

Doug Tucker Podcast Transcript

John

All right! Hello, welcome to the distribution download podcast, here at Redlist, where really we kind of want to explore the world of fuel, lubricant, chemical, and maintenance supply distribution. I'm going to be the host today. I'm John Keller, and today we're actually really thrilled to have. A special guest with us. Doug Tucker. Doug's are retired. Well, I'm not. You're not retired.

Doug

Yeah, I'm retired, but I still do some work. I'm retired from my last company. Yeah, from Shell Oil.

John

Yeah. So Doug's retired, though still actively retired, and a highly successful kind of field sales, field sales engineer manager. He's worked for Shell Oil and a number of other distributors, and really Doug was glad to have you. So thanks for joining us.

Doug

Hey, glad to be here.

John

You know, Doug, looking over your resume, and looking over some of the things you've done, you've had a lot of journey in this, in this space. I think one of the reasons that we really kind of reach out here at the distribution download podcast is that we have... when it comes to the last mile of getting fuels, lubricants, and chemicals where they're supposed to be like a lot of times, it's kind of under-celebrated. It's not necessarily... the media doesn't see it as the sexiest of industries or opportunities. Even some of the OEMs take for granted that last mile stretch just how critical it is and so a lot of people don't wake up and say "oh when I grow up or I'm just so excited to go out and distribute oil today". Yet, it's such a critical, a critical element and journey and a career. So I kinda just want to talk a little bit about your journey. Maybe before we get into some of the bigger things today, maybe tell us a little bit about your background and your journey. Maybe start before you even got into oil just maybe talk about how you ended up here.

Doug

Well, I think I always had an idea that I wanted to be in sales in some sort of way. My dad, my father had a parts distribution business. So I grew up in auto parts mostly and I did a lot of deliveries and not a lot of selling, but I always felt like where I wanted to end up in a sales role with one of those companies. So I ended up... went to the University of Missouri, and I graduated and I moved to Kansas City and went to work for Goodyear, Goodyear Tire Rubber Company, and did that for a few years and that was challenging but fun, I learned a lot. It was kind of known for being a management training ground. Then I got hired as a product manager for a company called Farmland Industries. Which in an intact entity it no longer exists, but at the time it was the largest Co-op in the US agricultural Co-op, and learned I got a lot of experience as a product manager. So really I was on the buy end there, so I had a lot of reps calling on me and I would just buy and then just resell to my customer base and market to my customer base.

One of my suppliers was Texaco. They ended up offering me a job in national sales which they called national account sales in Houston. So I moved to Houston. Took that role. And I kind of maybe unfortunately let it be known that I had a marketing background and marketing people are apparently a lot more scarce than salespeople. So ended up getting put back into marketing and became the brand or the Texaco brand manager for automotive products. And, for a couple of years of that, I ended up going out as a sales manager in the Houston district. So that was my first real experience as a sales manager and I was in my early 30s, so I was pretty young. My Rep's used to call me... I think I was the only guy in under 50 in the group, but they called me their son and, But I enjoyed that, stayed in touch with marketing. We moved forward with a joint venture, then with Shell Oil, so Shell and Texaco did a JV and I was part of that joint venture team. And went through state and sales management through all that learned a lot there and continued on. Then ultimately Shell bought out the Shell JV or the Texaco end but then Chevron bought Texaco. We ended up buying Pennzoil. I was on the team that made that recommendation to make that acquisition and then really since then, I'm really short cutting a lot of stuff here, but then I ended up working as a director of sales, sales manager. I managed field reps, direct field reps and key account managers, sometimes concurrently and that was the most successful. So I always looked at the end at the very end of my career, the last couple of years I worked managing global large key accounts. So I've seen... I've seen it from all perspectives and I always looked at the last mile whenever I was... including when I was in marketing, putting together programs. A product manager, buying, selling as well as thinking well, how would what I'm doing? How would the programs and the product offerings and the pricing, how's it going to sell at the field level with the customer because ultimately that's where it really happens. You know, the old adage is nothing moves until the sale is made, and that is true. That salesperson can be... I've seen it over the years that's so impactful. Because I put together all the programs in the world. But if the dog doesn't eat the dog food, it doesn't really meet the needs of the customer and can't be explained and articulated by the sales Rep it's really not going to be a successful program.

