

Up To Speed Live
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>> Oh, I am so pumped for this finally, I get to see Hamilton, oh, I could just watch the trailer over and over again until Friday.

>> Jeremy, could you please?

>> I know he has been doing this non-stop all week long.

>> You all are taking a very important moment away from me. I have never seen this. I am so excited for to perform on Disney plus right here in the room that it happens. Did you know that Alexander Hamilton met his wife in Morristown?

>> Wait for it, wait for it. He will have it out of his system by Monday.

>> What's up, everybody. Welcome to Up to Speed and I am very excited for the premier of Hamilton tomorrow on Disney plus. Reminder, we are offering customers a year of Disney plus on us and that is great timing going into this holiday weekend here. Here are some other good news to get us started today. For new FiOS customers, a year of Hulu on us and get a year of Hulu with tons of movies, TV episodes and original series available to stream on demand. You can visit Verizon.com to learn how to get Disney plus and Hulu both on us.

Let's get right to it with a look back at the news from this week. Before we get to our conversation with retired General Stanley McCrystal. Big week for us here at Verizon as we celebrated our 20th anniversary. We marked a milestone by opening the New York stock exchange on Tuesday. A network technician of more than 20 years and Raquel Wilson a new member of the team did the honors with a look back and nod to the future of our next 20. And you imagine what the next two decades will look like? Our new series will highlight next gen leaders and wisdom from those who have blazed the trail. We will stream the first edition next week. More details to come.

All of you make this one of the best places to work. I'm not

just saying it a lot of people say that over the coming weeks we will share why you choose Verizon so excited to share those stories with the world. Starting today undergrad graduate and post graduate college students can get the best unlimited pricing in addition to 12 months on Disney Plus on us. Again, a good reason to watch Hamilton this weekend. And Apple music included with select unlimited plans to learn more check eligibility and to sign up visit VZW.com/students.

Did you happen to see on GMA yesterday?

>> Because of what you guys are doing and you are going to have to work with me here, but, Ellen, they are donating \$10,000.

>> Oh, my God.

>> Verizon is donating \$10,000 to you guys.

>> 100 smart phones and \$10,000 to the visit nurse association who work in patient's homes. This will help with nurses meet with patients virtually and nurses get a nice discount from us on wireless and FiOS.

What a week but that's not all. Recently I had the chance to talk to retired General Stanley McCrystal about leadership and among many other things. Hope you enjoy. Take a look.

Joining me today a very special guest General Stanley McCrystal a little bit about the general before we get into some questions and a chat on leadership. He is a retired four star general. Commander of U.S. and international security enforcement forces in Afghanistan and former commander of the nation's premier counter-terrorism force joint special operations command now retired. Also an author with a couple of books published. So I will talk to him more about that and really overall about leadership. General, thank you so much for joining us today. How are you?

>> I'm great, thank you for having me.

>> That's good. Verizon we've got over 130,000 employees around the world. About 10,000 of those are people who have served the military in one way or another so a special thank you to them as we get this conversation going. Obviously, we have been in the pandemic now for some months and then we are going through that and then there is the racial injustice and the protests that are going on. Leadership at a time like this, how important is it and how can we look for a good

leader?

>> Well, it's always important, Jeremy, but thank you for bringing up what's happening in the country right now socially. If we to where we are recording this today on Juneteenth which, of course, marks the day that another West Pointer, long before me, general Gordon Granger, took the emancipation proclamation and basically published it in Texas. Telling slaves they were now freed. Now we know that progress has been sporadic up and down since then, but it's important day for us to mark and so I think leadership in society, what we want from leaders now is a commitment to values. We need competent people. We need people who have experience but more than anything else I think what we yearn for is character. Character that reflects what we can believe in.

>> Yeah. And when you have been in the positions that you have done, you have commanded troops about the same size as Verizon is. How did you make yourself a good leader and how did you listen to folks about what you needed to do as a leader to be better for your people?

>> One of the things you learn when you get into a larger organization if you find yourself at the high ranks of it is you need to go back to a certain level of simplicity more than you do when you are down close. That's because you are communicating across an organization that is geographically spread. It is by definition diverse, diverse in gender, race, religion but also diverse in what they do in the company. So everybody is seeing Verizon and seeing larger parts of the world from a slightly different perspective. So the leader has got to set some very clear directional signals to the team which means you can't be too confusing about it. You have to say these are the things which we hold as important values. Then from a business standpoint, this is the direction we as a business are growing. And this is what I want from you as team members to this team. And I think the leader has to exhibit those qualities and values that we want but also has got to be -- I like to say sometimes relentless about hitting that message out. In the military we talk about the rule of threes. And that says if you haven't said something three times, it's like it was never said. I really think it's 300.

