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INTRODUCTION: Welcome back, everyone. At this time, we ask that if you've not scanned in for the second portion of today's training, please do so now so you may receive a credit for the attendance. Thank you all for your attention today. A brief reminder before -- wait a minute that's the next thing I gotta say. I just gotta introduce Dale Henry and tell him to get back on it. Mr. Henry -- Dr. Henry, you're on.

DR. DALE HENRY: Well, I hope everybody enjoyed lunch. It was awesome. Congratulations to any of the award winners that are in here. That's pretty cool. It's always nice to be recognized by your peers. That's pretty cool stuff. I am always reminded by my two daughters that I'm an old guy, and you know they get away with it okay. I don't really mind, but they make this natural assumption and the natural assumption that both my daughters make is that old people don't understand technology. 'Cause you know if you're around a lot of people, they say, "Oh, you know I don't know about this technology." Well, let me tell you, I do. And, I love technology. I really embrace technology. There's only a couple of pieces of technology I really don't like and I'm gonna talk about those as

I start my session this afternoon. I don't care for bathroom technology. Does anybody know what I'm talking about? Let me explain.

I hate wiggling for soap. Does anybody dislike wiggling for soap? You know, I go in there and I wiggle, and I wiggle and I wiggle. Other people seem to be getting soap just fine. I even go to where they got soap and I can't get soap. And, you know and when it does come out it usually misses my hand and I just end-up wiping out the sink, you know and getting it done. But, and then you get all soapy. And what do you gotta do? You gotta wiggle for the water, right? And, I was in Louisville, Kentucky and we were talking about Louisville. I was in Louisville, Kentucky and I was standing at the faucet. Man, I'm wiggling for all I'm worth and the guy goes you pull that handle right there, you get all kinds of water. And then of course what do we gotta do, get a towel, you gotta wiggle for the towel, right? And we all understand what that's about. That's about health and not touching surfaces and, you know keeping us healthy. And, you know I get all that and I'm okay with that.

But, the part of technology, bathroom technology that bothers me the most is the inner sanctum. Is everybody tracking on this? You know I wanna flush my own commode. I just, I don't know whose invention this was to have self-flushing

commodes, but I'm a little guy, so when I'm in there and I shift, I said shift, when I shift for some reason it premature flushes on me. And, it doesn't bother me that it premature flushes, but I hate that blow-by. That just really bothers me 'cause I know what's in there before it did that and, but that's not what I'm talking about. So let me get to the point here.

How many of you have ever been to Chicago, Illinois; Chicago O'Hare Airport? Anybody been to Chicago O'Hare? So, I go into Chicago O'Hare Airport not too long go and I go to the inner sanctum and squeeze in there and get my luggage in there, shut the door, lock it, look down and on the commode lid is a thing that looks like a shower cap. Have you seen this thing? Okay, if you haven't let me tell you about it. It's like a covering over the commode seat and you push a button and it gives you a new one. So, let me tell what weirds me out about this. Now, I gotta pick on somebody that's experienced here. So, you remember a time, right, that you went in the bathroom and there was a bar of soap there, right? I mean, you know there's a real bar of soap. And somebody had put it like on a towel so it wouldn't get all icky and gunky and you picked it up and you turned the faucet on to where it was nice. I mean you could lather up to both elbows. I mean there's plenty of bubbles, you had all kinds of stuff. And then you rinsed off,

right?

And you watch those doctor shows on television, so you turn it off with your elbows and then you turn to your right and on the wall was a real linen towel. Remember this? And you pulled down, right, you pulled down on it. And in your brain didn't you know that that was the same towel going round and round? I mean, you knew that, right? I mean now that's the same towel. I just keep pulling it down, you know. So, I'm looking at this thing. It comes out of the wall and it goes around the wall. So, what I'm thinking is me and the ole boy on the other side, we're just swapping this thing all day long. So, to prove my point I too, I just so happened I was doing a book signing and I pulled my Sharpie out and I wrote my name on it. And, I pushed the button and I wrote my name on it again. Second time I do it, the guy in the stall next to mine says it's not the same one. It doesn't come back.

So, lots of stuff that you and I do though is kind of like that towel. It all comes back. You know leadership and the art of leading people isn't something new. It's just something that we framed very differently. If we're gonna continue this theme of happy, optimistic problem-solvers then the first thing we have to talk about in this session is value. How do we perceive ourselves and the people around us who we take care of perceive

us as value. All right. So, let's do a business 101 thing. Now I know you all don't come from business. Some of you might've been in business. Some of you might've at one time been. But, I'm gonna give those of you who are pure law enforcement field, I'm gonna give you Business 101. All right. Who's the customer? I'm sorry.

AUDIENCE: The public citizens.

DR. DALE HENRY: The public. Yeah, 'cause they pay what?

AUDIENCE: Taxes.

DR. DALE HENRY: Taxes, taxes pay our salary. So, we both understand who the customer is, right? So, any time you wanna trace the customer, follow the money train. The money train always leads to the customer, always comes to the people who serves that customer. So, what you want to do in your community is you wanna perceive value going two ways. The community wants to perceive value because they see their tax money going to what you do and you wanna perceive value because you want the community to appreciate what you do for them. Fair enough? So, value is one of those words that sometimes is so unrepresented 'cause when we think of value we think of that money train. We think of money, cash, value, right? That's not the value I'm talking about. So, to prove my point about value, I gotta tell you a story about my pen.

So, I'm in Chicago, Illinois. My cell phone rings. Now how has the cell phone changed how we answer the phone? First of all, back before the cell phone we just picked up the phone, said hey, hello, my name's Dale Henry, yada, yada, right? Now we do what? Cell phone rings, we look at it. Now why do we look at it?

AUDIENCE: See who it is.

DR. DALE HENRY: See who it is. So, we can see how to answer the phone. Don't you answer the phone differently depending on who it is on the phone? Sure you do. So, my cell phone rings, I pick up my phone, I look at my phone; I don't know who this is. It's a California number. It doesn't have a name next to it. More than likely, it's probably a salesperson trying to sell me something, right? But, I'm a sucker, I answer the phone with my "I don't know who this is voice." Now this is the voice I use when I have no clue who it is. So, it goes something like this, "Hey, this is Dale. How you doing?" Person on the other end says, "Hey, Dale, this is Bill." Now I don't know how many Bills you know. I know tons of Bills. So, I immediately start playing the game. You know the game, right? I don't know who this is, but I can figure it out if we talk for a little while, right?

So, I go, "Hey, Bill. It's good to hear from you. Hey,

I'm in Chicago and the weather's great. How's the weather where you are?" Now you know that I'm trying to do, right? Figure out where he is, so I can figure out who he is. Bill says this, "You don't know who this is, do you?" I said, "I don't have a clue who this is." He said, "Dale, if I talked a little bit more I think you'd figure it out. But, this is Bill Marriott." Now you probably know the name. I mean, you know Marriott Corporation, Marriott Hotels, you know the guy's got a few little things going for him. So, see I got this guy on my speed dial. He's in my phone. His office is in my phone. His cell phone is in my phone. His secretary is in my phone, but this ain't his number. And, I said, "Well, I don't even recognize this number." He said, "I know. I'm sitting in Harold Quizzer's [phonetic] office at the Marriott over in San Diego and I told him when I called you, you wouldn't have a clue who I was." And, I said, "Okay. Well, if there's a bet going on, you won." I said, "Well, what are you doing there?" He said, "Dale, how many times have you stayed at this property?" I said, "Well, you should know that if you're sitting there with Que." Everybody calls him Que because his name's Harold Quizzer and I said, "You should know this if you're sitting with Que, because Que knows how many times I've been there." I've been there, gosh, a gazillion times because when I come to San Diego

that's where I stay.

It's an absolutely beautiful hotel. It's six minutes from the airport. It's right on the bay. I mean it's just beautiful. And I said, "To be honest with you Bill, if I were to take all your brands including your high, high levels brands, it's one of my favorite hotels. Matter of fact, it could be my favorite hotel." And he said, "Wow, that's quite a compliment." I said, "Well, you know the hotel's great, but the staff is awesome." And he said, "Well, how long has it been since you've been here?" And I said, "Uh, it might've been a year. I, you know, haven't been in San Diego, so no reason to stay there." He said, "Well, Dale, do you know about our love letter program?" I said, "Of course, I know about your love letter program. That's where you rank your hotels by customers who give compliments, not complaints, compliments."

He says, "Dale, the San Diego Marriott has been in the top five since we started this program ten years ago, but this year they didn't even make the top 50. Something's wrong." He said, "Could you come and we'll get the staff together, break half of 'em in the morning, half of 'em in the afternoon and could you help us understand value?" And I said, "I'd love to do that, Bill." He said, "Well good. I'll see you tomorrow." I said, "Mr. Marriott, I love you like a brother, but if Michelle

doesn't tell me to go, I don't go." He said, "I just got off the phone with Michelle." I said, "I'll see you tomorrow." He said, "Well, Michelle wanted me to call you to tell you that you're coming and I'm gonna pick you up at the airport." Now let's stop the story just for a second. This is Bill Marriott. Bill does pretty good for himself. I mean, you know he's doing well. He's not gonna jump in his Toyota Corolla and come down and get me at the airport. This is what he means when he says, "I'll be there." He's gonna send somebody. He's gonna send either the limousine, 'cause that's the way Bill Marriott sees himself. He doesn't see himself as me and the people I work with and the people who work for me. They are all one person. And he sees everything just a little bit different.

So, I said, "Okay, Bill. I'll see you when I get to San Diego. So, I get to San Diego fully comprehending that when I get to San Diego, I'm not gonna see Bill 'til I get to the hotel. So, I step out of the non-secure area, walk in outside of their luggage claim and here stands Bill Marriott, the President and CEO of the Marriott Corporation with a chalkboard sign with my name on it. Now, he knows me. I know him. We know each other. And I said, "Bill, you know me." He said, "I know, but this is too cool. Isn't this too cool?" So, we go outside and Peter, one of my favorite limo drivers in the whole

world, Peter is a first generation Russia and he stands about this tall and he looks just like Yosemite Sam. And every time Peter sees me, he says the same thing, "Bill, brother, give me hug." And he'll pick me up at the waist and it's just, you know he's just one of those characters that you never forget.

So, Bill and I jump in the back of the limo and Peter jumps in the front of the limo and we start that six-minute drive over to the San Diego Marriott from the San Diego Airport and Bill Marriott says, "Now, Dale, you know it's really gonna be busy when we get there, you know how things are. When I get to the hotel people pull me in 10,000 different directions, so while we got this six minutes together in the limo let's talk about your program tomorrow. So, the way I see it is, we're gonna start," and he looks down at his watch and he says, "Huh, my watch has stopped." Now what kinda watch do you think Bill Marriott wears?

AUDIENCE: Timex.

DR. DALE HENRY: Yeah, right. Uh, Timex times a million. Yeah, he's gonna wear something nice. And I, you know, I don't know what it is. It could be Cartier. It could be anything. But, it's gonna be gold and it's gonna be expensive. And I don't see it yet. I haven't even seen the watch. I mean, he just says it stopped, right. So, I said, "Well, you know what

Mr. Marriott, I put myself through school working in a jewelry store and know a little bit about, you know fine jewelry. So, if you wanna let me look at it, maybe it's just something simple. So, he unclasped the watch. I haven't seen it yet and he hands it to me. It is a Sports Illustrated, free with a subscription. Y'all know what I'm talking about? And, I'm thinking that's a \$2 watch, Bill. Now watch what happens. This is important. He hands it to me and he says, "Be careful with that watch. My grandson gave it to me." Now, right in that moment what happened to the \$2 watch?

AUDIENCE: (Unintelligible)

DR. DALE HENRY: Became priceless, right? So, here's the first thing, first definition I'm gonna give you on value that you really need, I don't need you to write it down. I need you to write it on your head. I want you and it needs to be totally placed up here in the place where you remember stuff. Value is not what something costs. It's what's it worth to you. What's it worth to you? What's it worth to the people you serve? What's it worth to the people you work with? That's value. To some people value is something totally different than me and you. You know, I've heard it put this way, a good supervisor; a good boss is worth \$10,000 an employee. 'Cause if I work for somebody and I really like them, it takes a lot of money to get

me out of there 'cause I already know the known. So, immediately I start working on his watch. Now here's what's going through my mind, "Oh great, Dale. Break this \$2 watch. That'll go over really good with Mr. Marriott." So, I take a dime and I pry the back off of it. The insides are green. He'd been wearing this thing like every day for the last two years probably. And, I cleaned up the batteries and I clean up the contacts. I put the batteries back in, snapped on the back and it cranks up and it starts just like that. And you would've thought I gave Bill Marriott a Renaissance Hotel. He just kept going, "Man, you, you fixed my watch. You fixed my watch." Now what's going through my mind is, "Yeah, Bill, let me have it. I'll fix it. Get a watch, Bill. Get a real watch. Get a watch you don't have to use two hands to tell time."

So, we pull up at the Marriott in San Diego. Now try your best, you know to think what it's like to pull up at a Marriott Hotel with Bill Marriott in the limousine with you and looking through the window at the employees inside all doing this: "He's here. Bill's here. He's here." And they're buttoning their coats and they're putting on their best look, right, because the boss is getting ready to walk through the door. And, I'm thinking, you know everybody there is gonna say the same thing about me. Who's that with Mr. Marriott, right? So,

Bill Marriott walks in. Every person he walks up to he does this, "This is Dale Henry. He fixed my watch." They think I'm a jeweler. Women are coming up to me, "Is this a good ring?" I'm going, "I don't know. Does it turn your finger green?" How would I know? So, I do the two programs that day. It's time for to leave, I jump in the limo, Bill's setting there right across from me and he does something. Now, I'm gonna set you up for this. I'm gonna give you every opportunity to try to figure this out. But, I'm gonna have to explain it. I already know that.

Bill Marriott leans over, put his hand on my knee and says this, "Thanks, Dale." Now 99 and nine-tenths of the people on this planet will just go, "Well, you're welcome," right? But, see there's a problem here. And the problem I'm sure I can get you to understand it. I like that shirt. That's a nice shirt. Really, that looks really good. I liked it. I like the work there and everything. That looks really good, Steve. Who bought that shirt, Steve?