John

No, no, I appreciate that. There's a, there's a lot that goes into that statement. You know. When you were going through this journey, where you kind of moving around a lot. Were you staying in the same spot like...?

Doug

Well, I was in Kansas City with Goodyear and then farmland. After that I ended up with an offer in Houston and was based in Houston. So I worked there with Texaco. Well, actually before that I worked in what they call the Fannin building. They're all converted to condos now, but we ended up moving to Texaco Heritage Plaza. And, at one point I was actually.

John

You said we, when you say we was that you, that your family, who?

Doug

Well, I actually moved down here and got married, and so I did bring.

Speaker
OK.

Doug

So yeah, I moved to Houston by myself, but then I got married and my, my wife moved with me, then came down with me, and we just kind of took it from there, so. But I actually went out to the field, and have really done my best to stay in the field to balance my career, because I was always in the headquarters market there and again I had this background that they kept trying to pull me back into other areas, but that's really not what I wanted to do because I like sales. I enjoyed sales management. And I like working with the customer. What I would do I'd be in a lot of projects, partly because of my background, partly because I was in Houston as a sales manager. They would bring me in a lot of projects. So I kind of felt like I had two jobs at some points. I really enjoyed all the things I did really, but I tried to stay in my lane once I decided I was going to be in sales I did my best to stay there. Because I thought, you know, that was truly measurable. You can, you can actually do input and output. You can measure your efforts. You can measure your reps efforts and you can do that measuring by the success simply by the sales numbers for one thing, but also instead of it being so subjective. So a staff role and other parts of the company wasn't as appealing to me.

John

No, I think that I think you know, I think it's good to have identified your lane and stuck with it. And you had a chance to see sales, see when that's good, see when it sticks. Also, you know, some of our previous conversations. You mentioned that over the years you kind of had some people that you think were like the best people in the world to work with, and some that were the worst people to work with. I guess I want to start with the... I want to go to the best ones for sure, but I do want to kind of want to ask this like... when you're working with a sales guy or a sales gal, and you're just kind of just first meeting them, what's like the first indicator when it looks like they're not going to be successful? What's like one of the first things? It's kind of striking like, oh, this person is not going to do well, but what? Maybe you speak to that just a little bit.

Doug

Well, they really need to be personable because there's some real introverts, especially in the what we call the curve commercial or transport or industrial space. There are a lot of technical people in there, and a lot of engineers, chemists, things like that, and a lot of them tend to be more introverted. They're not really, quote unquote... some of them are, but they're not quote unquote wouldn't say they're necessarily people person or type A outgoing type or amiable type people. A lot of them are great and terrific and they've got that technical underpinning which is important, but if they don't have the ability to connect with people and have people want to work with them regardless of how technical they are. Then that's an automatic, that's a barrier. Now if you get a person that's technical with the technical acumen and a sales acumen, then you've really got a home run. Those people I found to be somewhat rare, actually. Once you had that, that kind of capacity in that background because we pulled in my days, a lot of people that come out of the plants or come out of the labs or come into some other technical area and you give them a computer, a phone and a car and say, hey, go out and sell and it, that was kind of hit or

miss. But I basically look at: do they look you in the eye? Do they make personal contact? Can you develop, establish a relationship with that person? Because the customer, I mean, they're going to want to buy from who they wanna, who they want to buy from. They'll find an excuse. They'll find a way to buy from you if they really like you, and like working with you.

