Corey Andrew Powell ([00:00](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Hello everyone. Welcome to the Motivational Mondays podcast, where we bring you inspiring conversations with incredible individuals who are making a difference in the world. Today we are thrilled to have Jennifer Dulsky as our special guest. And Jennifer is not only the CEO and founder of Rising Team, which is a platform that empowers managers to build engaged, successful teams, but she's also a thought leader and purpose-driven leadership and movement starting. Her new book is called Purposeful. The full title here is Purposeful: Are You a Manager or a Movement Starter? And there's the cover there, the book, and, uh, it's also become a Wall Street Journal bestseller. Jennifer, welcome to Motivational Mondays.

Jennifer Dulski ([00:46](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Thanks so much for having me, Corey.

Corey Andrew Powell ([00:47](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

It is my pleasure. Now, um, because of course we have a lot of career-focused, career-oriented young people out there, I always love to have a guest share a little bit about their journey in correlation to, you know, what their current passions are. But as far as your background story, can you just give us a little bit about your journey and how you became passionate, uh, about leadership and movement starting?

Jennifer Dulski ([01:08](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

My career started a little bit of a non-traditional way for someone who now works in tech, which is that I started my career as a high school teacher. So I, way back in the day, I, I started a nonprofit organization to help kids become first-gen college graduates. And then I taught high school for four years while I was running that program. And I loved it. I, I caught the impact bug at a very young age and the purpose bug because I just saw how meaningful it was to help amplify the potential in other people. And the reason I moved from nonprofit to tech is because I felt like there had to be a way to scale that at a, you know, more larger degree to more people. And so that led me to a career in tech. I've spent, you know, many years working at the big tech companies like Google and Yahoo and Facebook. And then I also helped to run change.org for five years. And now I am building the company I believe I've been meant to build my whole life, which is Rising Team, because to me, the through line has always been, organizations are most successful when the people within them feel understood and supported and feel like they can build trust together as a team.

Jennifer Dulski ([02:40](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

It's so true. And in fact, it, it was important back then, but it is so critical now because it used to be that when everybody worked together, you know, we could resolve some of those issues in real time. And now as we know, three quarters of people work remote or hybrid. And so building those tighter connections with the people we work with and deeper understanding of each other takes real intentionality now in a way that it didn't before.

Corey Andrew Powell ([03:07](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And it's funny too, again, the, the correlation between like high school, which is at the time when you're in it, it feels like it is the world that, you know, like when you're in that place and you're like in the 11th grade or 10th or 12th grade, that's like literally to you a macrocosm, you don't really realize that it's a small part that's preparing you for the real place. So I think what's important about that is, um, you know, that you were teaching that sort of empathy really at that young age before young people went out into the world to join an organization.

Jennifer Dulski ([03:38](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah, it's so true. And you know, what's interesting also is you see the people, you know, the, the kids that I taught in high school are now adults, right? Mm-Hmm. <affirmative> the time passes. And you see also how people's lives can be impacted when they have people who believe in them and support them.

Corey Andrew Powell ([03:56](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Oh my gosh. Yeah.

Jennifer Dulski ([03:56](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

To reach those goals. And it's incredible to see, you know, the students that I had at that age, some of them are surgeons and some of them went to the military. There's just such amazing things that people can accomplish. And I actually, so I, I went from tech and I went from teaching into tech, and now I also teach again because I teach at the business school at Stanford. And so in a way it's come full circle. I find that there's a lot of value that comes in life from doing the scaled things that technology lets us do, and that AI will let us do now.

Corey Andrew Powell ([04:31](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah. Yeah.

Jennifer Dulski ([04:31](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And there's also so much value though, from working one-on-one with people and understanding their individual stories and helping be a part of their journey and they compliment each other.

