



Don Yaeger

Carl, thanks for joining us.

Carl Eschenbach

Thank you for having me, Don. It's a pleasure to be here.

Don Yaeger

We are so grateful that we get to learn a little bit from you today. You know, Carl, as I was studying you and trying to get to learn more about you for today, one thing that stood out was that at a very young age growing up in Stroudsburg, Pennsylvania, you were early in life setting sports records. In fact, one thing that stood out was that even as early as age eight, you were among those who were winning individual wrestling league championships, and I understand you won six in seven years as a young boy. That's amazing.

Carl Eschenbach

Yes Don, that is true. I grew up playing all sports, including wrestling, which was a big passion of mine. And had a lot of success early on as a young boy wrestling and won six championships in a seven year span. I think I was runner up the other year, so it just taught me a lot about competing and it started at an early age. I'm thankful that my parents got me involved in athletics so early because it really has helped formed who I am today.

Don Yaeger

What did you love most about competing?

Carl Eschenbach

So, I think there was actually multiple things. There was the physical side of things, just being an aggressive young man full of energy, just being aggressive. And, you know, if you think about the word wrestling, wrestle means to struggle, right? Or to fight when I didn't want to fight, but I struggled. Just

the whole physical aspects of whether it was wrestling or was it football. Baseball wasn't as much physical as the other two sports but it still required strength and it required endurance. But more importantly, what I loved about competing, what I still to this day love about competing is the concept of the strategy side of things. How do you figure out how to beat your opponent? Or how do you figure out what their strategy is to defeat their strategy? So there's that whole side of it. But the last thing is, I would say what I love about competing is the sheer amount of willpower, perseverance and endurance you need to be successful in life comes from what you've learned in sports. Because in sports, I often tell people. I think you have to learn to lose before you can learn to win. Because it's very unlikely you're going to go undefeated in anything you do for your entire life. So learning how to lose when you're an athlete, and you're competing just teaches us so much about how to have endurance and perseverance in life that just can be with you for the rest of your life. Whether it's in your business world, whether it's with your family. Because at some point in time, you're going to have setbacks. And sports teaches you how to overcome those setbacks and emerge stronger, bigger and faster.

Don Yaeger

You know, and in today's world, it feels like anytime someone loses they've already decided who they're going to blame. Or are they going to place this off on someone else? So you're right. That lesson on how to internalize, take the loss and make it yours to learn from is a gift. If you accept the gift.

Carl Eschenbach

Yes, but you have to accept that. It starts with the man or woman in the mirror that you're looking at in accepting accountability and accepting responsibility for those defeats. As I've interviewed literally thousands of people in my life, one of the questions I asked all of them, and I tell them right up front, there's no right or wrong answer to this. But I say to them, "Do you love to win? Or do you hate to lose? And which one would you pick first and why?" And it's a great question just to learn about people because obviously we all love to win. But it's good to see people pause and think through how they'll answer that, and for me. I always would respond, I hate to lose. The reason for that is number one, I expect to win. And all of my big losses, whether they're in sports, or in business, or in life, for whatever reason, man, they have stuck with me forever and ever. All your big wins, you move on. So it's just a philosophical question. But that goes back to my earlier point. You have to learn how to lose and how to overcome those challenges. If you want to ultimately be a winner more times than not.

Don Yaeger

Yes, one of my favorite people to interview in sports was always Joe Montana. And when you talk to Montana, he can barely remember for you many of the touchdown passes that he threw, but he can tell you the detail of every interception. What route he expected what route he threw to. Why he made the mistake, how it ended up in the opponent's hands, and I always thought that was fascinating. That was a real course of study for him. So then you go on to East Stroudsburg High School, and you had several leadership roles. You were captain of the wrestling team for three years, captain of the football team, your senior year, captain of the baseball team. What lessons did you learn while leading those individual teams, different sports, and different personalities? What did you learn leading in all those different roles?

