

071: Making Magic is Less Complicated Than You Think: Interview with Lee Cockerell

L Do the hard things. It will make life easier for you. If you just do easy things all the time, at one point when you get older, life's going to be harder.

[Music playing]

A Welcome to *The Portfolio Life* with Jeff Goins. I'm your host, Andy Traub, and this is the show that helps you to pursue work that matters, make a difference with your art, and discover your true voice. Lee Cockerell drove away from his last day in the Army into his first job at a hotel, the first time he had ever actually been in a hotel. Over the next 42 years, he worked in the hospitality and entertainment industry ending his career as Head of Operations of Disney theme parks here in the U.S. He was literally in charge of everything at Disney World.



Now, Lee never earned a college degree, but he used a tremendously positive attitude and his incredible self-discipline to move forward in life. This interview is full of wisdom from a man who has lived a very full life. Pay attention.

Here's Jeff and Lee Cockerell.

[Music playing]

J Hey, Lee, welcome to the show. It's great to have you.

L Yeah, good to be with you, Jeff. Nice to be here.

J So, we were introduced through a mutual friend, Jody Mayberry, who is a great guy. I actually wrote about him in my latest book. How did you get connected with him?

L Yeah, it's funny. You know, Jody called me one day, or sent me an email, and said he does podcasts—

J Yeah.

L —for the Park Service. And I didn't, frankly, have much clue what a podcast was.

J [Laughing]

L And he said, "Would you be interviewed on mine?" And I said, "Sure, and happy to do it." And, so, we did it. And he called me back a month or two later. He said he had got great feedback about the podcast we did together and wanted to know, "Would you like to have your own podcast?" And I said, "Sure, if I don't have to do any work."

J Yeah.

L He said, "I'll do all the work. I'll do the interviews. We'll knock them out. We'll keep them around 15 minutes." So, that's what we started doing. I think we've done about 24 or 26 or 7 now. And we actually every couple of weeks we schedule time on Skype, and we record two sessions. And, then, he launches them on Tuesday mornings, and gotten great feedback. And I'm hearing from people all over the world now. So, it's – what an effective – as you know, of course – how effective it is to reach people everywhere, because a lot of people like it. Then they share it. And I ended up calling it *Creating Disney Magic*. So, that kind of helped, too. Because I think everybody has either been to Disney or wants to go there. So—

J Yeah.

L —it's been a lot of fun.

J You had a book a while back called *Creating Magic, 10 Commonsense Leadership Strategies from a Life at Disney*. And I'd love to talk a little bit about that. I mean, you've had a great, impressive career in the hospitality business. And Jody was reaching out to you because of your experience with working with the Disney Parks. Let's tell some of that story for those people who aren't as familiar.

Talk to me a little bit about how you got involved in working – I think it was first in the Hilton Hotels; and, then, how you, ultimately, got connected with Disney and how that went.

L Yeah, it's kind of a quick career. I got out of the Army and met a guy in the Army. He said, "You want to go to the Washington Hilton? I'm going to be the chef there." So, I said, "Sure." So, we jumped in my car – that was 1965 – drove to Washington, DC. I went in and got a job as a banquet waiter in the hotel. And I'd never even been in a hotel before. So, I didn't even know what I was doing, but they hired me anyway.

J Yeah.

L I was lucky enough some guy trained me there and showed me the ropes. And, eventually, I got into management training program. And my career took off, and I worked for Hilton for eight years. And, then, I joined Marriott and worked for them for 17 years. And got recruited for Disney in 1990 to go to France and open that project. And spent three years there. And, then, got sent back to Orlando and eventually became the Head of Operations there for about 10 years before I retired.

So, a quick 42 years went by.

J [Laughing]

L And it was great. I said, “I can’t hold a job.” I had three companies I worked for, but they were all great. I learned a lot, different things at each one of them. And, really, gave me the, I guess, knowledge and experience to write these books, to do something like that. And they were three great companies which helped me write books about how to do it right.

J Yeah.

L Yeah.

