



**This Is Your Life Podcast**

Season 7, Episode 8

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Michael Hyatt

**Michele Cushatt:** Welcome to *This Is Your Life* with Michael Hyatt, where our goal is to help you win at work and succeed at life. My name is Michele Cushatt. I'm your cohost today, and joining me in today's conversation is Michael Hyatt. Hey there, Michael.

**Michael Hyatt:** Hey, Michele. Good to see you.

**Michele:** Good to see you too. Now one interesting piece of trivia that many of our listeners may not know... I hope you don't mind that I'm disclosing personal information.

**Michael:** Nope.

**Michele:** It's kind of too late now anyway, so...

**Michael:** I mean, you've been doing it for all of these years. Why stop now?

**Michele:** Why stop? Oh, I love it. It's really fun. An interesting piece of personal trivia y'all may not know about is that both Michael and I are musicians.

**Michael:** That's true.

**Michele:** It's true. I'm a pianist, and Michael is both a pianist and a guitarist. I have it on good authority that you're actually very good at both.

**Michael:** Well, I'm less good at piano only because I never practiced. I was a music major for the first two years of college, and I thought I wanted to play professionally. But when I went to college, particularly at Baylor University, where there were these amazing musicians from all over the world, I realized the competition was really stiff. I thought, "You know, this probably is going to be a great hobby for me but probably not much more."

**Michele:** Well, you know (or maybe you don't know), I used to be a piano teacher. I actually taught for...oh my goodness...probably 15 to 20 years. So you just confessed to a piano teacher that you didn't practice, which is...

**Michael:** I know. It was kind of the story of my life when I was taking lessons. I used to dread going to my lessons, just because I never felt like I had practiced enough. Even when I was practicing every day, I always felt like there was more I could have done.

**Michele:** There is some truth to that, but I think it's fascinating that we're both musicians even though that's not what we're doing for a living. What's interesting is that I am a big believer that there's so much we can learn both about life and leadership from music and from the whole process of learning music, regardless of your instrument. Not that long ago, you had an experience related to the Nashville Symphony that profoundly impacted your perspective on leadership.

**Michael:** Yeah. I always try to milk the ideas out of any experience I get and see parallels. My mind just works like that. I'm kind of a lateral thinker. Gail and I went to the Nashville Symphony with our daughter Mary and her husband, Chris. They had bought tickets for Gail's birthday. It was incredible. It took place at Nashville's world-renowned Schermerhorn Symphony Center. If you haven't seen that... Have you been there?

**Michele:** No, I haven't.

**Michael:** It's an amazing symphony center, one of the best in the entire country. The orchestra that night was conducted by Hugh Wolff. He and the orchestra performed Beethoven's *Concerto No. 4 in G Major* for piano and orchestra. Then they had the break. I should also say that Horatio Gutiérrez played the piano. He was amazing.

**Michele:** Oh, wow.

**Michael:** After the intermission, the orchestra performed Rachmaninoff's *Symphonic Dances, Op. 45*. I have no idea what all of that stuff means; I just like saying it.

**Michele:** Well, I have to tell you that for a moment there, I was just stunned to silence because you sounded so accomplished and intelligent.

**Michael:** Okay, here's another true confession. I used to be an FM disc jockey on a station that played classical music, so I had to learn to pronounce all of that stuff.

**Michele:** I did not know this. I really did not know this. How could I have known for you this long and not known that?

**Michael:** Well, I'm not proud of it. I got fired from the job, but that's another story.

**Michele:** Oh! That's a whole other episode, which I am definitely going to ask you about at some point in time.

**Michael:** So there we were. We were actually on the second row of the concert, which was fantastic. I was like 20 feet from Hugh Wolff. I was totally swept up in the experience. I mean, that's the great thing about amazing music, particularly when it's performed live. You can just be swept along. Everything is timeless, and you're just enjoying the moment.

I was especially fascinated to watch how he led the orchestra. It was really unbelievable, and it didn't take long before I started seeing some parallels between that and leadership. I've written about it. I did a podcast a couple of years ago on the same topic, but yeah. I distilled from that *eight leadership lessons I learned from watching the symphony*.