Carl Eschenbach

Well Don, I guess I learned very early on about leadership. And I have a passion for leadership. I hope it's bled into my professional career and it's been reflected in who I am today if we speak to other people that I was able to work with. I think the first thing I would say is, I learned regardless of your athletic ability, or now your business ability that the greatest leaders, I always believe and I tried to do this even as of today, remain humble and grounded in all they do. And try not, despite their success to change who they are. Because I believe Don, when people become successful in life, in business or in athletics, they're successful because of who they are. So why change who you are? Remember where you came from all the time. So that's number one, remain humble and grounded is really important as a leader. The other is, I always say I think enthusiasm and energy are highly contagious, right? I think organizations and teams run at the speed and pace of their leadership. And when you see someone who walks in a room and they have this energy, they have this glow. People just perk up. It just permeates the organization. So I think that's really, really, really important. And I learned that being able to lead teams in those early years and lead company organizations in the later years. In my professional career, I also think I learned how to be both a motivational leader and an inspirational leader. And I think the greatest leaders can do both. And I'll explain why. A motivational leader is someone that pushes people to get better. Because motivation is a push technique. You're pushing something. You're motivating someone. And you have to know when to do that with your teams. In sports or in business, you need to know how to push them to get the best out of them. But that's not good enough, because that's a push technique. You also need a pull technique when it comes to leadership. I realized really early on. And you do that by inspiring people. When you're an inspirational leader, people are sucked into you. You're sucking them in. You're not pushing them. And inspirational leaders get the team to a point where they say, "I am not going to let that leader down. I am going to make sure I can do everything in my power to make him or her successful." So I learned how to push people to get the best out of them. But I also learned how to try to be inspirational to suck people in so they don't want to let that leader down. And that's a really interesting concept when you think about leadership. Because everyone focuses a lot of energy on motivational leaders and their motivational speakers. And they're all over this. But I think more powerful that is the inspiration side of leadership. And I learned that very early on in my sports career, and I really have leveraged that in all I do now in my professional career as well.

Don Yaeger

Who was that inspirational leader early on who pulled you along? Is there a particular leader in your early years whose inspirational pull you gravitated to?

Carl Eschenbach

I was thinking about this and I can't remember anyone necessarily that was an inspirational leader in my sports career. I had more of an inspirational leader and a mentor in my father that I think we'll talk about later. But I think that's where I drew a lot of what I am today and how I carry myself is reflected through him and how I saw him live his life. And the leadership he provided for people in our family.

Don Yaeger

Speaking of your father, that's exactly actually where I wanted to go next. Because I had the honor and the opportunity for you and I keynoted together at Innovation Ventures forum event. I sat there in the

audience, listen to you as you shared the story about your father's mentoring through sport and life and how he always told you to follow your heart and not your mind. Because your heart will tell you exactly where to go. And I'm just wondering if you could share that story or a fraction of that story about your father and his role in teaching you that lesson with our listeners here.

Carl Eschenbach

Yes sure, Don, thanks for asking. And I know he's in heaven looking down even as I tell this little story to you and the listeners. He was an amazing man, barely got out of high school. Went into service, and then came out of service and got married and started a family with my sister and I and a great mom. And he was just an amazing guy. He taught me this life lesson that I stick to even as I sit here today speaking to you Don. And he talked about this difference between your heart in your mind and what he basically told me, your mind is a very powerful supercomputer, right? The mind is very powerful. And because it's so powerful, and because there's different sections of your mind, it can confuse the hell out of you. How many times in life have we said okay, "I'm talking to Don?" He made me think this way. Now I'm talking to someone two hours later. And he or she made me think this way. And you go back and forth your mind confuses a whole idea. You go to bed one night and your mind is saying that this is the right thing. You wake up the next morning, and it's different. So your mind. It's so complex and so powerful, and it can comprehend so much data and process it, it can be very confusing. And he said, "That's great. You need your mind, obviously, because it needs to collect all the information to help you with a decision." But not to be morbid, what really matters in making decisions is your heart. Because your mind, your brain can actually die. And we can keep you alive for a long time. A very, very long time. People unfortunately could be brain dead and we can keep them alive for a long time. He said, "You think about making decisions, you follow your heart, you're probably eventually going to make the right decision. Because while your heart is not the biggest organ in your body or the strongest muscle in your body, it's the only one that when it dies, you die. So follow your heart when you have to make tough decisions, because it will never let you down. As opposed to if you only follow what your mind is telling you, you're going to confuse the hell out of yourself." And that to me to this day has stuck with me. I think through all decisions, I gather all the information. And I can't tell you how many times I've thought about doing something because someone said something. My heart told me something different. Even today, I make mistakes where I'll follow my mind. And my heart was telling me something different. And time and time again I ended up making the wrong decision. The times I follow my heart and my gut I very rarely ever can say it's the wrong decision. So, in making great big decisions in life, follow your heart, not always your mind, because your heart never lets you down. But when it dies, you die. Your brain is not the same way.

