



EPISODE 9: PODCAST TRANSCRIPT

THE RHYTHM OF A GREAT PLACE TO WORK: DREW CLANCY - PRESIDENT, PCI

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“DC: It’s during those difficult periods I think when culture is just critical, I think it’s very hard for an organization to make it through those types of challenging periods if there’s not a strong culture because that’s the key thing I think that people believe in and they want to stick around and they want to fight it out and get to the other side. Without that, I think it would be incredibly hard.”

[INTRODUCTION]

[0:00:38.2] LM: Welcome to Rise Leaders Radio. This podcast focuses on exemplary leadership, the type of leadership that brings about positive, meaningful change in places that matter. We explore how these leaders make things happen and the lessons they learned along the way. I’m your host, LeeAnn Mallory.

Hey folks, I’m so glad that you’re here today, this is a great conversation between self-proclaimed culture enthusiast, [Drew Clancy](#) of [PCI](#) and myself. I do have a confession to make before we get started though, and that is that I forgot to plug in this fancy microphone that I’m using right now. You will notice that my audio quality is pretty tin-y. You can hear it just fine, it’s just not very great quality. Also want to take the opportunity to remind you to check the show notes for links to the [Adizes Corporate Lifecycle](#) which we talk about briefly. And also, the [agenda for the standup meetings](#) that drew uses at PCI which is a really important part of their regular rhythm.

Thank you again for listening and here we go.

[INTERVIEW]

[0:01:56.5] LM: Today, I'm very excited to be talking with Drew Clancy who is president of Publishing Concepts, or PCI. Drew's pulling off achievements that many businesses have not been able to navigate. Here are some examples: He's leading a company or a version of the company that was started by his grandfather almost a hundred years ago. He's successfully navigating the huge disruption of the print to digital world, he's proving that servant leadership and rigor can happily coexist and PCI consistently shows up on best places to work lists, demonstrating an ongoing commitment to culture; and I'm hoping that's what we spend most of our time talking about today. Drew has such amazing passion around this.

Drew's doing beautiful work at PCI and I predict that we're all going to learn a lot today and a lot of the lessons will come just from experiencing his humility and his passion. I've been looking forward to this conversation for a while. Drew, thank you for agreeing to be a guest.

[0:03:03.0] DC: It's great to be here.

[0:03:04.7] LM: Why don't we just start with an explanation of what Publishing Concepts is in the first place so that we have a kind of painted picture and set a context for the company that you're leading?

[0:03:17.3] DC: Absolutely. LeeAnn as you mentioned, we are a third-generation family business. We work with colleges, universities, service organizations and that includes military organizations, organizations like the Boy Scouts. Masonic organizations, really, anyone with a membership, as well as high schools - public and private high schools who have alumni and our work is really – we're passionate about helping them engage their membership and hopefully raise a little money. We have one principle offering which are print and digital directories and we also market apparel — so branded apparel for our clients. That's kind of the high level, what we do.

[0:04:04.5] LM: Thank you. Let's jump into the history because that's one of the things that I think is really interesting is that you're almost a hundred years old and you've had different iterations of the business and ownership models and all of that and yet you're so strong right now. Under your leadership, the company has taken on a whole new life. Let's spend just a little bit of time hearing about that.

[0:04:30.0] DC: Sure, well, my grandfather, my dad and I, I think, are or were all entrepreneurial - entrepreneurs. You mentioned, actually, our founding goes back to 1921 when my grandfather was in his 20s and began – you know, what became the nation’s first alumni directory publishing company. It was called the Rockwell F. Clancy Company, and that company existed for almost 50 years. Interestingly - you’re talking about sort of family businesses - my dad who was 11 or 12 years younger than his older brother and sister, after my grandfather died, you know, long story short, (and again, this was when I was very little so I don’t have any personal knowledge of this) but my understanding is, you know, essentially, the siblings didn’t get along all that well which ended up, they decided to sell the business.