**Michele:** Well, I cannot wait to hear them, because (as I've already said) I'm kind of a music nerd. I'm really looking forward to unpacking these with you today, so let's go ahead and get started. Regardless of your style of music... You may listen to classical. You may listen to pop.

Whatever it is, the idea of a conductor, somebody who's leading it, has some very powerful implications for us. It's a metaphor all of us can learn from, regardless of our musical experience or even our leadership experience. Let's go ahead and get started. We have eight lessons. What is the first one?

**Michael:** The first lesson is to *start with a plan*. I mean, it sounds pretty simple, but conductors have their own version of this. They start with a musical score, which is a very detailed plan, and they get a clear idea in their heads of how it should sound. Conductors look at the same sheet of music and have different visions for how it's going to sound, but they start with a plan. Then what they're trying to do is recreate in real time their musical vision.

I think that as a leader too, that's where it has to start. We have to start with a vision. What is it we're trying to create in our companies, our organizations, our churches, or whatever it is, wherever we're leading? What is it we're trying to create? Do you have clarity about the destination where you're trying to take your team?

You know, there's a lot of talk in the corporate world (at least, there was back when I was in the corporate world) about strategy. Everybody wanted to talk about the importance of strategy and debate about which strategies were the most effective and which were the most efficient. Strategy is really the second question. The single most important question inside of a corporation or any kind of human organization (I think) is, "What is the vision?"

That answers the question, “What is it we’re trying to accomplish?” or, “Where is it we’re trying to go?” The second question is a question about strategy, and that’s the question, “How do we get there?” There are a lot of different ways to get to the same destination, but if you’re not clear on the destination, the strategy doesn’t really matter. Getting clear on that vision... It’s clear in a symphony because you have the musical score, but it has to be clear in our leadership as well. We have to know the vision or the destination.

**Michele:** It seems that many times, kind of as you just hinted there, so many organizations (whether they’re churches, corporations, or whatever) always want to tweak their strategies. They’re looking for the next easy way to get something done, but they just haven’t spent the time getting clear about what it is exactly that they’re doing.

**Michael:** Yeah. I think part of the reason that’s true, Michele, is that vision is a harder thing to come up with. To get clear on what we want for the organizations we lead or to get clear on what we want in our own lives takes some real work, and it takes some real unplugging, some real thinking time to make that happen. I think that’s why a lot of people would rather be involved in activity or debate strategy. It’s a lot easier to get your mind around than vision is.

**Michele:** It’s more black and white, it seems.

**Michael:** Yeah.

**Michele:** It’s a little bit more tangible. You didn’t ask me to say this, but basically, that’s what *Living Forward* does in many ways. It really helps you set aside time, block out time, and get the intentionality down to get clear about where it is you are headed.

**Michael:** Yeah, it’s true. That’s really applying vision to your personal life, but I think it’s related, because people who don’t have a clear vision for their own lives aren’t usually clear in the vision casting they’re doing for their organizations. We say in the book... You probably remember this. It’s actually something Daniel Harkavy, my coauthor, coined.

“Self-leadership always precedes team leadership.” If you don’t know where you’re going in your own life, it’s very difficult to lead an organization, and it’s very difficult to make a compelling case for why they should follow you if you’re not clear on where you’re trying to go in your own life, so they really are related, and they’re both important.

**Michele:** Absolutely. Okay, so that first lesson is to start with a plan.

**Michael:** Yep.

**Michele:** What is the second lesson?

**Michael:** The second lesson is to *recruit the best players*. You know, the thing about great conductors is they attract great players. Just as Hugh Wolff had Horatio Gutiérrez there as the pianist, other great conductors attract great players. Mediocre conductors attract mediocre players. That's why when a city tries to get a conductor for their symphony, they try to get the very best one they can get.

They know he's going to attract the players who want to play for him. The same thing is true for football teams, baseball teams, hockey teams, and all of the rest. People want to play for the very best leaders. As a leader, you have to be able to attract, recruit, train, and develop the very best people you can find. I think this really comes from having that clear vision to begin with and then a commitment to really not settle for less than the best talent you can find.

It's something I practice in my organization now. We have a very defined, fairly elaborate recruiting process. We interview tons of people. We try to distill out of that the very best people. They go through a multilayer interview process, but it's because we're trying to get the very best players we can get. Having vision as a leader is important, but you're not going to be able to accomplish it unless you have A players on your team to help you make it happen or make it come to life.