J Yeah. So, it’s interesting because in some ways it sounds like you’ve kind of fell into this opportunity. And, then, one thing led to the next, led to the next, led to the next. And a quick 42 years went by. But you kind of glazed over the fact that Disney recruited you to go start the Disney Park in Paris, is that right?

L Yeah, I had a strong food and beverage background. I was in food for 25 years, running restaurants and different things. And, so, actually, when they recruited me they wanted me to come back into food and beverage and go there and do the work for opening the restaurants and entertainment center restaurants. So, that’s what I did. I went back to where I had the strength and started that. Then I got promoted to be in charge of the hotels after about a year. And I just kept going and got back to Orlando. My first job in Orlando after I left France was in charge of all the hotels. Then a couple of years later I was put in charge of all of the operations including the parks and all that stuff.

So, yeah, just kind of – that’s what experience does. It was a great experience working in France. I tell you. Everybody ought to work in a foreign country. It changes who you are. And, really, you start to understand how difficult some assignments can be. And you just got to persist and work through them.

I didn’t speak French. So, I started off pretty – it was pretty tough.

J Yeah.

L Everybody in my family speaks French but me. All my grandkids—

J Really?

L My wife [laughing]. So, all the business was conducted in English in French. So, I really never got the chance. And we worked all the time. I can order champagne.

J [Laughing] So, it sounds like when you went to Paris that it wasn’t all smooth sailing, that there was a learning curve for you, and there were some things that you weren’t prepared for, can you talk a little bit about that?

L Oh, yeah. I mean I had no idea. I’d been to France many times and visited. We had friends who were French. And we would go over there occasionally. But living there, that’s a whole different

ballgame. Just learning how to get electricity turned on to buying food, to go to six different stores to get what you want. It's not like in America where your store has everything, and it's open 24 hours. And, then, the driving. Driving in Paris is quite a thrill [laughing].

J Yeah.

L Getting to work without being killed.

J [Laughing].

L Yeah. And finding your way home, and getting lost. And one thing after another. And, then, you know, it was a different culture. I had to hire 250 restaurant and food and beverage managers, chefs, from all over the country, all over – really, I recruited for almost a year and a half finding these people. And, then, they needed to speak French. And we had to do everything in five languages, because the guests were coming from five major countries.

And even staffing our front office so when you checked in if you were from Spain, we had somebody on the desk that was Spanish. And if you were from the U.K., somebody spoke English. And German if you were a German guest. And, so, that's kind of how it went.

I learned a lot. You don't really realize how much you don't know until you get into a new situation like that.

J Yeah, it is interesting being abroad. I mean I studied abroad in college just for a semester in Spain. And coming back from that experience, back to the Mid-West, back to a small town college. When you're in the situation, you sort of hinted at Lee, you don't realize how much you're growing until you come back to your old normal. And, then, you realize, "Man, I'm completely different."

L Oh, it's incredible. You know? After you do that, as you well know, you know geography a whole lot better now.

J Yeah, right, absolutely.

L How to ride the trains. I mean, it's just amazing how much you grow. And I was there three years. I'm a total different person when I came back then when I went over there. And, then, I think it helps you a lot with getting over any bigotry that you might have learned growing up in your life. Because you just find out when you live in different countries, everybody is trying to do the same thing. And most people are good. And travel, and getting out of your own little world is something everybody ought to try to do whether it's short-term travel or living in another place. And even moving in the U.S. Living in New York, Chicago, L.A.

J Sure.

L These are places if you don't believe in fairness for everybody; you don't do very well in those cities, because it's all about diversity. And people are from everywhere. And, so, it does change you to

move out of your little town. Somebody said, “Lee, why were you successful?” I said, “Because I left Ardmore, Oklahoma.” [Laughing] I got out of town.

J Uh-huh (yes). And, then, you came back – not to Ardmore, but you came back. And you started working for Disney in Orlando. And, again, you sort of – I appreciate your humility. But you’re kind of blazing through some really important things. You started working with the hotels. And, then, you started working with the parks. And you were in charge of operations which is a fancy business word for, you were in charge of running everything.

