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(THE HOOTIE-HOO ATTITUDE: HOW TO MAKE THE BUCK STOP HERE, AND  
HAVE A REAL GOOD TIME AT IT, 8/21/18)

(The following may contain unintelligible or misunderstood words due to the recording quality.)

DALE HENRY: A minute goes by, two minutes go by, three minutes go by. Now when I was a kid I had a condition, and if you're from roughly my time zone you'll recognize this condition. I was hyper. Remember hyper? Yeah, well, it's a disease now. ADD, ADHD; there's drugs for it. My mom would have had me on an IV, that's how hyper I was. So, even though I'm older than when I was when I was a kid, I'm still hyper. So, I don't like standing in lines and waiting. You know? So, I'm counting the ceiling tile. I'm trying my best to keep my mind active and, you know, keep from going crazy. And I have this little hobby that I've developed over the years; I like to look at people, try to guess what they do for a living. It's just, you know, something I do to keep my mind active.

So, as I stand there at the Harriman Hardee's a big guy comes in the building. Now, understand when you're 5',6 everybody looks big, but this is a big guy. I put him at 6,6, 6,7, 325, 350 pounds. He's a full grown man, tater fed. He's the guy, right? And he's wearing coveralls with the sleeves cut out, and I'm thinking probably not a physician. And I look over his shoulder and there's a roadway truck with no trailer. I'm

going this old boy's a truck driver, right? And he sees me standing there at the counter. He makes the only assumption anybody would make; this old boy's in line; and he fell in right behind me.

Now the problem is -- and again the reason I asked for my southern references, I'm going to use a terribly southern word, he fell in right behind me but he's just a skosh too close. Does everybody know the word? If you don't know the word skosh, skosh is a southern word that means I can feel your body heat. You're just a skosh too close. And I recognized that this guy was a bigger guy and, you know, he didn't understand his girth was spilling over into my private space. You know? I was caught up in his gravitational pull. And so he's right on me. I mean, he's on me like a shadow, and I think well I'll give this guy some room. So I take a half a step forward to put a little space between me and him. He thinks the line's moving, so he takes half a step forward. We're right back where we started from.

And he's a breather. You ever been in line with a breather? And he's taking all the curl out of the back of my hair. So, this guy's behind me and after about three minutes of him standing there and I can't move because my hips are against the counter and, you know, I'm kind of hyper, and all of a sudden I feel this tap on my shoulder. I'm an educator so I

recognize in an audience this big there's going to be people in here who are visual learners, people who get cues from my story from visual tips that I give you, so here's a little visual tip. His belt buckle is right here, so spinning around is not an option. Does everybody get this?

So I kind of slide over to the side and look up at this mountain of a man, this huge human being, and in a very deep southern accent I'm thinking Macon, Georgia. I'm thinking, you know, Mobile, Alabama, but it's definitely somewhere really deep south. He looks at me and here's what he says, "Hey, you hungry?" Now here's what I'm thinking, "I hope you're not 'cause I'm all that's catchable see at this point.

And see my wife is not a runner. Deborah is not a runner. My wife in the 45 years I've known her has been on a constant diet. I'm pretty sure; I've not been keeping track or anything; but she's lost 500 pounds, the same five 100 times. But she's always on a diet. Every time you talk to her she's either on a diet, just come off a diet, or getting ready to go on a diet. And diets confuse me. I mean, I know I'm a man and I'm easily confused, but diets confuse me. How many of you watch Discovery Channel? Okay. So, you're going to get this. I got this immediately.

Every time my wife goes on a diet we'll be eating out and this is the conversation: A waiter or waitress will come to our

table; Deborah will say this. He or she will say, "What would you like to eat?" My wife will say, "Well, I'm on a diet." And I can almost predict the next sentence. "I'll have the little salad, and he'll have a salad too." See, I'm not on a diet. I don't eat food that my food eats. Think about that a minute. So, see I watch Discovery Channel just like you do, so here's what I make observation about dieting. Elephant, biggest largest land animal, right, sir? What's the elephant eat? Salad. Hippopotamus next, and what's a hippopotamus eat? Salad. The leanest, meanest, fastest animal on the planet is the cheetah. What's the cheetah eat, my friend? Meat. Ladies, you want to lose weight eat cheetah. And if you can catch one of those rascals you'll have to eat something.

So, this guy looks at me, he goes, "You hungry?" I'm thinking, man, I'm fast, but I don't know if I can, you know, get out of your way. I said, "Man, I'm starving. I'm starving to death." And I'm going to give him validity. Right? That's what we do; we make a statement, we give validation to people so they'll understand. I said, "I ran five miles this morning." He said, "Huh, I walked in here from that truck." And I'm going calorically we're dead even. We're dead even. And so then he looks at me and the next question takes me by surprise. He goes, "Hey, can you see me?"

Now, I can't see the sun. All I can see is this guy. I

mean, he's here. And I said, "Of course I can see you." He said, "Well, I can see you. Why can't they see us?" Now, you know what he's saying, right? I mean, it's pretty obvious. You know, we've got the dollar, they've got the biscuit, let's do the deal. Right? It's pretty simple. So I turn around, and being a southerner we look at service differently. I am always constant reminded that we invented in the south the phrase, "You all come back now you hear." We invented southern hospitality. I live in the buckle of the hospitality belt. So, I'm thinking all I have to do is tell these people that, you know, "Hey, I need to be helped" and they'll just fall over themselves to help me. Right?

So, there's a lady walking by with a big bag of biscuits. Now, I know it's a big bag 'cause it's got multiple grease stains. And she's walking by and I said, "Ma'am, excuse me. Ma'am, ma'am, ma'am, ma'am, ma'am, ma'am." Now you need to know that not only do I know this lady, I know her family, 'cause she lives in my community. And she turned to me and this is what she said, "Can't you see I'm busy?" So, I'm having trouble dealing with this because this is just not what I was taught. And so I turned to my friend, George. George is the truck driver. I know his name; we had breakfast together.

And I said, "George, did you hear what that woman just said to me?" He said, "Yeah, we ain't getting no biscuit." I said,

"No. No, George, when you came off exit 347 off of Interstate 40 this morning you drove your diesel truck there off the exit; you took the Harriman exit; and you saw the Harriman Hardee's here, did you see the marquis out front?" He said, "No, I really can't say as I did." I said, "Well, let me tell you what it said, George." Right out on the marquis there at the Harriman Hardee's it said this, "Sausage and biscuit, 79 cents." Across the street at the McDonald's on their marquis it said, "Sausage and biscuit, 89 cents." "See, George, what this lady told me and you just now is we're not worth a dime."

Now I want you to let that kind of spill over you for a minute 'cause you need to reflect on that. And while we do would it be okay, brother, if I ask you a couple questions? So, it's okay? Okay. And it's Peter, right? So, Peter the first question you won't mind, just so you know, just to kind of get you ready. The second question you're not going to like. Is that okay still? Okay. So, here we go. So, Peter, in your life experiences have you ever been treated like you were not worth a dime?

AUDIENCE: Oh yeah.

DALE HENRY: If you didn't hear Peter --

AUDIENCE: Yes.

DALE HENRY: -- he said, "Oh yeah. Oh yeah." Now the second question, Peter: You know, I've already telegraphed this

to you. You aren't going to like it as much but here goes. So, have you ever treated somebody else like they were not worth a dime?

AUDIENCE: I'm sure I have.

DALE HENRY: He said, "I bet I have" which is southern for yes, sir. Now how is it that I can predict Peter's second answer? 'Cause I know what he said the first one, right? So, how is it we do things, right? I treat others as I am treated. Right? So what we do is we take that good old golden rule and we turn it on its head. Right? Instead of treat others as I would treat them we just treat others as we're treated. And I think that leadership, you know, pardon me for putting my thought into this, but I think we've got to be different. 'Cause, you know, we make the watermark. We're the guys and gals that say right here's where I believe, you know, if you're going to shoot real low then let me tell you what; you're always going to be successful.

But I think we need to make people stretch. I think we need to make people think. So, to make sure we're on the same page here, to make sure that you and I are thinking the same way, I want to set the tone for the time that we're going to spend together by making sure that you understand some basic principles here that you and I are going to have to discuss. So, let me kind of drill down on those in a hurry. So, I can't



see your name, sir.

AUDIENCE: Ted.

DALE HENRY: Ted. Why are you looking, Ted? Do you not know your name?

AUDIENCE: No, I don't.

DALE HENRY: It says Ted. Okay. Got it. So, Ted, given the choice, Ted, would you rather be optimistic or pessimistic?

AUDIENCE: Optimistic.

DALE HENRY: Good answer. And your name, sir?

AUDIENCE: Al.

DALE HENRY: Al? Given the choice, Al, would you rather be a problem solver or a problem causer?

AUDIENCE: Problem solver.

DALE HENRY: Excellent choice. And, Carmen, how are you, sir?

AUDIENCE: I'm good.

DALE HENRY: Carmen, would you rather be happy or constipated?

AUDIENCE: Happy.

DALE HENRY: Good answer. Now out of all the three guys that answered my question here wouldn't you answer like they did? Now, I'm seeing a lot of heads nod, which means this is what you're saying by saying that. Okay? You're saying, "Dale, I believe in my position I should be a happy, optimistic problem

solver." Is that fair, Chief?

AUDIENCE: That's fair.

DALE HENRY: So, by the vote of your head how many people believe that? Is that something you all can buy into? Well, then we've got our work cut out for us. You want to know why? 'Cause you're not happy, optimistic problem solvers. You ever get to the zoo much, Keith?

AUDIENCE: No.

DALE HENRY: You've probably been to the zoo though, right?

AUDIENCE: Yes.

DALE HENRY: Okay. Let me help you understand something. You're there at the zoo, every animal that you come upon, Keith, that has eyes in the front of its head; do you know what we call those animals?

AUDIENCE: Mammals.

DALE HENRY: Predators. Predators. You know what we call animals with eyes in the side of their head? Lunch. 'Cause, see, they're watching, right? They want that separation, so they can look this way and this way. Predators are very focused. Right in front of us, right? So, we have a very interesting way of seeing the world, you and I. In this room that we're setting in right now you can see everybody's face but whose face? Your own. So, let me just tell you that sometimes when you say that you believe something you believe you need to

see it; you don't need to be it. Does that make some sense, Bart?

In other words, we need to get away from this whole idea that just because I say something you need to believe it, 'cause I've seen this before. I bet you have. I just love my job. Well, why don't you tell your face? 'Cause looking like you was weaned on a pickle ain't getting it for the rest of us. In other words, there's this misalignment between what we say and what we do. Can we all agree on that? I think so too. And I think as leaders more than anybody on the planet there ought to be a direct connection between what we say we believe and what we do every day. And that's a huge change for some of us. Change is pretty important to me. I want to take you on a little trip.

In 1991 I was working on my doctorate degree at the University of Southern Mississippi. I was there with my wife and my two daughters, who were small at the time, and I was reading the Sunday paper. I love the Sunday paper. The Sunday paper is my favorite paper, mainly because it's a rehash of all the week's news. Right? There's some new stuff in there, usually some human interest stuff but really and truly it's just a compilation of, you know -- because to be honest with you, they printed this thing usually Friday or Saturday. And so I'm setting there in Hattiesburg, Mississippi reading the Sunday

paper and I come across this article just by scanning, you know, 'cause that's what we do with the Sunday paper; we kind of scan it. And I came across this article that was tremendously interesting to me, and I'll explain why.

The article was about these 15 men that lived at the naval retirement home in Gulfport, Mississippi, and their ages were from 92 to 96, but they called themselves centurions because they wanted to live to be 100 years old. Not individually; they wanted to give support to each other so all of them could cross that threshold. That's pretty cool. I mean, you know, everybody doesn't get to live to be 100 years old, so having 14 people around you that supported you by just helping you get to that, that's kind of a different system. So, I read that article and I got really fascinated. I thought to myself how many opportunities would I have in my life to get together with 15 guys that have a single purpose and get to interview them?

So, I went to my major professor and I showed him the article and I said, "Hey, how about if I went down and interviewed these guys and wrote an article about them or something?" I was just actually trying to figure out a way to get to the coast and have a little fun with my kids and get college credit, to be honest with you. I was kind of focused on that. But he said, "I think that's an outstanding idea, Dale." So, me and the kids, we all went down to the coast, and I

figured, you know, I'd go by and I'd meet these guys and I'd get a little, you know, article and write it and make my professor make my day.