AUDIENCE: My chief.

DR. DALE HENRY: What'd you say, sir? Repeat what you said over here. The taxpayer bought that shirt. Where do you live? Florida State University.

AUDIENCE: I'm on city campus.

DR. DALE HENRY: Well, I know. But, it's university. How many, raise your hand in the state of Florida? Raise your hand. Look around. These people brought that shirt. What'd you say?

AUDIENCE: Thank you.

DR. DALE HENRY: But see up to this moment you never made that connection. Right, Steve? Steve, right?

AUDIENCE: Yeah.

DR. DALE HENRY: Yeah, Steve, you never made that connection, right? My chief bought me this shirt. That's okay to think that way. But, in reality all these people bought that shirt. You follow me? Ma'am.

AUDIENCE: She's got a dog.

DR. DALE HENRY: Ma'am, like your dog. Just out of curiosity, have you been shopping in the last two months?

AUDIENCE: Yes.

DR. DALE HENRY: Last two weeks?

AUDIENCE: How 'bout last night?

DR. DALE HENRY: That's really what I wanted to ask you, if you went last night. So, so your name, dear?

BERNADETTE: Bernadette.

DR. DALE HENRY: Bernadette, when you went last night to buy whatever it was, what's your dog's name?

BERNADETTE: CeCe.

DR. DALE HENRY: CeCe, hi, CeCe. Bernadette when you went in --

AUDIENCE: Crazy, dog thinks you're crazy.

DR. DALE HENRY: Dog makes me crazy?

AUDIENCE: He makes you crazy.

DR. DALE HENRY: Oh, I know he thinks I'm crazy. CeCe, I'm not crazy. You're cute as a button. So, anyway, Bernadette, so you walked in and you picked out something, right? Do I remember this right? I wasn't with you, but I got the, so you walked in, you picked out something and you took it up to the counter. Right? You laid it on the counter and you went I'd like to buy this. Right? And you took your money out of your purse, saddlebag, whatever this is and your luggage --

BERNADETTE: It's expensive.

DR. DALE HENRY: Very expensive purse. It's nice and it feels really good.

BERNADETTE: Yeah.

DR. DALE HENRY: It's got lots of money in it. So, but you took your credit card or however you paid for it, right, Bernadette? And you handed that to the young person, you remember this? And you said a two word phrase. Do you recall the two word phrase you said as you handed them or money or credit?

AUDIENCE: (Unintelligible)

DR. DALE HENRY: No, wrong, no.

AUDIENCE: Thank you.

DR. DALE HENRY: Thank you, thank you. Do you remember this now? It's all coming back to you, right? And the salesperson probably said, "No problem."

AUDIENCE: Yeah.

DR. DALE HENRY: Or you're welcome, more likely no problem. Right? Okay. Now, anybody see a problem with this? Let me help you, Bernadette. You're the customer. Right? Why did you say thank you? 'Cause you're living doesn't depend on selling that merchandise, right? Theirs did. So what should they have said? "Thank you." And you should have said, "You're welcome." But, they said, "No problem." Oh, yeah, we got a problem. We have a big problem. We have a massive problem and here's the one and I need to make sure y'all get this, first time out. I'm gonna say a phrase and I want you to respond to it. Will you help me? The customer is always?

AUDIENCE: Right.

DR. DALE HENRY: See. See that's the problem. By the way, sir, I love this. That's really nice. Your name, sir?

RICK: Rick.

DR. DALE HENRY: Rick, would you say that phrase to me,

Rick, just like you're saying it, just the phrase I did, the whole complete phrase. Can you say that?

RICK: The customer's always right.

DR. DALE HENRY: Did you hear him say it? Listen, just say it one more time.

RICK: The customer's always right.

DR. DALE HENRY: Did that convince you in the least that he believes that to be true? No. Me either. I feel really underwhelmed. You know why I feel underwhelmed? 'Cause he knows it's a lie. Do we all know it's a lie? I mean who's your customer? Taxpayers, are they always right? No, they're not always right. Matter of fact you're shocked when they're right. Aren't you? I mean isn't it shocking when they actually are right? So how can you build trust and build value when the things you say about your customers are a lie? Well, here's the deal. Here's why Bernadette, that your situation and Steve, your situation both have something in common. And the reason they have something in common is we've got this whole thing wrong. The customer's not always right. The customer's always served. Now throw that one at me, sir. Give me, let's see if it's a little bit more convincing.

AUDIENCE: The customer is always served.

DR. DALE HENRY: Yes. I feel it. Didn't you feel it? I

mean that, you ought to be on TV. I tell you what; you've got a voice for radio and a face. That's another issue. But, doesn't that feel better? The customer's always served, right? So, they get a choice. Do they not? 'Cause if they don't like the service they're getting what can they do? They can go somewhere else. They can find another place to do business, right? Well, ours can't. Usually people we know they're stuck with us. 'Cause, you know that's it. So, what we've gotta do is we've gotta understand these principles. So, I looked at Bill Marriott and I said something that I don't think he's ever heard in his, I won't call it rich life. But, I mean, you know he does okay. But, here's what I said, he leaned over, he touched my knee, he says, "Thanks, Dale." This is what I said to Bill Marriott, "Unacceptable." Can you imagine me saying that to Bill Marriott? 'Cause I know it was something he never hears, 'cause here's what he said, "Say what?" I said, "What you said Bill was acceptable. See you just thanked me for taking your," let's get this done right here.

Hey folks, thanks for the suit. Thanks for the shoes. Thanks for the meal today. Thanks for the hotel you're letting me stay in. Thanks for putting my kids through college. Thanks for the house, brother, that I live in. Thank you so much for buying that for me. 'Cause I get paid in direct relationship to

the service I give. Right? No more, no less. So, I look at Bill Marriott and I said this, "Bill, let's do this, can we do a do-over?" See, I love do-overs. You know why I love computers? 'Cause if my computer doesn't work you know what my computer guy tells me to do, "Shut it off and turn it back on again." I get to reboot. I love reboots. So, I said, "Bill, let's start this over again. Here's what we're gonna do. You lean over and touch my knee like you did before." He said, "Wait a minute." I said, "Just do it." And I said, "Hey, Bill, thanks for getting my attention. Thank you so much for the opportunity to work for the Marriott Corporation today. Your group was awesome and the opportunity you gave me to help your employees better serve their customers and build a better culture is what I'm all about." And Bill Marriott says, "You're welcome." And didn't we just set the world back on its axis again? And then Bill Marriott did something. He reaches in his pocket, he takes out this pen, puts it in my -- I never knew what that little pocket in the suit was for, evidently for this pen. And he said, "Just a small token, Dale of appreciation for being my friend and coming and serving my employees."

Now you're at a conference, you have vendors. You had vendors yesterday. I know I went to all, every vendor had what? Pens, here take a pen, take a pen, take a pen, take a pen,

here's a pen, take a pen, right, take a pen. Everybody wants you to have a pen. Everybody on this planet wants to give you a pen except the bank. Why do they chain their pens down? See, I think banks are just so messed up, they don't know what to do. They leave the safe open, but they chain down their pens. I love to go to the bank. I love to go to the bank. I usually have one of those little chains and I let it drool out of my pocket and go, "Thanks for the pen," drives them crazy, drives them crazy.

So, Bill Marriott is doing something that he does every day of his life. How many of you have ever stayed at the Marriott Hotel? Okay. How many of you took the pen? You see you're afraid to say that 'cause you're in law enforcement. He wants you to take it. It's not taking. He's giving it; he puts his name on it. It's called advertising. He wants you to carry it home. He wants you to carry it back to your police department. He wants you to lay it down on the table and another police officer picks it up and goes, "Hey, been a while since I've been to the Marriott. Think I'll take my wife there this weekend." See that's called marketing. That's what he wants you to do. And, I'm thinking he just gave me a Marriott pen. No big deal, it's a pen. A pen's a pen. See you have to remember that our job in leadership is to set ourselves apart so that people learn

from what we do. So, I'll give you a great example. How many of you have ever eaten at Chick-fil-A? Thank you very much. You go into Chick-fil-A and you buy something and say thank you and they say?

AUDIENCE: (Unintelligible).

DR. DALE HENRY: Do they say it every now and then? If you say thank you 100 times what will they say? It's my pleasure. Okay. I wanna show you how great cultures are built and why they're built the way they're built. All right. Does anybody in this room know the most highly profitable franchise in the country? I just gave you a big huge tip.

AUDIENCE: Chick-fil-A.

DR. DALE HENRY: Chick-fil-A. Now you think it was McDonald's, right? Chick-fil-A. Now you're gonna be amazed by this next piece of data I give you. Per restaurant average, Chick-fil-A averages a million dollars above its closest competitor, which is McDonald's. A million dollars a restaurant, all right? It's pretty phenomenal. They're closed a month and a half a year. Fifty-two days a year they're closed and they're still outselling their closest competitor by a million dollars a restaurant. Now see I get this all the time. People say, "Hey, Dale, strategy is what it's all about. Come up with a good strategy, come up with a good game plan, you'll

win every time." Wrong answer. It's all about culture. It's all about culture and what we see when we go in to buy something. Now when you go to McDonald's and you say thank you, what do they say?

AUDIENCE: (Unintelligible)

DR. DALE HENRY: "Next". Yeah. "No problem." You know what happens to an employee at Chick-fil-A that doesn't say, "It's my pleasure?" They work at McDonald's the next day. Yeah, that's exactly right. It's a culture. Now as my good friend Paul Harvey says; you wanna hear the rest of the story? Cause this is an awesome story and then we'll get back to the Marriott story.

So in, in 1996, I was doing a program for Chick-fil-A. Mr. Truett and his two sons were there. Actually, there's a lot of interweaving here. His oldest son is named Bubba. I'm sure that's not his name on his birth certificate. That's what everybody calls him. Everybody calls him Bubba. I thought it was such a cool name, I figured it was a grandparent name. So, Bubba is in charge of Customer Relations. I'm working there, I'm doing a conference. Me and Bubba and two brothers, and Mr. Truett sitting there and we're talking, and we're just kinda talking different. And Bubba looks at me and he goes, "So, Dale." He said, "I'll tell you what I'm doing right now. I'm

trying to figure out how to really get my customers attention." And I said, "Tell me your thought process." He said, "We've tried every strategy that we can think of to beat the customer to thank you." He said, "We've even thought of about when they walk up, we go, 'Thank you,' you know even before they -- 'cause you did it with the money. Right, right? So, he said, "We've tried every strategy, but you know what? The customer always beats us to the thank you." And, I looked at him and I said, "Hey, Bubba, why don't you just say, "It's my pleasure?" And now you know where that came from, a conversation at a table where people are trying to set them self apart. See, I'm into culture. Most people are into strategy. I think if you create a culture where we create a culture of our customer, we get the honor of serving them. Folks, you and I have been in this job too. We are called public servants, and we should take that very sincerely. The whole mantel of we get to serve the public is an awesome mantel to have.

So, Bill Marriott waves goodbye to me. I get out of the limo there at the airport, wave goodbye to Peter. Peter rolls the window and says something in Russian. I have no idea what he means, but I laughed and I waved goodbye and I go inside and my cell phone rings again. Now this time, I know who it is. It's Michelle, my office manager. And, I said, "Hey, Michelle.

What's going on?" Now Michelle and I have worked together for 19 years. I know her language, she knows mine. She says to me, "How's your day going?" I said, "I'm having an awesome day." And she said, "Well, I'm glad," with that little snicker. Now let me tell you what that means. She's getting ready to pee in my Wheaties. And, I said, "Wait a minute." I know that little laugh. I said, "Wait, wait." She said, "Well, why are you happy?" I said, "'Cause I'm going home." She goes, "No, you're not." And I said, "What'd you mean I'm not. My ticket says I'm coming to Knoxville." She said, "Yeah, well that ticket's no good. Joe Calloway just called." Joe's a good friend of mine. He's also a speaker out of Nashville. And Joe's mother was having emergency heart surgery. He couldn't go to Charlotte and do a presentation. "I told him you would go." I said, "Michelle, you know that USA Today that I get you?" She said, "Yeah." I said, "I want you to take it out, back of the first section there's a map there. See, I'm on one side of the planet. That's on the other side of the planet. There's no way I can do a program. I'm going to Atlanta, time I stop in Atlanta, change planes, it's already gonna be 8:00. When's the program?" She goes, "Dale, starts at 7, no big deal. You're flying direct flight, US Air, out of San Diego, right into Charlotte. I'm gonna have 'em pick you up, take you over, it's

gonna be fine. I've already got it all worked out." I said, "Okay." She says, "Run up, don't get on that Delta, go up to US Air, there's a ticket there waiting on you. Hurry up now, 'cause you know you got like 45 minutes, but I don't want you to be stressed." So, I go up and people at US Air were very nice, took good care of me. I got my ticket and the lady said, "Now, sir, if you'll just give me your credit card." I handed her my credit card. She said, "Would you mind signing the receipt?" Not at all. Pulled out my Marriott pen, took the top off of it, started signing the receipt and the lady goes, "Ooh, a Montblanc." I said, "Excuse me?" She said, "You have a Montblanc." I said, "Well, thanks for noticing." "No, sir, your pen, sir is a Montblanc."

Now let me explain something to you. I live in a little town in Tennessee. You can't buy no Montblanc's where I live. You can buy a Cross and you can buy a Paper Mate and get yourself a Bic down at the Walmart. But, you can't buy no, I never heard of Montblanc, never owned a Montblanc, didn't know what Montblanc was. So, I just stuck it back in my pocket. I fly over to Charlotte, get out of the plane in Charlotte, moving up, standing still, moving up the moving sidewalk, and I look up and here's a banner. Now I can't say for sure that that was the first time that banner was up there. But, I bet you that banner

been there awhile. Never saw it before. Never read it before. But, as I'm moving up the moving sidewalk, I look up and here in big words is visit the Montblanc kiosk. Now I'm sure that sign has been there, I'm sure. Why had I never read it? 'Cause I'd never had a Montblanc before. Now, uh, there's a reason that I had never seen it, 'cause I never had one. So, what do we call that? We call that awareness, awareness.