Corey Andrew Powell ([04:44](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Again, so important because what we hear a lot nowadays is this dialogue of like soft skills versus the tech stuff or the AI, you know, uh, the technology driven skillset. And here at the NSLS we're sort of like re even like re-imagining that term soft skills because those aren't soft skills. The ability to communicate, be empathetic, to understand others to think and reason. Um, I think that's a really great point because you can't get that like, well, at least thus far, AI can't really emulate, <laugh> can't do those things. So someone has to continue to teach people.

Jennifer Dulski ([05:20](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah, it's so true. And actually, I've been doing a lot of work recently on AI and leadership and really trying to dig into how AI can help us become better leaders and where it still can't. And there are surprisingly a lot of places where even I was caught off guard with how effective it can be. So things like coming up with an inspiring vision, which is a big part of being a successful movement starter, as I write about in the book, AI is actually pretty darn good at coming up with inspiring visions for things, especially just thinking about the way that you word them and naming things and so forth. There are some things though, that you point out AI just cannot do yet. And this is why I still believe what we're building at Rising Team is so important because what it can't do is help us build deep human connection with other people. And it also cannot help us have the inner resilience and strength to keep going when things get hard, which is one of the key factors of leadership, right? No successful leader is successful if they can't get up after they're knocked down. And AI is just not really the thing that's gonna help you with that. So our humanity, we still need it.

Corey Andrew Powell ([06:35](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

I love that. And also in your book, and so just, that's a great segue. So thank you. Uh, one of the my favorite spots in your book is when you talk about, uh, where was it? It was, um, not Lead Your Crew. Um, oh, it was, I have it highlighted, but I can't, I of course my post-it, my post, um, I think it was Get to Know Your Goliath. Oh, yeah. And Get to Know Your Goliath was amazing because it was, to me, it sort of like tells you not to be afraid of that thing that is that giant undertaking, but to get to understand it and to know it and to learn it, and that is the way you conquer it. So that was my interpretation. That's okay. Making sure I was on the right page with that.

Jennifer Dulski ([07:14](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Well, I think there's, there's two pieces to it, right? The, the first piece is that every single huge movement on earth, everything we can imagine, you know, civil rights, marriage, equality, all of the movements we see, they all start with a single person or a handful.

Corey Andrew Powell ([07:30](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Mm-Hmm. <affirmative>.

Jennifer Dulski ([07:30](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

A small group of people and small actions. And every person I interviewed for the book could point out the small first action they took. It was sometimes writing an email to friends asking for help. Sometimes it was starting petition or starting, you know, having an event. But that idea of sometimes we're afraid to do really big things because they seem really big when you don't just roll out of bed and suddenly have the big thing, you have to Start Small.

Corey Andrew Powell ([07:58](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Right.

Jennifer Dulski ([07:58](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And so I call it little c courage, and I compare it sometimes to, to being like the feeling of standing up for a standing ovation in a show that was just pretty good. You know, <laugh> like, you, you stand up and you're not sure anyone else is gonna stand with you. But if you stand there long enough clapping, pretty soon somebody else will stand up.

Corey Andrew Powell ([08:24](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Right.

Jennifer Dulski ([08:24](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And then another person stands up. And that's what it's like to get started on these things.

Corey Andrew Powell ([08:29](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Mm-Hmm.

Jennifer Dulski ([08:29](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Is being brave enough to take the first small step, even if it makes you feel exposed a little bit and knowing that other people will join you over time.

Corey Andrew Powell ([08:39](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah. There, there are a lot of common denominators I find when I interview people such as yourself, successful leaders, especially people who've led big corporations. And in their backstory, there's a lot of similarities. And that is one that comes up a lot. The idea that you cannot be paralyzed by the unknown if you're going to be successful. Like you have to, uh, like face that fact that, okay, I don't know how to do this, but I'm not gonna say no, I'm gonna get in there and figure it out, or I'm gonna get in there and get the people on my team that can help me figure it out. And you also talk about that in your book too, the idea that you cannot do that, the, the big things in life without forming relationships and connections. So talk a little bit about that.