**Michele:** Well, let's talk about the person who doesn't have as big a platform or organization as you currently have, the person who is very entrepreneurial, is starting something brand new, and is not a household name that somebody would recognize. Obviously, bringing excellence to the table themselves is very important, but how do they basically convince somebody else who is a high quality person that they are worth getting on board with? How do they do that? How do they recruit without that kind of history or background?

**Michael:** Well, I think it goes back to the vision again. What is it you're trying to create? I think that a lot of times, we think as leaders that... Gosh, we can't afford to pay for A-level talent. We can't get the best people, because we can't pay what they expect. I can tell you from hiring executives at every level (the top level in the C-suite, midlevel managers, and people who are just starting out) that money is certainly a component, but it's not always the most important component.

Oftentimes, it's the vision, the opportunity to play with other A players, the degree of autonomy you give them, the opportunity to learn, grow, and be part of something bigger than the sum of its parts... That's the kind of thing that attracts those A-level players. You

have to be able to recruit with what you have, and sometimes that's not the ability to pay the very best wage or the very best compensation in the marketplace.

Sometimes you just have to sell the vision, but that's also a great way to sort out the people. I don't want just people who are looking for the best-paying job. The problem with those people is that as soon as another job comes along that will pay them a little bit more, they jump ship and go to that.

**Michele:** They're gone. Yep. So true.

**Michael:** I really do believe in paying people well, and I want to pay them just a little bit above what the market is. I want to create bonus compensation that rewards people for winning with the team, but that's not the essence of the pitch we make when we're trying to recruit people. It's all about the vision and what it is we're trying to accomplish together.

**Michele:** Okay. That second lesson is to recruit the best players. What is the third lesson?

**Michael:** Yeah. The third lesson is to *be visible so everyone can see you*. This one is so important. In a symphony, the conductor stands on a platform so every single member of the orchestra can see him. This is the only way the orchestra can stay in alignment with each player starting and stopping at the appropriate time. I went to a demonstration at the Philadelphia Philharmonic where... It was a leadership conference, and they had the whole orchestra there.

The conductor walked away, and he said, "I want the orchestra to play without my conducting. I want you to hear what it sounds like." It just wasn't right. It wasn't in alignment. Nobody quite knew what to do or when to do it. Everybody had a different sense of what the timing was, what the rhythm was, what the volume should be, and all of that.

So as a leader, it's critically important that you stay visible. You can't keep your organization in alignment if you don't do that. I think what that means for a lot of us, especially for those of us who are introverts (I am one) is that you can't just go hide in your office, never be with the people, never be among them, never share the vision, and just kind of hope they get their work done and you don't have to be visible.

I think it's important that we are visible, that we're present with people and we give them that kind of moment-by-moment (or at least routine or regular) leadership so they can see us personally there, articulating what the vision is and what we're trying to do and giving meaning to our daily activities.

**Michele:** You know, that's true even for organizations that work more virtually. I was actually talking to an organization this morning. Are you familiar with the Miles Advisory Group with Bryan Miles and Shannon Miles?

**Michael:** Yes. I sure am. Yep.

**Michele:** I'm keynoting at their conference this summer, so I was talking to one of their team members this morning about... Twice a year, they do a team conference. They do a summer conference and a winter conference where they bring all of their virtual employees. A big chunk of their business is virtual assistance, right?

**Michael:** Right. Yeah.

**Michele:** They bring them all together to one location. They pay for all of that simply so they can be face-to-face. They want to be in front of their employees and their teammates. I thought this morning that I'm sure it's a huge expense for them, but what a just incredibly valuable offering they're giving their employees. Also, they're creating community, teamwork, and credibility with their team simply by being face-to-face, being visible to one another.

**Michael:** It's so critical. I mean, we talked about this a couple of episodes ago, I think. They kind of run together after a while. This is why I took my entire team on a cruise this last fall. I knew it was important as a virtual team that we get together and be in one place. We do that with some regularity. Having those meetings where you're face-to-face...

