

POST EVENT

# Adapt or Die

*Building & Restoring Trust*

April 4th, 2019, West Point, NY

MEETING SUMMARY



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## Building & Restoring Trust

**TRUST** - noun, firm belief in the reliability, truth, ability, or strength of someone or something.

Not very complicated, but why do so many people and organizations seem to get it wrong? A simple word and a simple philosophy to lead one's life. Our United States of America has "In God we trust" printed on every paper currency. So, trust is all around us and for the attendees of the most recent Adapt or Die senior leadership meeting held at the United States Military Academy at West Point, New York on Thursday, April 4, 2019 we were able to hear first-hand how senior military and pharmaceutical leaders live by the Code of Trust. We heard some truly remarkable stories that give one confidence in our fellow mankind that there are still honorable leaders in their respective fields.

This one-day seminar led by Lt. General (Ret.) Rick Lynch and Bob Jansen, provided real world examples on how trust is an integral dimension of every panelist. Their personal stories based on real examples, reiterated how effective leaders are trustworthy.

Before the sessions, the team was treated to a tour of West Point, not only the home of the United States Military Academy, but the longest, continuously operated army base in the country. With a chilly northerly breeze blowing down the Hudson River, it was easy to understand how General George Washington realized that whoever



Lt. General (Ret.) Rick Lynch talking about the importance of spirituality

controlled the Hudson River, controlled the flow of arms and goods during the Revolutionary War. With the fort established, including an iron chain spanning the river, the British never again ventured up the Hudson River from New York City.

This expansive campus on the Hudson River, home to 4,294 young men and women in training to serve our country made us realize how critical building trust is. The stop at the cemetery was most powerful, seeing names of young men and women from the Iraq / Afghanistan conflicts entombed in the earth is not something you can take lightly. The various generals from the Civil War and other conflicts are equally emotional as you realized it was classmate against classmate in pitched battles those many years ago. All of this history and tradition was an appropriate backdrop for our session.

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## Key Note

It is easy to understand the term, “Cream rises to the top” when you listen to General (Ret.) Vincent Brooks speak about trust. A truly remarkable and accomplished man, he gave us a small glimpse via a true-life example on how trust is a major ingredient and lives depend on trust in wartime situations. A sergeant stepped on a landmine and was in danger of bleeding to death and had to rely on a junior soldier and an unknown medical corpsman to evacuate this severely wounded man, located in hostile territory. Each person had blind trust in the other and together they all survived. Without this unwavering trust, it was highly unlikely the wounded sergeant would have survived given the severity of his wounds and the hostile setting.

When trust is present, a group will stand for each other and will act as one and will even put their own lives at risk for the good of the entire team. This type of trust is what our military leaders rely on as they ask young men and women to go into harm’s way. Conversely the lack of trust is corrosive in any group dynamic: the military, the business world, a sports team, as individuals look out for their own interests and not the greater good of the group. Have you seen this before in your own career?



**Bob Jansen, Tamar Thompson,  
General (Ret.) Vincent Brooks, Susan Sweeney,  
Lt. General (Ret.) Rick Lynch, General (Ret.)  
Scott Wallace, Marty Whalen**



**Lt. General (Ret.) Rick Lynch**

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## Panel One

Each panelist shared their own personal experience, both on the battlefield and in the business world and provided examples of how *mission critical* trust is in their day-to-day lives. As Stephen Covey stated, when Trust goes up, Speed goes up and Cost goes down. Conversely, when Trust goes down, Speed decreases and Cost goes up. Not very complicated.

### **Lt. General (Ret.) Rick Lynch**

*United States Army*

- Be a teacher – use stories to build trust, just as Jesus used parables in his day-to-day life
- Be an active listener – really listen and not just wait for a break in the conversation for you to speak
- The higher you are in any organization, the more people are watching your every move. Critical that your words match your actions.
- The Mirror, the most important piece of furniture you have – take a good look at yourself every day



**Lt. General (Ret.)  
Rick Lynch**

### **Jim Spaniolo**

*Past President, University of Texas, Arlington*

- Learned firsthand how to truly listen and build trust in an academic setting
- Accept responsibility and don't "Pass the Buck" – people will know if you do, which erodes trust
- As a leader, it is your job to help your subordinates be successful
- Have compassion and treat everyone with dignity and respect, even if the circumstances are unpleasant, like termination
- Trust is perishable and doesn't last forever and you can lose it very quickly



**James Spaniolo**

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## General (Ret.) Scott Wallace

*United States Army*

- Trust starts small and then grows with people-to-people interactions and then people-to-organizations
  - Believe in the basic goodness of your people
  - Leaders have the responsibility to say they are the cause and solution to problems
  - Decentralization that is borne of trust leads to higher performance
- Look for solutions and start with yourself first. “Leaders look for solutions in ever increasing circles around their own desk.”
- Listen, Listen, Listen. Effective listening is an art as much a science and everyone can always improve
- MBWA – management by walking around.