My dad stayed with the business, went to work for the acquiring company, my uncle who was also active in the business exited at that time and there was about a 10 year period beginning in the early 1970s until 1982, when my dad re-founded what we call Publishing Concepts or PCI, where he was still doing the same type of work but doing it for other organizations.

He worked for Marquis Who’s Who in Chicago actually, for a period of time, and moved to Dallas with a company called Taylor Publishing, that’s what brought our family when I was 11, in 1977, to Dallas. But five years after moving to Dallas, he again, as I mentioned, he was an entrepreneur and started Publishing Concepts - PCI. It’s interesting, you know? Nine out of 10, actually I think it’s more than 9 out of 10, new ventures fail, right?

It’s very very hard to get a new business up and running. Lots of obstacles, lots of things have to go well and my dad, unfortunately who is deceased now, but he was a real dynamo, and he was – I think the perfect personality to start a business. He wanted to make every decision, he was involved in every detail, he had just a passion for excellence and doing things right and got PCI up and running from 1982.

Unfortunately, some of those things - personality characteristics which are great to start a business had an — unfortunately, an impact on his health and he had his second heart attack in 1995 which meant that he was not able to come into the office for an extended period. And when you take sort of the one individual who is making all the decisions, who is controlling every decision and all of a sudden that person can’t come to work every day, bad things happen.

So long story short, that's what brought me to Dallas in 1995 and the great news was that we- you know, he- had a really good team and I was able to come in and tap in to all of their capacities and skills and we pretty quickly were able to turn the business around. But by 1995, we had three million in revenue and I think we lost \$600,000. I mean, it was a very challenging period but as I mentioned, we were able to turn it around and you know, my dad was able to come back to work, a couple of days a week but essentially, really, from that period until he died, again, he and I worked together but he was probably at about 50%. And what I found, you know, my leadership style is quite a bit different from my dad's and I'm not sure the company was going to be able to continue to grow and flourish if one person is sort of controlling everything and so I had a little bit different philosophy. Since the mid-90s, we've been building on that.

[0:08:28.8] LM: I'm just sitting here grinning about so many things so I'm wondering about people who are either, that first generation entrepreneur in the startup phase because your dad essentially, even though the business was started in 1921. He restarted it in 1982.

[0:08:44.3] DC: He restarted it in 1982, absolutely.

[0:08:47.4] LM: With the character traits that are so important at startup and that you know, there's that saying, the *founders trap* and I think it was Adizes that coined that. I'm going to put some links in the show notes for the Adizes Corporate Lifecycle because that's exactly what you're describing and how beautiful and how lucky it was for PCI that you had a different skillset which is exactly what was needed for the company and its lifecycle. You couldn't have planned that any better.

[0:09:21.0] DC: Yeah, I mean, the opposite probably wouldn't have worked. Honestly, candidly, I'm not sure – to start a new venture, I'm not sure that's necessarily my skillset. And you know, I'm not sure my dad's skillset, and kind of taking that business to the next level, I'm not sure that was in his.

You're right, it was kind of a happy coincidence.

[0:09:39.0] LM: Yeah, that's great news and is there anyone else from the family now that's in the business?

[0:09:44.9] DC: Well, it's my sister and I. I have one sibling and she did work for PCI for a period of time, she was one of our top sales people but you know, as her family was growing up, her choice

was essentially not to work, she didn't want to travel and so today it's really just me in the business. She does have an ownership stake but she's not active in the business.

[0:10:09.6] LM: Okay. Before we go into the culture and the passion that you have around that because I think once we go there, we're not coming back to some of these more tactical questions.

Paint a picture, too, of your employee base and what kind of growth that you've had since 1982.

[0:10:30.3] DC: Right, starting in 1982 with essentially 0 revenue, from '82 to '95, my dad and the team had grown the business from zero to \$3M in revenue and then I joined in 1995 and it's actually interesting. I came in and I mentioned we had a good team and I had some ideas and we can talk about culture and all that but we were able to grow the business to about \$10M in revenue, consistently profitable, grew every year and then you mentioned disruption. I mean, we went through a very difficult period in sort of the 2006, 2007, 2008 where we went from about \$10M in revenue down to \$6M.