Don Yaeger

Was there a time that following your heart you think played the extraordinary role in an important decision that you might be able to share?

Carl Eschenbach

Yes, there was multiple. Like, a professional decision was around leaving VMware. I was very blessed to be at VMware for 14 years. Seeing it go from 200 people to 20,000 and single digit millions of revenue to 7 billion in revenue. And my wife and my family asked me as a dad to be home more with them than be with my employees, my partners and customers around the world. And my mind was

saying keep doing this. I can figure out the work life balance, I can keep going in this role at VMware. And my heart was saying you know what? That's the wrong thing. Your family's asking you to be home more. Be with your children as they get through those high school years. And I remember having a conversation with my wife at dinner. I went to bed that night. And my heart said, this is a very easy decision. And I thought of my father, and I woke up the next day, I followed my heart. I went in the office, and called a couple people, including Joe Tucci at the time and the CEO of VMware. And ultimately, it got up to Michael Dell because he was acquiring VMware. And I decided I'm just going to move on and just do something different. Because I needed to get off the road and be home with my family. And that was the best decision. One of the best decisions I've ever made in my life.

Don Yaeger

Wow that's powerful. So one of those things that fascinates me about you. And then I learned that night together in California was that you're 53. But fitness is still a very important part of your life. In fact, you shared that for each year of your age, you add a burpee to your daily workout. Can you share when that started? Any sense of when you might think I might have hit it?

Carl Eschenbach

That's pretty good Don. Surprisingly, you remember my fireside chat at the conference. Thank you for doing that. You know, I believe just because you get older doesn't mean you need to slow down or you need to go backwards. I think you should always challenge yourself to get better every single day of your life and every year of your life. So for me part of that challenge is to make sure I'm physically fit because I think if you have a healthy heart, healthy soul and healthy mind, overall you're going to be in good health. So keeping my heart and my body in shape is critically important to me. You know one way I came up with making sure I continue to get in better shape, the older I get is, every year I turn a year older, I add a number to the number of burpees I have to do every day. So when I turn 53, instead of doing 52 burpees every day, I have to do 53 burpees every day. So it just forces me the older I get, to be able to do more to keep that whole mentality of getting bigger, faster, and stronger. The older I get. And it just pushes me. And it's my own, I guess self-motivation and inspiration just to make sure to remember how important your health is.

Don Yaeger

Was there something that started that tradition or was-?

Carl Eschenbach

Nope it's just my quirkiness of wanting to be physically fit, I guess and stay in shape. I've worked out my whole life. And the older I've gotten. I've actually even started out working out more. I typically work out somewhere between 4:30 and 5:30, every morning, six days a week, and I'd been doing it forever. When I was in a really high pressure job in an operating role I felt it was really important to eliminate stress. And the way I eliminate stress more than anything else is to have an exercise or have physical fitness and workout. That's very big stress release for me.