John

So let's say that I'm one of the members of our audience, and I'm kind of, I'm listening to this, and I'm like, oh, maybe I'm, I'm not a very extroverted person, right? I'm not that personality type, but I love sales. I love the opportunity that it offers. Like, what's a, what's a recommendation you might give to somebody who... you know, is maybe not quite as extroverted, but still wants to be in sales.

Doug

Well, you know, one of the things I did was I took a course in, it was in Toastmasters, and it was kind of designed to get you used to public speaking, which is a terrifying thing for a lot of people. I was pretty uncomfortable with it myself, but we bought a lot of technical I was in with a lot of technical people. And uh, you can, you can kind of. You're usually. If they're quite intelligent. You can force yourself to kind of come out of your shell, so to speak. It could become sort of a learned behavior to some extent. You may not have it already made acumen to do it. But we had a former, well, he was actually president of lubes for us. I met him and he did a lot of public speaking. He's very well spoken, came across really well and we was very intelligent. But as I understood it from the beginning. He was an engineer and had an MBA. But he was really the most stylish retiring guy you've ever met. But they said he just kind of forced himself out of his shell. And he took his acumen and became a very good public speaker. He did Toastmasters. And I think that's just after a while it became somewhat of a learned behavior. Studies have shown you can take a person has a great deal of natural capacity and ability, and they can adapt and become a good salesperson. So and I've seen it happen. Not saying it's always the easiest thing to do, but it can happen and does happen.

John

Now that's good a good point. Just kind of what you're saying is to just do it. If it's uncomfortable, for you. I'm hearing you say to look for uncomfortable opportunities and kind of exploit that in your own life until that becomes a strength. Is that what you're saying?

Doug

Yeah, come out of your comfort zone, force yourself out of your comfort zone. Becayee if you stay in your lane. You can stay in your lane to a point, but I did move around a lot. Get a lot of exposure and I've seen a lot of people that not even necessarily talking about sales that were in a real comfort zone and slot and they move over somewhere else and they really can stumble. I think earlier, particularly if you force yourself out of that and you move yourself around and you really dedicate yourself. I've also had a number of people that can't. Even though they're not necessarily that much of what they would call a people person. They just work really hard and they cover up the customer with service and they do their homework and you can still do it that way, but it's harder. But you can also keep selling right? So you may not necessarily have a... I used to work with key account reps sometimes side by side and they had very great relationships. So I could come in and because of the relationships they had and I was able to walk in side by

side with them and leverage that relationship. It's not all about you. Especially these larger customers, you can find bringing in other people, including your technical people. Maybe your manager, other people have relationships. You may not have the relationship. But I do think you got to look at focusing on the team, you got to look at bringing other people in that can be helpful with you. So if your a local Rep you can bring it a manager. You can bring in a technical person you can bring in someone else that has some kind of relationship. Could be a broker, doesn't necessarily have to be, you can piggyback on the back of that person that's got the inside track of the relationship.

John

OK, so you're saying like, honestly, you don't have to do it alone, but you should look for ways, you know, to get out of your comfort zone. Hard work is always a go to and then team sales, and kind of work to your strengths or someone else's strengths on your team?

Doug

Yeah, very few people cover all the bases. Everybody's got there gaps. We used to call it skill and will, so, but you've got to have the will. It's nice to have the skill, but I think if you have the skill sets and you throw in the will, even if you've got a gap in a particular area, you can overcome that just by a lot of hard work and diligence and training and working with people and just kind of, Just the drive and the will to be successful.

John

My thoughts, I just last night was watching Rocky with my wife and my kids and there's that line where he says, well, "I got gaps. You got gaps. Together we fill the gaps". When you say that. I mean, I think there's some real truth to that. I think that's probably why the film is as iconic as it is.

Doug

That's a great one. You know that that's a good, that's a good one. There's a lot of ones where you know, of course, a lot of inspiration. You see a goal and cast. I see videos about Rocky and he was really a motivator. When seeing that for the first time I was pretty motivated coming out. So I think I almost wrecked my car so...

