

Linda Rendle: What was the most important thing for me and our team was values returning to what our values are at every decision we made and the core of those values is do the right thing. And so all of the decisions we made when we had limited product and we had to get it to people, how would we make decisions about where that product went? And we prioritized healthcare, because again, that came back to our purpose and what we were meant to do. So I think relying even more heavily on our values were so important to us was the first thing that stayed consistent.

Chris Fussell: Welcome to No Turning Back. A McChrystal Group podcast hosted by General Stan McChrystal and me, Chris Fussell. Our goal here is simple, to have serious conversations with serious leaders so we can learn from the best and navigate these complex times together. Thanks for joining us.

Danielle: This week, we have a very special episode on leadership with a conversation Stan and Chris had with Linda Rendle. Linda is chief executive officer at The Clorox Company, a position she assumed in September 2020. They discuss agile leadership, innovation and the importance of preparing for an unpredictable future. Linda shares lessons learned from leading The Clorox Company during COVID and her pride in her team and the resiliency they demonstrated.

Linda shares why learning is a business imperative and how accelerated the development of a learning culture at Clorox. They talked through her career choices and experiences that helped her become CEO and how her values have guided her professional growth. This conversation is rich with actionable insights on how leaders at all stages of their journey can lead resilient teams through crisis and beyond. Thank you, Linda and her team for taking the time to talk to us. Now, over to the discussion.

General Stan Mc...: Well, Linda, thanks so much for joining us today, and we're really honored. I personally have been excited to have you on here since we met. And I heard what you had done at Clorox and I watched you speak and interact and I said, "Well, this is somebody I wanna have a longer conversation with." But I'm gonna start off with being pretty honest, Chris and I both grew up in the military. And inside the military, we sort of think that we own leadership, 'cause you got uniforms, you got boats.

Chris was a Navy SEAL, I was an Army Ranger. And so this idea that, you know, other people don't have to go through really difficult moments like battle. And then what I've seen in the last few years particularly is business leaders, and I'm maybe gonna take away business, I'm just gonna say leaders respond to challenges in a way that takes into account their people and the mission that must be done and the unusual almost disorienting environment sometimes around them.

I think that when I think of Clorox before the pandemic, I think of a company that was a name brand, you knew what you needed it for, you found it on the shelf, you relied on it, but you didn't get excited about it. And then suddenly, when the pandemic occurs, you gotta have it. You know,

we've gotta have it to clean stuff. It becomes an essential requirement for an environment that we never expected. And you had been made the CEO in September of 2020, not that long before suddenly the crisis arise, suddenly you run into this. So I'm gonna ask you if you give us just a little background about the route to CEO, but then talk about that moment when suddenly you realized that the ground under you had shifted.

Linda Rendle: Yeah. Well first thanks for having me on Stan and Chris, it's great to be with you having this conversation. It was an honor Stan to hear you speak to a group that we were part of and so I'm thrilled to get into with you today. Yeah, what a time. And you know, there's lots of lessons to be learned from military leaders during this time. and we can touch on some of those things and but an extraordinary time, an extraordinary time for everyone in our company for the people who were used to a bit more of that stability Stan, it's exactly right.

You know, we had a business it's 108 years old now that we're in nine or 10 US households. So people knew us and relied on us for many years. And we have great grand loyalty, but to step into a moment we were so essential to people to keep them well, that was a big deal. And of course, becoming CEO during that time was also a big deal. I, you know, I love this company and I love the brands that we have, but to be able to lead a team of people to address that challenge was just incredible.

And I knew the company really well, having been part of it for 19 years and so I knew the good and the bad and a lot of the good we relied on, you know, number one being our purpose. We champion people to be well and thrive. That was something that centered us during this journey. When people needed us, we had to respond. So what do you do when you have to respond to that type of need? The first thing you do is you say, "Well, I've gotta keep my people safe." You know, and that's been a core tenet of how we've operated our company for years, safety is critical.

