowing that maybe your boss doesn't do that very regularly. You can become kind of a leader you are, if you will, without the title, just by consciously serving others.