And I walked into the naval retirement home; there was a little receptionist there; and I said, "Excuse me, I was reading the Sunday paper." She just held her hand up and she said, "You're here to see the Centurions." I said, "Yes, ma'am." She said, "You just go around the corner. They're in a room right there on your right." Now, I went around that corner and I walked in, here's 15 guys sitting around an oval table, and they're all doing something. I don't want to interrupt them because it seemed like it was pretty intense. But I noticed there was a little fishbowl over here on the right-hand side of the table that had \$20 bills in it. I waited around and I found out what they were doing.

See, they were working the New York Times crossword puzzle, 92 and 96, and if you couldn't work the New York Times crossword puzzle in less than 45 minutes you weren't going to get a share of this pot that was there, 'cause every one of them put a \$20 bill in. Someone usually had it worked within 42 minutes. Now, this is pretty cool, 'cause I've worked the New York Times crossword puzzle one week. The answers are in the next week, brother. That's why it took me a week. So, let me tell you what I was impressed with. I was impressed with five things

that these people did, and I think they're the five hallmarks, and we're going to call them that, the five hallmarks of a real leader.

First thing is real leaders never stop learning. Why is it that we believe that we reach a certain age or a certain degree or a certain place and we just pull the reins back on learning? Why is that? Well, I'm going to tell you why. It's a learned event. I love history, so let me tell you about my good friend Ben Franklin. I'm sure everybody remembers Ben Franklin. He was an inventor, a pretty smart guy, and he was a diplomat, but he invented a little thing called the Poor Richard's Almanac. You all remember that? In the Poor Richard's Almanac he put this phrase and, interestingly enough, he put this phrase in a magazine 200 ago and you and I still say it today. You ready? "You can't teach an old dog a new trick." And it's amazing to me that we actually believe that.

We actually believe you can't teach an old dog a new trick. Now, being an old professor I got interested in that phrase so I did a little research. It's actually an Irish phrase that Ben Franklin took a little bit of poetic license with. Let me tell you what the original phrase was. "You can't teach a dead dog nothing." 'Cause they're what? Dead. See, old dogs learn just fine. As a matter of fact, let me just tell those of you in this room who are getting up, you know, into their late 50s and

60s. Let me just tell you something right now. Research bears this out 100 percent. You learn better now than you ever have because you have less worries. You know, we're kind of at the place where we can reflect and we can pull all that stuff we know. But you don't stop learning.

Oh, you'll stop learning. I've got to tell you, there'll be a day. You'll recognize it. You'll be laying down. There'll be lots of silk involved and mahogany. You ain't going nowhere, but you'll be dressed up nice. You learn just fine up to then. So is it okay if I make my point in kind of an unconventional way? Would it be okay if I taught you something this morning? Would that just bother anybody if I just taught you something? How many of you know a teenager, have a teenager in your life? Raise your hand if you have a teenager in your life. Okay. I'm going to ask you something. What can you teach a teenager? Absolutely nothing. Why? 'Cause they already know it. They already know it.

Well, here's the thing. So I have learned in my life never try to teach something to someone that they already know. If you already know it you already know it. Right? Nobody's teaching it to you. So, I'm going to pick something that I have a pretty good likelihood that not many of you know this, but we'll see. I mean, I'll ask the question. So, how many of you, by the raise of your hand, know the first 10 presidents of the

United States of America? Would you raise your hands if you know the first -- thank you, sir, first 10 presidents? The first 10 of this country of which I'm pretty sure all of you are a citizen. The first -- you see them right up there. Anybody know the first president?

AUDIENCE: Washington.

DALE HENRY: This is good, 'cause I thought you and I were in Cuba for a minute there. So, it's fair to assume that the only two people in this room that know the first 10 presidents of the United States are you and I? Okay. So, I don't need to teach you. So, mentally you can go somewhere for the next little while. But the rest of you, I'd like to teach you the first 10 presidents of the United States. Now, here's my problem. Here's my problem: You are right now in your head having a conversation with yourself. It sounds something like this, Chief, "You know what, Dale? I made it today without knowing them. Pretty sure when I leave this room I ain't going to know them either." Right? 'Cause what? We doubt. Right? We doubt. So, I need a star pupil

AUDIENCE: No you don't either.

DALE HENRY: So, Chad, I'm thinking you're it. So, Chad, I want you to look at me. Don't look away from me. Look at me, eye to eye. I'm going to ask you a question. Now, I want you all to listen to the question I'm asking Chad 'cause I want to



teach you a little leadership principle. If you're listening say I am.

AUDIENCE: I am.

DALE HENRY: Okay. Good. So, Chad, will you be my star pupil?

AUDIENCE: Yes, sir.

DALE HENRY: Did you hear what Chad said? He said, "Yes, sir." Did he say, "I'll give it 110 percent?" No. Did he say, "I'll do my best I can for you, Dale?" No. What did he say? "Yes." Does he have anywhere he can go? No, 'cause he's fully committed, isn't he? He can't wiggle out of it and say, "Well, you know, I tried." No, he said, "Yes." Yes is the answer we always want when we ask somebody to do something. And we want to teach that principle. When somebody says something to me I say yes if I'm going to do it, and if I'm not going to do it I tell them, "I'm sorry, I can't commit to that." But if you can get me to say yes it's a done deal. So, I said yes to coming here today. Can you think of any reason why I wouldn't come here other than dying? No, I'm going to be here. And that's the way I do things. I'm a committed guy.

So, Chad, you are my star pupil. Now, let me tell you what I expect out of my star pupil. I expect you to know more than everybody else does. I expect you to learn at a higher level than everybody else does. But, see, here's what you've got on

your side: You've got me. And I'm going to make you successful, Chad. Do you believe that?

AUDIENCE: Yes, sir.

DALE HENRY: See, I've got it. Now, Chad, what you also need to know is there has become a great chasm around you, 'cause in your mind you're thinking this, "Oh crap."

AUDIENCE: Yes, sir.

DALE HENRY: Everybody else in this room is thinking boy I sure am glad I ain't Chad. Right? I mean, that's natural. Right? Now, here's the interesting thing. Chad, do you believe I can teach you the first 10 presidents of the United States?

AUDIENCE: Yes, sir.

DALE HENRY: You believe I can teach you the first 10 presidents of the United States in 15 seconds?

AUDIENCE: Yes, sir.

DALE HENRY: Now, Chad, let me just tell you right now, none of the rest of these people believe that. If I were to say to you all do you all believe I can teach you the first 10 presidents of the United States in 15 seconds probably not a whole lot of enthusiasm. "Yeah, Dale, I'm in." No, you're setting there going, "No, Chad's going to do it though." Right? 'Cause that's how we do things in leadership, right? We find some person that we can focus all the liability on. Right? Now, listen to me, that's leaders. I want all the liability

focused on me, 'cause the buck stops where? With me. The buck stops with me.

So, Chief, been to your nice town many times, Vero Beach, a lovely place. So, let's me and you have a little conversation. You've got a lot of good officers in Vero Beach, right?

AUDIENCE: Yes, sir.

DALE HENRY: You've got a lot of officers you're proud of, correct? Proud of all of them? All of them?

AUDIENCE: Some of them.

DALE HENRY: Let me ask you this question another way, Chief. All of them?

AUDIENCE: Yes, sir.

DALE HENRY: All of them? You've already answered this question four different ways. So, let me tell you what your real answer is: I've got some I'm not real proud of. I've got some that I can probably think that -- I mean, let's just be truthful, right? I mean, let's be transparent. I mean I don't care what good kind of leader you are; you always have some people in your organization, right? I mean, come on. Really? Right? Okay. So, here's my question to you, Chief. I have two daughters

AUDIENCE: I do too.

DALE HENRY: Then you're going to understand this. So, Chief, one of my daughters is down there in Vero Beach with me

having vacation and they're in an automobile accident. So, here's what I'm asking for your full commitment to: Will you just make sure you send your best officer to take care of my girls at that wreck?

AUDIENCE: (Unintelligible).

DALE HENRY: What's the answer, Chad? Yes, sir. That's full commitment. So, what's that mean to me as a person? That means I need to go back and I need to look at my organization. I need to make sure that I have that kind of confidence in every person that's there. Now, I'm not trying to pick on you, Chief. I'm just trying to tell you that I'd want to do that for your girls, and I'm sure you want to do that for mine. And since you'll probably never meet my girls and I'll never meet your girls, then we've got to do that for everybody.

So, I want to instill in all of your minds today that true leadership takes responsibility. True leadership says, "You know what? If I've got some police officers and I've got some people that I'm really not that sure of I'm going to make sure that I train them so that I am sure of them." There can be no doubt in my mind because who's responsible at the end of the day, Chief? I am. I'm responsible. I am the leader. I am the watermark. So, Chad, I'm going to make you feel good here, buddy. You will know the first 10 presidents. You're going to know them. You're going to have to work. You and I have a

problem. We've got a whole room full of other leaders we've got to convince that I can teach them too.

So, here's how we're going to attack this. How many people in this room can run a marathon? Raise your hand. How many of you can run a marathon. You didn't listen to my question. Let me try this one more time. How many of you can run a marathon? Raise your hand. Yeah. Okay. Let me try one more time. How many of you can run a marathon if I give you a year to train and a whole team of people to make sure that you can get it done? All of us, right? See, what you heard me say is "today." Can I run it today? Because that's the way our brains work, right?

So, what I want to say to you is I'm not asking you to make this big reflection today and be able to fix it like that. What I'm saying to you: If I gave you a year could you make this happen? "Yes, Dale, I could." Good. That's where we need to be. We need to be thinking in advance, always thinking about what's going to happen. How can I improve? How can I? So, here we are. I want to teach every one of you the first 10 presidents of the United States. Now, you've got to understand, right about now 30 percent of you trust me, and you go, "Well, if he can teach Chad." Sorry, Chad, I'm just -- yeah. Now if I said I could grow hair on Chad's head now there's just some things I can't do. But I will say this, Chad's going to know the first 10 presidents of the United States.

A long time ago there was a guy named Aristotle. I don't expect any of you to know him. But he said something that I kind of latch onto in leadership. He said this, "Learning is the true application of what we know." You know, there's hundreds of thousands of kids in school systems all over the United States that started school today. Some of them started school. And they're going to go home tonight and they're going to sit down and their parents are going to sit down and have dinner with them, and they're going to look at their kids and they're going to say this, "What did you learn in school today?" And they're going to say, "Nothing." And then those parents are going to say, "Great. What a great educational system we have. I learned the same thing when I was in school."

But, see, you've asked them a question that they can't -- because learning is the true application; not what we know, the application of what we know. So, Aristotle did that. And then along came Socrates, and he was a really sharp guy. He said a lot of great things about education. But the guy we're going to zero in today, because he's the only guy that can help us out of these famous scholars, is a guy named Cicero. Cicero was a student of Aristotle, and Cicero was really, in my point of view, the smartest one of all of them. Here's what Cicero said. Cicero says, "Give me a room and I will teach the age."

Now, let me translate that for you: Give me a room and I

can teach you everything we know up to today. Now, those are pretty bold words. But you know what? Cicero, you know, as my good friend Dolly Parton says, "Don't ever write a check with your mouth that your body can't cash." In other words, he could do this. So, here's what we're going to do. Chad, we're all sitting in a room. Wouldn't you agree? And in this room there's four walls, right? Four corners? Floor? Ceiling? Four and four and two are? Ten. I like the way you answered that by the way. It was like a question, "Ten?"

Ten, so we're going to learn how many presidents, Chad? Ten. Make sense, right? Got a great room here. Got everything we need. Now, what I'm going to do is I'm going to teach you a two-minute lesson. At the end of this two-minute lesson I'm going to take 15 seconds and teach us all the first 10 presidents of the United States. And trust me, right about now 60 percent of you believe I can. And I'll get the other 40 percent. Some of them I won't get till much later. And at the end; and I need to explain this to you, at the end 10 percent of people in this room won't get it and they won't believe me. And here's why. And the one true and only simple reason why is they will not allow their brains to do it 'cause they don't think they can.