And so we did all the things you would expect us to do to ensure we got the people in manufacturing who had to keep showing up every single day to make our products well and safe to get the people who were working in offices home and reorient, you know, their entire day the way that they operated with their teams. And we did that really well. And as soon as we did that, we focused on how can we make as much product as as we possibly can.

So for perspective our Clorox Disinfecting Wipes business which is probably the best model. We had demand as high as 500% higher than pre pandemic during that time. And there's just no supply chain that exists in our world that can handle that type of increase in volatility. And so once we had that team safe, we had to figure out and pull all the different levers that we had under our disposal including running our assets as fast and hard as we could, relying on external partners, et cetera to help meet that demand.

And then, you know, once we got through that initial surge, we had to think about what was the long term for these people that were experiencing COVID around the world and how could we

better help meet their needs, and I'm sure we'll talk about that in the space of innovation. But what we didn't wanna get too focused on myopically was the short term and what we were doing then, but how can we make sure that we address, you know, a number of futures that COVID had in store for us? And I think none of us would've predicted exactly where we landed today.

General Stan Mc...: Can I follow up real quickly? Because in that moment, you had worked your way up to be CEO, which was an incredible accomplishment, but then you probably had to be a little bit different kind of leader for at least a period. Can you describe that? Because many of our listeners have been in that, some version of that.

Linda Rendle: Yeah. I think, you know, maybe I'll start with a couple things that couldn't change. I think that's just as important as what had to change. And what was the most important thing for me and our team was values, returning to what our values are at every decision we made. And the core of those values is do the right thing. And so all of the decisions we made when we had limited product and we had to get it to people, how would we make decisions about where that product went?

And we prioritized healthcare, because again, that came back to our purpose and what we were meant to do. So I think relying even more heavily on our values were so important to us was the first thing that stayed consistent. And the second thing was being focused on people and really understanding the impact we had, that of course there were business outcomes we needed to drive, but this was really about people and that helped us make decisions, but then one needed to be different.

You know, I think there were a few things that had already really, we started to have conversations about in our team, but this pandemic brought into focus. We needed to be more flexible, adaptable, and agile, and I needed to be a leader that could encourage that in a team that was used to more predictability, was used to having all the data they needed to make decisions.

And so it was really about setting up operating rhythms being clear on what our goals were with our team and so that everybody knew the role they had to play and what we were trying to drive to and doing that in a way where information was changing daily and being able to make those decisions in a different way. So that was job number one, was getting the team set up physically who were the right people in the right jobs. Did we have the right operating rhythms? And then creating a culture of pace in the company.

And that meant I had to make decisions faster, I had to have access to the right data and the right people to make those decisions and then helping set that up for all of our leaders. But to me that is the number one thing coming out of this pandemic for us, we must be a more agile company that reacts faster because the world is gonna continue to be volatile.

Chris Fussell: Just playing on that a little bit. Stan and I spent a lot of time thinking about sort of different modes of leadership that could change sometimes three times in a day, right? Are you

in the strategic long term part of your brain, are you in a personnel space, whatever in crisis management, is it a whole space, right? So I'm curious if, did you have any sort of prior experiences you don't have to go and do detail, but like that you were able to pull on that said we're now going into this totally different space.

And crisis is in my view isn't always the world's on fire. I mean, this is an extreme example obviously, but it's just, it's a moment where the traditional rule book has to be broken for some unknown amount of time in order to drive real agility speed, all the things you just talked about. Were there things in your background that you pulled on or mentors or peer mentors that you reached out to or anything that helped you through that process or were you just learning on the fly, which is also a great answer.

Linda Rendle: Yeah, both. I think, you know, there were definitely experiences I had, I had a real fortune at Clorox to do a number of different roles. You know, I didn't have a traditional path where one role came after the other. I did supply chain roles. And I couldn't be more grateful being a salesperson, becoming a CEO who had supply chain roles. Had I not had that experience, I would've been not as well prepared as I was to at least ask the right questions and consider the right implications.

So I think having a very varied career in the consumer package goods industry helped me creating a network outside of the company helped me. So I had a set of advisors whether that be industry advisors, other CEOs that I had built relationships with who I could learn from and talk to and find commonality and learn from their mistakes and their wins, which was really great. But I think in that moment, nobody could have been 100% prepared. I have concluded that.