L Yeah, I was. It amazed me.

J [Laughing].

L People asked, “How did you get that job?” I said, “I have no idea.”

J [Laughing]. That’s a big responsibility.

L I tell people, “I got it, because of a couple of reasons. I really gained a lot of experience over the years. So, I knew the business. I mean I know the business backwards and forwards.” And I think the other two things: I’m real organized. I’m very disciplined. I really have a lot of reliability and credibility. I really have a system that I follow to get things done. And I have a good attitude. And I tell people, “Even if you don’t have a college degree – which I don’t – if you have a good attitude and you’re organized, you can get by for a long time while you’re learning on the job and being trained and going on Google and learning everything you can so you can get smarter, and smarter, and smarter. But if you have a bad attitude, and you’re not very organized, most bosses won’t even give you the chance to take that time to learn.”

J Did you learn that discipline from the military? Was that a product of your environment? Was it just something that you always had? Where did that come from?

L I think I was kind of wired like that. My mother was highly organized. I mean she is the one that taught me discipline. You didn’t mess around with her.

J [Laughing].

L You did what you said you were going to do. And you’re home on time. And you knew what to do. And, so, I think I learned a lot of that at home. We had chores. I grew up on a farm. And there’s things there you don’t blow them off. I mean the cows need to be milked. You can’t say, “I don’t want to do that today, because they don’t take a day off.”

J [Laughing]

L And I think I learned that having early responsibilities, working when you’re young, eight, nine, 10 years old on the farm. And, then, having jobs all through high school. Having to be to work on time and finding out your mother is not with you. You’ve got to take responsibility for yourself. And I think probably the way I grew up that way is where I learned the discipline. And it’s something more

parents need to really focus on with their kids, getting them more responsibility and jobs early on. Every teenage ought to be working in the summer 16, 17, 18, you know? Just those basic things you learn from how you get paid, to direct deposits. Half the kids don't know what any of this stuff is.

J Hum.

L Being to work on time.

J Yeah.

L Yeah, just getting along with other people and doing things you don't like to do, because they're hard. And it's hot. And my grandkids work in a horticulture job when they're 16 – 17, pulling weeds for the summer in Florida. So, whether they like it or not. We're giving them a gift that will really pay off for them way down the road, because as my granddaughter said the other day, we said, "Margo, how you're doing pulling weeds?" She said, "It's tough, but I'll get through it." And I think that's the attitude you want to teach kids. Anything that's tough, just make sure you step up and get through it. Get it done.

[Music playing]

J Yeah, it's interesting. It's not really the most popular message that our culture seems to be propagating right now, the message that we keep hearing is, "You're special, and you deserve to do what you want to do." And you're basically approaching that from the complete opposite, Lee. You're saying, "Do hard things even if you don't have a good education or great opportunities. Just do it anyway. Learn as you go. Accumulate experiences." I mean, your career was sort of built on these precepts, not having any handouts or any special opportunity but taking what was given to you and working really hard. I imagine doing things that you didn't always want to do to get to a place that you finally got to a point where, hopefully, you got to do more of the things that you wanted to do.

And I wonder, it seems like we might be headed in the wrong direction as a culture if we teach young people, especially, that you are entitled to do whatever it is you want to do right now. What do you think about that?

L Oh, I think that's right. And I think parents ought to rethink what they're focusing on. You know? When I grew up, of course, working all the time and, then, in high school in the lumber yards and driving delivery cars for drugstores when I was 16. And just working. So, when our son was growing up, we made sure he worked. So, he had jobs. And we sent him to Oklahoma in the summers to work on a cattle ranch where he had to dig fence pole posts, and clear brush in hot, 100 degrees. And when his kids got to the right age, he said, "I want them to have that same experience." He didn't like it at the time, but he learned so much. Now, our grandkids are doing the same thing. And we make sure they're working. And they have jobs. And by the way, it's amazing how satisfied they are. But when they get that first paycheck, their own money.