Now let me tell you what awareness does. How many of you ride motorcycles for fun? Okay. You're sitting at a corner and another on a motorcycle pulls up on the other side of the street. What do you do? 'Cause you know, right? Yeah, you're having fun too, right? You know, you buy a brand-new car. You pull up to an intersection, there's another guy just like your car in the other car. What do you do? You wave at him 'cause you got a payment book too. And, you know, right? It's like, you know, brotherhood. It's awareness. It's like, uh, remember when your wife had your first baby. You never noticed pregnant women before. Your wife got pregnant; every woman you saw was pregnant. Some of the men you saw were pregnant. It's awareness. So, here's what awareness does. Awareness makes us aware that something we do has a direct relationship to what we want done. So, I look up at the sign again. Montblanc, I mean, I got a Montblanc, 'm seeing it everywhere, right? So, I go,

you know what, I got like 15 minutes. I'm gonna find out about this Montblanc stuff.

Now, if you'll recall I'm from the South. We have words that we use. I have couth. Anybody here know what couth means? Here's what couth means. You don't walk up to somebody and say, "Hey, how much does that cost?" That's not couthful. No, you ain't getting this pen. Now I made that word up, couthful, that's my word. I've been making up words ever since George Bush got out of the White House. I used to love, didn't you used to love to listen to George Bush talk. He just makes words up left and right. You ever notice that? I love that "strategery." That's my favorite. Did you like that? Here's the one I like, "paradigem." You know if I'd been working with George, I'd met him in the morning and said, "Now, George on that teleprompter, we're gonna have some big words today. So, let's go over these big words, George, so you'll know." And then he was smart enough, once he said it wrong one time, he had to continue to say it that way. How many times did you hear him say "strategery," a million? So, I just make up words and give y'all this is George Bush's words. So, I just walked up to this lady who's working the little kiosk, right. And I take out my pen and I did this. I said, "Ma'am," and I handed her my pen just like I'm handing it to you. Now she didn't manhandle it

like you did. You know she was touching it all over, you know what I'm saying. She did this, ma'am. She said, "Sir that is not a pen. That is a fine writing instrument." How many of you have ever eaten a crescent roll? How many of you have ever eaten a croissant? Anybody know the difference? About a \$1.45, that's the difference right there. Same old thing, just you call it different. And, you know what, it's a pen. It's a pen. What's it do? It writes? You take the top off, you write something and so I said, "Ma'am, can I get a refill for my pen?" Now you understand this, this is a couthful way of trying to figure out how much the pen cost, right? And she looks at it. She says, "Sir, this is a Montblanc Presidential, a limited edition pen, \$29.95." I said, "Ma'am, I already have the pen, don't need another one." She said, "No, sir. The refill is 29.95." Now for \$29.95, brother, I can send you a Cross pen to your house with your name on it and still take this ole boy out to Hardy's for breakfast with the money I got left over. You understand? I said, "Ma'am, what else can you tell me about my pen?" She looks at it; she has a little magnifying glass on her station there. She holds my pen up. She writes the serial number down. You hear what I said, sir? Serial number. My car has a serial number down. Writes, the serial number down, looks at me and says this, "Would you like to know your pen's

lineage?" I thought, ma'am, I'm from the South. I don't know my own lineage. That's why we marry our relatives, not on purpose. Get to talking after the wedding, "You're Uncle Bobby's girl? You look like me that's why I feel in love with you." And, I said, "Ma'am, I'd love to know my pen's lineage." So, she types the serial number into the computer and she says this, she said, "Sir, this pen was purchased in Baltimore, Maryland by Mr. Bill Marriott. He purchased all 10 pens that we had at the Baltimore store, as I told you sir, a limited edition pen, \$695.00." I said, "My good friend, Bill Marriott, a smart businessman gave \$700 for 10 pens?" She said, "No, sir, for that one." That's a seven; kinda wrap your brain around this 'cause it takes me a while to wrap my brain. That's a 700 as in zero, zero, point zero, zero, you understand, \$700 pen. Why has it been in my pocket for the last 12 years of my life? 'Cause it's not what something cost, what's it worth to me.

You know I got a feeling that Bill Marriott gave those 10 pens to people that he really appreciated or liked or wanted to, and he's a true friend. Now I'm telling you that 'cause it's the truth. Now there's a secondary answer. I don't want you to consider it, but I'm gonna give it to 'cause you're thinking it anyway. Every time he sees me and I just saw Bill about two weeks ago, he walks up to me and he does this, "See you still

got your pen." Now if I lose this pen, brother, I gotta buy another one just like it and they ain't \$700 now, you understand. See value is perceived by both the person giving and the person receiving, and it's perceived value. For example, all of us were at the Awards Banquet, right? Remember the last recipient got shot. How do we feel about that? Tremendous respect, right, tremendous respect. 'Cause anybody in here who knows anything about weapons it's life hinges on a fraction of an inch. I mean, anything can happen when a weapon discharges when it's pointed at you. It's a million things it sets into progress. Maybe not even the bullet come in contact with me. It might come in contact with a bystander. It could bounce off and hit a child. I mean it's a million things that go through your mind when you hear that. But, one of them that goes through my mind is respect. You know, that's something most of you live with and think about on a daily basis. The value for me is I don't. You understand that? See, you do it so I don't have to. That's your service to me. But, it's those decisions that we make about how we handle that.

I have always tried to remember this little acronym. I like things that make it easy for you to remember stuff. So, I'm gonna ask you to try to remember as you go about your life on a daily basis that you wanna practice SOFT leadership. Now

"S" stands for smile. Smile is a really an interesting tactic. It's very disarming, but I'm gonna ask you a question. Do you ever call somebody on the telephone and you could tell they were smiling? Raise your hand if you can tell when somebody's smiling on the phone? Now isn't that wild? You know what I mean? You know I don't know how I know that, but I know that. You know what I mean? Can't put my finger on how I know, but I know. And I always tell people you wanna disarm somebody, smile when you talk to them on the phone. It just comes across. I don't know why. Maybe it's just the tone of our voice. I don't know what it does, but I can tell that person's smiling. And smiling causes things to happen. I'll tell you what.

Here's a story from my own life. When I tell people, people ask me my e-mail address all the time. Okay? So, I'm gonna give it to you. You don't need to write it down, but I'm just, you'll hear it and you'll understand. But, my e-mail is drdalehenry@aol.com. Now you laughed. I just gotta tell you. I'm gonna tell you why he laughed. 'Cause here's what he was thinking. You're one of the last three people on AOL? That's what you were thinking, wasn't it? Now let me ask you a question. Can you think of one place that I could go right now and give Dr. Dale Henry dot anything? No. I'm gonna have to give Dr. Dale Henry, one, two, three or something. So, I'm like

one of the first early adopters. So, I'm an AOL guy. Now you're thinking, well, Dale, why don't you just get a G-mail account? Got one. Well, why don't you, but you know what if you ask me my e-mail address, why would I tell you it's AOL? I'm gonna tell you why. My oldest daughter was getting ready to leave college. My youngest daughter was getting ready to start college. And Leeann called me and she said, "Hey, Dad. For some reason my AOL accounts won't come up." And, I go, "Well, I don't know why, but I'll call." So, I called AOL, this lady answered the phone and I said, "Ma'am, I don't know why it is I'm getting my e-mail, my wife's getting her e-mail, my youngest daughter's getting her e-mail, my oldest daughter's not getting her e-mail." And she said, "Well, can you give me her e-mail address?" And, I did and of course it was tied to my account because you know you get like six accounts on your account. And she goes, "Oh, oh, yeah, yeah, I see how this happened?" Oh, yeah. Oh, listen. I'm gonna reset this. Just tell your daughter her e-mail will come up. It'll take about 24 hours to reset." I said okay. I was satisfied with that. I thought, you know, well it's just a glitch; you know something happened, 24 hours. That's no big deal. So, I called Leeann on the phone. I said, "Leeann, your account will come up in 24 hours." She said okay Dad.

So, the next day she called me and she said, "Dad, when was 24 hours up?" I said, "Gosh, it's been like 36 hours." She said, "I've still got no e-mail." So, I said no problem and called. Maybe, I don't know something went wrong. So, I called back on AOL again. Well, I had to tell the story again, right? You've probably called Call Centers just like I have in my life. So, I had to tell the whole story over again and the lady goes, "Oh, wait a minute. Right here, I see the notes. I see the notes. Oh, you know what she got everything ready to reset, but she didn't hit the reset button. Twenty-four hours from now your account will be okay." So, guess what, 24 hours go by, I called Leeann this time. I said, "Have you checked your e-mail?" She said, "Yeah, I haven't seen nothing." She goes not even on Dad. So, you know how it's kinda that next level. You know you'll gonna call this time and you're gonna explain it to them. You know why, they need to do it now.

So, I called and I got Willie on the phone. Now you're thinking how can you remember this guy's name? I remember this guy's name. Willie answers the phone, he said, "Hey, Willie, this is AOL Customer Service, how can I help you." I said, "Willie, listen I've called twice." He said, "What'd you say?" And I said, "I've called twice?" "When did you call twice, sir?" "Well, this is the third, like third day in a row I've

called." And he goes, "You're kidding me, right?" And I go, "No, Willie. I'm not messing with you." He said, "What, just a minute. Give me your e-mail address." I gave him my e-mail address and he goes, "I'm pulling up your account right now, sir." He pulls up my account and he says, "Dr. Henry, what kinda doctor are you?" I said, "I'm a paper doctor, paper doctor. You know I can't do you any good absolutely, but I can make you read a book and call me tomorrow. But, that's about it." And he laughed and he said, "Well, Dr. Henry, your e-mail is working fine, everything's good." I said, "No, no, no, Willie. It's my daughter's e-mail." He said, "Which one, Lauren or Leeann," 'cause their names are in their e-mail. I said, "It's Leeann's account." He goes, "Yeah, I see where you called. You got a second, let me read these notes." So, I'm not telling the story. He's telling me the story. And he says, "Yeah, I see. Oh, yeah." And then, oh, he said, "You know what?" I said, "What Willie?" He said, "This just aggravates me." And, I said, "Well, you know what, Willie we got something in common. I'm a little aggravated too." He goes, "That's what aggravates me." He said, "I can sense in your voice you're upset. But, I want you to know something, sir; I'm more upset than you are. 'Cause these two other people that served you, did not serve you and now I'm serving you and you're mad at me

'cause I'm just trying to help." I said, "No, Willie. I'm not mad at you; I'm just upset because my daughter wants her e-mail." He said, "No." He said, "You have every right to be mad at me." He said, "So, here's what we're gonna do." He said, "Have you got two minutes?" I said, "Sure, Willie, I got two minutes." He said, "Before you get off this phone your daughter's e-mail's gonna be on."

So, I can hear him in there, you know clicking and clicking and he's talking to somebody and they're clicking and clicking. And he comes on in two minutes. He said, "Have you got another phone?" Now see I can get my watch fixed. "Call your daughter, make sure it worked." I called Leeann she logged, she said, "Dad it's working great." I said okay. He said, "So, here's what I'm thinking." This is Willie still on the phone, right. "Here's what I'm thinking. Um, we're sorry. I'm sorry. And I wanna speak for AOL. We're sorry that your daughter had to do without her e-mail. E-mail is important. You know we connect with that." And he said, "You know it's gonna become even more and more important as time goes on." He said, "But, what can I do for you? What can I do just for you?" You know what? I've never heard that phrase before. I've heard what can I do for you. How can I help you? But, I'd never heard what can I do just for you. And, I thought, you know what Willie taught me a

lesson that day? We live and die by our language. We live and die by the language that we say and how we talk about what we do. I mean think about it.

We have a phrase in the South. I love this phrase, "It's the least I can do." Ever heard somebody do that? That's the least I can do. Why bother. I mean I've checked this out. The least you can do is lay on the ground naked and breathe. That's pretty much it right there. And you know I really don't wanna see that. I told you I wouldn't mention your name this time, so I just pointed this time.

AUDIENCE: (Unintelligible).

DR. DALE HENRY: So, not a problem, Chad. See, so what we have to do is we have to be SOFT. First of all smile. You know, have you ever had somebody who was just really mad come up to you? And you know the best way to diffuse mad people is just listen, just listen. Most people just want a voice. And they'll be much more understanding if you just listen. Give them their voice, listen 'cause lots of times we don't listen. Remember the predator? The predator is always right. The predator is in charge and that's who we are. And sometimes for us to give people power, to give them value, we have to shift our value to them so that we can just listen. And you know what; you'll learn the most interesting things when you listen.

When we were down at Southern Miss, my girls were rather small and my wife, we had this really smart idea we were gonna pull our travel trailer down there and stay during the summer, and stay in a campground, RV park and the girls would be able to play, you know and swim and all that stuff and I'd be at school. And that sounded like a really good idea. I bit off on that, but I'm not much of a planner. So, I hooked the travel trailer up behind our truck and I think we got about four exits from Hattiesburg and all of sudden it hit me, "I wonder if they really have resorts there?" I'm not much of a planner, just you know, so I get out at this gas station. I go, "Hey, they have any RV parks in Hattiesburg." And he said, "Yeah." I said, "Is it in the phone book?" And I ripped out a page and I no more got back in the car and Deb said, "Where we staying?" I said, 'Well, I got this page here. You look 'em up and we'll figure it out on the way there." And, so Southern Miss was building a lot of buildings at that time, doing a lot of construction. Do you know where construction people stay? RV parks. Yeah, I didn't know that, up until that day and there was no openings at the first one. There was no openings at the second one. There was no openings at the third one. And I told the guy at the third one, I said, "Look, you know I'm running out of options here." He said, "No, you don't have a problem." I love it when

people say that by the way, you don't have a problem. He said, "There's a trailer park right next to campus."