Don Yaeger

You know, the premise of this podcast is that, as I shared with you a disproportionate number of Fortune 500 executives were engaged in sports at both the high school and collegiate level. And that

experience helped shape the way they lead today. Do you agree that having been an athlete has helped make you a better leader?

Carl Eschenbach

Listen, I don't know the statistics. You may know better than I, Don. But my guess is when you look at a lot of the great leaders that emerge in business, there is typically a quite a tight connection or coupling to something they've done in their younger years around athletics. Again, I don't know the statistics but most of the people I know who have been very successful have come up with a background of having a high interest in competing in athletics.

Don Yaeger

Yep. So how would you describe the importance of that athletic experience when you're talking to or counseling others, maybe younger folks who are asking about a pathway?

Carl Eschenbach

For me, what I think it really comes down to is the following. Everyone says there's no "I" in team, you don't spell team with an "I". And I agree with that. Logically, it's "T-E-A-M." But I also will say I disagree. For me, there is an "I" in team. And this is one of the beauties of being in a leadership role. Because clearly, it's all about the team, period. End of story. It's about the team first, the company, and then you third. That being said, you as an individual or "I" in this case, cannot be a great leader unless you are putting your best foot forward every single day. So to say there's no "I" in team I think is wrong. Because every day you come to the office or come to your team or whatever it is that you're part of. You better make sure you are bringing the best you have. And what are you doing to make yourself better? Because the better you are, the better you make that team. And this is why I believe there is an "I" in team. Now, as a leader, the following should be said. When the team wins, they get all the credit. As a leader when the team loses, you take the blame, not them. And that's where this little "I" thing for me comes into this whole team equation that I learned in my athletic days. Like, if I'm the quarterback on the team, and I play like crap, that team probably can't win. So I better make sure that I bring my best. If I'm in baseball, and I'm the pitcher to say there's no "I" in team. I just don't think it's true. So that's where I draw this equation between team in athletics and what you do in your business career. And why I spell team with an "I."

Don Yaeger

I love it. Michael Jordan's answer to that question often was, "There may not be an "I" team, but there's an "I" in win," by the way. So he said, "Let's do that." So you're inducted into the National Wrestling Hall of Fame recently. Very cool. And I understand your inductions actually being delayed because of the Coronavirus, but they described you as an outstanding American. A designation within the hall that acknowledges someone who demonstrates wrestling's pride in those who have used the disciplines of the sport to launch notable careers in other walks of life. Very intriguing to me. We actually reached out to the Hall this week to try to get this statistic. Fewer than 40 of the people in the Wrestling Hall of Fame did not wrestle in college. You're actually in that group of 40. You didn't wrestle in college. But wrestling played such an important role in who you would become that you are in the Hall of Fame. Which is pretty incredible. What does it mean to you that they recognize the lessons the sport taught you in what you would ultimately become?

Carl Eschenbach

Thanks for asking that. So first of all, it's a true honor and privilege to be inducted into any Hall of Fame, let alone one like the Wrestling Hall of Fame for the United States. I pinched myself when I found out that they were nominating me for this outstanding American award. It's just truly amazing. I think for me, wrestling was such a big part of my life growing up. I think it's number one, one of the hardest sports. It's really a difficult sport. It takes a tremendous amount of determination and grit to be a wrestler. I think the perseverance that is needed to be able to go out and wrestle whether it's six or nine minutes is much harder than people think about. It's all out, you're all in all the time. Two or three second break could mean the match is over. If you let your body slip or your mind slip. So it was all about perseverance and determination that wrestling taught me more than anything else. And as I said earlier, if you think about the word wrestle. Wrestle means to have a tussle, to struggle. It taught me early on that there's going to be struggles in life. It's not going to be easy. It's going to be quite difficult. And wrestling taught me to persevere through everything along the way. And I think it's bled into how I think about life in general. Whether it's been home here as a husband or a father or it's in the workplace, or leading teams. And just expect things to happen and expect to have to overcome them. And I think I learned how to do that by what happened to me in my wrestling career in those early years.