>> Yeah, that holds true, here. A corporation as well. As a communicator those are things that we rely on, the rule of three. That's a great add. What else were you going to add there?

>> You have to set a course and then not change it constantly. You obviously have to adjust it when conditions change, but give some

consistency to the team. Things that they can believe in and hold on to.

>> For leaders out there, people who are not in a leadership position, it's okay to fail, right, and admit that failure?

>> It's not only okay it's inevitable unless you are perfect and I don't know anyone who is perfect. There are several nuances about this. I think the first one about failure is you have to admit it to yourself there is a temptation to rationalize was it my fault? Something else happened. You have to get over that and say, okay, I blew that one. Then you have to get in front of a team and be willing to say I didn't get that right. Now what I would say, though, is what the team doesn't want is they don't want you to grab your favorite Teddy bear and get in the corner and sob and say I made a mistake and wait for someone to give you a hug. That's not what they are looking for in leaders. They are looking for leaders to say I got that wrong and let me tell you what I learned from it and what we are going to do going forward because that's what matters.

>> To you, what makes a great leader? Who has inspired you along the way and who have you learned from?

>> It's funny, I've learned from a whole variety of leaders as one of the best leaders I ever worked for worked for me. He was a regimental sergeant major when I was a regimental commander in the rangers. When he and I would go and visit our units and I would speak and at the end of an exercise and critique them or inspire them and they would all listen and nod and they would be very respectful. And then when Mike call would get up to speak they would pull out notebooks to write down what he said. But Mike was the kind of leader who could lead me. I was senior. We were close, but he could influence and he could influence people at every level. Not being bombastic or directive but being influential.

I also admit quite honestly I learned from a person that we killed. A guy name -- a leader of Iraq. A lot of things that we learned about him that I didn't respect, his tactics. He was a murderer in many ways a psychopath. But he was also a very effective leader and he was committed to his cause. And you know, there but for the experience that I had growing up if I had his set of experiences it's possible I would have ended up in the same place the same perspectives and views as he did. So you have to be willing to be open minded enough to learn from people that you may oppose or otherwise not respect.

>> In your book *Leaders: Myth and Reality*, you profiled Dr. Martin Luther King, Jr., in that what can we learn from Dr. King and the civil rights movement of the 60s and movement of today?

>> I think we need to study Dr. King because as we get farther from him we tend to simplify his life. I was a boy and then up -- I was 13 when he was killed and I remember the morning when we got the word that Dr. King had been murdered in 1968, Memphis, Tennessee. But if we think about Dr. King, we tend to think of his rhetoric. We tend to think of I have a dream. In 1963 he mesmerized the crowd when he broke from his planned speech and went into, and I have a dream. And that's not Dr. King. In reality he took over leadership of the Montgomery bus boycott in December of 1955 as a 26-year-old pastor with no leadership experience. He led that for 382 days and then became one. The leaders of the civil rights movement for 13 years. And he was a U.N.fer. He was a -- unifier. Roll up your sleeves operative. He was a reformer inside his organization. He was a spokesperson for it. He raised money. He did all of these practical things that you want a good CEO of an organization to do because he understood that all of those things were components of making this very diverse organization move forward. So I think if we step back and say you can't just be morally right. You can't just be well spoken. Sometimes you got to do all of those other aspects of leadership to bring something together and actually have it come out the way we want it to.

>> I believe there are so many things we can learn from Dr. King about how he operated and what he did and I think that we are seeing that even more so today as this movement continues. That's something we talked a lot about here at Verizon.

Switching gears, you talked about commanding the forces. It's a big group of folks that you had there. In the military, and then looking at corporate, how do you inspire creativity for folks who may not be in the middle or the top and are just kind of starting out their careers?

>> You got to enable it and demand it. Think about the industrial age, Frederick Taylor as we had this drive for efficiency, this idea that you can use geniuses to design an organization and have an executed by idiots. Everybody would have their little part in the assembly line and as long as they did what they were told, those geniuses would have it all pulled together in great products or great outcomes. That's clearly not what we need now. Now we've got a

complex environment with things are changing. We need everybody's heads in it. I think the first thing we have to do is share information like we never have before. Starting with what is the organization trying to do? I was on the Board of Directors of jet blue airlines for many years and it was great. We had a saying that said, we want to be America's favorite airline. So we want every decision made by every team member to go through that lens. What decision or action that I make will make us the favorite airline of our customers? It goes to safety. It goes to efficiency and it goes to everything. I would say that as we go to inspire a team to be more creative, we also got to say we expect that. We want you to try things which means you are going to fail. If you're batting average is 1,000, you not pushing hard enough. You aren't trying. It means we as leaders have to underwrite a certain amount of failure. So we have to say if you are out there trying new and different things with imagination and good intentions, that's exactly what we will reward.