John

That is good.

Doug

Yeah, it's. But you know, the thing about it is you gotta realize people got it, they, they have blind spots too. The manager has to be able to sit down and say, hey, look, this is... I got a story about a guy who was a tremendous inside relationship guy but he just never seemed to close deals, never did. Sat him down one day. I just said it, and I said, look, I said, you know, everybody likes you. Been here a long time. The customers like you, you got the inside game on every customer, but you're just not selling anything, and he knew it. So I started working with him more closely and we went out and did some pretty nice deals with that. So you can't have too much on one side. You can't just have interpersonal, you can't rely on that. So you're weak in one area. Maybe not necessarily weak, but you got areas that aren't as strong. You got to be able

to figure out where you got to make adjustments. Some of that's not living in denial. I have seen people that really struggle and you know, I know people that have struggled and have have really overcome that and gone into. Great success too.

John

Oh, that's a that's a good point. I like that idea of that self-awareness of just saying, well, what are my strengths? What are my weaknesses and if, if you can be open and honest about that, then you know you're going to be able to build stronger teams and have stronger sales.

Doug

Like I said, I was married for a lot of years, so I've very well understand where my gaps and shortcomings are so. Reminded that quite frequently so.

John

Now that makes a ton of sense. So one of the questions that we talked about like when you can kind of see somebody right away, they're gonna be struggling you talked about one of the guys that you had that was the best salesperson you've ever had. I wonder if you could kind of just talk a little bit about maybe that person's attributes and values. And what you think made them the best?

Doug

Well, what's interesting, you know, I called a few people the last couple of weeks in preparation for this and I asked them, because I've had a lot of sales people I've worked with and worked for me over the years. They've called on me too, and there were some common themes that generally one of them, some of them said, well, they just said some of them people just have a nack for it. They just have a nack for sales. They're driven, they're driven towards that type of activity. It kind of surprised me a little. One guy, one guy actually said he thought he was. He had a gift. He didn't mean it arrogantly, but he said that was where his gift was. The particular individual I'm thinking of, he was also very competitive, very driven, and he just didn't like to lose. He was almost overdriven. Kind of had to pull him back sometimes. Then another thing is... I'm thinking of multiple people here now. One of the guys when I came to work for Texaco, I model myself after, the best Rep that had called on me and had a lot of success in Kansas City. He was a manufacturers Rep and he just he was he was interpersonal, but he just he was diligent and said look, I made a commitment to the customer. I said I'm Going to get a quote to your report to you by next Wednesday. He got that report. So not only he did the interpersonal part, but more importantly: he did what was necessary to make sure what I needed to get done was getting done. I knew I could depend on this guy all the time. The gentleman I'm thinking of primarily here, probably the best Rep, he just he retired early. He, you know, had a lot of discipline. He had an office, he had a home Office. He kept it cold and dark. He didn't want to be in his office. He wanted to be out. He just competed and had a lot of passion for what he was doing. His biggest issue was internal, working with internal stakeholders. He would get frustrated with what was going on internally. If you couldn't get the responses and the answers from people internally. And I had to kind of had to manage him through that. He actually got it kind of hit over the head a couple of times and he finally realized that he had to make the adjustments on this end because you gotta really, you gotta manage the whole process.

John

This really does kind of come back to that concept of grit, though, right? Where you're talking about just putting energy in, putting hard work out there. Even when somebody's going to bonk you over the head because they say that you could be better. It's like, OK, take it and try and do better. Just keep putting energy in the system.