Don Yaeger

It's quite the honor. Hall of Fame. I love it.

Carl Eschenbach

It's cool. I was disappointed that the enshrinement was delayed, but you know, I understand with the Coronavirus situation we don't want to get people together. So we'll do it next year. It'll be fun for my friends and family to go. I'm sure they'll all make fun of me and we'll have a good time.

Don Yaeger

Then you pin every one of them that makes fun of you.

Carl Eschenbach

There you go. We'll have a wrestling match, if they get out of control.

Don Yaeger

Exactly. Now we're going to pivot because in the second half of the discussion, I always love to learn about how some of what sports taught you has been applied into your leadership. In the first half, we mentioned your father. We talked about him as a mentor and the importance of following your heart. But here, I'd love to actually ask you. When your father taught you a really important lesson about work life balance, how would part of what you learned in that relationship with him have some effect on the way you would view the lessons he was teaching you?.

Carl Eschenbach

Yes. So the most important thing in my father's life was his family. Period, end of story. Everything he did in life revolved around his family and being able to support them as best he could. I learned, right as

soon as I could start understanding what the hell he was talking about how important family was. I learned that in life, everybody, no matter how close of a friend they are, at some point in time were going to let you down. They were going to disappoint you. And that will even happen in a family. But if you have a strong enough family, you will stick together and you will get through it time and time again. And in fact, when I was in a leadership role, I can remember speaking to large teams and telling them an example would be I love VMware. This has given me more than anything I could have ever imagined in my life. But I don't love it that much. Because it's not nearly as important as my family that's at home right now. That's my priority. And I'm here at for example, VMware, as a means to support my family first, and then you all as a team second. To this day, my father lives with me and through me, and I display my importance of the family and how I walk in what I do, how I talk and where I spend my time.

Don Yaeger

Well, he, as you said, looking down right now.

Carl Eschenbach

Amen.

Don Yaeger

And I can feel the pride. You also have a unique routine with your own 16 year old son, right? Would you share it? And when it started?

Carl Eschenbach

Yeah, actually, it's funny, I guess I said that you remember everything.

Don Yaeger

I wrote down six pages of notes, listening to you talk that night. That's how impactful you were on me.

Carl Eschenbach

Wow that's very kind of you. So the heart is the most important and vital part of your body, and also the most important organ to help you make decisions. I wanted to make sure I continued that trend and that type of thinking with my son who is now 17. And as he goes to bed every night as a little boy, this started. I used to talk to him, give him a kiss good night. And he'd lay there and he'd look at me and I'd always make a fist. I still do it to this day and he's lying in bed. I look at him and I make a fist and I say to him son, what's the most important thing to have in life and he looks at me says, "Have heart dad." And I take my fist and I pump him the chest three times. One, two, three, and I say you're right. And it's been a way to connect my father to me, and now me to my son. Now that he's 17. I think I said this at the conference, there are some nights where those three little taps punch him in the chest. I want to hit him as hard as I can to knock some sense into him and say, "You're right, that heart is important. If you don't stop, I'm going to hit it so hard I'm going to stop it for a couple seconds." But it's just a fun thing to do. And to this day, I look at him and say, "Son, what's the most important thing in life?" He says, "Your heart." That's just a tradition that I started after my father passed away. I think my son was four years old when my dad passed away. And I just wanted to find something that I could make that connection between me, my dad, and my son, and it's been pretty cool to do. Some nights I do it, I walk to my room to go to bed. I actually have a tear in my eyes just thinking about it.

Don Yaeger

I have a tear in my eye listen to you tell the story the first time and this time as well and wow. Powerful. You've had accolades all around. I keep looking. And I mean, every time I google your name, there's some new accolade for you; third on CRN's list of the 25 most innovative IT executives, blah, blah, blah. They're just all over the place. But it mentioned in that CRN discussion was your ability to draw people together in hyper growth situations. What advice would you give to someone who's sitting on our leadership rocket ship, and what could be going on around them could be quite explosive. But what advice would you give to people to help them continue to hold others together?