J Yeah.

L It's kind of that payoff.

J For sure.

L It makes them feel good. If I was a parent, I'd say, "Make sure the one thing you're doing is giving your kids increasing responsibility at each age, and make sure they do it." And teach them that discipline is going to pay off one day. And they'll call you back and thank you. Because the real world, when your mom is not around, is pretty rough.

J It really is. I've seen that world.

L Yeah, we've all seen it. Your mother is not going to be with you. So, you better learn to have resilience, and be organized, and keep your promises, and do what you say you are going to do. Or you're going to have a lot of regrets in your life, because employers out there are not going to keep you around. So, yeah.

J So, I think the fear – I want to kind of stay on this question just a little bit longer. I think the fear of a person who is kind of at the beginning of their career, or maybe they're in the middle of their career. I mean you had several dramatic career shifts at different points in your life where you were doing great work with one of these three different organizations. And you probably could have stayed there, but you made the transition. You kind of took the next step up. And it seems every step of the way you got more and more responsibility.

I think the fear in doing something that I hate right now is that I'm going to get stuck. And the subtitle to your latest book, *Time Management Magic*, the subtitle is *How to Get More Done Every Day and Move from Surviving to Thriving*. I want to talk about that everyday thing in a second, talk about some of the things you learned at Disney and beyond.

But let's talk about that surviving to thriving part. A lot of people stay stuck in survival mode. How do you use a minimum-wage job, or a blue-collar opportunity that you don't really want to stay stuck in for the rest of your life to get to that next level in your career, how do you not stay stuck?

L Well, I think the way you don't stay stuck, I tell people – college kids will call me and say, "How can I be successful like you were in your career?" And I said, "One thing you do. No matter what you do if 10 people do the job, you make sure you're the best one. You be at work early. You raise your hand when the boss says, 'Who can stay late?' You get it done. And you have the best attitude, and you get productive and totally reliable. And you will get promoted. You will be noticed." And that's what I did my whole career.

By the way, my career did not go – each time I got more. I've been – I had one job with Hilton. I ended up with a boss – he and I didn't get along. I quit. I went to another job. Got fired after 90 days. Place was going under. I didn't – my wife told me not to go. I told her I knew what I was doing which proved I didn't.

J Yeah.

L And she was good about it. I got fired. No job for two months. Finally got a job at Marriott back at a lower level than I was when I left Hilton.

J Wow.

L Stayed with them. Finally had a great career. Then I got past over after seventeen years for the last big job, because I had annoyed a lot of people above me, because I was too aggressive, not enough finesse in my style. Then I got recruited by Disney. And had a great career.

So, you know, I'm writing another book right now. It's called *Creating Career Magic: How to Survive the Ups and Downs*. You know? [Laughing] Because they will happen.

J Yeah.

L And I tell young people, a life without risks is a shame. You know?

J Wow.

L When you're young, go try it. Do it. You know? If you get fired, quit. Take another job. Go to Europe. Work. Do whatever you've got to do. Because when you're young, it really doesn't matter. You've got 40 or 50 years to work. So, take those risks. And I think you are absolutely right. Be careful where you get stuck. Wrong town. Wrong job. Wrong boss. Wrong marriage. Wrong – a lot of things can go wrong. And you've got to have the courage to step up and take the risks. Because the fun is out there on the edge. And a lot of people are afraid to do that.

And my wife and I did it. We've been married 47 years. We've moved 11 times. We go where the opportunities are. When things fall apart, we pick ourselves up and get back together. And life is unpredictable. And you may be the best performer in the world, and you may have a boss that does not love you. Things happen. And it's not always your fault. Sometimes it is your fault. But hope you learn from those things, and you go take – go back and do it again.

Because let me tell you, there is nothing more than being in a position, or a town, or a relationship where you're bored to death. Forty years of being bored. I can't even imagine. I was never bored. And we had a lot of fun, a lot of excitement. And we just kept taking those risks, and making changes and going to France. That was a big move. Man, I don't speak French. I could have gone over there and got fired and be stuck there.