You know, I don't think any of us predicted a global pandemic and all of those related factors that happened and particularly happened to our company. So what became really important to me and to my team learning, you know, I love to learn, I love to read, I love to talk to others, but it became a business imperative to learn in the moment to be really listening to signals. And that was a huge eye opener, I think for all of us.

When you think, you know something about your business, throw in a crisis like this and you learn a lot of other things about your business. And if you are not open to hearing what you're good at, what you're not good at, for example, we had a discussion for a number of years that we were at the right place in our digital transformation, we were not. We needed to make additional investments and we kept telling ourselves that story. And then it made it really clear that if we didn't declare we weren't where we needed to be given the moment and that we needed to accelerate that we were not gonna deliver for our consumers, customers, investors, et cetera.

So I think it was a moment of reflection learning and it's embedded that culture of learning more deeply into our company as we come out of this and it's gonna help us, you know, deal with future effects, which this is not over you know, with the unfortunate situation that we have going on in Ukraine you know, companies are gonna continue to be affected by change. And if we

have that type of learning culture that we developed more prominently over the last two years, we're gonna be really well suited to deal with it, 'cause we're gonna listen, we're gonna listen to those signals.

Chris Fussell: Just a quick comment on what you said and then a follow up the... You're when you say we couldn't have seen this coming, it's such an important point. We love to, you know, armchair quarterback ourselves to death, this... But if you'd have gone to your board and said, "I'm gonna invest heavily so that we're prepared for a 500 X increase in requirement." You know, they would've not been impressed, right? And the same thing happens in the military all the time.

Like of course there's these massive contingencies, but if you over invest in too many blocks on events, you just can't do business, right? And so what you have to do is create an agile force that's ready to react with whatever the world's gonna throw at us. I'm curious on your other comment there around sort of seeing things inside the business that weren't obvious at the time, like your where you were on the tech front. Are there things about the business that you were, I'm sure there were many, but like the pleasantly surprised part you're like, "Wow, I didn't know that we had that in this," or, "I didn't know we had this capability where I'd never met that team before." any learnings there you can share?

Linda Rendle: Yeah, there are two that stick out. The first would be, and we knew this, but we didn't really embrace it to the degree that we should and we are now. We have amazing brands [laughs] that consumers really care about. You know, we're in, we always say this, we're nine out of 10 households in the US, but what does that really mean? You know, it means we're part of people's lives in an inherent way.

And this pandemic brought that to the forefront, not just with the Clorox brand that was there to help people clean, but our glad trash bags that dealt with the fact that people were producing more trash at home cat litter, as people adopted cats during the pandemic, you know, our role, our brands play such an important role and it really inspired us to say what else can they do? You know, how can we leverage innovation to mean even more to people moving forward?

So I think that was one that it was a good reminder and it really heightened our focus on the amazing brands that we have the privilege to bring to life for people. And then second, we are way more resilient than we probably thought we were. You know, I am incredibly proud of my team, incredibly proud of the resilience they showed, the resilience of our board to have so much information and change coming at us at once and to be able to respond.

And even in the midst of having people go through their own personal issues with COVID or staying home, or what was going on with racial inequity around the country at the same time and those discussions to be able to show up and deliver for people and get through all of those hardships, it's an amazing thing. and so that's one discussion we've had, you know, we

demonstrated more resiliency than we ever thought we had, how can we leverage that to our advantage moving forward?

General Stan Mc...: Wow. Linda, Chris and I grew up in the counter terrorist world and in the earlier model, we would do occasional operations of elegant precision. And then we pat ourselves on the back for several months and bask in the glory of how good we were and then we got into a rack when it really got ugly, and suddenly we had to have like a 500% demand from consumers. We had to change the way we operated, and we did that. We adapted to that, and we became something very different.