That was very difficult, very challenging, that was really white-knuckle time but since then, since about let's say 2008, 2009 we were \$6M in revenue, we went to \$12M and we went to \$18M in revenue and then three years ago, we purchased, acquired, merged with our competitor and since then we went from \$18 to \$24M, to \$34M, to \$45M last year were pushing hard to hit \$50M.

[0:11:46.8] LM: Congratulations.

[0:11:48.2] DC: Yeah. It's been a lot of fun and we can talk about the merger which we call a merger, not an acquisition. I mean, I really think language is important and anyway, that was a transformative event for our company and there's some really interesting lessons learned there for sure when we get there.

[0:12:09.6] LM: Where are your employees based? I know you're here in North Dallas, but you have employees everywhere.

[0:12:16.0] DC: Yeah, we kind of - one thing that we again. I think... we think language is important, so we don't use the word 'employee', we use the word 'associates'. We don't use the word 'customer', we use the word 'client'. I'm an old English/Political Science major so - I do think, what we call things

or – and again, we can talk about this too, I mean, we take a lot of phone calls — 8,000 phone calls a day but we don't have a 'call center', we have an 'Inside Sales center'.

Again, I think those things are important because they set a tone. So, we actually have five locations; we are headquartered here in Dallas. We have a total of about 350 total associates. About half of those, let's say, 175, give-or-take are in Dallas and then we have – I mentioned we have merged with, acquired our competitor, they had offices in Virginia Beach as well as San Antonio so we've got significant numbers of folks there and then we started a division in Arkansas, in Little Rock, and we also have a software development team in Guadalajara, Mexico.

There are five total locations.

[0:13:25.2] LM: Let's just jump right into culture, as well. You have – starting in 2011, have year-over-year, or consistently achieve [Best Place to Work in Dallas](#), [Best Place to Work in Texas](#). There was one time when you were actually number one and I think that was the best place in Texas for a mid-size company.

[0:13:51.4] DC: Twice.

[0:13:53.0] LM: Twice! That's part of that website that hasn't been updated, I think.

[0:13:56.2] DC: Yup.

[0:13:57.2] LM: An amazing culture and what's fascinating to me too is that it was after this down period that you mentioned with the white knuckles that when you came back, it seems like you came back in a very specific way and the culture really, it feels like based on what you're saying, that the culture has really supported that growth and the success.

[0:14:23.3] DC: For sure. In fact, actually, to go back to coming out of that very difficult period, I'm convinced, I'm certain that we would not have made it through that, actually, were it not for our culture. And the culture is great, I mean, right now, we're on top of the world so to speak. I mean, things are going quite well, and the culture is great. It's a huge driver but it's during those difficult periods I think when culture is just critical. I think it's very hard for an organization to make it through those types of challenging periods if there's not a strong culture because that's a key thing I think that

people believe in and they want to stick around and they want to fight it out and get to the other side. And without that, I think it would be incredibly hard. It goes actually beyond or before that period that we've come out, but as we have come out, in going through that very challenging, testing period, I think we got even clearer on who we were, what we believe in, what our purpose is, what our values are, how we treat our clients, how we treat each other.

All of that, you know, became very crystallized, if you will, during that challenging period.

[0:15:42.0] LM: That there was a crucible that the company went through during that time and the fact that you held on to your values and maybe even leaned on them even more during that time, really has resulted in – it's almost like an indomitable culture – just can't be broken.

[0:16:01.5] DC: Well, you never take any – never ever take anything for granted, right? The truth is, I mean, yesterday's yesterday and today is today and tomorrow's tomorrow. By which I mean, you've got to earn it every day and I think again, we can talk about – I'd love to talk about some of the different elements that make up a culture but you've got to earn it every day, what's the – I think there's a Warren Buffet quote that it takes 30 years to build a reputation and 15 minutes to destroy it.