How many of you have ever been walking through your community or walking around somewhere and you look across and

you see somebody you know and you know their name and you can't think of what it was? Has this happened to anybody else? I mean, it happens to me all the time. And I'll look at them like -- and we have one of two responses we can say in our brain, and this is what we do. We either say I can't remember who that is, right, or we go I know who that is. Have you ever done this? I know who that is. And, sure enough, in about three or four minutes their name will come to you. Right?

Well, let me tell you when it won't come to you, when you say I can't remember who that is. Let me tell you what happens to your brain. It shuts down just like that. It quits trying. I mean, I have done this, woke up at 2:00 in the morning and go that's John Elliott. You know? I mean, my brain just now figured it out. But I'm telling you that the brain will keep working on a problem till it comes to a solution. But the only thing that will stop the brain is saying I can't, and the brain shuts down. It won't try because it's saying, "Okay. Well, that's not important to you, it's not important to me" and it quits. See, that's constant improvement. So, instead of saying I can't change the people who work for me, a better strategy is I can solve this problem given enough time.

So, here we are. We're in a room: Four walls, four corners, a floor, and a ceiling. So, let's number those just so we can categorize where everything is. You with me on this,



Chad? So, this over here is going to be corner one. That's going to be wall two, corner three, wall four, corner five, wall six, corner seven, wall eight. Floor's going to be nine. Ceiling is going to be 10. So, does everybody understand the numbering system and how that worked? Okay. So, this lesson has two rules, pretty simple rules. Look where I tell you to look. Sounds simple, right? So, if I said, "Hey, Ted, I want you to look at that corner over there. And you can't see the corner but I know you know where it is, right? Now did that hurt you any? Did you, like, get a crick in your neck or did you pull a muscle?

AUDIENCE: Maybe a little.

DALE HENRY: Maybe a little, but you can do it, right? So, if I said I want you to look in that corner and see that big screen there, it's a piece of cake, right?

AUDIENCE: Yes, sir.

DALE HENRY: So, that's as complicated as this process is. Look where I tell you to look; see what I tell you to see. So, does everybody feel like that's something they can accomplish? Sure, we can do that. I mean, that's not -- now here, this isn't a rule. This is more of just a piece of advice: Have fun. We don't have fun. And I know what you're thinking, "Dale, law enforcement's not fun." No, law enforcement is rewarding, but it can be fun. I mean, by definition, you have

two parts of what you do. Am I right? It's to protect and serve. Is one of them more important than the other one? I mean, do you do more protection than you do serving? Do you do more serving than you do protection?

Now, I think it's pretty obvious. I mean, you chose the logo. You put it on your cars, to protect and serve. So, the "and" divides the importance there, right? So, you do just as much of one as you do the other. Don't forget that, because serving is fun. Serving is fun. Protecting is not fun sometimes, but serving is fun. It's fun to serve. And we'll talk about a little bit of that later on.

So, here we are. We're going to learn the first 10 presidents of the United States. Two-minute lesson, right? Does everybody understand that? So, our lessons going to begin right now. What are the musts? You must look where I tell you to look; you must see what I tell you to see, and then just have a little fun. Okay? So, I know that's probably never been a criteria for any teacher or trainer you've ever had. Have fun today. You know, let's have fun. Now see, I didn't say that. I said, "Have fun. You have fun."

So, okay. Here we go. Everybody please focus on corner number one. Can everybody focus over there? I'd like you to imagine an old timey washing machine, an old timey washing machine. Everybody know the kind of washing machine I'm talking

about, the ringers on top. You know, the ones you remember your grandma used to have on the back porch. I want you to see that old timey washing machine right there in the corner, soapsuds coming out of it. Old washing machine right there, you got it? Everybody look at this wall right here. This wall. I want you to look at that wall. I want you to imagine it's a large-screen television. And on that large-screen television is an atomic blast, an atomic bomb, all the power, energy given off by that atomic bomb. Can you see it? Very good.

Let's review. What's in corner number one? Washing machine. Wall number two is a? Atomic bomb. Very good. You've got to be active here. Come on. Come on. And here in this back corner, back corner, anybody ever recommend a good restaurant to you and say, "Man, you've got to eat at this restaurant"? And you pull up there in the parking lot and take your family, get them out of the car. You walk in and the chef comes out of the back room and he's skinny. You excited to eat in this restaurant? He ain't eating it, obviously. You going to eat it? No, no, I'm going to go somewhere else.

So, what I want you to do is look at that corner. I want you to imagine a real chef; I mean robust, a guy who really enjoys food. I mean, he's a big guy. He's got a poofy hat on his head, a big smile on his face. Got his small son standing next to him. He's got a little poofy hat on his head. Chef and

son right back there. Can you see that picture? Just see it. Chef and son. Let's review. What's in the front corner? Washing machine. Over here we have a? Atomic bomb. What's in the back corner? Chef and son.

Everybody look at the back wall, back wall back here. I want you to imagine on this back wall, back wall here is a drug store. Your town, John, drug store there somewhere. Don't you see that drug store. And there's medicine in there. There's Alka-Seltzer, aspirin. There's chocolate things. Don't eat those. Don't eat those chocolates. That Ex-Lax, man, that'll ruin you right there. I want you to see all that medicine there. Can you see it? Good. All that medicine. Go back, back right-hand corner.

Now, we're blessed today because we have some lovely ladies in our audience. And, ladies, you will get this one very quickly. Men, you will struggle. ATM machine back there. ATM machine. This ATM machine has money rolling out of there. Did you get that? What's it doing? Rolling out. There you go. Okay. ? I want you to see that. Rolling out. You got it? You got it? You with me down here?

AUDIENCE: What?

DALE HENRY: What? Rolling.

AUDIENCE: Rolling.

DALE HENRY: Okay. Good. Let's review. What's this

corner? Washing machine. Over here we have a? Atomic bomb. That corner? Chef and son. What's on the back wall? Drug store with lots of what? Medicine. What's that back corner? ATM machine, with what? Money rolling out. Yeah, you've got it. You've got to say it like that. Now, Chad, I want you to look over on that sixth wall. You see that sixth wall, Chad? You see it? There's a mirror on that wall, Chad. Now we don't say mirror in the south, we say mir, but it's a mirror, 'cause I know you're from Alabama and that's the way you say it. Mir. It's a mir. So, I want you to look in that mirror, Chad, and I want you to tell me what you see?

AUDIENCE: A good-looking man.

DALE HENRY: Now, Chad, no matter what you've been told, it ain't all about you. Okay? Just so you know. Chad, look past yourself a little bit. Look here, atomic bomb.

AUDIENCE: Yes, sir.

DALE HENRY: Other wall. You got that? It's all about me. It's me. I see me. Give me a break. Mirror of the what, Chad?

AUDIENCE: Atomic bomb.

DALE HENRY: Atomic bomb. Got that? Let's review. What's this first corner? Washing machine. Over here we have a? Atomic bomb. What's in that corner? Chef and son. What's on that back wall? Drug store with lots of? Medicine. Back corner? ATM machine with money rolling out. See, you've got to

get excited about that rolling part. Now, I want you to look here on this wall. What's this? A mirror of the? Atomic bomb. Very good. Up here in this front corner, front corner's a car jack. Somebody's taken a car jack and jacked up the front of that corner. We can see outside, a beautiful day, that sunlight just coming in beneath that corner. Does everybody see that? Good.

Behind me somebody set the parking brake on a moving van. And that moving van was on a hill, rolled off that hill, crashed through the side of this building. So, the nose of the moving van has crashed right through. Let's review. What's this corner? Washing machine. Over here we have a? Atomic bomb. What's that corner? Chef and son. What's on the back wall? Drug store with a lot of medicine, right? Back corner? ATM machine with money rolling out. Yes, indeedy. What's this here? Mirror of the? Atomic bomb. Front corner's a car jack. Behind me is what? A moving van.

Okay. Everybody put both feet on the floor. Both feet on the floor. I want you to imagine that this carpet under your feet is now hair growing up between your toes. Now, I know a lot of you are going, "Ew, that's just gross, Dale." Now, up here on the ceiling, we look up, those little square things, we call them ceiling? Tiles. Very good. Let's review. What's this corner? Washing machine. Over here we have a? Atomic

bomb. Back corner? Chef and son. What's on the back wall?  
Drug store with lots of? Medicine. Back corner? ATM machine  
with what? Money rolling out. Yes, indeed. What's this?  
Mirror of the? Atomic bomb. Front corner? Car jack. Behind  
me is a? Moving van. What's this down here? Hair. Up here we  
have?

AUDIENCE: Tiles.

DALE HENRY: Now, this is where it gets good. You're  
really going to appreciate this. Chad, what do you know right  
now? Absolutely nothing. Useless information, am I right?

AUDIENCE: Yes, sir.

DALE HENRY: Now, I want all of you to listen very  
carefully to me. You listening? What happens if you leave  
today and you don't make one single change to your life? You  
have wasted your what?

AUDIENCE: Time.

DALE HENRY: Can't have that happen. Can't have that  
happen. See, here, here's why. 'Cause if I take the money that  
they gave me to come here, I take it by the amount of salary  
that you're making in this day and I multiply times the amount  
of people in this room that's a lot of resources right there.  
So, I'm going to do my dead level best to get as much stuff in  
your head as I can so that when you leave here I'll say to you,  
as a leader, are you and your organization going to be better a

year from now, and you should be able to say, "Yes, Dale."

That's where I want to be.

So, I've implanted in your head a lot of useless information. Remember what Aristotle said? "Learning is the true application of what we know." Now I'm getting ready to do the application. Fifteen seconds. Now, a lot of you I noticed as I was walking around the room have been taking notes. Notes is fine. But you just turn them notes over right now 'cause you don't need them. You don't need no stinking notes. You're smart people. All you've got to do is listen to me 15 seconds and I'm going to teach you the first 10 presidents of the United States of America. As a matter of fact, I'm going to do them twice for you. And then I'm going to say this, "All together now." And when I say all together now we're going to do what? We're going to recite the first 10 presidents of the United States together.

Now, here's the funny part, Chad. Ninety percent of the people in this room know I can do this now. The other 10 percent are going to be real sorry they didn't pay closer attention, but 90 percent of the people here. And you know what? Those 10 percent even regret that they are going to miss out. But you know what? Ninety percent. If you listen carefully you can get them too. So, here we go. Is everybody ready? Fifteen seconds, here I go.



Of course over here is Mr. Washington, washing machine. Over here is Mr. Adams, the atomic bomb. Back corner, Mr. Jefferson, chef and son. On the back wall we have Mr. Maddison, all that medicine. Over here is Mr. Monroe, all the money rolling out. Mr. Adams here is just the reflection of the atomic bomb. Front corner is Mr. Jackson. Behind me, Mr. Van Buren. Down here is Mr. Harrison. Up here Mr. Tyler. One more time, just me, just the presidents. Listen carefully. Washington, Adams, Jefferson-- Washington, Adams, Jefferson, Monroe, Maddison -- let me back up. Washington, Adams, Jefferson, Maddison, Monroe, Adams, Jackson, Van Buren, Harrison, and Tyler. Now, that was the first 10 presidents of the United States. Let's see if we got them. Who's in this corner?

AUDIENCE: Washington.

DALE HENRY: Washington. Over here is Mr.?

AUDIENCE: Adams.

DALE HENRY: Adams. Back corner is Mr.?

AUDIENCE: Jefferson.

DALE HENRY: Jefferson. Back corner, Mr.?

AUDIENCE: Maddison.

DALE HENRY: Maddison. Who's this over here?

AUDIENCE: Monroe.

DALE HENRY: Monroe. Who's this?

AUDIENCE: Adams.

DALE HENRY: Adams. Front corner?

AUDIENCE: Jackson.

DALE HENRY: Behind me, Mr.?

AUDIENCE: Van Buren.

DALE HENRY: Who's this down here?

AUDIENCE: Harrison.

DALE HENRY: And up here's Mr.?

AUDIENCE: Tyler.

DALE HENRY: Now, don't applaud me. I already knew them. My point is you know them now. Now, I'm going to make a little guess here. Many of you have heard the 10 presidents before over, and over, and over, and over, and over, and over. Why is it you know them now? 'Cause I've took and I've anchored your memory to a place that you can go. Right? And anchoring is what I need to do in leadership. Now, you're saying, "Well, Dale, that'll go away. I'll forget that in 15 minutes." No, you won't. 'Cause if you'll do one thing for me you'll never forget the first 10 presidents of the United States. If sometime between now and eight hours from now that you just mentally do this, Okay, that's Washington, Adams, Jefferson, Maddison, Monroe, Adams, Jackson, Van Buren, Harrison, and Tyler. If you do that one time you're never going to forget them.