**General (Ret.)  
Scott Wallace**

## Sandy Costa

*Past President Quintiles & Author*

- A trusted leader requires a high degree of self-awareness
- Humility must be learned and “Walk-the-Walk” (note how many times this comes up)
- Perception Gap – how you see yourself as compared to how others see you. The narrower the better
- Treat others with respect and given them something meaningful to work on, not just busy work
- If you ask someone how they are doing, be ready to actively listen and engage. Don’t be superficial; be compassionate
- Authenticity and candor is paramount to being an effective leader
- Live life to the fullest, you only do it once!



**Sandy Costa**

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## General (Ret.) Robin Rand

*US Air Force & CEO the Gary Sinise Foundation*

- As a leader, your number one job is to bring out the very best in people
- TRUST → FAITH → HOPE → LIFE
- Be vulnerable, get out of your comfort zone
- Laugh – it's OK for your team to see you laugh, don't take yourself that seriously all of the time
- Embrace leadership as it is a privilege to lead others as they trust you to make the right decisions
- Learn to Listen – your team wants to be heard
- Admit your mistakes, be humble, because mistakes are inevitable
- OK to say "I am sorry; I made a mistake"
- Always maintain your standards, be genuine



General (Ret.) Robin Rand

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## Panel Two

### Bob Jansen

*CEO Zensights LLC*

- Nobody cares how much you know, until they know how much you care
- Leadership is a contact sport – lead by walking around
- Listen – you often learn more by listening than by talking



Bob Jansen

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## Susan Sweeney

*President & Head of US Commercial - Bristol Meyers Squibb*

- Partnerships are unique and built on trust
- You never know what type of situation you may be facing tomorrow, so be prepared
- Be honest, be truthful, and fully transparent
- Assume the best, but mistakes will happen and when they do, be decisive and correct to the best of your ability at the time. Own it and deal with it!
- Be present – absentee leaders are managers, not leaders
- Be honest about what you can do and what you still need to figure out
- Overcommunicate as silence creates uncertainty and people will draw their own conclusions, which are typically wrong
- Be vulnerable and accept responsibility when things don't go well. People are watching to see you how handle adversity
- Accountability is critical



Susan Sweeney

## Mike Castagna

*CEO MannKind Corporation*

- Every American should travel outside of the United States to see firsthand how good we have it here in the USA. We tend to take our way of life for granted
- Trust – you learn from your parents and in Mike's case, his mother
- TRUST → COURAGE → LEADERSHIP
- Trust brings alignment
- If you break that bond of trust, was it worth it?
- The United States and human nature is fundamentally built on trust



Mike Castagna

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## **Doug Langa**

*President Novo Nordisk Inc.*

- Trust is the greatest equalizer – you will never get caught in a lie if you are telling the truth
- Novo Nordisk had 11 consecutive years of positive growth before Doug took over – truly a challenging setting
- Never doubt what a small group of thoughtful and dedicated people can do because they literally can change the world
- Be present – put the right team in place – it matters
- Focus on what is right, in Novo's case, it is the patient

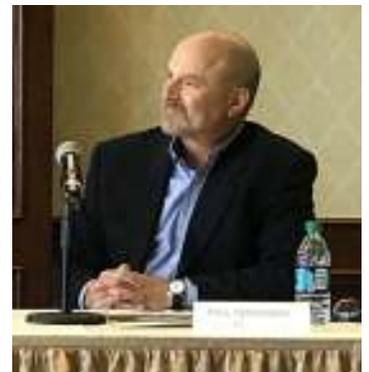


**Doug Langa**

## **Paul Herendeen**

*CFO BAUSCH Health*

- Prior company, Valeant was well known for poor business practices with excessive price increases – very bad reputation
- New management team hired, as prior management lost all trust from all stakeholders, employees, investors and customers
- New mission for BAUSCH Health – making patient's lives better
- Simple code of ethics to operate under: Integrity, Accountability, Teamwork & Courage
- Communicate often, even with those who don't like your company. Be open and be honest as transparency cures many ills
- As a leader, be visible – first one in the office in the morning, walk around during the day and be the last one to leave. Don't forget to smile too!
- You won't get it right all of the time, so acknowledge when mistakes are made and do your best to promptly correct them and then move on



**Paul Herendeen**

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The day ended with the audience sitting on the edge of their seats as the powerful stories were shared with the group. In the military setting, lives are literally on the line and with the pharmaceutical industry, healthcare and quality of life do matter, so it is imperative that both professions have the best and brightest leaders. Our seminar may have been short from a time perspective, but everlasting from an impact perspective of building trust in our organizations.

**Stay tuned for the next Adapt or Die venue in December in Philadelphia**



Overlooking the Hudson River



On the banks of the Hudson River