But then it was interesting as we became something very different, there was a great danger that that was the new us. And we were gonna bolt everything in place and say, "Okay, now we changed it and glad that's behind us." But now that is not appropriate for the environment going forward. We're seeing companies like Peloton and Zoom that saw this media over meteor growth, then suddenly the market changes. How do you prepare an organization as large and as effective as Clorox? They go through this kind of event, how do you prepare 'em for, okay, there could be another window, we might go into a very different direction.

Linda Rendle: It's a really important question, Stan. And I think Chris, you know, you mentioned this a little bit before when you mentioned, you know, change and how organizations can get stuck in a pattern especially when you're as old as we are, you know, and I take that a point of pride that we're as old as we are. But what really, I think is important, and Chris, you made this point on, you know, talking between strategy and execution.

First, you have to be really clear strategically, and that means being clear on the external environment. You really have to know what you're up against, and you have to take all of that information in to say, what is the environment that we're operating in and what are the forces acting on our company? And what are the things that we can actually affect? You know, what do we have to take as something that's an input, but then what could we create as an output? And we've done, I, you know, used to refresh strategy in a company like ours every five to seven years.

We've looked at strategy every quarter, you know, just to say, do we have the right inputs? Are we looking at the consumer in the right way? Are we thinking about our executional priorities the right way given what we're seeing in the environment? And we, so we made some changes. We thought our strategy was about right, but we had to make some pivots. And some of them were really positive. You know, we had the fact that consumers were cleaning more. We believe they were gonna stay at home more. They were adopting pets. We could take advantage of that by further leaning into innovation, for example, which is one of the choices we made.

But then we looked and said, "We have to be faster and more agile." And in order to do that, we have to accelerate our digital transformation. For example, that was a place we were behind, like we spoke about. And so we're able to pivot. So I think what the important part is getting all of

those inputs, clearly articulating for people what the vision is, where we're going, and then the milestones. And that I think is gonna be important moving forward, 'cause to the good point Stan, the, what we developed over the last two years is not the same as what we're gonna need actually now coming up for the next few years.

Parts of it will be, but there are gonna be new challenges coming up, dealing with hyperinflation, dealing with a change in the world, you know, from a geopolitical perspective that will impact our company in different ways. And so that's what our team is really focused on, is taking all of those in and then making changes to our plan and making it clear then what those changes are and getting everyone in the organization to execute against them.

Chris Fussell: We could spend a long time talking on the innovation, so we'll circle back there a few times I think. But I'm curious if, you know, a lot of folks we, Stan and I work with these days, they're trying, how do I capture that sort of agile mindset that was so important for the last two years and keep the right things. And so that innovation pivot that you talk about are there things you're doing, hey, I'd be curious what that conversation was like, 'cause I'm oftentimes from the executive level that you're thinking we gotta pivot now and fast.

And a big crisis like that makes it somewhat obvious, but it can still be a hard conversation. So I'm curious if if there was any navigation there or did everybody just kind of get it? I can make simple assumptions, but then also thoughts on just for other leaders that are wrestling with the same thing that you're how you're approaching your team on keeping that in the DNA going forward. Can't be total chaos all the time, but you I'm sure you want to continue to capture some of that.

Linda Rendle: It was definitely a conversation. You know, it, there were a lot of people who said, "We're good enough already at this," or, "you know, we're doing things the way we should or, "you know, this is only temporary." and so we had lots of debates, you know, what would be the places we would change? Why do we need to be faster? And we heard kind of everybody's point of view. And then we made the decision and then we were clear on that decision. We believe we need to go faster, we believe innovation needs to deliver this.

And then we examined where in the company we could make immediate changes. Where were the things we could have an effect on right away that showed signals and made small changes, and then what were the things that needed longer time horizons to fix and adjust to. And that helped create wins, small wins for people that they could build on. So for example, in innovation, if you know, we had some innovations that were doing really well in market how could we lean on them fast because they already existed, spend more money on them? That was one of our focus areas, investing more in our business during that time to get new households in trial where we said we have some wins right now.