Carl Eschenbach

That's a great question Don. First of all, when you're on a rocket ship, recognize it. Don't be naive. I see a lot of people who are with the hyper growth companies, and they get very frustrated. They often think, "Am I at the right place at the right time?" Listen, when you're on a rocket ship, buckle your seatbelt, put your helmet on, put your mouthpiece on, and just get on the rocket ship, and enjoy it. And don't underestimate the power of hyper growth companies. But you also have to recognize it's not going to be easy. Because a lot of times when you're in a hyper growth company, there is not a playbook. There's not a user guide to say this is how it's going to be done. So you're going to have to innovate along the way. And you're going to have to try things that people might not always have all the advice in the world for you. So be prepared to try things. If they work, go. If they don't work, fail, and fail fast and iterate and move on. Because rocket ships while they ultimately reach your destination, and get to wherever it is their journey is going to take them, it's never a straight line. There's going to be ups and downs along the way. And just recognize that if you're on a rocket ship. Then the other thing is, I always say there's typically four things when you're on a rocket ship that can slow you down. And I call them the four "C's." First, cockiness. Do not be cocky, because you're going to have some problems. I promise you. Be humble and grounded. As I said earlier, when we talked about leadership, be humble and grounded. No matter how great the company is doing. Just make sure you're humble and grounded and you have two feet firmly planted on the ground at all time. The second is complacency, never become complacent. I think complacency kills. I mean that by complacency kills great companies. Because when you think you've made it, you have made it Don you've made it to the end, it also kills people. When people become complacent, their mind stops working, their body stops working, right? You always have to remain active, you have to keep pushing yourself to get better and better. So the second "C" that I think about companies that are on a rocket ship ride that could potentially induce risk would be complacency. The third is competition. We've talked a lot about sports. In our discussion today, Don. I think you have to be aware of your competition. But the one thing I'm not a fan of is talking down about your competition. Going into market and you know, taking jabs at them. Listen, take jabs at them on the playing field. Win, win, win through the eyes of your customers when you're on a rocket ship. Your customers are going to determine who the best competitor is. You're not by going out and doing something in the market ties back to that cockiness. Respect your competitor. You can still be extremely competitive, but be humble and grounded and all you do and be competitive. But there's a way to do that. Play aboveboard. Don't kick below the knees. So that's the third, know your competition. And the fourth is what I'd say is compliance. When you're on a rocket ship, when things are going great, it's exciting. But remember, everything you do, every decision you make, in any partnership you form or any engagement you make with a customer or partner, ask yourself a simple question. Are you okay

with what you're doing if it's printed on the front page of the New York Times or The Wall Street Journal? Simple question. If you cannot answer yes to that, do not do it. Because you will be non-compliant and you will create massive issues around the culture and values system at that company in the business integrity will be ruined overnight. Be compliant and all you do. So that's the other thing I talked about when you're on a rocket ship. The threats of the four "C's"; cockiness, complacency, competition and compliance.

Don Yaeger

That's beautiful and on that compliance piece how often we've watched people and they're just in the middle of something incredible and then some little detail something where you're going. Are you kidding me you put everything at risk for that? It's just a head scratcher of all head scratchers.

Carl Eschenbach

Only takes a minute. And quite frankly, it's a similarity that you have with teenagers. I have three teenagers. I talk to them about social media all the time. It takes one wrong post to ruin your reputation and your entire life and think about it before you do it.

Don Yaeger

Absolutely. I may have you talk to my kids before long. You are clearly often asked to motivate others in your current role. And I'm just wondering what or who motivates the motivator?