Matter of fact, I'm going to tell you what a lot of you are sitting here right now thinking: "I can hardly wait till I get home. I'm going to teach my kids the first 10 presidents of the United States." Because, see, when you learn something you're excited and you want to do what? Teach somebody else. That's the true mark of a leader. But you're saying, "Well, Dale, but isn't that kind of like shallow. Like I just know them in a certain" -- well, you know what? If you know something well enough to recite it forwards you should be able to recite it what?

AUDIENCE: Backwards.

DALE HENRY: Why don't we just do it backwards just to prove to ourselves we can. Who's This?

AUDIENCE: Tyler, Harrison, Van Buren, Jackson, Adams, Monroe, Maddison, Jefferson, Adams, Washington.

DALE HENRY: Now there's a requirement I didn't even put on you. But, see, you're not my star pupils though. Chad's my star pupil. Chad, you ever watch television from time to time? You ever watch a little T.V.? You ever see a little show on T.V.? Regis Philbin used to do it. It's called "You Want to be a Millionaire." You remember that show?

AUDIENCE: Yes, sir.

DALE HENRY: You know, they ask some guy 15 questions. If he can get all the way through 15 questions, get them all right,

he got a million dollars?

AUDIENCE: Yes, sir.

DALE HENRY: Okay. So, here's the game we're going to play, Chad. You're at 14. Now, let me tell you, a lot of people in this room are amazed that you made your way to 14.

AUDIENCE: I'm not.

DALE HENRY: You're not? You're not? You're not amazed? That's pretty good, 'cause I'm going to get him to 15. Forget all the 14 questions. We're at 15 now, Chad. One question away from being a millionaire. I'm going to ask you that question. All you've got to do is answer it and say, "That's my final answer" and you'll prove to all these people that you're my star pupil. You ready?

AUDIENCE: Yes, sir.

DALE HENRY: Okay. For one million dollars, Chad, the sixth president of the United States -- now be smart. All you've got to do is count, right? One, two, three, four, five, six. The sixth president of the United States is?

AUDIENCE: Adams.

DALE HENRY: Is that your final answer?

AUDIENCE: Yes, sir.

DALE HENRY: You just won a million dollars. Now, see, that's the kind of confidence -- see, he didn't think about it. Did you hear him? He didn't go, "Well, it's" -- no, he knew

exactly. Why? 'Cause he got good what? Training. I showed him. First of all, I implanted in him confidence, right? I said, "Trust me." You know? Trust me, I'm going to give you the information you need to be able to do this job correctly. Then I built him up. I told you all I'm going to set him apart, right? I gave him credibility. I gave him all my attention. And guess what? He didn't let me down because he was determined by saying yes.

I'm in Washington D.C. and I'm doing a program for the Defense Technical Information Center. Anybody ever hear of the Defense Technical Information Center? You ever wonder why that is? 'Cause they don't want you to know who they are. The Defense Technical information Center is one of the most valuable departments of government. They do the Internet for all the military. Pretty top secret actually. It's the first time I ever went to do a government agency and before I went in the building I had to have an eye scan. You ever had an eye scan? Well, I had an eye scan.

So, I had to set my chin in this little thing and this laser kind of thing -- and let me tell you what was going through my mind the whole time this was happening: This is low-bid equipment. So, I'm thinking brain cancer. You know? Every second I'm sitting here I've got a higher probability. So, eventually the little light went boop, and it knew me, and I

went in the building 'cause I had to have my eye scanned to come out. So, when I came out of the building -- I have a little prejudice about learning and about understanding, and I have certain things that I really like. I spent 27 years in the Tennessee Air National Guard. I'm a retired chief master sergeant and I probably -- over the last 20 years I think I'm somewhere a little over five million miles on Delta. So, between military and Delta and all the other airlines I've traveled I've probably gone about 10 million miles on aircraft.

So, that's a lot of flying. And so at one time I owned my own airplane so you want to guess what my favorite museum is in Washington D.C.? Air and Space. Love it. I get the magazine. I mean, I'm a contributor. I love it. So, whenever I'm close I'm going to go there. So, I go over to Air and Space. I've got my little book with me. I've got my static displays circled that I haven't seen yet, and I'm thinking, you know, if I'm real lucky I'll go by and I'll get the guy who's in charge of the museum because I'm a little manipulative, and I'll get him to let me have a tour that nobody else gets to see 'cause that's the way I -- 'cause I expect it. And guess what? When you have a high expectation you usually get what you expect.

So, I go in there in Space there. I'm really cranked up. I'm excited. I've got my little magazine in my hand, and I walk through the door and there's, like, 5,000 kids in there. You

think I'm going to get an opportunity to do anything I want to do? No, I'm going to be 15 rows behind some kids looking at my set, and kind of my heart sinks. But I notice that none of these kids are going into the museum. They're all in the rotunda. So, there's a guy standing on the wall. I go back to this guy and I said, "Hey, what's happening here today?" And he said, "You're not from D.C.?" And I said, "Well, no, sir. I was up here doing some business. I just wanted to come by and look at the museum." He says, "This is an exciting day for the Washington D.C. school system. This is our fifth grade airplane making contest."

And here's the cool part about it: The young man or woman that wins this contest gets to go to any college they want; tuition, housing, books, everything is provided. This is a big hairy deal. Yeah, it had a couple big sponsors and, you know, it was a big deal. And so all of a sudden, guess what? Seeing those static displays didn't take on half as much interest as I had in this contest.

Now, I'm sure that the wonderful people from Star and Shield won't be mad at you if you do this, and if they're in the room I'll apologize 'cause I'm calling at least attention to their add. But would you mind picking up this piece of paper? One should be laying in front of you. Would you do me a huge favor? We call it a large. Would you make me an airplane?

Just make an airplane. Just fold it, manipulate it. Remember how? You know, you've done this before, right? I mean, come on, all of us went to school at some time in our life. We've all made -- and I'll tell you what I'm going to do, while you're making one I'm going to make one.

But I'm going to tell you what I've done. I've been kind of doing a little study, and I like looking at people's airplanes that they make 'cause I can make some predictions about them from their airplane. So, just go ahead and make your airplane and I'll come around and just kind of look, if you don't mind, at your airplane that you're making, make some observations about your airplane that you're making. And I'm looking for some typical -- there it is. You don't mind, sir, if I borrow your airplane do you? Thank you so much. I appreciate it.

Now, for some of you you're wondering what are these other people doing because I'm already finished because they're at a little different level than you are. I'll explain that in just a second. So, as you're wrapping up if you wouldn't mind giving me your eyes just for a second, I want you to look at the airplane I'm holding. Can you see this airplane? I'll turn it a little bit so you can see better. If your airplane is similar to this one would you hold it up for me? Just hold it up. See these people right here? They learned how to make an airplane



in kindergarten, and they said, "That's it. That's all I need to know. That's my airplane right there, Big Dog."

And then you've got people -- can I borrow yours, sir? Then you've got people who went to high school. They had time on their hands. You understand? They took airplane making to an all different science. Then you had people like this that said, "Hey, I can make it look like it's going faster." Right? Right. Then you had people that -- here, I'm sorry.

AUDIENCE: Tear it up.

DALE HENRY: Then you have people that put in that design element. That's a design element?

AUDIENCE: That's first class.

DALE HENRY: It is. It's cool. And here you go. Here you go for example. And then you have people that experimented with drugs and stuff. You experimented.

AUDIENCE: It will fly.

DALE HENRY: It will fly. Right, in his own mind. And you have everything in between. You know? Stuff like this. You know, I can make it smaller, you know, better. And it constantly amazes that all -- so, anyway, so you can imagine, right? I'm standing in this room and here's 14 little boys; no girls this year; and the guy who was back of the room says, "Kind of unusual. We usually have two or three." But this time it was all boys. That's just the way it worked out. And all 14

of these little boys are standing on a riser. All right? Now, have you ever watched fifth grade kids that ain't got nothing to do? You ever watch them? They're just kind of looking around, right? Just looking around.

So, I wasn't there. I didn't get to hear the rules, you know, 'cause I came in kind of late in the game. But I figured them put pretty quickly. There's a big riser. Obviously there were some kind of footie marks, you know, where you put your feet and these people, you know, the boys would put their feet in it 'cause I saw them up there. They must have told them, "Whatever you do don't take your feet out of the footie marks." 'Cause I mean they'd really give a lot of time to their feet. And then they hold up their airplane and they'd say, "Hi, my name is" and they'd throw their plane.

And right underneath the Wright Brothers' plane. If you've ever been there the Wright Brothers' plane hangs in this rotunda. Right underneath the Wright Brothers' plane a man -- ladies, I'm sure it was a man, 'cause it was with duct tape, 'cause women don't do duct tape, made a perfect bullseye out of duct tape. I mean, it's perfectly round. Somebody spent a lot of time. And here was the contest: If you took your plane closest to the center of the bullseye you win the contest. Right? Simple. Simple. I mean, throw the plane, person closest to there.

So, one by one these kids start doing this. Now, remember I pay attention to people. I love people. I can watch people. So, I'm going to tell you you could have taken a two by four and laid it across the first kid's head and it would have touched every one of those boys' heads with the exception of the 12th child. He was about half a head shorter than the rest of them. And he's wearing those -- I call them geeky-looking glasses, those round glasses? You know, they're round. And he looked different, but that wasn't what set him apart for me. This kid under his arm had a box. Everybody else has got an airplane; he's got a box.

I'm thinking he's got something in that box he don't want nobody to see. I like this kid. Everybody else is just kind of holding their plane, right? He's got a box. So, let me tell you, I couldn't take my eyes off this kid 'cause I am interested in what he's got in that box. So, finally it was his turn. All these other little boys, they're watching their feet and they're getting their feet all ready and they're flying their airplane. Not this little kid. He set his box down on the stage. He didn't even look down at the footie mark. He walks over to the edge of that platform they're standing on, and you can imagine in this room is 2,500, 3,000. It's packed.

And have you ever heard people talk at a really low level in a rotunda? It's what I call golf talk. You know, that

(mumble sounds)? It's just kind of a rumble. And this kid, this fifth grade student, did something that blew me away, really showed leadership. He started over here on the left-hand side of all these people and very slowly and very meticulously he looked at every face. I mean, I've got to be honest with you, I felt him look at me. I mean, I felt him make eye contact with me. And when he got himself over to this side of the room, when he looked at the last person on this side of the room I want to show you what that rotunda sounded like. Listen very carefully. Silence. Not one soul was talking.

And when there was complete silence in the room this 15-year-old boy -- or fifth grade boy said this to everybody there in a voice loud enough that we could all hear it. I heard him perfectly. And he must have knew that the rotunda would carry his voice. But this is what he said. He said, "Ladies and gentlemen, that's what it's all about. Two men who had a vision. They got made fun of. They were told they would never fly. Two guys that made bicycles for a living changed the world, and 51 years later we stepped on the moon, and we never believed man could fly. But ideas like that, ideas that are different, ideas that show determination and dedication, leaders change the world."

And I'm standing in the back of the room, I can't believe this kid. I can't believe the wisdom coming out of his mouth.

I'm going to be honest with you, I haven't even seen what he's got in the box yet but here's my brain: Ding, ding, ding, ding, ding. Winner. He pulls a rock out of that box, I don't care. And he bends over and he opens up the box, and what he pulls out of that box shocks me. As a matter of fact, I leaned over to the guy next to me, the one that had told me about the contest, I leaned over to him and I remember saying these words, "That's not a plane; that's a cup." This kid's brought a cup to an airplane contest. Did he not know? He pulls five of these out of the box. Four of them hit planes that he had thrown previously and all of them were laying in the center of the bullseye. I did not leave it out of the story. His was the only planes in the center of the bullseye. There were some that were close, but his were in the center.

He took another one of these out of the box and he looked at the guy who was holding the door to the outside of the rotunda where air could get in. They didn't want anybody to open that door 'cause air would cause the airplanes to, you know, mess up their flight. He said, "Sir, would you open that door?" The lady who was running the contest gave him a nod. He opened up the door and this kid threw one of them right out the door. Now, here's what happened to my brain: I started feeling sorry for the 14th child -- excuse me, 13th child. I'm thinking might as well just pick up your plane and go home, son, 'cause

you've just seen the winner.