But if you take risks, and you do the hard things, life gets better. And it's just so simple things. Make sure you reflect on your own attitude and what you're not very good at, and get better at it. And, also, anticipate what's going to happen in the future if you don't do certain things.

Like you, I mean, you live in U.K., that will pay off for you. I mean, doing hard things pays off later. That's what I tell people: Do the hard things. It will make life easier for you. If you just do easy things all the time, at one point when you get older, life is going to be harder. You know?

Exercise is hard. But it pays off later. Saving your money, it's easy to spend your money. It pays off later. Having good relationships with people pays off later. Invest in those relationships. Going back to school, studying, trying to learn every day how to be better at your job. That's hard. But it pays off later.

J Yeah.

L But if you lay on the couch, that doesn't pay off later. Nor if you spend five hours a day on Facebook, that doesn't pay off later. Got to really be careful where you spend your time, and make sure you're getting some value out of it.

J Yeah, that's great. There's a cost to everything. And I think we forget that. So, let's talk a little bit about time management. I love that you said, "It's not just about taking risks." Taking risks is good, but it's also about there were times when took risks. And it wasn't a wise decision like when your wife said, "Don't do that, and you did it." I know exactly what that feels like. And I was like, "OK. I need to learn from this and not do that again." And, so, hopefully you acquire wisdom along the way as you go

You've acquired some wisdom about how to manage your time and manage lots and lots of people. My wife and I loved Disney. We were at Disney World just earlier this year. And I, as a park attendee, and sometimes overwhelmed at just the magnitude of activity that's happening there in Orlando. You were like the boss of it. You had to make sure that all happened in a way that wasn't chaotic.

What did you learn at Disney about time management, especially as it related to working with so many people?

L Yeah, I've been teaching time management for about 35 years. And a few things I know, and I say it's a pretty simple formula. You've got to be a person who doesn't have to know everything. You've got to let go. And, so, really the key to Disney success and my success there was I am really good at picking the right people. We're very careful. We hire very slow. When we make a mistake, we get rid of that person right away. We don't hang on to them if they can't perform.

So, I would say the number one thing in life is pick the right people, take your time. Get really high-quality. Check them out 12 different ways. Be very clear with them upfront about your expectations for performance and what you need them to do. Hire experts in things you're not good at.

Second thing is training: training, testing, and enforcing the training. That's one thing we do at Disney. We train everybody really well. We test them after the training to make sure learning took place. And, then, we make sure our managers and supervisors are enforcing the training. (Name ?) told me years ago, "You can't have excellence without training and enforcement." And it's true.

J Hum.

L Third, creating a culture where everybody wakes up in the morning and even though you're a tough boss that they like working for you, because they trust you. And you're candid with them. And you tell them the truth. And you help them get ahead. And you understand their aspirations.

So, it's kind of three things, I think: Hiring the right people, making sure you're educate and train people, and creating a culture of safety where they feel good about who they work for just like I tell people, "Manage like a mother. Your mother, you know, she's tough. But she's looking out for you." And that's what a good leader does. They're tough, but they're looking out for you. And they care about you. And they're there for you. And they're there when they need to be there for you. And those are kind of simple things anybody can do in their business, but a lot of people hire the wrong people and they don't get rid of them. And they let them stay. And they're not performing. And, then, they don't train people, and they don't clarify their expectations before they hire people. So, people don't know what they're getting into.

Clarity is one of the most important things you can do is be clear with people. Then with clarity most people will step up and do what you want them to do. But if you're not clear, there's misunderstandings. And I think even with parents, clarity with your kids. And when you have a business deal, have clarity. Get it all out on the table so there's no misunderstandings when the deal goes down, or goes bad. And clarity. I love it. And most people don't want to be clear, because it hurts somebody's feeling, or – and by the way, it's hard to be clear. It's not comfortable to tell people some things. It's very uncomfortable. So, we put it off, and we don't deal with it. And, then, it comes back and bites us.

So, that's how I think about it.