Carl Eschenbach

I get this question all the time. And it's so strange Don, that I have not necessarily had a professional person that's become like that motivator, the inspiration for me or a mentor. The closest I've had, even to this day is Joe Tucci the chairman and CEO of EMC, he acquired VMware. He's just an amazing man. And he's one of these people where he has always done everything he said. If he said he was going to do something, it was done. If he committed to you something, the commitment came through. He would never ever let you down and he's one of these people who, to this day. I'm not sure I've ever heard anyone say anything bad about Joe Tucci. And if you can live your life where you can't find anyone who's going to say anything bad about you, you must have done something right. So that's someone who has always been the person I look up to and respect and watch him as a leader, at least in my professional career. And then quite frankly, everything else goes back to my dad. To this day when I run into tough situations, I sit down, and I pray and I talked to him. And somehow some way, it gives me the guidance, the strength and the conviction to move forward with a decision and it's typically through my heart. So a lot of it just comes back to my dad, I just wish he was here with me. And he didn't pass on to heaven as early as he did, because he's missing a lot of my family, at least here on earth and what's going on including our virtual graduation with my daughters from high school.

Don Yaeger

I love that. I did want to ask you a question about Sequoia, as a partner at Sequoia. I mean, you guys are invested and involved in some of the most incredible companies on the planet. And you do look at thousands of opportunities. You talked a lot about in that conversation that I was able to listen in on that you always bet on people, not the business. I'm just wondering, for those out there who are intrigued by what attracts someone like you in a company like Sequoia, what people are you looking for?

Carl Eschenbach

So I think there's a couple things. There's the IQ side, where you want to have founders and entrepreneurs who are smart. That had the ability to innovate and bring new technologies or new offerings to market and have a lot of schooling, a lot of background and just have very high IQ. So you want to make sure that these people are smart. But there's also the EQ equation. As you know, Don, people talk about IQ and EQ. And on the EQ side, you want to make sure these people have the ability to understand their own personal strengths and weaknesses. Understand where they need to go get help to bring into a company, because they might not have a specific skill set to do it. So the recognition of themselves and what their strength is, is really important. You also want to make sure that they're authentic people, right? Authentic leadership is a very powerful leadership characteristic. And you want these founders to recognize the importance of being authentic despite their intellectual horsepower. It's really important to remain authentic. And I think while it's important for me as I think about companies it starts and stops with the people. Great people build great companies. And once they're established sometimes you look at these companies there isn't always great people and great companies. But to get going, you need great people because it forms the foundation of the culture and the value system that you're really focusing on to build an enduring company. It starts with those people. So I don't know, it's just one thing I've learned in life, going back to the people in the IQ, EQ side. I've learned that when people are younger in their careers, you have a tendency to follow people with very high IQs because you're impressed. You know, she or he is very smart. Wow, I want to work with them. Look how smart they are. The older you get, the more successful you become, the more experience you have, you will find yourself starting to lean towards following people with high EQ. It happens all the time. Time and time again. Now, it can't be that these people aren't smart, right? And they don't have the ability to lead the organization and perform whatever the function is that they're responsible. Before they have to have that experience, but if people younger in their careers can start to learn the importance of that EQ side of the equation, not just the IQ. I think their careers will be that much better going forward.

Don Yaeger

Yeah, I totally agree. I was engaged in this phrase recently around the high CQ, a real curiosity quotient, right? What is your willingness to constantly be learning and I love that. And so that's what I'm getting by sitting here with you. So thank you so much, Carl. You gave me and us more than we could ever have asked for in this window. I am eternally grateful. And I will continue to be a huge fan and I look forward to hopefully staying in touch.

Carl Eschenbach

Well, Don, thank you for those kind words. Listen, at the end of the day. I'm a man who grew up in Pennsylvania and I tell people the following three things and I will live by this until I pass to heaven. I know where I came from, I know where I'm at. And I know where I'm going. And along that continuum, I'm going to be that same young man who grew up in Pennsylvania in the woods, and I will always be here for anyone, and I live my life now Don, to move from a world of success to a world of significance. And I strive to give more than I get at this point forward.

Don Yaeger

You did so today, and we will all be better as a result. Thank you very much Carl. I appreciate you.

Carl Eschenbach

Thank you. Thank you, Don.