I almost missed my plane that day. A lot of people congratulating this young man; I wanted to as well. His name's Eddie Hill. And Eddie taught me how to make this plane. And you're probably wondering, "Well, Dale, it's an interesting story, but would you mind giving me the moral just in case I missed it?" See, you and I, we make the same plane. This is my plane. If you'd have asked me before I met Eddie Hill to make an airplane this is the plane I would have made for him. Can't make that plane anymore. No, let me be more precise, don't want to, 'cause this is my plane. You're saying, "Well, Dale, that's interesting but why?" It's a pretty dad-gummed cool plane

As a matter of fact, if you'll hand it back to me, sir, I was actually trying to hit him. I missed him by just a little bit. You don't have to be even a big kid to fly one of these. Yu can just throw it straight up in the air and it'll do loop-to-loops and it'll do all kinds of stuff. And if you're a grandparent or a parent if you'll see me and I'll show you -- ah, good. I'll show you how to make that. But this little boy, fifth grader, changed the picture in my mind. He taught me something I did not know, and this is it: If you can show me a better way I'll do that way.

Remember the 15 men, they taught me this right here, never stop learning. Never stop grasping onto concepts. Never let

you be so set on one thing that you can't be taught something else, because people who are unchangeable, untrainable won't change. And the people that work them won't change either. So, I'm going to give you some little enlightenment. You know, one thing's teaching; another thing's enlightenment. How many of you know the life expectancy of a female in the United States? Well, who said that? Very good. Exactly right, sir, 78 years old. Anybody know the life expectancy of a male in this country? Say the same number.

AUDIENCE: Seventy-eight.

DALE HENRY: Seventy-eight, exactly right. "Wait a minute, Dale." We've been told our whole life what? Women outlive men, right? This is brand new statistics from the government, life expectancy male and female in this country, 78 years old. So, let me congratulate you, ladies, you got your equality. You're dying off just like we are. Now, why? Why has it changed? Because now women are expected to do what? Be breadwinners. They're supposed to, you know -- they have actually more responsibilities than men. Wouldn't you agree, ma'am? You need to agree. Okay. Good.

But, in other words, life expectancy is the same regardless. Now here's what happens. Let me just tell you, because these men taught me this, because they said, "Never stop learning, Dale." Here's what they said. They said, "Dale, we

have an internal clock, and the internal clock by all input says life expectancy is 78. So what do we start preparing for when we get to 78?" We literally will ourselves to death. We say, "Wow, you know, I'm getting up close to 78, must be time to go." So, let me enlighten you. How many of you are over 40 in this room? Raise your hand if you're over 40. Very good.

Now, listen very carefully to what I'm getting ready to say. This is statistically -- this is according to the same statistics I just quoted you so you need to listen. If you are over 40 years old you have a 97 percent likelihood -- that's pretty good. I'll take 97 percent anytime. You have a 97 percent likelihood of seeing your 95th birthday. "Wait a minute, Dale, you just said life expectancy was 78." Yes, from birth to death. But if you're over 40, let's be honest, you don't do the stuff you used to do when you were under 40. You know, hold my beer and watch this. You ain't going to do that no more. You're going to say this, "I'll hold your beer and watch you" and get your camera out, and dial 911 while you're at it.

In other words, you don't do risky behavior you used to do. Is that fair? So, what you do is if you're smart; and I think you're pretty smart; then you're going to take the advice I took from these 15 men from 92 to 96. See, I went there just to interview them once and go home with a nice paper, and I ended



up interviewing these 15 men over 1,800 hours. And I learned some pretty amazing stuff that I'd like to pass onto you. And number one is never stop learning.

I grew up in Appalachia. Now, I don't know how much you know about that, but Appalachia is just like the poorest of the poorest in this country. And I'm not asking for your pity; I'm just telling you the truth. Sophomore in high school before we got indoor plumbing, and I'm not taking about, you know -- I'm talking about indoor plumbing. I was the first person to graduate from high school in my family. My grandfather was a millwright at Alcoa Aluminum Company and a farmer. He was also the shop steward. My dad was a millwright. And from the time I was big enough to where I could understand the English language here's what my grandfather and my dad said to me: "One day, Dale, three generations of Henrys will be working at Alcoa Aluminum, all millwrights, smartest guys on the planet."

My grandfather went to the third grade; my dad went to the sixth grade. But they could take big pieces of machinery that you can't even lift and make it 'cause you couldn't -- you didn't call Germany and say, "Hey, send me that cog 23 that goes on this big mill piece." These men made it. They made those pieces. Smart guys. They had to know geometry. They had to know physics. They had to know about metals. I mean, can you imagine a sixth-grade education. So, I was the first person to

graduate from high school. By the way, not by choice. This is what my dad said to me, "You will graduate from high school." That wasn't a request.

I was telling some guys this morning I was a little bit afraid of my dad, to be honest with you. You know, my dad was a rough kind of guy, and I was a little bit afraid of him. We moved when I was eight years old, and I was up taking stuff out of the attic, I was handing it to my dad, and I come across a stroller made for two. I'm an only child. I said, "Dad, whose stroller is this?" He said, "Yours and your brother's." I said, "Dad, I don't have a brother." "Used to have one." "What happened to him?" "Wouldn't listen." "Okay, dad. Got it." And my dad never said -- here's what he never said, "You will be a great student." He said, "You will graduate, son. And when you graduate you will come to work here at Alcoa Aluminum with your grandfather and me, and we'll create a tradition here that's awesome."

So, here I am, I'm setting my -- I'm a senior in high school. You're going to remember this 'cause I think everybody remembers this regardless if they were involved or not, but it's the Monday after senior awards day. You remember that? Everybody got their awards. So, it's the Monday after that Friday, and we're all back in the auditorium again. This time though it's everybody. It's the seniors, the juniors, the

sophomores, the freshmen, and our superintendent of the school, Dr. Dixon, is there. And Dr. Dixon stands up, gets up on the stage, and he goes, "Class" he goes, "I know I had you in here Friday, a great day, senior awards day."

"It was awesome to give those awards away to those very, very deserving students, but I'm going to give away two awards today that are so special, so unique that I wanted to separate them from the other awards. And I've been the superintendent here for 30 years; I've never given this award away, and I have two students that are getting this award." Now, let me tell you about where I sit. I sit in the very back of the senior class 'cause I did commentary. Does everybody understand? Whatever somebody was saying up front I told the people who could hear me what they were really saying. So, when he said I'm going to give away two special awards here's what I said.

I said, "Well, Martha O'Dell's going to win one" and everybody just kind of did this. 'Cause you know why? 'Cause Martha O'Dell always won an award. Matter of fact, she sat right here in the senior class. You know why she sat there? So she didn't have to walk that far to get her award. You didn't have Martha in your senior class, but you had a girl like Martha. You know, you can do this to your annual. Remember doing this to your annual, phfft, and stop on any page and her picture was there. After Martha's name at the back of the

annual it said "book" 'cause she was on every page.

After my name it said "12" 'cause I had like one picture in there, right? And it wasn't even a good picture. And no more than I get that out of mouth, I said, "You know Martha O'Dell's going to win one. She always wins something." No more did I get that out, Dr. Dixon goes, "Martha O'Dell, would you please come down front." And I turned around and said, "See that? I told you. She always gets an award." And about that time, Eddie Hill, who always sat on my left-hand side nudged me. He said, "Hey, Dale, Dale, Dr. Dixon just called your name." I said, "He didn't call my name. He didn't call my name." 'Cause I knew better 'cause they said that on Friday and I stood up and they didn't call my name and, you know, I'm not the sharpest tool in the shed but I get it, you know, the first time.

I go, "No, you're going to stand there and go, 'Ahhh.'" And then I heard Dr. Dixon say, Dale Henry." I thought, man, misprint or something. You know? So, I'm getting up in the center of the room. So, I've got time to get down. So I've got to tell you the story, right? So, me and Martha O'Dell, we knew each other since kindergarten, and probably around the first, second grade, you know when teachers start saying what are you going to be when you grow up, remember that? Me and Martha O'Dell, we knew exactly how to answer that question 'cause I already knew. You asked me second grade, first grade, "What are

you going to be when you grow up?" "I'm going to be a millwright. I'm going to work with my dad and my grandfather." You ask Martha O'Dell, "What are you going to be, Martha?" "I'm going to be a pharmacist. My dad's a pharmacist. My grandfather's a pharmacist. My mom was a pharmacist. My grandmother's a pharmacist. I'm going to be a pharmacist."

I mean, it was almost preordained. Does everybody understand? Family tradition. And I knew Martha. Matter of fact, we had a lot in common Martha and I. Martha was the third student from the top. You're getting it. Just go ahead. I was the third student from the?

AUDIENCE: Bottom.

DALE HENRY: Bottom. Martha and I walked through our graduation together. We were best friends. And as I walked down to get my award, let me just tell you what it was, perfect attendance. Me and Martha had not missed a single day of school from kindergarten to the 12th grade. And, oh, talk about differences, ha-ha. Remember the teachers, how they used to be on the walls in the auditorium when you went to an assembly? When they heard Martha O'Dell every teacher along those walls did this, "Ahhh, what a blessed child." You could hear their voices, "Blessed, blessed, blessed." They called my name and they said, "God, yes he was here every day, every day."

I single-handedly kept prayer in Blount County schools.

Every teacher I had just would go, "God, just one day, God, just, you know, a little sickness. Nothing big. Sore throat, you know, something like that." You know, I'm an only child, so where were my friends. Why would I want to stay home by myself? So, I walk down, I get my award. You know, Martha sat down and nobody wanted to see her award. Nobody asked to pass it around. When I got to the back of the room everybody wanted to see my award. I think every senior in the senior class. They just wanted to make sure it was really me, you know, I hadn't conned somebody into saying I was here every day.

And I went home that night and my house, pretty predictable. My mother, we had a fireplace, and the mantle of our fireplace, stuff had been there so long if you moved it the wood was a different color underneath it. You understand, right? And everything got moved that night and that plaque went up there. My dad was so proud. I saw people that night I only saw when people died. We had all of our family there and he walked around bragging on me, and I don't think I ever left my dad's shoulder. I mean, his sweat kind of, you know, was all over me. And I remember him saying this 100 times, "You know, it's going to be so cool. Dale's going to graduate high school."

Did you know I didn't even put an application in; didn't have to. My grandfather was shop steward. Now, I'm going to

kind of get you ready for this 'cause this is a little hard to believe, but it's the truth. This was 1972. I never put in an application. I was to report to Alcoa Aluminum the Tuesday after I graduated. That's when my grandfather told me to come. I was starting a journeyman program at \$17.32 an hour. Remember '72? That's pretty good cash for '72. And I mean I had already started planning my life. The day after I started my job I was going to go get me a new truck. The next day I was going to get a boat. And then I was going to start looking for a woman. 'Cause if you asked a woman to go out they wanted to see a picture of your boat so, you know, you had to show them the picture.

So, interestingly enough though all this was such a cool event, but this non-event thing was where I really got my life lessons. After Mr. Dixon -- after Dr. Dixon finished with his presentation he asked our counselor, Miss Williams, to come and make an announcement. I remember him saying this, "Now you all give Miss Wilson -- or Williams -- give Miss Williams respect." I remember him saying that, and I thought to myself how cool that he, as a leader, would tell students respect her. I like Miss Williams but, so help me, her voice would break glass. She had one of those, raah, you know, voices that, you know -- and she was a short lady. All you'd ever see of her was her hands behind the podium. You couldn't see her. She was just kind of

back there, kind of looked like Yoda.

And she said, "You know you all are graduating in 11 days so I've got to make really good use of my time. But 11 days, I'm going to have every single one of you in my office 'cause I'm going to ask you all a question. So, I want you to prepare yourself for this question. What's next?" I remember that question 'cause I was setting in the back of the room and I told the friends around me, "Lunch. Lunch is next." 'Cause that's what I did. And we went out of the room that day and, sure enough, that next night was the other celebration, and I got done with the celebration and all my family left and I went to my bedroom and I laid down to go to sleep. And you know what? I couldn't.