Now raise your hand if you know the difference between a campground and a trailer park. Raise your hand if you know the difference between 'em. It's huge, it's huge. You know campgrounds are where people, you know it's like a neighborhood. It's like, you know everybody put's out their Hootie Hoo lanterns and you know it's like a little community. You know a trailer park ain't like that, nothing like that. And they parked me on a 40 by 60 slab of concrete with no trees in Hattiesburg, Mississippi. How many of you been to Hattiesburg, Mississippi in the summer? You can fry eggs on that thing. So, Deborah tried everything to keep cool that year. She went out and bought the kids one of these little pools to play in under the awning. I came back and was working on a paper and you know that little camper, no matter what you did, you could turn on every fan and air conditioner and everything, but just couldn't keep up with that heat down there. It was like 98 with 100-percent humidity. And, I said, man, I gotta cool off. And I go, I got a swimming pool. So, I slipped on my trunks, here's Deb and the two girls sitting at the picnic table underneath the awning. They saw me walk by. They saw me step in that pool. They saw me sprawl out in that pool, put my head up on you know,

one end of it. And, I'm laying there thinking, you know life's good. Nice and cool now, couldn't get any better than this.

I looked up and my oldest daughter who was eight at the time, hands on her shoulders, "I wouldn't be in that pool if I was you." Now remember they watched me walk by in my bathing suit. They watched me get in it. And, I said, "What do you mean you wouldn't be in that pool?" "Well, Lauren pooped in it about 30 minutes ago." Now that's a piece of information I'd like to have before I got in there. But, now ladies, I apologize for this, but I'm just gonna show you the way men think. 'Cause this is the way we think, isn't it men? So, I'm saying to myself, already poopy, ain't gonna get any less poopy by getting out. Ain't gonna be more poopy by staying in. I'm comfortable. I said, well, I'm staying in. Now I want you to listen to this. Leann goes, "Mama, can we get in too?" So, here's what I always take from that story. People will watch you walk over and sit in poop and they won't say a word 'til you get in it. And then when you get in it, if you make it sound good enough they'll wanna get in with you.

Always smile, smile. O in SOFT stands for be open, be open. Now for me to understand this, we've gotta come to an agreement here about something. I want everybody to assume in here just for one minute that this right here is my desk.

Everybody got that? Whose desk is this?

AUDIENCE: Your desk.

DR. DALE HENRY: When I'm sitting behind this desk, who's in charge? You dagum right I am 'cause this is my desk. Everybody understand? Now, when somebody comes in my office, 'cause it's my office cause this is my desk, what do I do? Oh, that's important. How many of you have ever come into somebody's desk and got this treatment right here? Y'all ready for this? How you doing? Oh, yeah, that sounds like a, wow, that's a big problem. Yeah, yeah we gotta look into that. Anything else you need? Has that ever happened to anybody in here? You know where you got absolutely nobody give you eye contact and you didn't feel like you was that important? Either a lot of you don't remember or yeah, that happens quite a bit. See, I had a great mentor on this. Matter of fact, we got through talking about him just a few minutes, Bill Marriott.

Had to go in Bill Marriott's office in Baltimore and I go into his outer office where his secretary stays and the second I walked in, she said, "Dr. Henry, how you doing today?" I said, "Marjorie, I'm doing really good. I'm here to see Bill." She said, "You know what, he's expecting you, Dale, if you wanna just go right in." And I had never been to Bill Marriott's office, but I got a visual mental picture of what it looks like.

It's gonna be nice. It's gonna be real nice. Well, I was right. It's in a corner and there's glass on two sides, beautiful office, gorgeous furnishings. But, I gotta tell you, this man's desk threw me for a loop 'cause you come in the office door and about 30-foot in front of you is his desk. But, all of us are familiar with desks doing what? Fixed where we can see you come in the door, right? Fix your desk wherever who comes in the door, you can see 'em. Well, his back's to me. He's looking out the window. His desk is situated where he looks out the window. He don't look at the door. And, I'm going maybe he's moving his furniture around or something. I mean everybody knows that you make your desk to where you're sitting at your desk, somebody comes in, you can see 'em, right? So, you can identify who they are. You know who they're; he's sitting the other way. He's got his back to you.

So, he hears the door open, he gets up, he greets me. He has two chairs with a little table between. We go to those chairs and we sit there for a few minutes and we talk. I can't take my eyes off this guy's desk. Two reasons, number one it's an awesome desk. He told me that a friend of his in Africa carved it for him. It's a hand-carved mahogany. It's 22-feet long. It's a big desk. It's a desk yacht. It's got a beautiful chair. I mean it's very ornate. But he saw and have

you ever noticed that people look at stuff, you catch 'em looking at it? You ever do that? You know sometimes people talk to you and look at your mouth and you wonder do I got; you know green stuff or something coming out my mouth. You know the look, right? And he sees me looking at that desk. He says, "What you think about that desk?" I said, "Bill, that desk is spectacular." He said, "But that ain't why you're looking at it, is it?" I said, "Well, are you moving your furniture?" He said, "No. See I figured this out a long time ago, Dale and it's a philosophy I kinda live by. When you come in my office, I'm always on your side." Think about that.

See what we do is we let our stuff dictate a separation between us and the people we serve. Can you see that? You come in to see me, what should be the first thing I do? Get up, get up, greet people. Hey, how's it going, man? So good to see you, glad you came by. It's good to see you. See that, that gives you value, right? As I got up on my feet, I introduced myself, I introduced you, I gave you value. See, when we sit when somebody comes in our office, let me tell you what we're saying. "You have no value." I can't even give you eye contact, you have no value. I can't even stand up to greet you. You have no value. See, it screams you have no value. Stuff separates people, but it separates our value to those people

too. Now Bill Marriott taught me this, but I love teaching it back to people when they teach it to me.

I'm at the JW in Phoenix. He had me over there to open his hotel up and do a little Customer Service training for his people. And, I walk in this fabulous \$61-million property. Nice front desk, beautiful front desk, but it's all boxed in. I said, "Mr. Marriott;" I walk in, I said, "Mr. Marriott, I love this lobby, it's beautiful." He said it really is and the architects did a great job. I said, "But, Bill how does your desk folks get out to greet your customer?" And he got a look on his face and he said, "Yeah." That's all he said, "Yeah." I went up to my room, came back about two hours later and there's six carpenters working on that desk to cut a hole big enough for people to get through so they could greet their customer. Now you walk into the JW and the first thing that's gonna happen is they'll come out from behind the desk and say, "I'm so glad to have you, Charles." You know how they're gonna know your name, 'cause when you parked your car, the valet asked for your name and he got on the radio and called them. See they understand value because they're open. Open people give better service. Have you noticed how a lot of hotels now are changing from big front desks to little kiosks where people can stand there with you and communicate? That's all about being open with the

customer. Smile, be open.

Communications next. We communicate mainly out of habit. We do stuff because that's the way we've always done it. But, here's a little thing to remember if you always do what you always did, you're always gonna get what you always got. So, if you want something; who's that cough? Who's that just coughed? Was that you brother? Be careful of that cough. I immediately recognized that cough. I had a first cousin that died from a cough like that. He was under another man's bed at the time. Would you be interested in a cough cure? I mean I got one. It's awesome. It's my grandmother's cough cure. What's your name, sir?

CHUCK: Chuck.

DR. DALE HENRY: Chuck, it never fails, Chuck. It always, was you interested in it? You drink a gallon of prune juice, then eat three boxes of prunes as fast as you can eat 'em and then eat a whole bar, not a section, a whole bar of Ex-Lax. You'll wanna cough, but you'll catch yourself. You'll do this, Chuck. I'm good, I'm good. Eases up the "O" ring, you understand, right?

So, the smile, be open. Now this one, this one is so, y'all understand the word subliminal? Subliminal is one of those words that, you know you can't put your finger on it, but

you know there's something different about it, right? Okay, let me give you some subliminal stuff. My grandfather was very important to me. You heard me talk about him a couple of times, called him Boss. When I went to my grandfather's house, every single time, Charles, I went to my grandfather's house, no matter where he was in that house, he'd come by where I was sitting, he'd place his hand on my shoulder and he'd do that right there. Simple thing, right? Now I'm a grown guy. My grandfather's been dead 10 years. Supervisor I had at the place I was working, the Department of Energy came by one day and did this, where'd my brain go. Right, because something caused me to remember that event. Let me tell you the things that you'll remember. You'll remember touch, smile and things that you can't put your finger on that are so subliminal and that's the F in SOFT. It's lean forward, lean forward.

Now that sounds, I gotta explain. It's easier to explain than it is just to you know kinda incorporate in your brain. So, if we're having a conversation, Chief and you and I are talking. And, I'm gonna move that; you and I are talking. I'm just standing up here talking to you and just having a normal conversation. And, you know I'm engaged with you. I'm looking at you. I mean everything tells me I'm listening, right? But, you tell me is this better. Do you ever wonder, do you ever go

to a restaurant and the waiter comes up to your table and he gets down like this and he says now how can I, what would you like to eat? Has anybody ever had that happen? Do you ever kinda feel like different? Like what's he, well, let me tell you what he's doing. He's subliminally trying to get you on his side. He's down there lower than you. See where I am? I'm lower than him. And that's why when I'm talking I get down to where I'm eye-to-eye with you 'cause see right now, I'm assuming who's in charge here? I'm in charge 'cause I'm bigger, you know even though I'm not when you stand up. But, I am when you're sitting. So, this is better.

Tell me this, you come in the office me and Chief Brown are in an office. You walked in the office and you see this posture. What are you gonna say? Hey, I'll come back. 'Cause you assume what? Private conversation, right, 'cause you know. See he assumes the same thing. Important, private information, stuff going on here, lean forward. Do the same thing when you're talking to someone. See I think about this stuff all the time. You probably don't think about it, but I do. Any time today you come up and talk to me, I want you to pay real close attention to what I do. 'Cause see I told you, I'm a little ADD, right? My brain goes a million different places. So, when you come to talk to me, here's what I'm gonna do. I'm gonna put

my dominant foot closest to you and I'm gonna shift my weight to it. And that tells me in my brain, pay attention, pay attention.

How many of you are married? Raise your hand if you're married. Okay. Men, ma'am you're gonna love this. Men, how many of you have gone home and your wife wants to know what you did that day? And you give her your whole day in about 15 seconds. Right? And then she says, "Well something happened today to me." Oh, you know it wasn't good, right? Just the way she said it. And then she gets about five sentences in Sam, here's what you say, "I can fix that." You don't wanna anybody to fix it, do you, ma'am? Mind telling all these men what you want them to do?

AUDIENCE: Listen.

DR. DALE HENRY: Listen to me, listen to me. Hey, how many of you, this is what I call; I'll tell you what I tell my wife. This is what I tell my wife. I said, "You know, I love you, honey, but I listen to you sometimes my brain starts to bleed." 'Cause that's that ADD stuff, right? So, I'm gonna tell you, my dad told me this and to this day, I do it and I've been married 45 years. He said, "Son, your wife wants to hear three words when she talks to you." And, I said, "Yeah, Daddy, I know." He said, "No, you don't. They're not I love you. Tell me more."

Tell me more, you've got my attention. Tell me more. And never ask them if you want 'em to fix it. They'll tell you if they want you to do something. I just want you to listen. See here's the deal, women, men; women use on average of 126,000 words a day. Men use 45,000. You're done by lunch. She's just hit her second stride. Am I right? 'Cause part of relaxing is what? Talking, listening. Tell me more, smile, be open, lean forward.

Oh, this next one, this next one, I can tell you before I even say what it is, you're gonna start feeling uncomfortable. I can see you start moving right now; touch, touch. I want you, I want you to work your way through your brain on this. Think about the number of people in our society that we let touch us. Let's see, there's our spouse, of course; doctor, dental hygienist, your dog. Who said dog? Your dog, people cutting your hair, cosmetologist, ladies who do that. Okay. Then it starts really getting skinny, doesn't it? Not too many people after that, right? So, how do we touch each other, how is the acceptable way for one person way for one person to touch another person in this society? We do it all the time, right? We shake hands, we shake hands. Now I can tell you right now that I classify people by their handshake. My good friend here; I forgot your name, Hal. Hal's a single pumper. You didn't

know that did you? Hal's a single pumper. One pump that's all you get, big dawg, right there, that's it, you're done. Now I can tell you a lot of things about Hal by the way he shakes hands. Hal's probably a pretty good communicator. But, he don't stand in one place too long and talk to people, do you Hal? You probably move around a lot, talk to a lot of different people all day long. You ain't got time to stand and listen to one person all day. He's a one pumper. That's a one pumper. Hey, you doing good? Good, okay. I'll see you later.

Then you got your double pumpers. Anybody ever shake hands with double pumper? Double pumper is just what it says, you get two pumps. Usually a little bit more, stays around a little bit more. Usually a little slower in the thought process, not slow as in dumb, slow as in thinks it through. Then you got the one that you really need to be careful of, wigglers. You ever shake hands with a wiggler? Man, they're there for the duration. They're gonna talk to you. We're gonna talk the whole time while we're wiggling here. And you're thinking you ain't getting no water from that, buddy. Anybody ever shake hands with a wiggler? Wigglers you can't; wigglers are a lot like flies in Alaska. You gotta peel 'em off. They're there for the duration. And everybody, everybody in this room has had the dead fish. You like that dead fish? Oh, it's just to give you

a little; usually what I do is I swim upstream.

Now, I'm gonna tell you a story. Good friend of mine, Chuck Brudedge [phonetic] and I used to work together at the Department of Energy. Every time I am in Washington, D.C., Chuck Brudedge says this, "Dale, you just call me when you're in town. I wanna have dinner with you or lunch with you or whatever." 'Cause he and I are just really good friends and we miss each other. So, I called Chuck and I said, "Chuck, I'm gonna be up in D.C., I'm doing a program up there for the FBI. And, I'm gonna come into town and I've got the whole evening. But, I get there early 'cause I'm taking a direct flight, flying out of Knoxville. So, I'll be in town by 9:30." He said, "Let's just do lunch." I said, "That's fine." So, he says to me, "Let's go to The Palms." Now, I don't know if you've ever been to The Palms. It's way over my; I'm a cheap date. So, I, you know a \$60 lunch for me is a bit much. But, Chuck likes this place. He's buying, I'm good with it. So, he says, "Let's go to The Palms." Now The Palms is one of those places that has a maître d', you know. There's like all kinds of people there. So, I walk into The Palms and the maître d' sees me immediately, walks over, shakes my hand and says, "Dr. Henry, how are you doing today?" Now I've been at The Palms maybe four times in my life. And I thought, man, you got a good memory 'cause I don't

remember you. And he goes, "You're probably wondering why I know your name. Mr. Brudedge called and he described you perfectly." I'm thinking, yeah, short Goober from southern accent. Yeah, I got that. And he goes, no, he really did. He had you down. And let me tell you, he's had a little accident over on the Beltway. He's fine, just gonna take him a while to get here. But, here's what he said. He said go 'head and have lunch. I'm to put your lunch on your tab. He said, he'll see you tonight, but go 'head, he didn't want you leaving without experiencing great lunch here at The Palm."