[Music playing]

J That's good. I remember we used to have this redundant practice when I worked at a nonprofit and I was the marketing director there. And I hated doing this, because I was so intuitive. And I just wanted to like throw an idea out there. And I want everybody to say, "Yeah, that sounds smart. Let's do that." But nine times out of 10 when I realized when I started doing this is, just because I understood, and I thought I was being clear, didn't mean that that was actually being communicated and it was being received clearly.

And, so, I would say, "Hey, this is what we're going to do." And, then, I would ask an individual, "What is your takeaway from this? What did I just say? And give me, basically, feedback on what you're going to go do?" "Well, I understand that you want this, and I'm going to go do this." And I would say, "Oh, no, no, no. Here's what I actually want you to do." And we'd have to go back and forth to really clarify. And as you said, Lee, that can be really uncomfortable.

L Communication is the biggest issue, you know? You have to tell people 20 different times the same thing till they get it. And just like your mother did when you were growing up. She told you 20 things over and over and over again. And she wondered if you were ever going to get it. And one day you did. So.

J It's a lot like mothering. So, when it comes to managing your own time, what do you think is – what have you've seen be one of the biggest struggles that people have?

L They don't think deeply about where they want to spend their time, and they don't have it top of mind. I mean, I can tell you in my business life and personal life I pretty much know where I'm going to spend my time every day. And it's not going to be in all those areas where I've hired other people to do things. Even in my business today, I have people in contract for my Website, for IT, for finance, for all those things. They take care of that. Those are things I'm not very good at, and I pay them to do that. And, then, I spend my time on doing things like this right now: promoting my business, doing the podcasts, communication.

But I would tell you at Disney the top three things I worked on were none of the technical things at Disney. I worked on mailing sure I was involved in getting the systems in place, how we hire people, and how we promote people. I was involved in how we train, test, and enforce. And I was very – tried to be the top role model for being a good leader and showing people how it looks and creating that culture.

Then I say in my person life, I think about three things every day: me, taking care of myself so I'm around. Take care of my family. So, it's me, my family, and my finances. And that's what I spend most of my day on. And if I get those done, well, you know? Then I can go goof off and watch Kim Kardashian and—

J [Laughing]. You seem like a Kim Kardashian kind of guy.

L Yeah, I watch that to know how dysfunctional a family can become. And if they didn't have bodies, they would really not have much money. And that's about all they got to talk about every day.

So, you've got to know what the three or four most important things and make sure you're putting time on those. Matter of fact, you've got to think about what you shouldn't be doing. Where are you spending time that's giving you zero value, it's not working, it's not going to help you in the future?

You know, I saw a guy on the plane the other day playing Candy Crush for three hours on the plane.

J [Laughing].

L I'm going, "Like, that's really going to help your career." You know?

J Yeah.

L When he could have been studying something about his business or whatever. So, you've got to know where you're going to spend your time, where you're not going to spend your time, and make sure you're spending it on things that is going to give you the payoff. And most people have not

had that conversation with themselves. They don't reflect on that. And they don't really anticipate what's going to happen if they don't do those things.

You know, if you don't take care of yourself, you can pretty much anticipate what's going to happen down the road when you're out of shape, and overweight, not taking care of your health. And a lot of people don't want to deal with it. Because of one reason. It's hard. It's better to goof off and just hope you don't die too early.

And I tell people, you know, like your health. Take care of yourself. If you won't do it for yourself, do it for your family so you're around to help them and meet your grandkids, and go to their weddings. And as my wife says, "Lee, take care of yourself so you can take care of us." So, that's a good thing to remember.

J So, speaking of how you're spending your time and working on things that you want to work on, you, over the past several years now, have been – you're out of Disney. You've been writing these books, speaking. You just started the podcast recently. Talk to me about what you're doing now, why you're not just playing golf every day, and what really fuels you in terms of your personal purpose these days.

L I kind of came around the conclusion that, first, golf forget that. Because nobody applauds when I play golf.

J [Laughing]

L When I give a speech they do applaud.