Have you ever had a song stuck in your head? You just can't get it out of your head. It's just in your head. Well, here's what I couldn't get out of my head: What's next? My whole life had been planned out for me. I was going to be a millwright. I was going to live the same life my dad lived, my grandfather lived. What's next? It was like an echo. What's next? What's next? What's next? I couldn't sleep. Matter of fact, I didn't sleep a wink that night, but it was the best night of my life 'cause I went to school the next day with the most clarity that I'd ever had in my whole life.

And I was the first person. Evidently she started with the



bottom of the senior class and I was the only person that was there. And I was the first person. She called my name over the intercom. I got there to Miss Williams' office. She closed the door. I remember that. I'd never seen her do that. I'd never talked to Miss Williams that much in a guidance counselor capacity because guidance counselors were interested in kids going to college. I wasn't going to college; I was going straight to work.

She shut the door and she said, "Dale, have a seat." I said, "Miss Williams, you know my grandfather and you know my dad and my" -- they called my grandfather boss; everybody called him boss. And I said, "Boss always told me if you've got something important to say say it when you're standing on your feet. So, if you don't mind, ma'am, I'll just stand on my feet." She said, "That's fine, Dale." I said, "I've been waiting on you to ask me this question. Go ahead." She said, "Oh, what's next?" I said, "I want to be a teacher." Now it got real quiet in that office. Matter of fact, you could've heard a pin drop.

The first thing she did was she opened my permanent record card. She said, "Have you seen this?" I said, "Ma'am, I'd appreciate if you don't bring that up right now. You know, that doesn't exactly match the mission that we're off to." And she said, "Dale, you know I have told you grandfather and I've told

your dad this 100 times. I'm going to tell you though I don't think I ever have. You can do so much better than you do. It's just like you're just doing whatever you have to do to get by." You know people like that? Just get by? And she said, "You're so much more capable, Dale, but I've got to know, are you serious?" I said, "Yes, ma'am, I've never been more serious about anything in my life 'cause I want to go on in school."

She said, "Well, Dale, let me just be real frank with you, what I'm looking at here, your GPA, and I think if I send you to have your ACT it's going to reflect the numbers on this page, and we've got to make the change here. So, here's what we're going to do." She said, "You know Mike Hill, right?" I said, "Yes, ma'am." "Well, he won the welding scholarship from the State (unintelligible) Vocational School. He's going straight to the military. So, I'm going to give you his welding scholarship, not because you deserve it, because I think that we can buy some time. See, if I call Boss right now and tell him you're going to college it'll break his heart 'cause your dad and your grandfather have looked forward to you coming."

"So, here's what we're going to say. We're going to say we're going to send you to welding class so you can become better qualified. This will fit in your journeyman program. And, meanwhile, we're going to send you back to the junior college and we're going to do your senior year over again and

get your GPA up so you can go to college. And if you really work hard, Dale" -- 'cause, see, she was really trying to discourage me. "If you really work hard, six years from now you can be a teacher." Well, that didn't make any sense to me 'cause all my friends were going straight to college. Right? I must just be a little slow. There must be something wrong with me.

But I took all that paperwork. I was ready to take this challenge on and I walked outside. There was a little girl out there I met. I knew this little girl because she had a lot of faith in me. She was always telling me I could do anything I wanted to do, and I told her that Miss Johnson told me that I could take this welding class and I could go back to junior college and I could get my grades up and I could go to UT after two years of getting my grades up and I could be a school teacher in six years. And she took that paperwork and she ripped it in half and threw it in the trash can.

I said, "Why'd you want to do that for? I mean, I'm going to have to go back and get that paper again." She said, "You don't need that paper, Dale." She said, "You don't know this. I'm going to share it with you. The University of Tennessee is a land-grant college. It doesn't make any difference what your grades are or what your scores are when you enter school. They have to let you come because it's a land-grant university. As

long as you pass and as long as you improve you can go to the University of Tennessee with any grade, any GPA." She was right. And I went to the University of Tennessee. In two and a half years; not four; two and a half years I graduated.

I must have done pretty good; they put a Latin phrase after my diploma, *Cuma Matata* [sic]. I'm pretty sure it was *Cuma Matata*. It might have been another, but that was close. And guess who got the first invitation? Miss Williams. I got my masters a year later. She got the first invitation. I got my doctorate in '91. She was in a nursing home at the time. I videotaped it for her and made her watch it over and over. She had broken her hip. She couldn't get out of bed, so it just ran on a loop.

Fifteen men taught me what I already know, what I'm teaching you today: Never stop learning. "Well, Dale, I'm getting close to retirement." Okay. Good. Cool. Never stop learning. "I have my bachelor's degree, Dale. I don't" -- never stop learning. "Well, Dale, I have a master's degree." Good. Never stop learning. You getting this? Never -- Chad? Never stop learning. Second thing I learned from these 15 men: every day of their life they didn't do what it's doing right now, which I hope that's rain, 'cause if it's a tsunami this'll be a short day.

Every day of their life that it did not rain they played

golf, nine holes. Do I have to remind you of their age? Ninety-two and 96. I said, "Well, do you guys carry your own clubs?" They said, "No. No need tempting fate. We have our clubs carried for us." Now, how many of you are golfers? Okay. Nine holes of golf, how much walking is that? Three miles? Two and a half at least? Ninety two and 96, two and a half miles a day.

AUDIENCE: No riding in the golf cart.

DALE HENRY: That's a pretty good walk, right? So, here's what I figured out from that: You are alive right now because of three systems that you have in your body that have to function. Now, two of them you know. Your respiratory system, you ain't breathing, I hate to tell you this, Charles, you're dead. Right? And what operates that are your lungs, diaphragm opening and closing. Your circulatory system, obviously the heart in your chest pounding away feeding all the blood cells in your body; if that stops you're done.

Now, if I were to ask you the third system, what's the third most important system, chances are you wouldn't know it, but I'm going to tell you. It's your lymphatic system. Lymphatic system? "What the heck's that, Dr. Dale?" Lymphatic system is the reason when you go for an examination when you have a cold or something that your doctor feels right here under your throat. You know what he's feeling for? Lymph nodes. If

they're swollen he knows they're working. They're fighting disease by fighting, you know, all the bad things that are causing your body to feel bad.

Okay. So, we know what moves the respiratory system around. That's the lungs, right? We know what moves the heart, the blood and stuff through your heart, your circulatory system. That's your heart. Now, let's get to what moves your lymphatic system around by asking a simple question. Raise your hand if you from time to time spend too much time in your office. You work during lunch. Just raise your hand if you ever work during lunch. Here's why you work through lunch. I know the answer to this, right? "Oh, Dale, if I work at lunch I can get a lot done." That's cool but by about 2:30 you ain't worth shooting. You know that, right?

You've got to get up and move around. See, now we're going to talk about what moves the lymphatic system, your legs. Your legs move your lymphatic system. In other words, you moving your legs and the constriction of the muscles in your legs moves the fluid in your lymphatic system and keeps it clean and keeps it filtered. In other words, when you stop moving you start dying. So, here's what they taught me: Never stop moving. There's a reason there's stairs. Take them. Elevators aren't that cool. I'm going to remind you why elevators ain't that cool. Have you ever ridden on an Otis elevator? Raise your

hand if you've ever ridden on an Otis. Right? Okay. You go to Otis' headquarters, Washington D.C., one-story building. You see something wrong with that. I mean, they're selling elevators to 50-story buildings, but their building only has one story. Walk. Move.

It's 11:23. Lunch is at 12:15. So, here's what we're going to do. I know I've got a lot of stuff to share with you, but I believe in giving you time. If I did give you a break I'd lose 20 minutes of my instructional time and I don't like doing that. So, here's what we're going to do. Ten minutes, let's make it 15. Fifteen minutes before lunch I'm going to let you go. I'm going to give you your break at the end. Now, I know a lot of you probably -- and you always have permission to get up if you've got to go to the bathroom, whatever. Don't worry about me. I'm not going to say anything. I'm not going to call you out.

Here's why. I want to spend as much time with you as I can, but I want you to have enough time. You've got to make phone calls. I understand how important that is to you. Today at the end of the day I promise you I'll let you go at least 25 minutes early 'cause I have discovered how to get good evaluations. So, just so you know, it's 11:24 right now. I will be done by five till. Fair enough? Is that good with everybody? This means yes. You're good?

So, what two things have they taught us already? Never stop learning. By the way, is that working for you? Do you feel like you could learn stuff? I mean, you know, a lot of you just learned -- the five people that know you best in your family. If you go home tomorrow, the next day, or whatever and tell them, "You know what? I learned the first 10 presidents of the United states in 15 seconds" what are they going to say? "Right." "Well, let me teach you." You know? I'm just telling you. You know? I've tried to show you that you have awesome capacity. It's just the technique that's been wrong. Never stop learning. Never stop moving. Move. It's so important.

Third thing they taught me. I'm going to apologize to all the ladies in the audience 'cause I have to tell you ladies, you're awesome. I have two daughters. I have raised awesome daughters. Women in my life have taught me much more than the men ever have. My mother and my grandmother were just so wise. So, I love you and appreciate you more than you'll ever know. But this, you're going to think like I'm picking on you, but I'm just telling you what I've found. Okay? You cannot live at the naval retirement home in Gulfport, Mississippi if you are married. You have to either be single, divorced, or widowed.

If you have a wife you cannot live there. It's not my rules. The naval retirement home was -- it's really an interesting story. The funds that built this facility was gold



that they found in the Spanish-American War. The government wouldn't take it. I know, this sounds like a fantasy story. They wouldn't take the gold. They told the Navy to do with it what they wanted, and they developed this retirement home and they have been paying for it up to today with the gold that they found. It's a pretty cool story. But you can't live there if you have a wife.

So, you have to be widowed, single, or divorced. All 15 of these men had girlfriends, oldest 56, youngest 47. Now, you're thinking it, so I asked it. Okay? I said, "Guys, aren't you worried about this difference in age?" They said, "Hey, Dale, if they die they die." So, number three, relationships. I'm going to tell you that statistically if you have a dog you will live 3.7 years longer than if you do not have a dog. I'm going to tell you that statistically if you have more friends you live longer than people with less friends. Statistically. I'm going to tell you statistically if you're married you live 9.1 years - - well, it just seems like that long, 9.1 years longer.

So, there's all kinds of things that all form around relationships. So, "Wait a minute, Dale, if you're saying relationships, well how did these guys live to be so old?" Relationship doesn't always mean the people you're married to. These 15 men had each other. They were life-long friends. They didn't decide one day when one was 92 and the other was 96 we're

going to live to be 100 years old. They had had this mission in mind back when they were 70. And they're still together, 15 men. Never stop learning. Never stop moving. Never stop building relationships.

While we're on the subject, Facebook people are not friends. You know, we hear a lot about fake news. Well, they're fake friends. They're only going to show you -- if you get depressed about looking at people's Facebook; they're always happy and their families always have -- that's a facet that you're never going to see in real life. Real friends spend time together, play cards together, hang out together, have barbecues together. These are people you've known your whole life. And you know what? It's never too late to start getting more friends. It's never too late because you know what? You know, friends aren't going to show up one day. You've got to be a friend to get a friend. Never stop learning. Never stop moving. Never stop relationships.

Number four. You already know number four. Don't have to talk about number four. Number four you've already figured out by now. These 15 men laughed more than any 15 men I've ever been around my whole life. They constantly laughed. They constantly told stories. They constantly told jokes. You never saw them but they were serious more than two or three minutes. So, I asked them, I said, "Guys, you're always laughing." They

said, "Dale, those constipated people died years ago." They were happy. They were fulfilled, but they fed each other. So, the fourth is never stop laughing. Laughing is important. If you don't believe laughing is important let me just tell you that five minutes of belly laughing, five minutes of laughing is the equivalent to running a mile on your heart.

I love to be around people that laugh. People that laugh usually are better at adjusting. They're more adjusted people. As a matter of fact, we have a phrase for those people: They have a great sense of humor. Okay. Let's stop for just a second. Does anybody know what that means? Humor is a physician term. It means the body is in alignment. If you're in good humor you're body's in -- now, how's it get in humor? Because you laugh. See, what happens is laughter is a catharsis. A catharsis is something that wiggles and jiggles the inside of your body and aligns your body so that everything is where it's supposed to be.