I said okay. Now you need to know a little secret about Dale Henry, don't like to eat by myself, hate to eat by myself. God did not tend for us to eat by ourselves. You're supposed to eat with somebody else's face in your face, helps your food digest, a little conversation, better with food than just to eat. You know it's just food. What fun is there in food? I mean, you know I just; so, I said to myself, you know I know a lot of people in D.C. I bet if I stand here a minute I'll see somebody I know. So, I asked the maître d', I said, "Do you mind if I sit down in the bar area just for a second?" He said, "No, not at all." I said, "I'd rather wait 'til I see somebody I know." He said, "I understand." So, I sat down and I don't know maybe it was fate. I can't tell you what it was, all of

sudden coming through the door, Tip O'Neill. Now some of you don't know who that is. That's okay, Speaker of the House, big guy. And I had met Mr. O'Neill a couple of other times and he didn't remember me, of course, 'cause you know I don't run in his circles, but I remembered him. Walking with a cane, getting older up in years then and I went over and I said, I walked over, I put out my hand and I said, "Mr. O'Neill, my name's Dale Henry and I'll bet, just bet that you and I have a great friend in common." And he said, "Well, from that southern accent it could be anybody." I said, "Well, I live in Knoxville, Tennessee." And he said, "Oh, I know who your friend is." And we laughed and it's a good, my senator was his best friend.

And, I said, "Well, Mr. O'Neill, are you meeting anyone today for lunch?" He said, "No, I'm not." I said, "Well, would you allow me to buy your lunch?" Now first of all, I'm not gonna buy it. He said, "That would be just charming." He said, "I'll tell you why I wanna have lunch with you." And I said, "Why is that Mr. O'Neill?" He said, "You make me laugh." And, I said, "Well, I think we might do that a couple of times during lunch." And, we went over and we had lunch together, had a great conversation. I'll never forget this lunch. As a matter of fact, I had some people take pictures of us and I've got that picture up in my office with a little thank you note card that

he sent me afterwards. And the reason I remember this so distinctly is Mr. O'Neill died two weeks later. Is that the bomb getting ready to go off?

So, let me tell you what so impressed me with Tip O'Neill. It was the experience of meeting him. First of all, he smiled, big smiler. And when you shook his hand, when you came to him, he was very conscious about nothing being between you. I mean it's almost like he looked around to make sure there was nothing between you. And then the way he greeted you was so different to me. I mean, I'd never been greeted like this before. He kept his hand close to his body. So, you had to come in to him and when he shook your hand, he never moved. It was like putting your hand on a shell. He didn't wiggle. He didn't move at all. And the whole time he talked to you it was like you were the only person on the planet. He was only interested in you. And I'll never forget that experience. And it's kinda where this whole SOFT formula came from.

So, here's what we do when we shake hands, when we touch people, we do it without thinking. It's a knee jerk response. I want you to make it intentional. I want you to try to make your handshake intentional. I don't care how you do it. I don't care if you shake, or you move or you don't, I don't care how you do it. But, make it something that makes that person

remember who you are. And while we're on this, raise your hand if you have trouble remembering people's names. You know that's okay. I'm gonna tell you why it's okay because you can use that to your advantage. Most people think when they introduce themselves if you ask them their name again, it upsets them somehow. There's no higher form of compliment. If you can't remember somebody's name, you just say, "Could you remind me one time of your name 'cause I wanna get it right?" Sure, my name's Dale Henry. I mean I take that as a high compliment. See there's a reason why I want you to set yourself apart because we do things in our society that you don't think about being different, but they're so different and so measurable. For example, brother, have you ever complimented somebody? You know you go into their office and you say, "Hey, you know I just wanna tell you something. The work you've been doing on such and such and whatever, amazing work, amazing work. Thank you for your good job on that." That makes me feel good. How 'bout you Leonard?

LEONARD: (Unintelligible).

DR. DALE HENRY: Now I wanna give you another scenario if you wouldn't mind just a second. So, Leonard instead of me coming to you and telling you, you did a good job, I come over here and I tell my friend, Frank, I gotta tell you, did you see

that? Did you see what Leonard did? That was awesome wasn't it? Wasn't it great how he just performed that task? He did it great. He made our department look awesome. He's just a great guy and I really appreciate him. Now I leave, you guys see each other 15 minutes later. "Boy, I tell you that Dale was in here bragging on you, Leonard. He really thinks you're something." Tell me which one of those is best? The second one. Why is that way? It's because it's, I mean we couldn't even take that as testimony could we, 'cause it's second-hand testimony. But, it's thoughtful because I told him which is better than telling you. That's strange, isn't it?

The SOFT formula tells me if I went --

AUDIENCE: (Unintelligible).

DR. DALE HENRY: No, no, no, 'cause you're my messenger. 'Cause see what I'm interested in is I'm interested in building a team. I told you because I wanted you to know how much I appreciate it. See what we do is when we do that, when we give somebody else power to deliver the message, it builds teamwork. It builds leadership because what are we saying? Here's a standard, I really want to hold up. Here's a standard I want us all to do. I got a guy over here that's doing a great job. You know it, I know it, I'd just like to tell you too. I didn't say tell Leonard did I? I didn't say go run, but you will. Now

tell me which one's better? That one or you know Leonard really doesn't live up to the task, you know what I'm saying. I just wish he'd just bit. But, isn't that 90-percent of the time what we do when we talk to somebody about somebody else. That's why it's that much better 'cause people are accustomed to us always telling them bad things. And, you know what? Did you know that good news travels at the pace of a snail? Bad news travels at the speed of light.

You know there's an old saying in business, anybody that will say something bad about you while you're with 'em will say something bad about anybody. We've really got to drill down on how can we make our organizations better by asking for better leadership, by constantly doing things purposefully, by not doing something just because it's a kneejerk reaction, but because it's something that we all need to do. It is right now 2:55. You've had lunch. You probably would like to go to the bathroom. Would you please take a 10 minute break? Let's get back in here 'cause I'm gonna let y'all go about 20 minutes early and I wanna give you a break, 'cause I know you had something to eat. So, go take your break. Let's start back up here at, dah, dah, dah, let's start back up at 3:05. That's 10 minutes. Is that okay, just give you a little break, let you stand up? Awesome. 01:24:15 (AUDIO STOPS) 01:42:05 (AUDIO

STARTS)

All righty. Everybody thanks so much for getting back in here timely. I tell you, I find a tremendous value in the fact that people, you know one of the reasons why you come to conferences like this is so you can share, you know meaningful stuff that happens and that to me has got real value. And, I'm glad you guys get an opportunity to do that. I just wanted to make sure I had enough time to get through this one session here. Is Joe Hall in the room? Where's Joe?

AUDIENCE: He just left?

DR. DALE HENRY: He just left? Remind me when he comes back.

AUDIENCE: I'll give you the (unintelligible).

DR. DALE HENRY: Give me the high sign when Joe gets back in here. Now listen most of you all have been in leadership training before, I'm sure of it. You know I used to do a lot of training for FDLE and I've been with your organization before and I've done programs for you guys and I really appreciate you letting me come back. It's the highest form of compliment you can have to let a speaker come back and do a program. But, it's very difficult for me to do a program on leadership without doing this little segment right here. And, if you've heard me do this, I apologize, but, gosh it's so valuable I wanna make

sure that I get an opportunity to do it, if you've never heard me do this before. So, people ask me this question all the time. They'll say, "What books do you read, Dale, on leadership?" And my response I think kinda throws 'em off. I go, "Well, I don't read a lot of leadership books. And the reason I don't read leadership books is I'm afraid, I know my personality and I know what I read, I'm afraid I'd talk about someone else's leadership book. And I wanna make sure that I'm talking about my stuff and what I think and what I know works. In the break we were talking about a little thing that I'm getting to do here over the last year. It's been one of the most; it's been one of those bucket list things for me is to take stuff I talk about and actually put it into practice in a great company. And, I gotta tell you; this isn't theory, ladies and gentleman. This stuff works.

Culture is the most important thing you can create within the folks you work with. You create a strong culture, you create a culture of serving the folks that you serve and becoming real corporately responsible for everybody's actions and celebrate things, I mean there's tons of things we could talk about culture. But, it's just trumps everything. So, people who hear me speak they want a takeaway and I try my best to give you several good takeaways, but this is the one I wanna

make sure that you don't leave here without getting 'cause it's pretty powerful to me. If I said, "You know, Charles, I'm gonna give you seven things and you do these seven things and you get to fill in the blank anyway you want to, I will be the best blank and you fill it in, chief, dad, son, father, whatever you want. And you'd hear that and you'd internalize it and you'd grab a pen and you'd write 'em down, but let me tell you what would happen. You wouldn't do 'em. If I took it down to five things, probably wouldn't do 'em. Three, two, one; we live busy lives ladies and gentleman. I try to; my job is to throw a whole bunch of spaghetti hoping that someone of it will stick and you'll see value in it and you'll take it back and you'll offer it to the people that work with you in your agency. But, what I'm getting ready to tell you right now is undoubtedly the strongest message toward building culture that I can give you. And, if you listen to me, just give me enough time to finish up my program today and I promise you, we're supposed to get out of here what, at what time are we supposed to quit?

AUDIENCE: (Unintelligible)

DR. DALE HENRY: 3:00? You lyin' dog. What is it, 4, 4:30? Is it 4:30?

AUDIENCE: 5:45.

DR. DALE HENRY: 5:45. I promise you that I'll have you

out of here by 4:45. Good enough?

AUDIENCE: Is that Eastern Standard Time?

DR. DALE HENRY: Eastern Standard Time, not Central. You know a million comedians out of work, right. So, here's what I want you to hear, I didn't come today to give you advice. I came today to take something away from you. There's a concept I want you to get and this is a great way to do it right here. I know you won't mind, brother. Would you mind sharing with everybody what's in this?

AUDIENCE: Water.

DR. DALE HENRY: Water. It's a water bottle. Does everybody see that? Now you're drinking what?

AUDIENCE: Coffee.

DR. DALE HENRY: Coffee. What is the likelihood that I can take the top of this bottle off and refresh your coffee with hot coffee out of this bottle? What's the likelihood of that happening?

AUDIENCE: (Unintelligible).

DR. DALE HENRY: I mean it's probably impossible, right, I mean. 'Cause what's in here?

AUDIENCE: Water.

DR. DALE HENRY: And you can tell that by looking at it 'cause this is a clear bottle, says water on it. It's gotta be

water. So, in other words here's the principle. What's gonna come out of this container? What's in it? Nothing else can come out of this container, am I right? Does everybody agree with me here? This is not a hard concept. I mean even Chad got it. What's the only thing come out of this bottle right now, Chad?

CHAD: Water.

DR. DALE HENRY: Water. 'Cause what's in it?

CHAD: Water.

DR. DALE HENRY: Water. So, nothing else can come out of this 'cause we can see it, right? Now here's my question. What's gonna come out of you, sir as a leader? What's on the inside? I can't see it, but I can tell you that whatever's on the inside of you, whatever's on the inside of you, sir; sir, whatever's on the inside of you. There's nothing inside you, Chad so no. But, whatever's on the inside of you is all that can come out. You understand that, right, real easy principle. So, what I've got to do is, is I've gotta fix the vessel. Now, I don't want you to think this is a biblical section, but what I'm gonna tell you is so true that you're gonna get it immediately. So, what I came to do today, the reason I'm here, solely is to make you better. And, you look good so this is not gonna be a dress for success program, right? 'Cause you look

really good to me. You look sharp.

So, here's the deal. I came today to take things away from you, give you two less things to do in your busy schedule. One point two of us is doing the job of two point one of us. So, we don't have time to do a lot of stuff different. So, I'm gonna ask you just very simply to stop saying two things and to make sure that the people in your department stop saying two things. Make it a culture of where you work to stop saying two things. And they're very simple. It's not complicated, it's not hard to do, but I wanna make sure you understand something. If you remember the old days when they used to put the warning, surgeon warning on the cigarettes, you know the "Surgeon General has decided that this is bad." Well, I'm gonna give you my warning on the side. This is gonna be like the song you can't get out of your head. You're gonna leave here and even if you find yourself just about to say one of these things you'll catch yourself 'cause they are the following. You or nobody you work with should ever look at another single, solitary soul and say, "Hey, that's not my job." Never, ever look at another single, solitary soul or anyone that works for you and say, "I wish I had." Don't do that. Too many opportunities get missed. How many times you think that was said before a school shooting? How many times you think that was said before a domestic went

bad? How many I wish I had, I wish I had or it's not my job?
Never say those two things.

How many of you shop at Walmart? I mean guys don't we all shop at Walmart sometimes, really. Now excuse me, ladies. Ladies usually don't shop at Walmart, they shop at Target. Right, Target?

AUDIENCE: Yeah.

DR. DALE HENRY: 'Cause Target is Latin for Walmart. So, it doesn't matter where you shop at, but you're in Walmart, right? And your, I love to tell people that, but there's a brand-new saying at Walmart. You gotta check this out. Next time you go into Walmart, walk through the door, turn around, look up on the wall right above the door and it's right above the door, look at it. It's about this wide, it's about that long. It's got a round glass on it and does anybody know what it does? Sucks your brains out. You don't believe this? Okay. How many of you went in there to buy a tube of toothpaste and left with \$200 worth of stuff, raise your hand? Yeah, it sucks your brains out. When we get in Walmart for some reason we just think of a million things we don't have that they got because they got everything. So, people walking around Walmart, you see people walking around Walmart and this is such an interesting thing 'cause this is a Walmart statistic I wanna share with you.