It's great to have video conferencing. We really believe in that. It's great to have a tool like Slack, which we use in place of e-mail. That's another place to connect, but nothing really compares to that face-to-face discussion when you're there together. You have to make that happen.

**Michele:** Absolutely. All right. So far, we've gone through three of the lessons Michael learned from a symphony conductor in Nashville. The first is to start with a plan. The second is to recruit the best players. The third is to be visible so everyone can see you, which I love. What is that fourth lesson?

**Michael:** Yeah, the fourth one is to *lead with your heart*. I love this one. Great conductors like Hugh Wolff get swept up into the music themselves. They're passionate about what they're doing. They don't just play with their heads. I mean, they could probably get a robot to read the music, do the arm movements, and all of that, but real conductors, great conductors, play with their hearts. You can read it on their faces. You can sense it in their movements. I love watching the conductor at a symphony.

**Michele:** Mm-hmm. I do too.

**Michael:** They're fully present and playing full out. As a leader, I really think your heart is your most important asset. We've talked about this before in prior podcasts, and we'll have some links in the show notes, but I did an entire podcast on this back when I first started called "The Importance of a Leader's Heart." I think you and I have covered that since then.

It's important that as a leader, you don't just lead with your head, that you're willing to open up your heart, you're able to be passionate when it's required, you're able to emote, that you're able to share your deepest longings, your deepest desires, the things you really want to achieve and accomplish, and that people sense that.

One of the reasons I loved working with Sam Moore when I was at Thomas Nelson (when he was the CEO and I was reporting to him) was that he was a heartfelt leader. Sometimes that didn't have a positive manifestation, like when he got angry or disappointed, but there was never any question that he was all in and he was leading from the heart. I think that's why he had so many employees who worked for him for decades. I worked for him for 17 years. It was because of his heart.

**Michele:** Another personal question... Has this ever been difficult for you, or does that come easily for you?

**Michael:** For me, it comes easily. I think that once I gave myself permission to do it... I think that early on, maybe when I was in my late 20s and early 30s, I thought people would only respect me for my intellect. So I tried to read a lot of books, and I tried to be conversant in my craft and all of that, but I didn't really show my heart as much as I needed to.

I got permission to do that and be more passionate about it as I got more experienced. I don't try to be passionate with the negative stuff as much. If I'm angry about stuff... I realize you have to be really careful with that, because there are some times when you say things in moments of passion that you can't take back.

**Michele:** So true.

**Michael:** So I don't like trying to unsay things that are hurtful. But on the positive side, yes... If I feel deeply about something, I want to be passionate about it. I think that's what motivates people.

**Michele:** All right. Well, we've covered four of the eight lessons Michael learned from a symphony conductor. So far, there is the advice to start with a plan, recruit the best players, be

visible so everybody can see you, and lead with your heart. We still have four more coming up, but before we continue on with this episode, Michael, you have something to share, right?

**Michael:** I do. For those of you who are building a platform online or know you need to be and would like to do that, I want to just take a minute and tell you about a major shortcut you can take. Some of you may be listening to this after this date, and some of you may be listening to this before this date, but on April 12, I'm posting a set of three free training videos about how to skyrocket your impact online.

In these videos, you're going to learn eight simple tweaks that will blow up your blog or your social media presence with more traffic, more influence, and more impact for your message. You can see all of those in action in a real-world makeover where we take a couple and their current platform (what it is now) and completely make it over.

You get to see the whole evolution, the whole transition, and you're going to hear the results of that platform makeover and what the effect was on their platform. That's going to be happening at [platformuniversity.com/skyrocket](http://platformuniversity.com/skyrocket). Once the series is available, if you sign up before April 12, we'll e-mail that to you. After that, you can go there and sign up. Again, it's three free videos. We take you through every aspect of how to skyrocket your platform and how to grow your following.

**Michele:** Of course, you said the magic word: *free*. I love that.

**Michael:** Yes.

**Michele:** This is something that is easy to apply. It's a free resource available on April 12, right?

**Michael:** That's right.

**Michele:** Again, you can go to [platformuniversity.com/skyrocket](http://platformuniversity.com/skyrocket). Basically, this is going to help you, if you're feeling overwhelmed at all, transition from that overwhelmed place to a place of saying, "Yes, I can totally do this."

