



EP. 119 MAKE-A-WISH CEO RICHARD DAVIS WITH HOST DON YAEGER

(2:20) _____ is the evidence of deciding what all of the possibilities are, not just the next one.

(4:45) Set direction, never _____. If I had set a goal to be a bank branch manager by the time I was 25, I would have taken the straight line to get there as fast as I could. And then, later in life, if someone asked me to lead a commercial banking group, I'd have to say I couldn't, I never learned how.

(5:30) Remember the old days of maps? There is something beautiful about a map because when I was looking at it, I knew I was passing through this town, I knew I was crossing over this particular body of water, I knew that I was going to be passing through landmarks that might be interesting. Today, I put in the address. I just go. I get there faster, but _____. So when you set a direction, you are open for the off-ramps, you look for the opportunities, you don't miss things that you are going right by. When you set a goal, it sounds wonderful, but it tends to _____ to see opportunities and options along the way.

Reflection Questions: What goals have you set for your career? How could you reframe that into a direction?

(10:45) When I was in charge of leading a group of people older than me, I would introduce myself and say: "I am thrilled to be part of this team. I want this to work. I know I don't have the experience you all have, I know I have not been at this location as long as you have, so if you are willing, I will be forever grateful if you will teach me and help me understand what is important to you." All of a sudden:

1. Their arms unfold because you have addressed what they were thinking.
2. You have become more vulnerable to them because you were honest.
3. Follow that up with open-mindedness because you have to be willing to do something with the answers they give you.

*Reflection Question: How can you apply this posture and attitude to your next team meeting?
(continue to next page)*

(12:25) When I was growing up, people only cared about IQ, GPA, and pedigree. Twenty years ago, the topic of _____ was popularized to get a sense of what people were feeling. But when I was running US Bank, I was part of the Financial Services Roundtable, and all 100 CEOs agreed that it was curious people that they promoted the most, so we started measuring _____.

(24:05) One of the best ways to lead is to give people _____ over and over and over again. You can bring in stories of success, or you can have customers come in and talk about how proud they are of what you have done. It's not a waste of time, and it's not outside of the bounds of what the agenda should be. Give your team purpose.

Reflection Question: Dedicate the first five minutes of your next meeting connecting your team to WHY what you do matters. Who can you invite to show your team their impact?

(27:30) Three elements of a successful leadership transition:

1. _____
2. _____
3. _____

(32:45) To take a group of individuals and make them a team in business, you need a moment. It can be a crisis or a celebration, but it's a _____ where you can say, "We together went through this." Absent that, it is a group of well-intended individuals who have something in common.

Reflection Question: What "moment" can you create for your team this month? Is there an activity you can do, a community service opportunity, or a meal you can share to bring you together?

LEARN MORE ABOUT MAKE-A-WISH: Together, we create life-changing wishes for children with critical illnesses: 87% of alumni say their wish was a turning point in their treatment and 99% of doctors say wishes help relieve a family from traumatic stress.