Let's lean into those even further through investment. That gave our team confidence to say, "Well, geez, if we can create bigger platform innovations, we can invest more. Wouldn't that be a

good cycle?" And then that helped us redesign, you know, our broader innovation processes to think more holistically and expansively about what we would do. So I would say that was part of it is, you know, listening to people, hearing their point of view, making a decision and then getting quick wins and that's really what agile is all about too, right?

you gotta fail fast, learn fast and then to discard the things that don't work and double down on the things that do, and that was really important. But I would say, you know, there was a lot of debate primarily because we have a finite resource pool. So what are you gonna do? Are you gonna prioritize the next 10 days, 15 days? Are you gonna prioritize six months, two years from now during a time like this?

So, we had to make difficult decisions on doing that and really start to give people swim lanes. You're gonna focus on the here and now. We have a team that's dedicated to the future. And that helped as well, is keeping people single-mindedly focused during that time and not asking people to flip flop between today and two years from now if they didn't have the ability to do that. And for many people that's pretty difficult.

Chris Fussell: Can you take it a much different direction if that's okay? 'Cause I'm curious before we run outta time, I wanna talk to you a little bit about your own career choices. I'll ask you a question, but I wanna qualify with my own bias. I've been three things in my professional career. I was a lifeguard, I was a Navy SEAL, and a consultant.

And so [laughs], I haven't bounced around a lot. Your career sort of rubs against the grain of sort of the current, you know, approach to your one's professional trajectory. I'm a huge believer in like find a place, invest and stay for a long time. But can you talk a little bit about that why you've made those decisions along the way? Were there times when you thought everybody else has had six jobs by now and I'm still at the same place? Any thoughts there?

Linda Rendle: Yeah. You know, I will say I absolutely did not intend to start Clorox after my time at P&G, be here for 19 years and become the CEO. I did not foresee that. And I think that's kinda lesson number one for me, is I think it's really a fool's errand to think about defining exactly what your end point will look like in your career single-mindedly.

I was very open to whatever my career had in store for me. And it didn't mean I didn't look other places, I did. But what I kept coming back to was a company I loved that had and shared my values and that was incredibly important, that offered me opportunities to become a better leader. And that was what really appealing to me. And as I grew through my career, I saw more opportunities for me to make a difference on the company. So the company was making a big difference on me to start, and then I started to see the ability for me to make that difference on the company and evolve our culture and nurture our people.

And that was really, you know, the reason I stayed and the reason I'm in this role, is because now I get the ultimate ability to do that by leading a company at this time and helping us be a modern

version of a terrific company we've been for all these years. So I, my advice to people as they think about this you know, try to avoid saying at this age or this time, I'm going to be exactly this. Instead, know what's important to you. You know, I hope it's people's values, I hope it's interesting work I hope it's making the world a better place and then find a company that allows you to do that.

And if you can grow within that company, great. If not, and it means going someplace else, you should do that too. I don't think there's one right place to do. I feel like my path was wonderful, Chris, I agree with you. You know, I love the fact that I've been able to stay in one industry and do that. I know it really well, that's the benefit of doing that. But I would just encourage people to start with really your motivations around values and what you wanna learn and develop into and be less focused on is that in six different companies, is that in one? You'd have to let it play out of it.

General Stan Mc...: Yeah, I'm gonna drill us into sort of pure leadership. As you know, Chris and I teach a leadership course at Yale. We've been teaching for a number of years and there's this tendency in our culture to treat leadership as an individual sport. You know, we write on the cover of Forbes magazine, we have a picture of a CEO, or we have biographies about great leaders, we talk about Dwight Eisenhower invading Europe. And in fact, he and half a million other people did it.

And so I, we think a lot about teams and we very rarely talk about all the work that happens before the moment of decision or the moment of greatness. I'm gonna ask you about that, how you think about it now that you've had the experiences that you had, how do you build that team so that when the unexpected pandemic arises, they're a little bit better than they would be if you hadn't done that?

Linda Rendle: Stan, I love that point. I played sports all growing up, team sports, volleyball was my primary sport. And the lesson I learned during all that time was the game didn't matter, it was about practice. Because ultimately the game was just an expression of all the work that you put in before. You know, were you a team that shared a common vision and game plan? Did you put the work in to get better? When it came down to a hard thing, did you have the resilience because you've put in the work to be able to deliver? And that's exactly what a company is. [Laughs].