It's certainly nothing to ever take for granted but absolutely, it's been a key part of our winning formula, I think here at PCI.

[0:16:41.4] LM: Let's start talking about the elements of culture that you're pointing to. I'm also curious, you have what you call "the five". Did you have "the five", which you can describe for us, before your white-knuckle period, had you already defined those?

[0:17:00.0] DC: We did. Now, okay, we call it "the five," that's relatively recent, just as a way to try to simplify if you will, what's really important but all of those elements were part of – we didn't call them "the five" but they were key element to our culture before we started, we organized them in a specific way.

[0:17:22.0] LM: Are these the things that you think are key elements to a culture? These five?

[0:17:28.7] DC: Yeah, there are two kind of equally important tracks, I think, to building a culture. We have "the five", we have these five elements and then we have five values. We call it the 5byFIVE. In

many of these - those people who are listening are familiar with [Conscious Capitalism](#) - we're relatively new to kind of Conscious Capitalism movement but there's incredible alignment around sort of the key elements that Conscious Capitalism puts forward and kind of the key elements of our culture.

It starts with purpose which is above and beyond (the way we define it), above and beyond making money. What difference do we make in the world? Our Purpose is very straight forward; *We inspire dreams and transform lives*. What we mean by that is through the work we do, strengthening our nation's universities, service organizations and high schools, we quite literally make it possible for them to inspire dreams and transform lives.

We also actually, we also... the Purpose is both external and internal and our goal as an organization, is to inspire the dreams and transform the lives of myself and all of my colleagues. It starts with Purpose, that's key.

The next kind of key element is our Values, we have five values and again, Jim Collins in that great book *Built to Last*, makes the clear point that it is not so much, it is not having the "right values", it is about having values and then living to them or behaving according to them and acting in alignment with them. You know our Values around Excellence, Unlocking Human Potential - being a learning and growth organization; something that is the most important thing to me professionally. I think that is such a key thing. Acting with Integrity, we say Innovate a Culture of Relationships and Fun.

It is all about people. Life is about people; business is about people. And finally, Leading With a Servant's Heart. We are a long time servant leadership organization and I am just passionate about the power of servant leadership and the impact that it has within an organization and on people's lives. So we have our Purpose, I mentioned *inspiring dreams, transforming lives*, our Values, then we have a Vision, which is sort of 10 years off of on the horizon.

As you have mentioned LeeAnn, we have been on multiple best places to work. Actually, most recently, so right now we have been on the Texas 100 best companies to work for, for five consecutive years. I mentioned the merger - acquisition. We have been on the best companies to work for in Virginia for two years and we were just named the number one company to work for in the State of Arkansas, which we are thrilled about also.

And again, all of that is based on anonymous associate survey. So, it is not what I think, or what such-and-such senior leader thinks. It is all about, *what do my colleagues think? What do people really think about working here?* but it is interesting...

[0:20:40.1] LM: Congratulations.

[0:20:41.1] DC: I will say yeah and again, for us, being a great place to work is our business strategy. We believe that happy associates equal happy clients, right? I mean think about the inverse of that. I mean if you are working with someone at an organization, if somebody really doesn't like their job, you know how is that experience going to go, right? So happy associates equal happy clients equal happy company because what do happy clients do?

Well, they buy more stuff. They tell their friends; you know good things happen right? And a smart thriving organization invests in its associates who take care of the clients, who benefit the organization. I mean it is truly one of those win-win-wins. There is not a tradeoff.

Interestingly, in 2011, the first recognition that we got a great place to work was here in Dallas, and it is interesting just to be totally frank; we did not make the best companies to work for list in Dallas this most recent year. So anyway, there there's always – we could talk about that perhaps, but you know again, never take anything for granted and you've got to earn it every single day.

Bouncing around a little bit, our Vision - Fortune Magazine does a 100 Best Companies to Work for in the United States. That is our real vision, our 10-year vision.