Doug

Right. Well, another thing, resilience is another thing. I remember the first few I'd won a couple of deals when I came to work for Texaco. And then I was on the road and I got a call and I lost an existing customer and I just felt like I got kicked in the stomach. I mean, it was I felt like I suffered from that loss, because I hadn't ever experienced that before, and I just wasn't used to it. Winning is great, but you do have to understand you're not going to win every deal. I mean, you try to win every deal, but you, you, that's just not very feasible. Now I can give you an example for this. The same person I was just talking about. he got a call and he happened to be in Houston, it was a large customer up in the Midwest. His territory was actually up there. And he was just stunned because he got a resignation letter from a customer, and I said, Oh my God. So he was here in town, and we met at a restaurant and he was, his eyes were just glossed over and I said, well, I mean, tell you what, just don't accept his resignation. Make a call with him. Go in there, make some adjustments and uh he kept the business. we still have... I mean, Shell still has the business. They're were some reasons we didn't have it that was outside of his control. It was funny. I was watching, had been watching. I got that from the Cuban missile crisis. The 13 days where there was been an offer that came in from Khrushchev and then they came in with another one that was much harsher. And they just they said, OK, we'll just reject the 2nd letter and we'll accept the first one. I thought, well that makes sense. And then ultimately that came out, which by the way, I'm reading, it's funny. I just got this book here. It's about the Cuban missile crisis I'm reading. Right now.

John

Oh nice.

Doug

Well, talk about stress. I mean, we think we're under stress. We are, but that was a lot of stress, so... so I like reading biographies and things about people and how they deal and how they manage with it. One thing I noticed about, I guess, with well-known, famous people. I've read Lincoln's biography grants biography back-to-back. They all dealt with a lot of setbacks and a lot of stress. Then the key to them, was they were just very resilient. You're going to have setbacks. You don't ever quit. You always keep, you always keep coming. I think you know, the old saying is that what doesn't kill you makes you stronger. That is true, you learn more from your defeats than you do from your victories? So it's easy to win but It's hard to lose, and then figure out how you're going to turn that around and maybe even turn that defeat into a victory.

John

Yes, so you know, it's interesting you talk about hard work. We talk about resilience, right? You talk about some of the stress of the era. Some of the stress of the time. And I mean, we've seen a lot of crazy stuff in distribution here in the last few years and I guess. I don't know, in your career you've seen lots of stuff come and go. You've climbed to the top. You know? what are

the? How would you keep your head? How would you keep cool when you see that it looked like the world was turned upside down around you?

Doug

It's not easy. Because that's where the frustration kicks in. One thing I discovered over time is that those people, those stakeholders, could be internal stakeholders or people I say you just play nice. I mean, if you develop a relationship with them, those people, they'll tend to go that extra mile for you. So if you've got something that's not working well. Could be some kink in the chain somewhere. You're going to draw more flies with honey than you are with vinegar, I think is the right expression. Now you have to let it be known you've got some frustrations going. Sometimes you've got to take some kind of firm action, but I think just playing nice. Cause these people internally or even with customers they will wanna work with you, they will work with you more. And they'll try to help you get through whatever the problem is with the bottleneck is. I tell you what, when the bottle neck was actually a customer itself. I had one customer in Mexico that very large. I'm not gonna say who it was, but we had a factory down there you know, they had a lot of problems with taking our product on and putting it in the truck correctly. What do you say? "Hey, you guys gotta raise your game". I mean, we would do all, we could but uh you got to work with every step along every step along the way. You got to work with everything and you just sometimes you got a difficult time, but you got to make adjustments. Personal adjustments. You can't control what they do. You can't control the customer. You really can't control your internal stakeholders, but you can control your own actions and your own relationships. A lot of it is just hard work. Following up, and if they know they can count on you, and you have their best interest at heart. You're not the enemy, and you now got a much better chance of succeeding, because the one gentleman I just told you about, that was my particular hand. Probably probably the best Rep I ever had. I did tell him that he was getting a little, a little harsh with some of the people internally. One day I got a call from customer service and said we will no longer work with him. We are going to have to work through you. I warned him and I told him about it. I told him about it and then you know what? He straightened it all out. You could see that was a gap for him. But I think you just keep working at it. There's more than one way to skin a cat, and sometimes you gotta do work arounds. I hate to do that. But sometimes you gotta find that gap and then ultimately, hopefully that issue that's creating a bottleneck somewhere... like right now I know in chemicals and lubes there in the last few years, there's been some major supply outages and problems. So you have to you have to...