I'm going to give you some examples of catharsis. There's sneezing, laughing, coughing, throwing up. Which one's your favorite? Now, no doubt sometimes after a night like last night a good puke's good for you. But what I'm saying is, I mean, all of those make you feel a little better, right? It's like, oh man, I could just, rowr, and I'd feel better. Laughter is the best. Last one. I told you I interviewed these guys almost

2,000 hours. The last three-fourths of those hours was to try to really figure out why they'd made it to 92 and 96. I'll tell you some things about them. The 96 year old had fought in four wars. He was a surgeon. This is what he told me.

He said, "Dale, I've had to literally take my thumb and put people's eyes back in their socket. I've held the femoral artery with my hand as I cut -- or the arm while I cut a hand off because I didn't even have enough stuff to do a tourniquet. I have held young men in my arms while they died thinking I was their father." And he said, "You know what I do? I carry those pictures in my head when I lay down at night, and the only thing that gives me relief, the only thing that gives me purpose is do you know what? I'm a great surgeon. But you wouldn't want these hands in your body. They shake too much. But you know what? In here is stuff that other surgeons will never see. And, Dale, every Tuesday and every Thursday or when I'm needed I stand on the shoulders of young men and women who are going to be surgeons at the medical facility here and I talk them through surgeries they'll never get in a textbook 'cause they're just not there."

Pretty cool. Take you to the other end. The youngest one there was a psychologist, the best educated of all. He had three doctorate degrees. He was a clinical psychologist, but he had a malfunction. His malfunction was that he had lived in the

naval retirement home for 40 years. He could not leave it. He couldn't go outside by himself. It's a condition, I'll be honest with you, I can't even pronounce it so I'm not going to try to, but he was just afraid of being outside. He'd have a panic attack and he would just lose it. But he could go outside as long as he was with these 14 other men, his support group.

So, I talked to all these 15 men and I finally got it. I finally figured it out. I finally put the puzzle together. See, never stop learning, that's important. Never stop moving; that's important. 'Cause I mean, after all, we make a decision, right? We already know that 97 percent of the people in this room are going to make it to 95, so you want to be setting in a nursing home or you want to be playing golf? It's your decision right now. You have to make that now. Never stop learning. Never stop moving. Never stop having relationships. Never stop laughing.

But I'm going to tell you, all those paled to the next leadership thing I got learned. You've got to have something significant to do. You've got to have purpose. See, I look around this room and I see people with purpose. You know, I'm not going to say those things that you've heard so many times said: I appreciate what you do. What you do is awesome. Trust me, I get it. I mean, there's not a person in this room that doesn't go to work every day and send other people out to work

every day that has the expectation that there's the possibility you won't go home. You know? You are our line of protection between really bad people sometimes.

But, you know, when you have that as a focus remember that half of what you do is serve too. And that's why your job is so unique. You know, I did 27 years in the military. Part of my job wasn't to serve. My job was very one thing focused, very mission purpose. You know, this is what we do. I laid in the back of a KC-135 and the first of the 97s downloading fuel into fighters that weren't going to go and deliver balloons. I went over, you know, during the first Desert Storm. You know when I was flying in that KC-135 over enemy territory it didn't take long for me to figure out that, you know what, we don't have guns on this plane and we're just a big gas station floating in the sky.

One bullet wrongly placed and we all go boom. And there's no way to jump out of 135. You've got to go down with the plane. Any way you jump out of that plane you're going to get either sucked into a motor or pulled into the fuselage and it's just going to be a lifeless body that floats to the ground. We all knew that. Single purpose in mission. I get it.

But so many of these guys, what they did. I mean, some of them read books to kids. Some of them mentored young people. I mean, every one of them did something cool. But I fell in love

with the bookends, the doctor and the psychologist. Not because I have a PhD. You know, if you look at me and you said, "Dale, what are you the most proud of in your life?" it's the fact that I taught. I'm a teacher. But what this guy told me; Peter was his name. Peter's the youngest, the 92 year old. What he told me, it almost shamed me 'cause he was so single in purpose.

You see, Peter would go down in the wards where some of these men had laid in a bed for 18, 19, 20 years. And see, these were what I call the great Americans who fought. You know? And some of them didn't know how to read. I mean, literally, they didn't care. They needed your body. They didn't care if you could read. I mean, they couldn't read. So, Mark would go down and; you know, Mark Peter was his name. I called him Mark. He liked everybody to call him Peter. Mark Peter would go down and he would read these guys letters from home 'cause some of them were blind. And I mean that's pretty cool if you think about it.

But Mark Peter also wrote the letters 'cause these men had been forgotten. He had boxes of letters that he had gotten that he had read. He knew these guys' stories, so he would just sit in his room and write them letters. They didn't know they weren't coming from their families. He'd tell about a cousin who was doing well or getting married, and these guys just thought they were really getting letters from home.

Now, a lot of people ask me questions about these guys and so in the few minutes we've got I'll tell you about some of their questions. Sometimes people ask me, "Well, did they all make it, Dale?" Fourteen of them made it; one did not. Next to the oldest, he was a munitions specialist. He drove a little MG Midget. All these guys, by the way, had driver's licenses and drove, which is really scary. But he and his girlfriend were out on a date, got hit by a drunk driver, killed them both immediately. All the rest of them made it. I was there for every one of their birthdays but one; I couldn't get back. I went two days later and wished him happy birthday.

Which one lived the longest? Interestingly enough, the oldest. The surgeon lived to be 103. He died in the back of a cab coming back from a evening surgery where a young woman had had an accident and they were going to amputate her leg. He was able to help the surgeon save her leg. But just died in the back of the cab. Cab driver said he just -- he was real quiet and he turned around; he was just dead. So, you know, pretty peaceful death. None of them died from anything you would think. None of them died from cancer. None of them died -- they just died. I mean, none of them would have had autopsies but, I mean, I talked to their physicians and they said, "Dale, they just wore out." What a way to go. Six of them died in their sleep. Cool guys.



So, what did we learn from these guys on leadership? Well, here's what we learned. Happy, optimistic problem solvers. That's what these 15 guys were. And happy, optimistic problem solvers make great leaders. But let's face it sometimes we are whiners, aren't we? We get gratification out of standing around complaining about one thing or another. But that doesn't move the peg folks. It doesn't get us any closer to being excellent. It doesn't get us any closer to being the people we're capable of, the leaders you're capable of being. I've got one last story and we'll go to lunch 'cause I want to use your time wisely, and it'll take me about 12 minutes to tell this story.

My two girls are Leanne and Lauren. I'm an only child, so I never grew up around little girls, didn't know anything about little girls. And also being an only child, I tried to figure out, I tried to get this one, which was kind of crazy, how do you love two children the same? I understand how you love one child. But how do you love two children? You know, it's kind of a concept I couldn't understand with love is you divide it and it's the same. So, as my girls were growing up, when they got old enough to understand this, I would tell them two stories. I'm going to tell you these two stories. Now, the reason you need to listen to these two stories, one of them has a lie in it. Your job is to find the lie. So, here we go, first story.

Girls, you've taught me so much. I've learned so much from you. For example, here's some of the things I've learned: I never knew that kids could spend hours playing with Barbies and occasionally playing with a Ken that's always naked. Ken's always naked. I don't know why he's always naked; he's just always naked. He has very few clothing issues. But he's always naked. I never had a lemonade stand. I didn't know you could play all weekend in a refrigerator box with nothing but a butter knife and crayons to keep you occupied. And you are the joy of my life. If I could, I would freeze you like you are right now so you couldn't get any bigger. I could always protect you. I could always be there for you. You would never have problems. But see, that would be cruel 'cause you're going to grow up and you're going to be amazing women.

Now that's the first story. Is everybody cool with that story? Did you find any lies in that story? I thought it was a pretty straight-forward story. Fair enough? So, you know the lies in the second story, right, just to broadcast that for you.

Second story: And girls, you will grow up and you will become amazing women, and you're going to get interested in boys, and I'm really excited about that. But here's what I want you to agree with me on, whenever you make a friend, whenever you take interest in someone let me take interest in them too. 'Cause, you see, I know as a father that everything I teach you

up to the time you're about eight years old is going to be where you make your life decisions from. I can't teach you when you're a teenager. I can't do that, so I'm not going to. What I'm going to do is I'm going to try to understand it from your perspective. So will you do that? And both the girls promised, "Daddy, whenever we have -- we're going to bring our boyfriends." I said, "Great."

So, I come home one night. I'd been on the road for about four days. Let me tell you, my wife, Deborah, is very predictable. At 8:30 she starts getting ready for bed. She usually cuddles up with a book somewhere. She's been doing this ever since we've been married. I mean, you can set your watch by her. "Oh, time to go sit in bed." It's 8:30. I know it's 8:30. So, when I come home late at night I know she's going to be well into her, you know, routine. So, it's 2:00 in the morning, late flight. Have you ever walked in your house and knew that an altercation had happened right before you got there? Has this ever happened to you? I mean you can feel it, can't you? You can sense that there was people not getting along.

Now, my dog shares this with me. I had a little Cocker Spaniel at the time. Her name was Sandy. I walked in, Sandy's in her bed. Normally Sandy gets up. She's wiggle, wiggle, wiggle. She wants to jump in my arms, that tail going

everywhere. My wife hates this dog. She says, "You always pet that dog first." I said, "You know, wag your tail, things could change." So, instead of getting up and wagging her tail like she normally does, Sandy has that cowed down look. Does everybody understand what I'm talking about? She's in her bed. She doesn't get up. And in that moment I realized that I could read my dog's mind.

I mean, she telepathically told me what was going on. Here's what she said without me knowing it: "People aren't happy here, Dale. But if you come over and lay with me they won't bother you. They haven't bothered me all day." I didn't listen to my dog. I walked in, here's my wife in her day clothes at 2:00 at night. Something's wrong. This is the first thing out of her mouth; quarter perched on her thumb, "Call it in the air." This can't be good. She flipped; I said, "Heads." "You lose." Never saw the coin, never asked to see it. Didn't think it was wise.

So, I said this, "What have I lost?" She said, "You, Dale Henry, you are going to teach your daughter Leanne how to drive." Oh, I get it. You don't have to hit me in the head with a rock. My wife is a kindergarten teacher. She understands little kids. I, on the other hand, was a high school teacher and a college professor. I understand older kids. Different kids. She understands them when they're

little, which I always appreciated because I had lots of questions about small children. I would come in sometimes and the girls would be chewing on the leg of a table and I'd say, "Is that normal?" and she'd go, "Yeah, it's okay." So, I had kind of been the one where she said, "Is that normal?" and I'd go, "Yeah, sort of."

So, I get this whole -- but see, I'd already been on top of this. You know, a couple months before her 15th birthday I had to call me next door neighbor, C.G. Sexton. Uh, C.G. was an awesome guy. He understood family values. I think I was telling a guy back in the room here about C.G. C.G. had 12 children, 12 children. I said, "C.G., why so many kids?" He said, "Well, you know, Margie can't hear." "What do you mean?" "Well, every night we'd go to bed and I'd say, 'You want to go to sleep or what?' and she'd say, 'What?'" So, he understood family values. Some of you are going to try that. I can sense that already.

He understood family values. C.G. was my really good friend, so I told C.G., I said, "C.G., I'm going to need a car. I'm going to need a car to teach Leanne how to drive." He said, "I'm on it." I said, "Well, you want me to tell you?" He said, "No, no, I know exactly what you need, Dale." He says, "This is what I did. You'll love it." I said, "Okay." So, he calls me on the road about three days later. He said, "Found it." I

said, "What did you find?" He said, "A Jeep Cherokee, '72, good year. It's got 18,000 miles on it. This lady's husband died. She brought it into the dealership today. I bought it. It's your car. Perfect car to teach." I said, "I'm sorry, C.G., I don't get how this is the perfect car."

He said, "Well, think about it, Dale. It's got good visibility. It sets up high. It's maneuverable. It's a safe vehicle. It's off-road. You'll need that 'cause they'll run out of the road." He said, "But the perfect thing about this car is the emergency brake between the seats, right there, stop anytime you want." I said, "Is it a good deal?" He said, "Perfect deal. I got it for you." I said, "Okay. I'll pay you when I get home." So, Leanne ain't seen this car. Her mother hadn't even seen this car. Nobody's seen this car.