J That's good.

L And speaking and doing work with clients and helping people become better has kind of become my golf game. I enjoy it.

J Yeah.

L It's a lot of fun. I get a lot of personal satisfaction out of it. And I really decided the world needs more teachers and less bosses. And if you can teach people, then that's what I think about. I get a huge feedback from people about my work. And I just, you know, that makes you feel good when people applaud and send you an email and say, "I heard something this morning I never thought about. And I've implemented it in my life. And my life is getting better, and I'm glad I went to your session." That's pretty positive stuff.

And when you retire, you've got to make sure you're doing something, or if you lay on the couch, you'll be dead in six months. I keep pretty busy, and I have a lot of time off. I like writing the books, because it really helps people, too. This will be fourth book. First one, *Creating Magic*, in 14 languages now. And I hear from people around the world. Just sold it to the Russians, too. I think Vladimir Putin needs to read it. But I'm not sure—

J [Laughing].

L And *Customers Rules* which is all about customer service. It's in about 10 languages now. A lot of universities have started using it. So, that's been good. I'm working a lot in education and healthcare. Those are two big places trying to improve their delivery. And, then, I'm working for Thrive 15. I don't know if you've heard about this?

J Yeah.

L Thrive and the number 15 Website. And we have about 600 videos on there about every part of business you can think about. They're 15-minute videos. They test you every 15 minutes. They're a lot of fun. You score points. Working with bunch of mentors. I think I have 42 videos on there. I have a whole time management course on there. And if any of your listeners want to try it out, they can sign up and use the promotion code *magic* and get a free 30 days. Just go and look as many as they want. If they like it, they can sign up for it. That's what I'm doing. And doing these podcasts have been a lot of fun. It's just a great way to promote my work and get more reach.

J Yeah.

L And at the same time, build a library of, hopefully, things that people can go back and we do them on how to hire, how to fire, how to train, how to think about customer service. A lot of things people are looking for out there. And 15 minutes for us has turned out pretty good, because just about anybody can find 15 minutes somewhere.

J Love that. What a life, Lee. I love these awards that your Website lists. Lee has received the following awards: Golden Chain Award for outstanding leadership in business performance from the Multi-Unit Food Service Operations Association, Silver-Plate Award for Outstanding Operator in the Food Service Industry, Excellence in Production Operations Management and Leadership, and, most importantly, Grandfather of the Year from his three grandchildren.

L Yeah, I got that one nailed. Because I buy them i-phones. So, I'm the only one in the family that will buy them a new phone when they break it. So, they call me.

J [Laughing].

L I tell everybody, they like me better than they like their parents. So, that's good.

J Well, you said the world needs more teachers and fewer bosses, and I thank you for your teaching, and the way that you've given of yourself and your experience to help so many people. I've certainly enjoyed it and I know others have as well. Thanks for your time.

L Yeah, thanks for having me on. I appreciate it.

[Music playing]

A So, what risks do you need to take? What hard work do you need to stick with to become better? What lessons did you learn from Lee today? Let us know from Twitter using the hashtag #PortfolioLife or leave a comment on <http://GoinsWriter.com> at this episode.

I'm Andy Traub, and on behalf of Jeff Goins, thanks for spending some time with us today. Now, go build your portfolio.

[Music playing].

L Clarity is one of the most important things you can do is be clear with people. Then with clarity, most people will step up and do what you want them to do.

Resources

- [Creating Disney Magic](#) podcast with Lee Cockerell and Jody Maberry
- [Creating Magic: 10 Common Sense Leadership Strategies from a Life at Disney](#) by Lee Cockerell
- [The Customer Rules: The 39 Essential Rules for Delivering Sensational Service](#) by Lee Cockerell
- [Time Management Magic: How To Get More Done Every Day And Move From Surviving To Thriving](#) by Lee Cockerell
- [Thrive15.com](#) (Use promo code "magic" for 30 days free)

What risks do you need to take? What hard work do you need to stick with to become better? Share in the [comments](#)