John

Big time.

Doug

You have to advocate for your customer. You got to manage their expectations also, so you can call it sweet talking or whatever, but that's a delicate balance. I got a brother that works in Big Pharma sales right now. He's quite successful, but he calls me all the time with different issues with sometimes a customer, sometimes with his internal support and I said, well, what would you do here? I said. Well, that's the magic isn't it. You know, sometimes you just gotta maybe finesse it. There's no... sometimes there's not a 100% right answer. You got to make your decision and go forward with it. Sometimes he listens sometimes he doesn't. So...

John

You know, it's interesting, like we talked about this and you know there's a lot of conversation here about hard work and obviously, you know, being polite, being kind, like trying to lead with honey instead of vinegar. But you know, it could be a long, hard days, and that's a long road sometimes and there's bad weather sometimes, and there's just low motivation. What do you personally do, Doug? How do you find your passion? How have you kept it up?

Doug

You know, I just never had a I like I'm into sports. And follow sports, play sports, things like that and I think that you mentioned Rocky, right? So Rocky such series of the one two and three, they always had a set back. You know, I mean a good movie never has just winning, winning, winning. At some point they have a setback and they overcome it. You know, you move on to the next you just can't get disheartened. But if you let yourself drown in your sorrows, it's only going to get worse. If you let yourself become discouraged and sit back and just kind of feel sorry for yourself and blame the the forces of nature or whatever, they're going on things outside of your control... Well, it's not going to get better. So I work to manage what I can and not necessarily accept the rest but try to find ways of mitigating whatever that problem is, or whatever that setback is. And you got friends and mentors. You got people, they call them trusted advisors, people I've had friends over the years. I pick up the phone and call them. I say: well, what do you think here? What would you? And uh, and they, they usually are encouraging and like usually they've been through similar circumstances. My father was with Mobil oil, major oil company. He had been through this stuff. He ended up running his own business and I used him quite a bit. He could relate. He had gone through similar circumstances often with what I went through. And uh you know you just can't afford to let yourself get too down. You know, in some of the cases early on. I could see things weren't heading in a direction I wanted with the companies when I was younger. So I did move on. But there are challenges everywhere you go. So every company.

Speaker

Yeah, go ahead.

John

Ohh no, go ahead. I as you can say I really like where you've really, you know, kind of said your go to isn't music or books or movies. Yours is to talk to somebody who's been there, talk to somebody who's done it, and it kind of sounds like you got to be vulnerable with them. Express your challenges and then likely they had their own vulnerable moments, and they'll express it back.

Doug

They will, and what I like to do even now when people call me, I say, well, I've been there. Let me tell you what I did, or I understand where you're coming from. I understand what you're saying. This is exactly what I've been through... Just the idea that you know someone else has survived, and they've gotten through some really tough times. When you really start opening up to people, most people aren't going to expose all their warts out of the box. Once we get to know them well enough though you find out about things that they've had to go through that were

difficult and how they overcame them. And it wasn't always easy, wasn't always sunshine and roses or sunshine and rainbows? I think the. Word is.

John

Yeah, no.

Doug

Acronyms correct here so.

John

No, I think what you're saying is interesting because as you're saying this I'm reminded of this other study I read where it talked about. That a child's resilience, a child's ability to overcome their own challenges or trauma in their life is actually almost directly correlated to this number of stories that a child is aware of another family member that has overcome a challenge. So sometimes we want to be all invincible right? And, wear this veneer of strength. Like we've never had a challenge before, but actually what makes us strong is recognizing our own weaknesses in some sense and realizing that people that we love, people that care about us have been through similar experiences and that gives us the strength to kind of pick ourselves back up.