It's, you know, at game time, you're only gonna win the game if you put the work in for practice. And that is something I think that's really important for Clorox at this moment. We've reflected a lot about that as a team because we live our values, because we believe in a multi-stakeholder approach that takes you know, all stakeholders into account, you know, not just our shareholders, which of course are incredibly important, but doing right for the planet and people, our communities because we're executors. You know, time and time again, Clorox has delivered what we said we were gonna deliver.

All of those things came into play and had we not practice those and they weren't values, et cetera. When game time came to have to deal with this horrible pandemic, we wouldn't have been as prepared as we needed to be. Now, of course, that also revealed things, places we weren't as prepared, and that's a good learning too. And then you have to make game time decisions on how you're gonna do it differently. And to your great point, that wasn't just me, but that was the team of 9,000 people at Clorox, you know, down to our shop floor where they were making decisions to say, here's how I can run lines faster.

It certainly wasn't me making those machines run faster, it was the experts that we had, those amazing people on the front lines of our organization doing that. So I think it's a really important point. you will never be prepared when things like this happen if you're not putting the practice in. And that comes down to me about your culture, your values and the things that you prioritize, reward and recognize.

General Stan Mc...: That's a great set of thoughts. I'm gonna ask you to share any techniques that you might have. You know, Chris and I have talked a lot, you form an administration, let's say for a city or for a national level, and you bring these people together after an election, and you expect the National Security Council to essentially make the most important decisions, but they really haven't been through any team building.

And I've been on a number of boards of directors since I retired from the military and one of the things that shocked me is we come together quarterly and we're expected to do some pretty important things, but we've never really gone through any crucible like things that build trust and communication and all. Are there any techniques that you have either used or seen for helping a CEO to build key members of a team, that levels of trust and communication and interaction that can be helpful for the unexpected?

Linda Rendle: Yeah, I think the first thing you do, it's who's on the team that starts with that and the importance of a diverse team with diverse experiences backgrounds is so important. And we have that. We're very fortunate we've built a board of directors that is diverse in race and gender, but also experiences in industries. And it starts with them. And then it goes to our leadership team, our executive leadership team that has the same thing.

You know, 50% of our team is women at the executive level. That's pretty unheard of in our industry and unfortunately for many companies well beyond that. So bringing a group of people together who have that varying experiences, you avoid things like group think you avoid having just one way of solving a problem. And that's incredibly important and I think we need more of it. It is the case for why I think it seems so obvious why inclusion and diversity matters.

But then what do you do with that group of people? Because you need the best of what they bring, and that means having healthy disagreement. And that starts with starting with a foundation. So for us, we do what we call high performance teamwork at Clorox where we bring people together, we start with getting to know each other which is just building a foundation for

trust and we learn to do the ways that teams form around storming, forming, norming, and then getting to excellent executions. And we practice that along the way depending on where we are.

We have a team coach that helps us explore our leadership and how we're interacting with each other. And then we create moments in all of the meetings that we have to check in on that. How are we operating as a team? Did we have enough disagreement? Did we bring heat at the appropriate level? Did everybody feel heard? Did we make a timely decision? So we practice it and then we hold ourselves accountable to it and we get better and better, but I think that's the most important thing. If you actually don't practice being a team and you just do the work of the business, you're not gonna get there. So you must practice being a team.

Chris Fussell: I got a final question to bounce off you and open this up beyond your organization, just sort of industry broadly or our generation of leaders broadly. Like I'm sure going through that throughout your career, but especially in, you know, window of real crisis, I'm guessing there were times, I certainly felt this in the military where you wish you could go back 20 years and talk to the former generals and say, "Why did you do it like this? It's killing us right now."

So when you think about the 20 years forward, do you think, what do you think that generation of leaders is gonna look back at our set and say, "Wow, you really didn't move on this thing fast enough." Or you're kind of, I wish you'd shuffle the order, or you're thinking on these other big issues. What comes to mind?