**Michael:** Exactly right.

**Michele:** All right. Well, that sounds amazing. I definitely encourage everybody listening in to check it out as soon as you can. We will put in the show notes as well where you can look for that. All right. Today we're talking about the eight leadership lessons Michael learned from a recent trip to the Nashville Symphony. By the way (side note), I need to go see the Symphony

again. All of this talk about the Symphony is making me miss it. It's one of my favorite things to do.

**Michael:** Me too. I keep thinking I need to buy season tickets, and I have to do that. I'm not traveling as much anymore, and I could totally do that.

**Michele:** I actually was just thinking of that last week. I need to just... You can get afternoon tickets. For those of us who are entrepreneurs... You know, we work all the time, but that means that in the afternoon, sometimes we can take off. I think I'm going to do that.

**Michael:** Excellent.

**Michele:** We've already talked about four lessons he has learned from a symphony conductor. We have four more. Let's dig right into the fifth.

**Michael:** The fifth (this was hard for me to learn) is to *delegate and focus on what only you can do*. Here's the thing. The conductor doesn't do everything. He doesn't sell the tickets. He doesn't usually participate in the preliminaries before the concert begins. He doesn't even make sure the orchestra is in tune. The concert master does that.

He stays offstage until it's time for him to do what only he can do, which is lead the orchestra. This is a very difficult lesson to learn as a leader, especially in the beginning. If you're starting out as an entrepreneur, you feel like, "Gosh, I have to do everything. If it's going to get done, I have to do it." This is why, if you're going to be successful over the long term, you have to increasingly focus on what only you can do and delegate the rest.

Maybe you're thinking, "Well, I can't delegate, because I can't afford additional help." Or maybe you're thinking, "I don't delegate, because it takes me longer to explain how to do it than it does to just do it myself." I've written a couple of blog posts, and there are some podcasts on that. Just search for the word *delegate* at [michaelhyatt.com](http://michaelhyatt.com).

There are a ton of resources there for you to get started. It has never been easier to delegate than it is right now. Just imagine what it would be like if you had back those five hours a week that you're spending doing something you hate or something you're not very good at to focus on what you're best at. What would that do for your business? What would that do for your organization? That's how you have to think about it.

I've gotten to the place in my business now, Michele, where there are three and only three things that are my unique ability, and I focus on those. If it's not one of those three things, somebody else does it. Now that didn't happen overnight. That has happened over four years.

But I'll tell you that ensures I make the greatest contribution to the team and I'm the most satisfied in the work I'm doing, because I'm doing what I'm best at.

**Michele:** Don't you think that many times we almost let the urgency of our task push us into reactive mode rather than being proactive about it?

**Michael:** Yeah. Sometimes we're just trying to solve the problem at hand rather than thinking about the system that created the problem and how we can solve that in a way that's more sustainable. For example, you might think, "Okay, look. I don't have time... I have to book my travel myself," or, "I need to handle all of these e-mails that are coming in myself."

I'll tell you that if you're successful, that's going to become overwhelming very quickly. Instead of trying to do that, start thinking, "Okay, what if I could hire somebody and it was only for five hours a week?" That's how I started. You mentioned Bryan and Shannon Miles. I started with EA Help. You can find more information about them at [michaelhyatt.com/eahelp](http://michaelhyatt.com/eahelp), but I started with an assistant at five hours a week.

I got so much traction as a result of that and my business moved forward in such a discernable way that then I went to 10 hours a week. Pretty soon, it was 15, and then it was 20. Today I have like 17 full-time people. It didn't start there, but you can start small and grow into it, so you don't have to have a big wad of cash to make this happen. You can incrementally get into it.

**Michele:** Yeah. You and I did an episode about how you can delegate without a team, when you don't have a team. There are even things you can do when you have no people at all. Again, like you said, you may not be able to hire an executive assistant, but... Gosh, I know friends who hired interns and paid intern salaries to people who were hungry to learn and be trained. They trained those interns, and those interns took on some of those tasks.

**Michael:** Yeah, totally. Again, it's the same principle. It gets you freed up to do what you do best, what you love doing, what you're competent at, and what's going to bring in the bacon for your business.