We try to filter every decision we make through that. Does this - has this helped us achieved that long-term goal? What are we trying to achieve? Every client should be reference-able. That is our goal every day. And then our Commitment - how do we achieve that goal is to deliver a "wow" experience to our clients and each other. So, Purpose, Values, Vision, Goal and Commitment. That's "the five" right there.

[0:22:28.3] LM: That is "the five," okay, got you. Last week, you and I were on a call for a different topic and I learned about the amount of rigor that you put into your day personally and that you have brought into PCI and that gets animated through rhythms, goal setting, checking in and so let's real quick talk about your own daily rigor that you shared with me last week and then how it translates into

the business because I suspect there is a strong connection between that rigor and the culture that you are able to maintain.

[0:23:12.0] DC: Yeah, so that is another topic I'm super, super passionate about and I mean long story short, it may have been [Rand Stagen](#) where I heard this but this whole idea that *structure sets you free*, right? You think, what? No, structure sets you free and it allows – once you have - I mean you mentioned that word rhythm, once those kind of things are happening and I will give a few details here in a minute but once you have set up I mean whether it is daily, weekly, monthly, quarterly, annually whatever.

I mean, these sort of things that are going to happen, you no longer have to think about setting it up. Maybe I should set up a strategic planning session, you know? You have already decided we are going to have an annual strategic planning session. It is going to happen this year, it is going to happen next year, it is going to happen the year after. I mean it has already been decided right? And so structure is such a liberating thing, I believe.

And so in my personal life, I mean one of – I am a big Stephen Covey, Tony Robins, I mean all the greats right? And one thing many of them talk about is this idea of a morning ritual. There is a great book called [The Morning Miracle](#) that outlines a great process for this. Actually, we do a reading discussion group every year here at PCI, a voluntary one that I lead, and last year we did *The Morning Miracle*.

Every morning I try to get up at 5:45 or 6:00. And it is about an hour and 15 minutes, I get up, I do some sit-ups and push-ups, first thing I do when I get out of bed every morning. I have been doing this for six or seven years. Pushups and sit ups and I do a meditation - try to do 20 minutes, sometimes it's 10. Then I read the Bible. I am a strong believer, so I read the Bible and I pray. Then the last thing I do is I journal, and I journal very specifically about my goals for this year.

So I have a process I have developed over time where I have 10 goals. Some personal, some professional and every day I try to journal about those goals. It is all about keeping it front-of-mind and what is in the way, and anyway, it is about an hour, an hour and 15 minutes and I do that darn near every day. Sometimes if time is compressed, I will leave out – I don't always do all five things but many days I do.

[0:25:41.6] LM: On your best day, what are the things that you told me last week Drew, that tickled me is that in your journaling you said even if you don't journal about it, you at least write them down again. That is all you have time for, you'd at least write them down, so you have a touch point every single day.

[0:25:59.9] DC: Bingo. Yeah, I want for me, those 10 goals I've defined this year. These are the 10 things I'd like to accomplish and even if I don't have time, most of the time at least I am going to write down what they are and again, it is all about just priming, right? Priming yourself, priming myself because it turns out... life is busy. There's stuff coming at us all the time and so I think that is why it is important to just touch base in the morning before I start my day or before that onslaught of calls and emails and texts and responsibilities and da-da-da, right? I have defined this as the 10 most important things this year so let's at least just touch base on them.

[0:26:42.0] LM: How long have you been doing this morning ritual?

[0:26:44.0] DC: Well it's gotten better over time but probably seven or eight years.

[0:26:49.2] LM: Was it hard for you to get in a groove? Was it hard when you got started?

[0:26:53.0] DC: Yeah, it is impossible it feels like. Yeah, no you have to work. We have to really work on it and *The Morning Miracle* book talks about this too, and if you can do it for about 21 days, 30 days, you almost have to – it is literally forcing yourself because like everybody else I like my sleep. But now, six, seven years later, I mean, this is just how I roll. It is not hard anymore, but it was super hard initially, absolutely.