So, you're walking around Walmart and somebody steps out behind the little counter in an aisle somewhere and they say, "Hey, you wouldn't happen to know where the screwdrivers are, do you? You know where I can get the, I'm looking for the paper towels; I can't seem to find 'em. You know where the mayonnaise is? Oh, man, I've tried my best; I'm trying to find French fries." I can't find; and listen to this. According to Walmart statistics 89-percent of the time, that's nine out of ten, 89-percent of the time when a Walmart customer or a customer in the store asks another customer at that store a question, you know what they say? I don't work here at the Walmart. Now does anybody know what that's a substitute for?

AUDIENCE: (Unintelligible).

DR. DALE HENRY: That's not my job. Now I wanna get to the nitty gritty here, so help me out. What's that's not my job the substitute for?

AUDIENCE: (Unintelligible).

DR. DALE HENRY: Somebody said I don't care. Anything else?

AUDIENCE: (Unintelligible).

DR. DALE HENRY: What?

AUDIENCE: (Unintelligible).

DR. DALE HENRY: Go find it yourself. You wanna know

really what is 'cause it's gonna shock you? It's gonna shock you. I will not be your servant. Why should I serve you? I'm here to be served, not to serve someone else. And, unfortunately we have that type of mentality in public service. You know I'm not here to serve you; you're here to serve me. And, I wanna tell you that's the kinda of thing that just we, culture, it's a culture smasher. So, what we've gotta do is, is we've gotta commit and never say it's not my job. Never say I wish I had. I hear so much about proactive policing. I hear so much about and you know what that's a killer. You can't say it's not my job. You can't say I wish I had. I'm down in Scottsdale, Arizona. Anybody ever been to Scottsdale? You ever been there in the summer, August? Let me tell you what they; tell me what they say, brother? It's hot.

AUDIENCE: Dry heat.

DR. DALE HENRY: But, it's a dry heat. Yeah, so is a blow torch. It's hot, it's hot in Scottsdale. It's 108 degrees. That's hot. I don't care how much humidity they don't have. And I'm there working at the Camelback Inn, beautiful hotel. And, I'm standing in the lobby. I'm minding my own business. I'm looking at the beautiful surroundings. Matter of fact, the lady just laughed. This lady walks up to me as I'm looking out over the surroundings. She says, "Oh, isn't this beautiful?" I

said, "Yes, ma'am. But, if you'll look out past where they water, it's dead. Everything's dead. It's hot out there." So, I'm standing there just enjoying myself, waiting on the shuttle bus 'cause I just got through doing a program and I'm standing, and a man walks up behind me, taps me on the shoulder. I said, "Hey, how you doing?" He said, "I'm doing real good, doing real good. Need somebody to carry my luggage." Now let's stop, let's stop. Seems a little funny at first, right, somebody just come. But, let's stop, let's analyze this. Did this man ask me if I was a porter? No, no, he didn't. Did he ask me if I worked at the Marriott? No. He said to me this, "Can you help me?" Am I physically able? Sure. Have I got time? Sure. So, you know what I said? Let's go.

Now learned two things that day, picked 'em up immediately, thing number one, hot in Scottsdale, Arizona. Now the Camelback Inn isn't like this beautiful property. Well, it's sort of like it 'cause there's places it's got offsite. But, this has got little bungalows everywhere. And, I go outside so I learned the second thing that day, why they call a blue jacket a blazer, 'cause that puppy was blazing that day. And this guy's in white golf clothes. He's got, you know the hat on. He's like all that breathable material, right and I'm out there in a suitcoat. And we go over to his bungalow, he opens the door, two of the

biggest pieces of luggage I have ever seen in my entire life, no rollers, had to be carried. And, I'm swearing this guy sells bricks for a living. And, I picked 'em up and let me tell you what I discovered. A) I live in the South. I live in Tennessee. We have a thing there called humidity. You guys have the same thing here in Florida. We sweat. You get out and you work yourself a little bit, it'll run off your nose, it'll run off your; doesn't happen in Scottsdale. Here's what happened. You exert yourself, little moisture dots will pop out on your forehead and then they go, whew. They freeze dry right there. I mean they don't go nowhere. But, under your hairline, the sun can't do it and it starts to sweat and by the time it makes it from here to here, it's battery acid. I mean, I'm carrying this luggage and I'm giving a few calories here and all of sudden that sweat, I can feel it coming down and another thing, it's no big deal, it's just sweat. It hits my eye and I'm going holy moly. I'm gonna first off go blind and then I'll die. So, I'm trying to get it done quick. I'm trying to get you know back, so I can, you know wipe my face off.

And this guy, he's just like, you know he's happy, you know. He ain't going nowhere. He's good. And he says this, "Hey, you wouldn't happen to know the time would you?" Now do you remember how many pieces of luggage I'm carrying? You

remember how many arms I have? And, I'm thinking you want me to grow another arm, put a watch on it? I can do that for you. And I set the luggage down, looked and I said, "Sir, it's 15 minutes 'til the hour." He said, "That's awesome. You know when the shuttle's running to the airport?" I said, "Yes, sir. It'll be here in 15 minutes. I know 'cause I'm on it." "You don't work here?" "No." "Well, why are you carrying my luggage?" I said, "'Cause you asked me." He said, "What's your name?" I said, "My name's Dale Henry. I'm a speaker and a trainer. I travel all over the country on very, very special occasions. I tell people the two things that are most important to leadership, never say it's not my job, never say I wish I had." He said, "Man, that's good stuff." He said, "Can we talk about that?" I said, "Brother, when we get in the air conditioning, we can do anything you wanna do. But, I'm flat just about to die right here." We went inside; I made a new friend that day, works for a little company. You might've heard of it, Verizon. He's the Executive Vice President of Sales for Verizon. Interesting thing about that day, since that day I've done probably 100 programs for Verizon. I wonder why that is, sir? 'Cause I was a good porter, right? 'Cause I did something nice for somebody. 'Cause he got served. Magic thing happens when we get served. We never forget it. As a matter of fact,

we'll tell other people about it. It's not the vacation that makes us remember the place. It's the people that took care of us.

I'm down in Miami, Florida. I love Miami. You know, it's south of where I live, but it isn't southern. They took a big hunk of New Jersey, strapped it to the state down there. So, I'm down there in Miami and, you know you can't shake this accent, I'm sorry. This, you know this is it. I can't hear it. I'm sure you can, but I mean it's just who I am. And, I'm married, as I told you to a kindergarten teacher. Now my wife dresses me and I'm not ashamed to tell you that. That doesn't bother me at all. That don't play against my masculinity or anything. I love that my wife dresses me. I used to dress myself. I walked out one day and she said, "You ain't wearing that are you?" And, I said, "No, I'm just getting the wrinkles out of it, hadn't been taken out in a while." So, she said, "Why don't you just let me put your clothes together for you?" And anytime my wife wants to do something for me, let me tell you the answer, "Uh-huh." I said that'd be awesome. She's just wonderful. So, I'm down there in Miami, the girls are just about ready to go, the oldest is just starting high school. The youngest is still 6th or 7th grade. My wife said, "Well, we'll go down to the pool, give you a little time to get dressed." So, I

go over and I open up the closet and I don't know what I'm wearing 'cause my wife hadn't told me yet. I figured it out and I opened up and put on the suit. And at that time, I was still wearing ties. I don't wear ties much anymore. I don't like ties. And, I picked you know the tie she picked for me. She picked me out to wear a Cat and the Hat tie. So, let's make sure you understand this.

I'm in Miami, Florida; this southern accent, getting ready to talk to 3500 salespeople that are kinda like cocker spaniels, lots of energy, low attention span. And, I'm gonna wear a Cat in the Hat tie. I got a sign over my head that says Goober. I go, ain't no way I'm wearing that tie. I just refuse to wear that tie. So, I said okay, I gotta have another tie. So, I went outside this hotel and there was a little men's store, little place called Nick's. And, I went into Nick's and first thing that surprised me was they had 38 short suits. Now that don't mean anything to you all. It means a lot to me 'cause I wear a 38 short. Matter of fact, I'm 38 short off the rack, two inches short on the sleeves, hem the pants, out the door, occasionally put suspender buttons on, but that's it. That's about the most you have to do for me. I mean I'm right off the rack, 38 short. I like it.

So, I go in there and this guy's got a whole rack of 38

shorts. I'm not used to that, usually people have three or four, most of the time they tell me to go to the boys department. I don't like Buster Brown. So, I just say that's okay. So I'm looking at all these suits and I'm shopping. I mean I'm in the shop mode. You understand right, ma'am? So, I'm in the shopping mode and there's a guy hovering. How do you like hovers, man? Do you like hovers? I don't like hovers. So, I thought I'll shut; I'll just cut this ole boy loose, you know. I turn around, I say, "How you doing?" He said, "I'm doing real good. I need somebody to mark my pants." It's just me and him in the store. I said, "Come on over here."

Now let me stop the story. I put myself through college doing this. I know what I'm doing. I'm not recommending that you go ruin somebody's britches to make yourself feel good. What I'm saying is basically this, someone's always gonna ask you information you don't know because you just don't know. Nothing wrong with that, but you still don't get released from your; you gotta find them somebody to help them. So, you take 'em, you find them help and you say that phrase that you know nobody else is gonna say, what else can I do just for you. So, I know what I'm doing. I said, let's you know, he jumped on that little box. I started chalking his pants and pinned 'em up. 'Bout that time a guy steps out, heavyset guy, looks over

at me, got a name tag on, says Israel. He's just watching, never offered to help. Guess he figured he's doing it right, might as well let him finish the job. So, I finished; guy steps down. He says, "I like that." I said, "Well, thank you, sir, take pride in my work."

He went to go take his pants off. I started looking at suits again. Walks over to where I'm standing, throws his pants over my arm, puts his credit card in my hand, he said, "I'm ready to check out." I said, "Okey dokey." Walked over to Israel, I said, "Israel, do you mind checking my customer out for me?" He said, "You bet you." Walked up, rung up the sale, walked back where I'm standing. Said I got two questions for you. I said, "Shoot." He said, "Who are you and do you always mark strange men's pants?" And I said, "Israel, my name's Dale Henry. I travel around the country on very, very special occasions. I tell people the two things I never say. I never say it's not my job. I never say I wish I had. He said, "I like that." I said, "Well, thank you." He said, "You got a few minutes?" I said, "Sure." He said, "Let's sit down and talk." We sat down there and we talked for a few minutes. He finally looked at me and he said, "Now you came in here 'cause you need something, not 'cause I need something. What do you need?" I said, "You see this tie?" He said, "Yeah." I said, "I hate

that tie." He said, "Me too." I said, "I'm getting ready to speak to a large crowd. I want a tie that really says I know what I'm talking about. He said, "I know that. I got that tie." He went over to a beautiful display case, back-and-forth, he's running his eyes. See, see, he's not looking for a tie. He's looking for the tie. He comes back, touches the lapel of my coat, goes back again, comes with the tie, one simple nod, he ties it around his finger, holds it up to my neck. There's no mirror around. He said, "What do you think about this tie?" I could see it on his face. I said, "That's the tie I want." He said, "It's a nice tie. It really looks good on you." He sprayed that tie with Scotchgard. I've never seen that done. Dried it with a hair dryer, put it in a box, sealed it up. I put my hand in my pocket. He said, "No, your money's no good here. Tie's on the house." I said, "Thanks, Israel, appreciate that."

Went upstairs, threw the tie on the bed, Deb just came back from the swimming pool and she said, "Well, you're all ready. What's this?" And I said, "Well, you know, it's something I got." She went over, yeah, like yeah you covered that up. She went over and opened it up and she goes, "Well, well, well. Don't we feel special." Those words ma'am really don't mean what it sounds like it means, does it? I said, "What are you

thinking?" She, you know you must, "anybody who just went out and bought themselves a \$125 tie, should feel real special." I said, "Well, a man gave me that tie." She didn't believe me either, ma'am. I said, "That's my story. Yeah, I'm sticking to it." That's what I told her and I put that tie on and I went down to do my program that day.

Now, I wanna ask you a question. We've gotten spend a little time together. You think I love my job? Oh, yeah. I love my job. And you know what I really love? I love it when people know that I love my job. And I got done with these 3500 salespeople and you know salespeople they're a different breed. I mean all you gotta do with salespeople is go, whoa, ya-ya, ha-ha and they don't even care what you're saying. They just wanna be happy. And I got done and these 3500 people went crazy. I mean they applauded. Some got up in their chairs. I mean it was a really great day. And, I came back and took off my suit, put on some shorts. We went down to the beach, me and my girls and you know, walked around the beach little while. It got hot and we decided to go in that little mini mall and get us something, you know like something cool to drink or maybe an ice cream. And, I walked by Nick's again. And, when I did I heard this, "Dr. Henry, wait right there." And, I was surprised you know would even recognize me 'cause I was in my casual clothes,

you know. I wasn't, you know dressed up or anything. And he comes over where we're standing and he unzips this garment bag and inside's a beautiful camel hair jacket, pressed, beautiful jacket. And, I said, "Israel, I'm pretty sure I looked at everything in the store that's in my size. I didn't see this jacket." He said, "I was holding it in the back for a lawyer. He can find another one. I just, this jacket just screams you. Put it on, let's see what it looks like on you." And, I put the jacket on and, "You've altered this jacket, Israel. This is a 38 short. And he said, "Two inches off the sleeve, right?" "Yeah, right. You're good." He said, "It looks good on you too." He said, "My gift to you." Time out ADD, boy.