**Michele:** This is a tough one, but I think you're right. This is one of the most important lessons you learned from the symphony conductor. You need to delegate and focus on what only you can do. What is the sixth lesson?

**Michael:** The sixth lesson is to *be aware of your gestures and their impact*. Now this is subtle, but a conductor can't afford to make an unintentional gesture. Everything means something. A flick of the wrist, the raising of an eyebrow, the closing of the eyes... All of that has meaning,

and the team (the symphony in this case) is watching every movement because it means something. I think that as a leader, you have to be conscious of your nonverbal communication as well. I remember (I've told this story 1,000 times, so I won't tell it again) sitting in a meeting.

It was a business review where a consultant I had confronted me at the break and said, "Are you mad?" I said, "No." She said, "Well, you should tell your face, because people are really intimidated because you're not smiling. You're doing nothing that is welcoming them into the conversation. It looks like you're interrogating them and scrutinizing what they're saying."

I felt great. I didn't have any ill will toward anybody, but the unintentional gestures of that were creating an impression on people. I think we need to be alert for that ourselves. How we conduct ourselves around the office, how we travel... All of those things mean something to people, and we need to be conscious of it just like a symphony conductor is.

**Michele:** On this particular lesson, speak to the fact that so much of what we do right now is digital. Our gestures may be texts or e-mails. How do you guard your gestures and impact when it comes to digital mediums like that?

**Michael:** Well, I think one of the most important ways is to know when not to use it, okay?

**Michele:** Okay.

**Michael:** If you have bad news to deliver to somebody, it's really easy to kind of compose a missive in the safety of your office, send it out digitally, and not really have to confront that person or risk their being angry with you. I think that whenever we have something negative to convey, that needs to be done in the most touched, most personal way we can do it. For example, if there's somebody you need to criticize or somebody who works for you who you need to reprove... You have something you just want them to shape up on.

Don't do that via e-mail. Use e-mail for praising or simple instruction or direction, but if you have something difficult to discuss, pick up the phone, have a video conference, or (best of all) get face-to-face and deliver that news face-to-face. Because in those situations, you can be alert to the feedback. You can know how it's being received. You can moderate your tone of voice, your volume, and all of that stuff when you can see the other person and make sure you have the right impact or create the impact you want to have.

**Michele:** Mm-hmm. Good advice. All right. Great. This sixth lesson is to be aware of your gestures and their impact. That's true of both face-to-face contact and anything you might shoot over e-mail or text. What is the seventh lesson?

**Michael:** The seventh lesson is to *keep your back to the audience*. Now conductors are aware of the audience, but their focus (as you know) is on the players and their performance. The only time the conductor stops to even acknowledge the audience is before the playing begins and after it's finished. Other than that, he's focused on delivering an outstanding product.

I think that too often as leaders, we can play to the audience, be focused on them, and completely bungle what it is we're trying to do. You obviously can't afford to ignore the market. You have to be aware of them and what they want with the crucial distinction that they can't be your primary focus...not if you're going to wow them and ultimately deliver what they want, which is an outstanding performance.

You have to focus on your team. You have to focus on what it is you're trying to create so you can truly wow them and exceed their expectations. It's a subtle distinction, but I think it's important. It's one of the things I loved about Steve Jobs. Steve had an incredible intuitive sense of what the market wanted even before they could articulate it. He was great at that.

But at the same time, you didn't get the sense that he was so obsessed with the market... In fact, I think he said one time that the problem with market surveys is that people don't know what they don't know. Nobody would have said before the iPhone was invented, "You know, we need a smartphone."

Nobody had that in mind. In fact, the field was very crowded. When Apple announced they were going to get into the phone market, there were a lot of critics, particularly analysts on Wall Street, who said, "This is ridiculous. This market is so crowded. They have no business getting into this." Now, of course, they dominate the industry.

**Michele:** Yeah, absolutely.

**Michael:** So you have to stay focused on what it is you're trying to create and really focused on your team and leading them. There's an appropriate time to acknowledge the audience, but that can't be your primary focus.

**Michele:** You said there's a slight difference between the two. I almost wonder if that difference is a difference between serving your audience and just trying to impress them.