[0:27:25.6] LM: Yeah and so what are the rhythms that you have, rituals, rhythms that you have at PCI?

[0:27:34.3] DC: I mentioned the two lanes if you will, and I think LeeAnn, you had mentioned Jim Collins, what is it called? The Core Ideology. So that [Core Ideology] would be "the five" if you will, this is what we think is important. This is where we want to go as an organization but the other piece is this kind of rigor and so I have been impacted by Verne Harnish, the Rockefeller Habits. We recently started doing something two years ago called the Entrepreneurial Operating System, which some listeners may have heard of, a guy named Gino Wickman put that together.

[0:28:12.3] LM: [EOS](#), right.

[0:28:13.5] DC: EOS, yeah. For many years, even before we did EOS, we have – well the first thing we do is we have a stand-up meeting for all of our Operations people. This is 75 to 80 people and we bring people in for all of our locations for this meeting and we do it every day. It used to be called the 10 at 9, 10 minutes at 9:00. We actually moved it up to 8:30, so it's not as quite catchy; and that was the 10 at 8:30 Central, 10 at 9:30 Eastern.

Anyway, it is a mouthful; but I read and again, going back to Jim Collins specifically, *Built to Last*; one of the things he says in there is, 'try a lot of things and keep what works', and that's very much been our strategy. Maybe 10, 15 years ago I read an article somewhere about some organization that was having a 10-minute standup meeting and I thought, "Well, let's try it." It ended up being a cornerstone of our culture. It's been so successful in many organizations.

PCI before the 10 at 8:30, you have silos, right? Accounting and does Accounting stuff and Project Management does Project Management stuff and Inside Sales and I mean, and what happens with this daily meeting, 10-minute meeting - and I am happy to share our agenda maybe you could do a [link](#) to it – there's nothing magic about the agenda, we change it over time, but each department rotates. They have two minutes to talk about something that department is working on, but it is even more than that. It is just being in the same space and we go over, we start with "The Five," we go over "The Five" and we go over key metrics. We are big on transparency. I mean it is what it is what it is, we try to share everything, as much information as we can across the organizations.

So, every day we go over the key metrics and then we do this expanded news that I mentioned is two minutes, it rotates. But the most important part of that meeting is recognition and allowing peers to recognize other peers for living our values. That is a key, key thing and kind of a funny story - this was probably 10 years ago now, but we had a new person who had joined the team, a senior-level person and the 10 at 8:30 had probably gone 20 or 25 minutes.

And we are walking out of there and he said to me, he goes, "Golly, you know 15 minutes of recognition?" and I said, "We'll stay in there all morning. If people want to recognize other people for living our values, I mean I hope it goes 25 minutes every day," no it doesn't — but anyway the point is

recognition is critical. So anyway, we have a daily standup; we have a daily CEO Council; it is eight or nine top leaders - we have a huddle.

We have a weekly CEO Council that is from *EOS* called the L-10, Level 10 meeting. We have a monthly extended leadership team meeting, called the Trail Blazers meeting of about 75 or 80 - anybody who manages a project, a client relationship, a team; and that's really all about learning. That is the key thing there. We have a quarterly business meeting; we call it *not the big company*. So, we do *not the typical quarterly business meeting* in every location.

Twice a year I meet with what we call the skip-level lunch where I meet with every team twice a year without their manager, any managers being present just me and them. We do an annual strategic planning meeting and all of these and there is more. I am leaving some things out I know, but it is these daily, weekly, monthly, quarterly, annual — these are going to happen, and this is how we really drive our culture. And so it is again, that *core ideology*, but then what is the *process* through which you bring it life inside the organization.

[0:32:10.2] LM: That is fantastic.

[0:32:11.5] DC: I will say the third element I think of being a great place to work is courage because it is great to have values; it is really important to have values, but you've got to live by those. A story here from PCI - this was probably five or six years ago now - I mentioned these quarterly business meetings, and on a Monday morning, we recognized all of our top performers, but this gentleman was the number one salesperson at PCI for the prior quarter, right?