Doug

Right. That's why I think it's good to build a network, and I'm not saying you got to formally build a network... some of it's informal, but you try and stay in touch with those people. I mean, I've had people that have been, been pretty successful or with other people that are kind of parallel or even in a different level than I was at. My brother calls me my younger brother, calls me all the time and thinks I'm his older brother, I'm his go to guy. Sometimes I always... I like talking to him and helping him. But, sometimes I don't have the answer, but I give him my best shot and I give him a parallel such circumstance that I've been in and he's having a lot of success. I mean he's got his gaps. But right now, he is really hitting it out of the park. But he gets frustrated. That's one of his problems. He has a problem with internal noise or rub or whatever you want to call it. I just say, hey, you're just gonna have to deal with that. I've had some of my own problems. I get frustrated too, but I... yeah, you just, you know, you just continue to work, you got to plow ahead and not get too discouraged cause if you get down and just, you know, kind of pour yourself into your sorrows, that's not going to get you anywhere it's only going to get worse. The problem is not going to go away, it will just bigger.

John

No, that's a solid point. It's interesting in the book Grit by Angela Duckworth. You know, she talks about the intentional practice framework and how important it is to get third-party feedback and that she kind of describes it as this, you know, place to get third-party feedback so you can see how to do better. You know and I like though the angle that you're saying is like that third-party feedback actually can be a huge source of motivation. It's not just can I do better? How do I do better? It's like showing like, let me see it from somebody who's done it and see that I'm not that far off. So there's some benefit there too.

Doug

Well, it's hard. Some people don't like criticism, and I think a lot of people don't want to hear. They don't want to hear the news. They don't want to hear it. Sometimes I just feel like as a manager, there were times that was my job and I had to point things out sometimes and they didn't want to hear. Now you would try to call it feedback starting with a positive and then you hit him with the issue and then you close it on a positive. You kind of ease into it, but they generally know you're gonna hit them with that little issue usually. They are either in denial or something, but they have some idea and they don't want to have it pointed out. But you also point out what their strengths are. You don't want to demotivate people either. If you're just gonna beat them up then that's not helpful. But I you know, I get down, you know. But my way of dealing with problems is we're just working at working out whatever the problem is. And then it just work. Well, just work at it, but have some awareness... self-awareness. A lot of people just refuse to admit they have any issues and I've got issues. I don't deny it. I'm aware of it and I've had a lot of reviews, some have been good and some have been not too good. I try not to reject the not-so-good out of the hat unless they're completely unfair. I don't know. You, these big companies now that well, you've got these force ranks.

Doug

So as you move up, you're looking at your peers. I had a Rep one time and he was new, he wasn't doing so well. We already have to reorder force rank and I kind of let him know that, hey, you know, you know who your competition is here. And I was trying to tip him off that he probably wasn't looking forward to having a really strong review. He just wasn't a good fit and actually helped him find another role. He went on and found great success in another area. So yeah, but I had other people that turned around, I had a lady one time that worked for me and I finally just told her, uh, you know, you're just kind of getting a reputation for not getting the job done. Holy cow. So then the next day, she sent me a. Long e-mail. I hear what you're saying. I understand. And she just was gangbusters, and she's been a phenomenal success. Everything I've seen, there's a lot of satisfaction seeing people overcome things and move up and move on and find success. And sometimes they gotta be sort of shook a little bit in that direction, but these are the same people, same people that are kind of Loping along, and maybe not doing that well. They shifted once they've made-up their mind that they wanted to be successful. Once they realized what they needed to work on, they found a lot of success. And that's a very rewarding experience as a manager.

John

That is awesome. That's I think that's uh. It goes back. To the awareness thing that you guys spoke about right out of the gate was just know thyself, right?

Doug

Is that Socrates or Plato or one of those philosophers, right.

John

Definitely something.

Doug

Or maybe the matrix?