>> And you are an active fella. You like to run a lot and keep yourself mentally fit physically fit as well. How have you been doing it the past few months? That's the other part of everyone in our current setups, how do you keep yourself strong here and here in the body?

>> Everybody is different but I am a creature of routine and habit. So I do certain things every day. I have some bad habits but I got some good ones.

>> We all do.

>> Yeah. I get up very early and work out every day even when I don't want to. And I work out hard because I know for the rest of the day I'm going to feel good about it. I also do certain things I joke about this and I make the bed as soon as I get up. As soon as my wife is out of bed as well. I fold my underwear in my drawers and people laugh at that and say that's ridiculous. I learned it at West Point. I found that if I stick to things that I determined are good, in many ways it makes me perform better. So I think that particularly in this environment where you don't have the discipline of getting dressed and going to work and having those forcing functions, now I think it's more important than ever that we get a routine. We get a set of habits. We get a discipline in our -- I call it operating rhythm, in our operating rhythm so we don't start this slow slide into not performing.

>> Those are -- you know, as much as the routines may not be liked, routines are there for a reason, I would say. And good advice to let your spouse out of the bed before you make it as well.

Looking at where we are right now and what's in the future, where do we as a country, as a society, as a global society, where do we go from here and what does history point it?

>> I think you can be very alarmed or be very optimistic and I sort of go day to day. If I'm the -- the things that alarm me is in the last decade or so we have this move away from globalization. We have a move toward hyper nationalism in some countries and we have seen that before, particularly in the 1930s and that's concerning to me. We have a rise of populace leaders in a number of places. We have seen that before and usually that is not the best leadership for government. So there are worries, but I think there are many more things that can pull us together. First is we have the ability to reach out more than ever before. There is no part of the world where we can't communicate with instantaneously which means we can connect things, ideas and people. And in good ways we can bring elements together. If we think of COVID-19 as a terrible challenge but also in many ways a unifying possibility for the planet. It's an outside challenge that we all are fighting against and it ought to be a great vehicle to bring us together to coordinate, to collaborate, and to help each other defeat it because you really are not going to defeat something like a pandemic unless you defeat it everywhere.

So I think if we are willing to leverage challenges like that, then what we do is we can move forward.

And then finally something you brought up earlier, we are going through a conversation in the United States, and it's starting around the world as well, that I think is overdue and that is about justice. And that is about equality. I don't think it's just race. I think it will go more broadly than that. I think it is going to why doesn't everybody have an equal opportunity for whatever it is they want to do. No guarantees. We say life, liberty and the pursuit of happiness, but the reality is that I think we are having a very difficult but necessary reflection that it's not. We haven't done it very well in many areas. And we need to fix some things and it doesn't matter whether we individually are responsible. If you say I am not a racist or I am not unfair to people. It doesn't matter. We all have to be part of the solution whether we think we are architects of the problem or not.

>> We all do need to be part of the solution. As we wrap this up, any final thoughts or pieces of wisdom for our Verizon employees and everybody else who is watching today?

>> Sure. And first thanks for having me on. This is a tough time. This is a crisis, but the reality is we will get through the crisis. People who are older like me know it. If this is your first crisis, welcome. The next one will be easier. Here is the thing to remember. What we do during this crisis is going to be something that we will have to look ourselves in the mirror about. We will look our grandchildren in the mirror. And we are going to say did I conduct myself? Did I treat people the way I should have? Was I responsible? And if you expand the crisis beyond COVID to the economic crisis and whatnot, it's really an opportunity for us to rise and to be something we know we want to be. And I would tell everybody use the opportunity to do that. Let's not feel sorry for ourselves. Let's all say this is a chance for me to be a bigger person and coming out of this I'm going to be very happy some day that I did.

>> Good word. General, thank you so much for joining me and for the thoughts on leadership and what history and how history will be told in the years and days to come. So thank you so much.

Some of our teammates that are also veterans served under General McCrystal and they tell me he is one of the best. Thank you again for that conversation. A reminder, service members, veterans and gold star families can get our best pricing on wireless and FiOS, just visit VZW.com/military to learn more.

Finally this is the weekend here in the states that we celebrate the Fourth of July and all of the freedoms that mean so much to all of us. As Hans reminds us, our health, safety and well being are paramount so whatever you choose to do this weekend and however you choose to celebrate, make sure you do it safely and wearing a mask and be social distanced. We will be back with you Monday and until next time you are Up to Speed.