And on Friday, that very same week and I remember it because it was so jarring, we had to let him go. I mean there was an integrity issue and that's the key thing. You know it is great to have values but as leaders, it is not easy. It is not easy to let your best salesperson go. Trust me, you would rather look the other way. You'd rather find a way but that's the tough part and I am not saying we are perfect at this by the way. Again, you've got to earn it every day but that courage or alignment or consistency whatever you want to call it is just so, so, so important, I think.

[0:33:21.3] LM: Well it is. If you want people to believe that you are serious about it then you have to live it and I have heard other stories like that. I have a friend of mine who is a major league baseball coach and before he was that, he made his way up through the minors and at his wedding, someone

stood up and told the story about he didn't let his star player, or maybe a couple of them had broken curfew the night before and they were in the playoffs. And he benched both of them for the game - they lost. It was a huge lesson and he just got so much respect from the team around his commitment to the values and how the team was going to roll.

[0:34:06.7] DC: Yeah, you know that's it and again, as leaders we just have to continue to remind ourselves of that because that is critical.

[0:34:15.6] LM: I want you to say something about this storytelling. This new offer that you all have that I stumbled upon on your website I think that's great and as we're closing off here, I want to make sure that you have an opportunity to say anything else, point people in the direction of your website, whatever it is that you want to tell people.

[0:34:36.5] DC: Well one thing that we are super excited about - I mean if you last a 100 years you've got to continue to look for ways to be innovative: new markets, new products, new offerings, new ways of operationally... in our case, we think we came upon a real need, a real opportunity, which is all around storytelling. Our business traditionally has been focused on helping our clients update their data: where someone lives, where they work, what is their email, what is their mobile phone, what is their spouse's name, you know da-da-da, all that type of information, and we do that with excellence. We take tremendous pride in doing that. That is why we exist.

We have identified a new related opportunity where in addition to that information, we are also capturing people's story. So, for instance, Purdue was our big university to sign up for this and so beginning next month, and for four to six months after that, we're going to be collecting Purdue Alumni - their stories about what was it about Purdue - was it maybe something you know professionally that sent them in a certain direction? Maybe it was more on the personal side, maybe they met their spouse while they were at Purdue or made lifelong friendships. You know capturing people's stories, which is such an empowering thing, to tell your story. For the university, it is just so valuable I mean to create that moment of engagement.

So that is something and we are working through it operationally, with the marketing etcetera, etcetera, etcetera, we are hardly all there, but it is something we're super excited about.

[0:36:20.0] LM: I think it is fantastic and just another example of how you are constantly learning and changing and innovating. Drew, thank you so much for sharing your passion today. It's been so much fun to hear you light up as you talk about the company that you lead.

[0:36:40.2] DC: Yeah, well it's been a true pleasure and I am; I describe myself as a workplace culture enthusiast. So, anyone who might be listening, if you want to connect or have ideas or want to learn more, I mean I am – that is one of the things that I am passionate about in life. So, I'd love to connect with other workplace culture enthusiasts.

[0:37:00.4] LM: All right, that is a big invitation.

[0:37:03.5] DC: All right.

[0:37:04.1] LM: All right Drew, thank you so very much. I really appreciate it.

[0:37:08.8] DC: You bet LeeAnn, thank you.

[END OF INTERVIEW]

[0:37:17.8] LM: If you like what you heard today and the direction that this podcast is pointed, subscribe to Rise Leaders Radio on iTunes, leave us a comment and a five star rating. You can also check out the Rise Leaders website at www.rise-leaders.com to find the resources I pull from in my coaching and consulting work and that I find central to transformative leadership. If you are committed to leading with the clear vision and from core values and taking your team to the next level, then get in touch. You could reach me, LeeAnn Mallory, from my website. I'd be honored to hear from you. I appreciate you tuning in today and especially for being the type of person interested in learning more about how you could elevate your part of the world. Take good care.

[END]