John

That's right, Neo, the philosopher Neo. So let's see. So we're just kind of we're wrapping up here. I just want to ask the last question that is something we like to ask people pretty often Is: with 2023 I think. I think everyone's still reeling a little bit from 2020-2021, 2022. We've seen so many different things happen. What is maybe, what's that prediction or something that you kind of see maybe coming down the pipe in 2023? Like if you're, you know you've seen a few things in your day. What? What do you expect? We should be preparing ourselves for?

Doug

Well, there's a lot of economic, political, and global uncertainty and it's a little scary. You see these banking bailouts, and you see the World Economic situation. You see people trying to get off the Petrodollar or maybe supplant the US as the world reserve currency. There's a lot of geopolitical global influences going on and I guess the biggest concern I have is: right now I just see these mountains of debt piling up and all this leverage, which kind of harkens back to 2008, and the financial crisis. You worry about globally and then of course obviously you have China, China isn't I mean, I worry about the US maintaining their competitive postures. Our manufacturing has been on somewhat of a decline for a long time. It sort of makes sense that it went that way, but I do worry about that. I think we'll be fine over the long. Haul, but the market is changing. The environment is changing. There is a lot of uncertainty. You just kind of have to stay on top of it. Right now I'm really more of a, I guess I call myself an investor right now. That's what is my income and I talked to my investment advisor about what to do with things and they just always say stay the course. I say "well stay the course just leads to capital losses and capital losses on my tax return, which means I don't pay taxes, I guess". But if I was working in a given industry, I'd try to look at where's that industry going? But it changes. I mean, years ago, mining wasn't that good an industry upstream. And it wasn't that good of an industry as far as the sales going into it from the downstream, but then it turned around. So things tend to go in waves. You kind of have to place your bets. I mean, right now I'm seeing a lot of people in oil and gas move over into sustainability, things like that, and it's really not, that's not really returning right now the core, the core business is paying the bills right now is the standard traditional model. So you got to try to figure out where the place you know again to place your bets and decide what's your best fit. You know, where do you see the growth you got? You do have to make a bet because you can only do one job at a time. So I would say do the best you can at that job. Keep your eyes and ears to the ground and keep silent. Keep your numbers up because when numbers are good and your in sales. I mean, that's just a better life. When you're not making your numbers, things don't go as well mentally or personally, or tends to affect me personally too.

John

Oh, I think it's interesting. It kind of harkens right back to the thing you said at the very beginning, which was, you know, pick a lane and kind of finish through with what you started. Is kind of what your recommendation might be for 2023, yeah.

Doug

Yep, well, don't... You're gonna have headwinds, and you're gonna have to run through them. That's where your resilience comes in. That's where you find a way to win. There's people right now that are still out there selling and having success. Other people are kind of sitting around

and worried about how the economy is going and I'm worried about the economy too. However, you want to find your best chance of having success and it needs to line up with what your skill sets are and what you want to do and it's really pretty basic stuff.

John

No, Doug, I think that those are all some great points. That's great advice. You know kind of to summarize, we're really talking about just continuing to make sure that regardless of what happens that you're doing the hard thing that you're kind of forcing yourself out your comfort zone, you're working. Lead with honey, not vinegar. I think that cause of self-awareness is another thing that really comes up with a lot of what you're doing. Just know your strengths and your weaknesses and kind of leverage those to get whatever you can, regardless of how uncertain the future might be.

Doug

Right. Could not argue with the single thing you said there sounds like I couldn't have said it better myself.

John

You did say that. That's what I just summarized. So, Doug, we want to thank you so much for sharing your experiences and your wisdom with us. So thank you for sharing. That today.

Doug

OK. Appreciate John. Appreciate the chance to talk to you guys.

John

Thank you. And then to any of our listeners, if you enjoyed today's episode, please be sure to subscribe, share, leave a review, and also you know send us an e-mail. We'd love to hear your thoughts and questions, so feel free to reach out to us. Thanks so much and have a great day!