See you gave me a \$125 tie. I've never owned a \$125 tie. He said, "Well, we mark 'em up." I said, "Yeah, I got that. But, you can't give me this jacket. I mean, actually you have to give; I'm really, you can't sell it, Israel. You've altered it to me." He said, "Don't intend on selling it. It's my gift to you." I said, "Israel, you can't be giving away merchandise. Israel, you could lose your job." He said, "Dr. Henry, I can't lose my job. My middle name is Nick. I own the store, 19 others just like it here in the state of Florida. See, you spoke across the street this morning, 3500 salespeople. Today after lunch 350 of 'em came to my store, all wanting to know did

he really mark that man's pants." He said, "I got tired of telling 'em the story, so I just the pants up here in the front and put your name on it." Sure enough the pants were hanging there, the pants that Dr. Henry marked. He said, "I sold 400 suits today, lost track of sports coats, ties, pants, socks, shoes, belts, underwear. Single best day we've ever had at Nick's in our 21-year history and I did that by myself. See, you had no way of knowing this when you came in Nick's this morning, but, you know my young sales managers and my assistant managers and all my employees came down with the flu the same week. We were gonna close this store and we've never had one of our stores close. So, I said, I'll go work it. So, yesterday all day I just stayed in the stockroom, when people came in they didn't see anybody so they left. But, the store was open and that was the objective I wanted to get. I wanted the store to be open. But, I came in here today and opened up the store, came back in the stockroom. And, you know that one guy came in, he was trying on pants, but I figured you know, wasn't nobody there, he'd leave. But, no you came in and you fitted 'em to him and you know I came out 'cause I heard y'all talking and you know what hit me? Twenty-one years ago when I opened my first store, I would've been excited to do that for a customer. But, there's something magical happens when you get a little

prosperous. Your pants start getting a little tight." You know what we say in the South, right? You get a little too big for your britches. And, he said, "You kinda shamed me. I used to love doing that. But, I watched you doing it. You love doing it too." He says, "And all those guys started coming in here from the sales convention across the Convention Center, all of 'em talking about you and gosh, I fell in love with doing this again." He said, "That's your jacket. Take it and enjoy it."

Now you have to understand, I gotta go up and explain to my wife why this man I don't know keeps giving me clothes. And I go up there and, you know I'm so blessed, folks. I get to live this. You know, I just don't talk about it. It's not like something I just talk about and then I leave and you know, this is just kinda my shtick or whatever you wanna call it. This is my life. And, I have one of the best teachers on the planet. I'm married to her. She's an awesome lady, but a great servant. And she goes, "So, tell me about your program. I know you're going to Nashville tomorrow." I say, "Yeah, I'm going to Nashville. I'm speaking to ACE Hardware. But, remember I flew out of Nashville, you and the girls drove over. So, my car's in Nashville. So, here's my program, so I'm just gonna get in my car and I'm gonna drive back home." She said, "Well, what's the rest of your week like?" I said, "Well, I don't have anything

'til next Wednesday." She says, "Oh, so you'll be home. So, when we get home on Saturday, you'll be there." I said, "Yeah." "So, honey, you don't need your luggage. Why don't you just put your suit on you're gonna speak in, in Nashville and that way you won't have to carry any luggage to the airport." She knows me. I don't check luggage. I can't check luggage 'cause if they lose it, they'll never catch me so I just carry my luggage. I'm a real light packer anyway. I mean a little guy like me clothes don't take a lot of space. So, she said, "Just put on your suit and you know I'll bring the clothes home when me and the girls come home." I said okay. So, I put on my suit and I gotta tell you I felt naked because I'm just so used to carrying my bag on planes. I almost felt like I was forgetting something. And, I get to the gate, check-in and I always wear this little leather backpack that's probably 'bout as old as I am, but I love it. I'm sitting there and this Marine sits down next to me. And I wanna make sure you understand this. I'm not an eavesdropper. Usually when people talk on the phone, I focus on something else and I'm really not interested in their conversation anyway, but I was addicted to this phone call.

The best way I can describe this is it was a Norman Rockwell painting on the phone. This kid was talking to his mother describing his relationship to his grandfather and his

relationship to his dad. In the six or seven minutes I was sitting there he told his mom at least four times that he loved her, and was talking about his girlfriend and he told his mother that he loved his girlfriend so much because she reminded him of her. I just, I mean I never met this guy, but immediately I liked him. And so the Delta people called me up to the gate to give me a First Class ticket and I gotta be honest with you, I wanted to go back and sit down. I wanted to hear the rest of this conversation because he was talking about, you know getting back from Afghanistan and what was gonna happen and his grandfather was gonna get; I mean it was just this awesome story. Right? But, when I got up went up to get my ticket, you know a lady sat down there and I just couldn't go over and say get up, I wanna hear this conversation. So, they were loading the plane. And, so I went in and I sat down. So, here's my question. I'm pretty sure I'm human just like you. So, have you ever had this feeling, I don't wanna use premonition. But, maybe that's the best way to describe it, that there was something you should've done, some action you should've taken. Maybe I can put it this way. Have you ever laid down in your bed at night and the stuff you didn't do is circling the bed? Does that make sense?

Well, let me tell you something. I sleep really good. My

wife hates the way I sleep. I lay down, I get still for 10 seconds, I'm gone. She said, "You have the cleanest conscience." I said, "Thank you." But, I'm sitting on this plane and I get that feeling. And, big smile comes to my face 'cause I know what I gotta do. And, I'm waiting on that Marine to get on the plane. Now you understand I'm sitting in a First Class seat I didn't pay for. Nice people at Delta upgraded me because you know there's several levels of service in Delta. There's gold, platinum, silver, diamond. I'm aluminum. Just so you'll understand if I don't fly a single mile, I start out platinum. I mean because I'm a 5-million miler. So, I always get upgrades. If there's a seat I get it. And, I'm sitting there and I'm watching him. Finally, he comes in the plane and I stand up in front of him. I think it shocked him that I knew his rank. And, I said, "Hey, Gunny." And he said, "Hey, how you doing, sir." I said, "I'm doing just fine. But, Gunny I really wish you wouldn't call me sir. But, just to make this a real easy conversation 'cause we don't wanna get in other people's way here, they really screwed up at Delta this morning." He said, "What do you mean, sir?" I said, "Well, Gunny they gave me your seat. So, if you'll just give me your ticket so I know what seat to go, you need to sit down here and I'll go," now he knows what I'm trying to do. Y'all know what

I'm trying to do, right? I'm trying to give him my First Class seat.

And, I want you to listen to what he said because it's the true testament of the servant. He said, "No, sir can't do that. See the government bought me this seat and if it's good enough for them to buy me, it's good enough for me to sit in." I said, "So, Gunny, you know anything about the Air Force?" He said, "Well, yes, sir, I do. My brother's in the Air Force." I said, "So, you know rank in the Air Force?" He said, "Yeah." I said, "Well, Gunny, I'm a 27-year retired Chief Master Sergeant in the Air Force. Do you know what they call Chief Master Sergeants in the Air Force?" He said, "Yes, sir. They call them God." I said, "That's right, Gunny. So I wanna make sure you understand this. You're trying to tell God, He don't know whose seat is whose seat on this plane?" He said, "I'd never say that Chief." I said, "Well good. Give me your ticket, set your butt down in this seat and don't argue with me, Gunny." He took my seat, gave me his ticket, worse seat on the plane. Set in between two sumo wrestlers. When I got there one guy was like this, you know. And I go, oh, this is gonna be fun. I'm gonna be like that white stuff in an Oreo cookie. And, so the other guy sat down. I knew I was in trouble because neither one of them had their seat arms up and I'm going okay, that's spillage. So,

quick as we took; I mean every time they'd move there was a (SOUND EFFECT) you know sound. So, when one of the guys said, "Hey, I'm gonna go back here in one of these seats. There's two seats." He said, "Give you a little bit more room." I said, "Don't feel sorry for me. But, this guy here that's formed into the side of the plane would really appreciate that."

So, I moved over in the aisle and he took another seat. And this little girl across the aisle; now you already know I got a special place in my heart for little girls. I love little girls. I have three awesome granddaughters and two daughters and I just love little girls. There's just something about little girls that are awesome. So, I looked over at her and I said, "Hey, how are you doing today?" Oh, I wished you seen the look I got. She looked at me and she said, "I don't talk to strangers." And, I said, "Well, we'll fix that." And I looked over at her mom; I assumed it was her mom. It was her mom. And I said, "Ma'am, my name's Dale Henry. I would love to talk to your daughter. Would that be okay?" And she looked over and she said, "Sandra, it's okay." She goes, "Hi." I said, "Sandra, you like playing games?" She said, "I love playing games." I said, "I love playing games. Matter of fact, I love making games up. So, would you be good with playing a made-up game?" She said, "I'd love to." I said, "Okay. Well, here's

the game. I bet I know where you've been. I bet I know where you're going." She said, "Well, I've never played that game." I said, "How could you? I just made it up."

So, here's how it goes. I bet you've been down to the beach. She goes no. I said, "Down here, maybe you made a little tour of Florida, went through, saw Mickey?" "No." "Down here visiting relatives probably?" "No." "You're going to Nashville to visit relatives?" "No." "Live in Nashville?" "No." "Going down here to hear country music in Nashville?" "No." "This game really sucks. Doesn't this game suck?" "So, Sandra, where you going?" She said, "I'm going to Vanderbilt Hospital. I have leukemia. I go every 10 days. I've been going for the last 10 months." And I love, don't you love when little kids say this, "Guess what?" I said, "What?" She goes, "I'm better and I don't have to go back. And my doctor says I'm in remission and I may never have to come back." I said, "So awesome. I'm just so happy for you." And, I said, "You like to fly as much as I do? You fly a lot. You like to fly, right?" "No." "Why not?" "Get sick." "Oh, your tummy gets woozy when the plane bumps?" "No, I puke." Her mother leaned forward and went; so, I said, you know I want clarification here. "So, every time you get on a plane, while you're on the plane, before you get off the plane, you throw-up on the plane every time?"

Her mother leans forward, "Every time." Um, 27 years in the Air Force, I've flown in everything that's got two wings, five-million miles are on Delta, fly all the time, never been sick. Only one thing makes me sick. It's to see somebody else, yeah, right. So, just to let you know if something happens and you toss your cookies right here, my cookies are gonna be right on top of your cookies. And then he's gonna get sick and I'm gonna go over and share some cookies with him and basically everybody in here is gonna start puking, right? 'Cause that's what happens, you know one person (SOUND EFFECTS). You know it's just and I know you don't need help with this, but let me help you with the story. Tell me about the suit I have on. That's the only suit I got. People notice when you puke on your suit. Those of you sitting back there in the corner if I puked on this suit, you'd know it, right? I mean you could smell it from there too. I mean it's high karate won't cover that smell. I mean that's, yeah, old people laughed at that joke. That's a stinking stink. Okay, you know what I'm saying? So, here's what happens. Tell me if I'm wrong.

We can buy into a philosophy. We can do something that personally affects us. So, you need to hear this because you know I'm by no means perfect. So, the second she told me that, I disengaged. And here's what I said in my head, you need to

hear this. "She's got a mama. Her mama will take care of her." What am I saying? That's not my job. Right? Oh, I'm going further than that. I'm going further than that. Yeah, I'll just look out this porthole here and me and Tiny will have a little conversation. But, what would've happened the second she (SOUND EFFECT) and I got that, it'd been all over for me. I mean, it just would have and I don't carry things in my pocket other than my phone and an occasional mint. So, ladies you don't know this. So, let me tell you, ma'am. In the right hand pocket of a man's suit, don't know why, I'm just gonna tell you. There's a pocket in a pocket. I didn't know if you knew that or not. But, there's a pocket in a pocket. I have no idea what it's for? Huh? It's gotta be a small pistol 'cause it's just barely.

AUDIENCE: Change.

DR. DALE HENRY: And I've heard people say that, it's for change. It's for, you know pocket watch, I heard somebody tell me once. And, I go, you know but it's just a pocket in a pocket. I mean it's weird. I mean I've never actually had to put anything in there. But, my hand always goes to that pocket in the pocket. I end up usually sticking a couple; when you see me put my hands in my pocket, two of my fingers are in that little pocket. I don't know why I just play with a string in

that pocket. I'll show it to you if you wanna see it. It's right here. Here, why don't you take that?

AUDIENCE: Thank you.

DR. DALE HENRY: So, let me have it back. It's pretty special to me. So, but you know what I'm saying. We have habits. You follow me, brother? We all have habits we do, right? And so I play with that little pocket in the pocket. This is what I do. So, I sit down and look, she's got a mama. She's got a mama, you know. Her mom will take care of her, right? Am I right? Her mom will take care of her. And I put my hands in my pocket, kinda slide down in the seat. You ever do that? You slide down in the seat. I never carry anything in that pocket. There was something in that pocket. It feels like; I never carry a change, feels like a penny. So, I pull it out, sure enough it's a penny. But, it's not just a penny. It looks like it's a brand new penny. I mean it's shiny like new, like copper shiny. And it's a 1954 penny. Now, I mean when's the last time you saw a 1954 penny. Now '54 don't mean nothing to you. It's the year I was born. And all of sudden it hits me. It's my wife. See, this is August the 8th, tomorrow's August the 9th, my birthday's on the 9th. That's her little way of saying, "Thought I forgot, didn't you?"

And I pull it out and this big smile comes across my face,

'cause you know what, you're gonna notice in your life you get resources that you don't know what they're for, but you'll figure it out. And this little resource was exactly what I needed to remind me never to say it's not my job, never to say I wish I had. And, I looked at little Sandra and I said, "Sandra, you mean to tell me as many times as you and your mom have flown on a plane that you never sat next to somebody in the military that knew the secret of the penny?" Her mother leaned forward and said, "The secret of what?" I said, "The secret of the penny. Everybody in the military's been told the secret of the penny. You know we get told that very early. You take a shiny penny like this one here, behind your left ear, it's a chemical reaction. The copper in the bloodstream 'causes the inner ear to balance out and you won't get sick." Now her mother knew that was the biggest bunch of poo-poo, cock-cock she'd probably ever heard in her entire life. But, little Sandra didn't know. And she took that penny right out of my hand, put it behind her left ear and all the way to Nashville she never even burped. Now she did beat me 10 straight games of Crazy Eights and I do believe the little booger was cheating, but I couldn't catch her cheating. So, we get there, we land and I get up to get my backpack out of the overhead compartment and a little hand touches me on the small of my back. She said, "Here's your

penny." I said, "I want you to look at that penny real quick." She looked at it and I said, "You see what year that penny was made." She goes, "1954. Whoa, that's an old penny." And, I go, "Well, it's not that old. It is an old penny." And, I said, "You know what, my wife gave that to me because tomorrow's my birthday." And she said, "Well, Happy Birthday." And I said, "Well, thank you. But, I want you to have that penny 'cause I want you to have it to get you back home." She handed it to her mom, her mom smiled and put it in her purse and they bounced off that plane.