So, I started teaching Leanne how to drive. You know, she became a great driver. And about four months into teaching her how to drive we were driving out one day and I figured just, you know, she tried to get me distracted I guess. She says, "Hey, dad." I said, "What?" She said, "Keith Stillman asked me to go on a date this weekend." I said, "Awesome. What did you tell him?" She said, "Well I told him if he wanted to come by and see you that, you know, I could go out with him." I said, "Okay. What did he say?" "He said he'd come see you Friday right before we went out." I said, "That's perfect."

So, I was off Thursday and Friday and spent a lot of time in my office downloading some stuff off the Internet. Had an old chair that my daddy gave me. It was my grandfather's chair, a ladder back chair. One of the legs had broke on it about four inches. I took it downstairs and band saw cut all the rest of them, off the same height. It kind of set real low in my office. I knew that Keith was 6,2, taller than me, so I figured if I could get him in a short chair I'd tower over him. It was all a plot. And I waited in my office. Knock at the door. I knew it was Keith. Deborah said, "Hey, Keith." He said, "Miss Henry, how are you?" "I'm doing real good." "Is the Doctor in here 'cause Leanne wanted me to" -- "He's upstairs in his office, Keith." I can hear them talking.

I hear Keith's footsteps, you know, dead man walking. He came up to the top of the stairs, looked around in the office. He said, "Dr. Henry, is it okay if I come in?" I said, "Keith. Oh my goodness, Keith. Come in. Come in. Shut the door. Lock it. Have a seat. Make yourself comfortable." He kind of rolled and wadded up. I said, "Keith, how long have we known each other? Gosh, I feel like I've known you my whole" -- "Well, when I was eight years old you were my Sunday school teacher. Matter of fact, you've been my Sunday school teacher several years. You know, and don't think I'm trying to suck up or anything, but you were my favorite Sunday school teacher."

I said, "No, Keith, that's very kind of you to say. I appreciate that. Well, what exactly did you like about my Sunday school classes, Keith?" He said, "Well, to be honest with you, Doctor, you're the only Sunday school teacher that ever gave us a test, and I kind of liked your tests. I thought they were very important to the lesson." I said, "You know, it's interesting you said that, Keith, 'cause I'm going to give you a test today, and whether or not you pass that test will really decide whether or not you're going out tonight with my daughter." And he laughed and he said, "Well, I know your tests so I'm good." I said, "Okay. Here we go."

"Keith, you have a sister. Kelly I believe is her name. Is that right?" "You know my sister's name, Dr. Henry. It's Kelly." I said, "Okay. And Boyd and Carol, your mom and dad, yeah? Okay. So, I'm just guessing, you tell me, 'cause I mean I didn't have a sister or brother, but I'm guessing this is what I would do if I were you. Your dad probably said to you every day that you went to school, Keith, 'Watch Kelly. She is your responsibility.' Am I right?" "Yes, sir. You know my dad's always said that to me." "Well, that's cool."

"So, if you come home today, Keith, and this is just a simulation. You know, it's not a real place. You know, pretend this really happened. So, I want you to tell me how you'd react. You came home today and Kelly, and Boyd, and Carol; your



mom and dad and your sister, were setting at the dinner table. Kelly is crying because somebody has physically and emotionally mistreated her today." "Oh, that would never happen, Dr. Henry. Everybody likes Kelly." "No. No, Keith, it's happened. It's in the past. So, here's my question to you, Keith. What are you going to do about it?" You know, I saw a side of Keith I'd never seen before. He got real quiet and put his head down. He said, "Well, I'm afraid I would do something that I'd be very sorry about tomorrow." I said, "Right answer, Keith. See, you're going out with my daughter. Anything happens to her, son, they ain't going to be able to find your body."

And Keith's into chemistry, so I pulled out some stuff I had downloaded off the Internet, how to dispose of human bodies chemically. He found it very interesting. And I said, Keith, has Miss Henry told you the curfew?" "Yes, sir. Miss Henry said that she needed to be home by 10." I said, "Ten, that's such a -- you know, I'm thinking 9:45." He said, "I'm thinking 9:40." I said, "Good, 'cause if you bring her back after 9:45 she's yours. Don't bring her here." I said, "Keith, I need her back in the exact same condition as I'm loaning her. Are you tracking, son?" "Yes, sir." "Seat belts?" "Yes, sir. We always wear. My dad told me that before I left the house. We're wearing seat belts." I said, "Have fun, Keith. Keith, I really do like you. Have a good time."

"I'm going to go down. Leanne's probably ready" and I said, "Yeah, she's ready" which is a lie straight from hell. She's like her momma. She ain't never going to be ready on time. And Keith was down there cooling his heels probably for about 30 minutes. I'm a skeet shooter, always have been, love the sport. I have a Remington over and under. Love shooting it. It's a great weapon. So, I go downstairs where my gun room is and get a spent 12 gauge shotgun shell and hot glued it shut, put a double-sided piece of tape on the bottom and mounted it to his dash. Came back in the back of the house, got up in the living room like I'd just walked in from, you know, inside the house, sat down.

Keith and Leanne were just getting ready to leave and I walked over with my wife, with her in my arms, and I said, "You guys have a good time. Okay? Have fun." And they walked up and Keith went around to open the door of the truck, let Leanne in, made sure her seat belt was buckled. He walked around, opened the door, immediately saw the shotgun shell I'd mounted to his dash. I said, "Keith." "Yes, sir?" "Anything in your truck that wasn't in your truck when you got here, son?" "Yes, sir." "You see it?" "Yes, sir." I said, "Well, you won't see the next one."

Keith is my son-in-law. They've been married now 10 years, have three great children, boys that I love very much. He just

bought a brand new Ford F-150 extended cab pickup truck with all the bells and whistles 'cause he's now a member of society paying his taxes and all that good stuff. He's making good money. That shotgun shell is still on his dash. He said, "I don't go anywhere without it. It reminds me about what my mission is. It's to take care of Leanne, take care of my boys." I said, "You've got it, Keith. Thanks."

So, I come in and Leanne's doing pretty good. We have a little tradition at my home. It's called pizza and a movie night. It's always Friday night. I come in; I look at Leanne, I said, "Leanne, you want to drive tonight to get pizza and a movie?" You know kids learn how to drive, right? They always take advantage of driving anywhere. I said, "I'll go get the car keys." Now this is a little insight into my home. I walk down the hall of my house to the bedroom where I sleep in and I'm not allowed to lay anything on my wife's furniture. Did you notice the little transition there? My home, her furniture?

I have a bowl. It's a ceramic white bowl. All of my worldly possessions will fit in this bowl. My dog has two bowls. This bowl will not set on my wife's furniture. It sets up on top of the highboy. I reach up there in the bowl; pull out the keys, 1972 Jeep Cherokee, to take my daughter to pizza and a movie. That's what we do. Instead I pull down the keys to a 1970 380SL Mercedes Benz, listen carefully, with 6.1 miles

on it, 6.1 miles. I had just got back from Hershey, Pennsylvania, where this car had won second in the nation for most original vehicle.

I've never driven this car. I've set in it and it's been backed off a trailer. I've set in it when it gets pulled on the trailer. I've set in in it when it's setting still. I've never actually got in this car, turned on the motor, and gone anywhere in it 'cause it messes with its originality. You understand that, right? It's all judged on certain things, mileage being one of them. And those keys are in my hand. I have just a dichotomy here. So, I can do one of two things: I can put these keys back up in the bowl, which says what? This car is more valuable than my daughter. Or we can take this car.

So, I walked in the living room, I threw her the keys. The second they hit her hand this was her response, "Dad, wrong car." I said, "No, we're going to drive that car tonight." She said, "Oh, I need to change clothes." I said, "You change clothes; I'll put the top down." What went in the bedroom that night was a 15-year-old adolescent girl, baggy blue jeans, baggy sweat shirt, baseball cap that her daddy played baseball in in high school with a ponytail out the back. What came out of the back of my house 20 minutes later was Vanity Fair, sundress, stockings, high-heeled shoes, makeup, the spitting image of her mother, a beautiful young woman. She jumped in front of that

380SL, drove it off the mountain we live on like she was born to drive it. Pulls up to Highway 27, where we turn right to get our pizza and a movie, and a little hand reached over the console to my leg, "Thanks, Daddy."

Now, I don't know where you are in your life, but let me just be real frank with you, little girls can break your heart. And, you know, I did that, I call it the Goobery Gomer Pyle thing; maybe that in some way will explain; but the second she did that I said, "Well, honey, you've got to drive other cars and stuff. It ain't no big deal or nothing. It's just a car." 'Cause you never show your daughters that you're emotionally responding to something 'cause they will eat you alive. And she looked at me and she said, "Daddy, no, I'm not thanking you for driving this car. I know it's the coolest thing I've ever done. I know what it means to you, and I really appreciate that, but what I'm thanking you for, dad, is not putting your hand on the emergency brake."

Last part of my story before we go to lunch: it's what I call a thinking bridge. So, it's designed for you to think about this. When we come back this afternoon we're going to have some more fun and we can learn some more things together. But we had turned right that day on Highway 27 to go get our pizza and a movie, and right after we turned on Highway 27 I looked up. About 1,000 yards in front of us there was a funeral

procession coming, police cars with lights. I could see a long time. I couldn't see the end of the funeral procession. It was pretty long. And see, mine and your job, ladies and gentlemen, is to build people to take our places.

I mean, the second you took your job, Chief, your first job was to start finding someone to replace you. I mean, that's mission number one. You understand that? It's not something you want to do the last week you're there. You want to do it the first week you're there. You're building a dynasty. You're leaving a tradition. You're wanting to make it a little bit better than where you found it. You know? All of us in this room, ladies and gentlemen, are turtles on a fencepost. Chad, you ever seen a turtle on a fencepost? Let me tell you something, he didn't get up there by himself. Turtles aren't good climbers. Somebody put him up there. See, somebody trusted you enough to put you in the position you're in. That's what you're to do.

And I remembered this, a moment in time, my grandfather, the guy I told you I called boss, every time a funeral procession came by he'd pull his pickup truck over to the side of the road. He'd step out, take his old Stetson hat and put it over his heart. It's not like a rule. It's not a law. It's what he did. My dad does the same thing. He's a baseball cap guy. I do the same thing. My mom did it. My grandma did it.

Deborah does it. It's not in the Tennessee driving manual that you've got to stop and get out. It's just not. It's just what it is. But it's something I wanted Leanne to do. I wanted her to have this tradition as well.

So, I leaned over on that Mercedes, little hump between her seat and mine, and started to tell her why I do that. A thousand yards happens real fast, especially when there's vehicles coming opposite ways. I didn't get to say anything to her. She immediately pulled over, got out in that beautiful sundress. Standing next to me we watched, I don't know, maybe 100 cars go by. Didn't even know who it was, didn't matter. I've done it in Michigan. I've done it in New York. I've done it in Chicago. I've done it everywhere. People look at you a little strange, 'cause it's not their tradition. It doesn't matter, it's mine. You know, I've never had anybody in any of those cars look at me with anything other than appreciation.

So, here's why I tell that story. See, I could spend time and walk around this room and talk to every person in this room, and I could ask you one simple question: What's the most important thing to you? For some of you it might be loyalty. For some of you it might be service. For some of you it might be just as simple as getting to work on time. It can be anything, and it could be everything. But let me tell you what you don't want to do. You don't want to bring in somebody like

me and teach that. They're looking for you to teach them that. If it's number one in your life they should be able to see it every day, because your body is going to do what your mouth is saying.

There's going to be a perfect alignment between what you say and what you do. Because the people that work for you won't do what you tell them to do; they'll do what they see you do. That's the lesson. How do we make sure that every officer is up to task? As their leader, I have to be up to task. They have to see me serve. They have to see me protect. They have to see me do what is most important to me. That's how we make a difference.

You know, Leanne and I have never had that conversation. I've never asked her why she did it. But you know why she did it. She saw me do it. Look, I would tell you when you go back to work next week look around the people that work with you. Watch what they do and you tell me if they're doing what you do. And if they're not then you need to tell them how important it is, and you need to remind them and show them. Be the first one to respond. Be the first one to do whatever it is that you want them to do and they will follow your lead, and they will be awesome.

It's lunch. See you after a while. Thanks.

MODERATOR: So, as you're making your way to the door,



thank you, Dr. Dale. Everyone please make your way to the Saint Andrews Ballroom for our awards luncheon. Please remember that we have many significant awards to give out today and some very special guests. So, please remain in the luncheon hall until all awards are complete. Thank you.

(CONCLUSION OF INTERVIEW)

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