Linda Rendle: You know, I, as we... This is definitely for our industry. But I think it's well beyond, there are really some systemic challenges that we have that we're addressing one off. And I think for us to tackle some things that really matter in this world, sustainability, having a planet that's viable for our people, having you know, people who have access to food, healthy food, et cetera, that is that's a societal problem we need to work together on.

And I hope 20 years from now leaders don't turn around and say, "Wow, you all are looking at yourself and you didn't come together fast enough to solve these problems." 'Cause I think that's what's gonna be required. We cannot operate as individual units. We have to use the collective power of business, of government, of different countries to come together and solve some really big challenges that we have.

And so I'm really hopeful, Chris, that 20 years from now, they won't hold us for that. But my fear is we're still operating too much in silos and you can see it in how the supply chain is running right now, you can see it in our disagreements on what it takes to get the right environmental policies and actions taken. So I really hope that doesn't happen in 20 years, but that's my fear.

General Stan Mc...: Yeah. I would say that Linda, Chris and I both experience it. we run a business and it's not as big as Clorox, but it's significant for us. And we're always trying to thread the needle on when should we get involved in something that may have a slightly political tent or

some people against it, is that gonna hurt our business? Now we don't have shareholders, but we still feel that pressure. And I know that leaders at your level feel it on a daily basis and you're pulled in multiple directions, and that's pretty tough to do.

What would you tell young leaders who are looking up maybe 10 or 15 years behind you, they've already been in their work for a while, and how would you tell them to think about that kind of growing as you say, responsibility or awareness that the world is likely going to continue in that direction? How would you advise them to prepare for that?

Linda Rendle: I first think it's, you know, about having a broad range of experiences so you can have a broad perspective. If you do just one thing and you're not open to learning and being curious about what's happening, you have the potential to be biased, although we're all biased to some degree, but more biased. And you will tend to make narrow decisions because you don't understand the impact.

So I think it's really important no matter what job you have, no matter what level that is to have a multi stakeholder view. And that stakeholder in early in your career can be as simple as your coworkers around you, your family, your community, it can be that simple. And then as you have more and more responsibility, it becomes much broader than that. And I think if you practice that at every point in your career, it becomes natural.

You begin to listen to what's important to all the stakeholders that that you serve in whatever role that you're in and you recognize the power of delivering against all of those, that's the ultimate way that you create value. And for a company that's publicly held, I firmly believe the way that you create long term value is by taking your stakeholders points into consideration and building them in. We cannot have a healthy business without a healthy planet period.

We cannot have a healthy business that delivers for investors if our employees aren't taken care of. And so I think once you have that time to understand how the world around you contributes to that, it becomes natural, and that's what I would advise leaders at every level to do, really invest in your stakeholders, it will make you a better leader no matter what you do.

Chris Fussell: Linda, just a great discussion. I'll push it back over saying, but I just on behalf of sanitized hands everywhere, thank you for [laughs].

Linda Rendle: [Laughs].

Chris Fussell: All just the amazing work. I mean it, what must have been, I hope you've taken notes and you will write a book about it at some point or your team should because to go through... be that center of the conversation unexpectedly must just been an amazing experience, you know, frightening and challenging and hard, but I'm sure it'll also be one of the most powerful chapters of your life and many others in the organization. So thanks for sharing the insights really, really enjoyed the discussion.

Linda Rendle: Thanks, Chris. I'm honored to represent my teammates around the world 'cause of course this is their story. So thank you.

General Stan Mc...: Yeah. And let me add my thanks to you and all your teammates for that. But but I'd also double tap the idea. You know, you're probably not the last CEO that's gonna face an unexpected crisis of some nature and yet most leaders will get one big one in their experience that each president face one war, won this or find. And so it's always a bit new. And whatever we can do to write or pass knowledge like you've done for the more than the last half hour, I think is incredibly valuable. So thanks for all that you've done and thanks for what I think you'll do to push leadership in the future.

Linda Rendle: Thanks so much, Stan, great to speak with you both.

General Stan Mc...: Our pleasure.

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