**Michael:** Yeah. That's good.

**Michele:** When the conductor is focused on the symphony itself and producing an excellent piece of art or whatever, his goal is to serve the audience. In order to serve the audience, he

needs to deliver his very best music. But turning around and facing the audience is really more about impressing the audience. It's really self-driven and not audience-driven.

**Michael:** Well, I think this is one of the things people hate about politicians. They always seem to have their finger in the air, trying to figure out which way the wind is blowing, because they're going to modify their message based on what the political climate is. I think that what people want is somebody who will just tell it like it is and be someone of conviction.

Even in this election that's going on right now... Love it or hate it, I think the guys who are getting the most traction are the people who are the most principled and convinced of what it is they're standing for. They're not really concerned about public opinion.

**Michele:** Yep. I see some truth to that too. All right, so keep your back to the audience. I love how you unpacked that for us a little bit. What is the final lesson here to be learned from the symphony conductor?

**Michael:** Yeah. I loved this one. I loved how the symphony ended. The eighth lesson is to *share the spotlight*. When the concert is over and the audience is clapping, the conductor turns to the audience. He takes a bow and then... A good conductor will (Hugh Wolff did it in this situation) then turn to the orchestra and invite them to stand and bow as well. So he shares the glory with his colleagues, realizing that without them, the music would not be possible.

If the conductor walked to the stage with only his baton, how much music could he produce without the orchestra? Well, none. I mean, that's all he has, and it doesn't make any noise. So he needs the orchestra. He can't do without the orchestra. A symphony is the personification of team effort. I think the same is true in our organizations. As leaders, we have to make sure others get the credit. You have to brag on your people.

**Michele:** Absolutely.

**Michael:** You have to do it in private. You have to do it in public. You have to write it down if you can. You're going to get more of what you notice and affirm. By the way, that's true in marriage. It's true in parenting and all kinds of leadership situations, but it's especially true in the workforce. You have to give people credit and let them share the spotlight. There's nothing I hate more than a leader who wants to take all of the credit and not share the glory.

**Michele:** Mm-hmm. Well, you just won't have much of a team for very long.

**Michael:** You won't. Absolutely. You won't. People will not work for that for very long. The best players will leave.

**Michele:** Well, your audience will shrink as well because people are very observant, and they see that.

**Michael:** Totally.

**Michele:** They can sense it even from miles and miles away. They can totally tell. All right. Today we've been talking about eight leadership lessons Michael learned from a symphony conductor. The first lesson is to start with a plan. The second lesson is to recruit the best players.

Third, be visible so everyone can see you. Fourth, lead with your heart. Fifth, delegate and focus on what only you can do. Sixth, be aware of your gestures and their impact. Seventh, keep your back to the audience. The eighth one is like the grand finale. Can I use a musical term?

**Michael:** You can.

**Michele:** I think it's the best. Share the spotlight. You just can't emphasize that one enough. If you enjoyed today's episode, you can get the show notes as well as the full transcript at [michaelhyatt.com](http://michaelhyatt.com). If you prefer to watch rather than just listen, we also have the video posted online at [michaelhyatt.com](http://michaelhyatt.com). Can you do us a favor today before you go? I promise it won't take very long. It will only take about 30 seconds or so.

Please head on over to iTunes and rate this podcast. It helps us more than you can possibly know. It's one of the best gifts you can give us, and it's just to take a few seconds before you sign off and go over to iTunes and rate this podcast. It helps us get this material into the hands of the people who need it most. Before we go, Michael, do you have any final thoughts?

**Michael:** Yeah, I kind of have an assignment, Michele. First of all, at the very least, I would encourage the people who are listening to this to attend a symphony and watch this in real time for yourselves. Take notes from the podcast if you want, but go watch it because it will make a huge impression on you more than our just talking about it will.

Even better... I did this one time. I took my entire executive team of 12 people to Philadelphia, and we went through this drill with the Philadelphia Orchestra. We got to see it up close and personal. Take your team to a symphony and then have a discussion about what this means for your leadership as a team with the people you're trying to lead.

**Michele:** Excellent advice. I think I might have to do that. Maybe I'll take my family. That would be a great thing to do. Thanks, Michael, and thank you, listeners, for joining us today. Until next time, remember: Your life, your one and only life, is a gift. Now go make it count.