You don't know me, so you're gonna have to take my word on this. You can't make me mad. I don't know I just got one of those temperaments. I take it after my grandfather. I just don't get mad. You can disappoint me. I mean, you know, but I'm not gonna be angry at 'em. I'm not revengeful. I don't, you know, I'm not gonna lay awake for you. I mean you know I just think that, you know life's too short. Two important things are gonna happen in your life. You're gonna be born. You're gonna die and everything else is little stuff. So, but I'll tell you there is one phrase that I just hate hearing. I mean it tends to, it doesn't upset me. It's just, well nobody's ever told me to watch my head. I mean I get on the plane all the time. "Watch your head, sir. Be careful. You all right?"

Come on, watch your head, sir." See, I'm short, but when I got off that 747 in Nashville, Tennessee that day, I had to watch my head. Does that make sense? In other words, physically I'm not gonna ever get any taller. But, I grew a little bit that day inside. The big guy that was sitting next to me, looked up at me right before I left and he said, "You know, I did 22 years in the Marines and nobody ever told me the secret of the penny." I said, "Bless your heart."

We were talking at break about what leadership accomplishes. And, you probably heard a lot in your past about missions and visions, and goals. And those are important and I do workshops sometimes. The magic thing about setting a goal is things tend to happen when you plan them out. I don't know why that is, just magic I guess. It's always good to have a vision, where you wanna go. But, that's all strategy stuff and it's important. But, it pales to culture.

My time is gonna get away from if I; I gotta tell you two more stories and then I know that's a shock for you that I'm gonna tell you two stories. Then I'll let you guys go and get a little downtime because probably your butt would appreciate it. I've noticed in life that the mind can only comprehend what the rear end can stand. So, doing an FBI Conference about three years ago and this lady, it was a full day training and I mean

they had lunch in the room. I mean she gave 'em no break whatsoever. And about 30 minutes before the program was over, she said you know you need to take a stretch. Everybody stand up and rub each other's shoulders. And, I thought in my head well, I ain't been sitting on my shoulders. You wanna rub something, I'll give you some ideas that you might like better. But, I want you to get up and move around and talk and it's always good to do that after this kind of training. So, I'll get to my two last stories and give you guys some free time.

My dad and I had a very special relationship and I always hope that other people have as good a relationship as me and my dad had. But, he decided to retire at 65. My dad actually, you know when he worked he sweat. He really worked. He was a millwright. And he worked graveyard shift. He said he always liked working night shift because he gets so much more accomplished because the mill usually shut down. So, when he retired I told my dad, I said you know, "Dad, I'd like for you to travel with me for a year if you will. Just wherever I go, you go." My dad had never been to more than four states in his life, Tennessee, Georgia, Florida, Ohio, that's it. I guess Kentucky, so five. And, I said, "Dad, you and I are gonna go to every state in the union 'cause usually Michelle, I know where I'm going and I know I'm at least going to 40 of 'em. So,

chances are I'll hit the other 10 before too long, where you'll get to go to every state." So, it really excited my dad that he was gonna get to go places he'd never been before, especially Alaska and Hawaii. So, he traveled with me. And, my dad would say things that are just probably like your dad, that were very predictable. When he came home from work, his work was dirty work and my mom would never let him come in the house with his clothes on. So, my dad would take his clothes off on the back porch. So, you know all of our neighbors saw my dad in his underwear at some in time. But, as he would come in the house, he would always say this and usually it was pointed at me. He would say, "You know my work gets all over me." I'm just accustomed to hearing my dad say that. So, my dad started traveling. And, my dad wasn't a big complimenter. I mean that just wasn't in his nature. And he never asked me certain questions. Never asked me what I made, never asked me, you know questions like that. He just figured it wasn't his business.

So, one time we were over in Mobile, Alabama and we were riding back in the car. It was real late at night and I had done the Keynote over there. And, my dad was especially quiet. And, I asked him, I said, "You okay? I mean, I know this is like the third time this week you've had chicken," 'cause we always have chicken. I mean have to pull a feather out right

here about once every three weeks, it grows back 'cause I eat so much chicken. And, I said, "You okay. You're awful quiet." He said, "Yeah." He said, "I've just been trying to, I guess tell you something and I just figured out how I wanna tell you this." I said, "So what's that, Dad?" He said, "Your work gets all over me too." That's a pretty good compliment from my dad. So, we went up and the reason I guess this story kinda came across my mind is I was wanna finish up with one, it was a law enforcement conference. It was up in Alaska. And it will show the resilience of my dad and I think it speaks to the resilience of leadership.

We get out of the plane up there and the Director of the FBI in Alaska picked us up at the airport. And he asked me a question. He had heard me speak before, but he asked me a question I thought was kinda strange. He said, "You're in Alaska, Doctor. Is there anything up here you'd like to see or do?" I said, "Well, it's interesting you said that. I've just got through building an addition on to my house and, you know I've always liked moose. I was wondering if I could get like a moose head. I don't care to pay for it, of course. I mean, you know I wanna ship it back. But, you know it's just not a whole lot of moose in Tennessee. That'd be no moose in Tennessee. And the FBI goes, "Well, I know where there's a taxidermy shop.

I'll just run you over to this taxidermy shop." So, he takes us over there and he knows this guy obviously 'cause he calls him by first name. And he said, "My friend here, Dr. Henry; this is his dad, Al and they're from Tennessee and he's looking for a moose head." And this taxidermy guy kinda gives him that once over. You know, looks at him kinda head-to-toe and he says, "You know you can't do that. That's a federal offense." And, he said, "What's a federal offense." He said, "You can't sell a moose head in the state of Alaska that you didn't shoot." And, my dad said, "Shoot, I'll shoot it." He said, "While it's alive." He goes, "Oh, I can't do that. But, I can shoot the head and we can still take it." And the FBI guy says, "You're kidding, right?" And he goes, "No, it's really a federal offense. I can't do it." So, we kinda blew that off and went and it was a two-day conference.

So, the night of the first night there, they were having; everybody eating on their own. And this same Director says, "What kinda food do you like, Dale?" And I said, "Well, I'm real fond of fish." And he said, "Well, you like halibut?" And I said, oh. I don't know if you ever had halibut in Alaska. It's the best. And I said I love halibut. As a matter of fact, I never come; and he said, "I know the best halibut restaurant in all of Anchorage and I'll take you and your dad and after you

eat, you know you can get a cab and go home." I said okay. Now this is January in Alaska.

Anybody ever been to January in Alaska? You can't see the road. It's just ruts where people have driven, so you just drive in the ruts they drive in. So, he's got an SUV and he takes us up and it's on top of this little mountain. It's called the "Fly by Night" and it's actually a plane crashed into the side of a building. It's a pretty cool bar. And he wasn't lying. It was the best halibut I ever had in my life. And so me and my dad get through eating and we're just stuffed and you know we're in halibut nirvana. And I said, "Dad, I'll call us a cab." So I go over to the bar and ask this guy if he'll call us a cab. He said, "Yeah, when it gets here, I'll wave at you," and I said okay. So, he waves at us and I go over and I'm thinking you know we're on top of a mountain this is gonna be like an SUV, you know type. And I come out and it's an old Crown Vic that a guy had turned over, looked like an old police car, he'd turned into a cab. And, me and my dad crawled in. The dome light didn't work. And, I'm thinking, you know, golly this guy must be really talented because I mean this is just all ice and snow, and you know it's a Crown Vic, ain't got the best traction you know that.

So, we start down this mountain and it's a pretty good

mountain. I noticed that we were, you know picking up a pretty good amount of speed. And, I'm thinking you know, well you know best I can remember there's a big curve at the bottom of this hill. And I thought he's gonna start slowing down. So, I felt him ease into the breaks and I could swear it started going faster. And, I looked over at my dad and he was just getting taller in the seat. Everybody understand what I'm, in other words he was a little tense. And so we went into this curve and when he did he hit that bank of snow. We did a complete 360 and stopped just right exactly where we were supposed to stop on the street before we turned down. And all of sudden it hits me; this guy does this every night. It's kinda like, you know play with the tourist thing, you know. And, so you know we made the turn on to the main road and pulled up at the hotel and I slid out on my dad's side and you know, I kept waiting for this guy to slide over and tell us how much the fare was. And, I still couldn't see him. And he rolled the window down and he told the fare.

And, I said, "Before I pay you, I wanna tell you something. I ride in cabs all over the world and that was just one of the coolest cab rides I've ever had in my life. I mean how you went into the curve and hit that bank and you know did a 360 and come out with the car, I mean you must do that like a 100 times a

week." And he leans over in the light and I can see his face, big sweat rolling down his face. He said, "I moved here yesterday from St. Louis. I thought we'd both bought the farm when I hit that bank." And what reminded me of this story is you had a guy from NASCAR in there. So, my dad said, "Well, we watch NASCAR all the time and if it rubbing it ain't racing."

So, me and my dad went in and you know he could've complained about that. He could've said a million things negative about that, but he didn't. And we get in the hotel room that night, real dark in the room, we're laying there and my dad is like me, he goes to sleep pretty quick. The lights are out. And, I said, "Hey, Dad." He said, "Yeah, son what is it." I said, "When we went in that curve, we hit that bank, did that 360 that kinda freak you out a little bit?" He said, "Well, it didn't scare me that much. But, he says, "I'll tell you this, if I'd passed gas only a dog would've heard it." Just a little tight, very, very tight. Your dog would've heard it, ma'am, no doubt.

So, you know I became a school teacher, my first professional job out of college. And I walked in the first day of my job and a young woman gave me a magazine. It was called "Tennessee Teacher." And, I took that magazine and I threw it on my desk and when I did it opened up to the center section.

On the right hand side was a calendar and I would use that calendar every day that I taught that year. As a matter of fact, I used it first thing in the morning. I exe'd off those days before they had a chance to happen. My dad would've called that wishing your life away. But, it was more day closer to Friday, one more week closer to the three things that I loved best about teaching, June, July and August. But, on the side of the magazine was a quotation. I never read it, never was curious to read it, never looked at it. I had a student in my room, his name was Jerry Monroe. And Jerry was a bit of a pain of a student, always needy. It always seems like we have some people that just need more of our attention than others and Jerry needed my attention. And, he was at my desk every day. And, I'm sure Jerry looked down at that magazine and read what was on the other page never once looked at the calendar. And probably every time he read it, he said to himself, you know that's important to my teacher, that's important to Mr. Henry. I never read it. So, at the end of the school year about 10 days before the end of school he took a razor blade and he cut that quotation out of the magazine, had a friend of his laminate it to a beautiful piece of oak and the last day of school, 1978, he gave it to me. Not only had I never read it, I never missed it. But, it's my mantra. It really describes for me what

leadership is all about and I wanna recite it for you.

Before I do and before we part ways today. You know I have a lot of great friends that I miss just like you, people that taught me so much about what I do for a living. Just like great mentors of yours and you know they've beat us to this side of Glory as my granny used to say. And, I got one of those friends and I just really miss him. We used to at least do two programs a month, sometimes three and four and I miss his son too. I still talk to his son a lot, but he doesn't travel 'cause his dad doesn't travel anymore. But, you'll recognize my friend by a little phrase he would offer and I'm gonna offer it to you in this story. So, before I recite my mantra to you, I'll finish the story as he would. But, first you've got to hear the rest of the story.

See, I would become Superintendent of the school system and it would fall on my shoulders to hire a teacher to replace myself. It may not sound like much to you, but it's a big deal to me. So, it took me a long time to find the person I wanted to and I think I found the perfect person. His name is Jerry Monroe, see the student had become the teacher. But, he became my teacher 12 years earlier when he gave me the gift that I would really like to give you. Thank you for your time. Thank you for attention. Thank you for your friendship, your

fellowship. Thank you for who you are, but more importantly thank you for the leader you will become.

Here is what I learned that day and the wisdom I'd like to pass down to you. It goes like this: "When I was very young, I thought that I could change the world. You can't. The world's too big, too broad, too vast. You're one person. It can't be done. I know this you see 'cause my world will not be changed by me. So, I decided to change my country. If you've ever been out of this country and you've came back, you know what I'm about to tell you. You can smell the freedom here. This is a special place. You see me and people like me, we served this country to give you the right to do and say anything you wanna say and we'll fight for that right. But, because this country is built on freedom, on freedom of thought and speech, you may do whatever you wish. So, asking me to change you would be impossible and I cannot change you. I know this, I see. So, I thought I would change my community. Now that's make some sense. People know us here. They see us. They recognize us. We're familiar to them. But, a prophet is never appreciated in their own kingdom and for that reason the people you think you can change, you cannot. I know this you see 'cause my community would not be changed by me. So, I thought I would change my family. And that my friends is the biggest farce of all. You

see our family too easily falls prey to we hear what you say and we watch what you do and they don't align. It's why we're very confused when our teenage children would rather hang-out with their friends than with us because they believe their friends are more truthful than we are. You can't change your family. I know this you see. My family would not be changed by me, now I lay on my deathbed. Mourn for me, you might. Not so, says I. See I finally discovered the person I truly can change and by now chances are you know who it is too. See, for me, it's me. For you, it's you. You were not placed on this planet to change those around you or your family or your country or the people that you inhabit this world with. That's not your task. See, your task is to change you and you alone. You're equipped with all the tools to do that, but try as you might there's no other individual you can change as much as yourself. So, let me tell you that my family changed, my community changed, my country changed. But, they changed without one single person changing but me. See when we change everything changes around us. And if you and I can work on ourselves and no one else, until they are worthy we might, just might change the world.

My name's Dale Henry and I'm done. God bless you each and every one. Thank you for letting me spend the day with you. Go and relax. See you later. Thank you, thank you, thank you my

friend. Appreciate it. You guys are awesome. Go have some fun, relax a little bit, talk amongst yourselves, smoke 'em if you got 'em.

(CONCLUSION OF SESSION)

Transcribed by: ccg/ccg/ms