Jennifer Dulski ([09:24](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

It's so true. So actually when I, now, when I describe the book in summary, I say that there are three C's. It's courage, community, and commitment. And we talked about courage, and we talked a little bit about commitment. The, the second C is community, which is, you can't, you just cannot do this by yourself. It is not a movement by definition until other people are joining you in it. What I'll say is the, the first step. So your point about, um, you know, not, not having done it before, and that being scary sometimes I have a saying I use with myself a little mantra that I think is helpful, which is the first time people do anything, they've never done it before.

Corey Andrew Powell ([10:10](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Mm-Hmm. <laugh>

Jennifer Dulski ([10:10](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And so I try to remind myself, it's just by definition True.

Corey Andrew Powell ([10:13](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah. Yeah.

Jennifer Dulski ([10:14](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

The first time I walked, I hadn't done it.

Corey Andrew Powell ([10:17](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Like anything.

Jennifer Dulski ([10:17](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

It literally anything.

Corey Andrew Powell ([10:19](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Right. Right. Right.

Jennifer Dulski ([10:19](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And so, you know, I for instance, learned how to ride a bicycle when I was in my twenties, because I grew up in San Francisco where it's very hilly and I just never rode a bike.

Corey Andrew Powell ([10:29](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Right, right.

Jennifer Dulski ([10:30](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And as it turns out, it's really embarrassing to learn to ride a bike in your twenties because you still fall, which I did a lot.

Corey Andrew Powell ([10:38](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Mm-Hmm. <affirmative>

Jennifer Dulski ([10:39](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Um, but I remind, you know, I reminded myself, okay, the first time anybody rode a bike, they had never done it before. The first time I walked into my, my first meeting as a public company board member, I was quite nervous. I was probably 20 years younger than everyone else. I was certainly one of very few women in that room. And I just kept saying this to myself. Everybody else had a first day too, right. And they want me to succeed, and I'm just gonna do my best. And after my first day is done, I will have done it before. So anyway, that's one little mantra there on the community side. Yeah. The, the main thing that I have seen lead to success in all the people I've met who've started movements and started successful companies is welcoming the first people who want to join you. So the first people who raise their hand and are excited about your idea, those are likely to be your biggest, most excellent supporters. And the more you can welcome them and give them real responsibility and delegate to them, the more successful you'll be.

Corey Andrew Powell ([11:45](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Another great point, because just last week I interviewed, um, a wonderful young woman named, uh, Shadile estepan. And she is the, uh, current director of Lady Gaga's, Born This Way Foundation, young woman, I think she's 29 now, she'd mentioned. But when she first started, she started as part of their inaugural youth board. Like in 2012 or something, I think of my math is correct, but it's that point that there was an organization at that level, like Lady Gaga being like one of the most successful organizations of, you know, a rock stars in the world, starts an organization. And she welcomed in this inaugural group of young people so that they could sort of emerge with her as she formed this organization. And now one of those young people is literally running the organization today. So it's a prime example of what you just mentioned.

Jennifer Dulski ([12:35](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

That's, I love that. And actually, the nonprofit that I started right out of college, which is called Breakthrough Pittsburgh, one of the girls who was a seventh grader the summer I opened it years later, became a woman who was a director of the program. So I see this all the time, you know, those very first people who get involved often can take on so much. And that's actually another great point about the legacy of starting movements or building anything, is that if you do it in the right way and you have the right people around you, you actually don't even need to be there. The best legacy is that the movements we start can live on without us. So that nonprofit, I started, I led it for I think five years, and then I passed it on to someone else who could take it to the next level and do more than I could. And this summer, 2024 will be its 30th anniversary. Thousands of kids have gone to college, and it didn't take me to stay for 30 years. And so each of us can start and build things and pass them off to other passionate people, and then create a big legacy in the world.

Corey Andrew Powell ([13:45](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

You know, it's interesting when you say that because, and I never, well, I try to always avoid like, political conversations on the show within reason, you know, not like serious heavy political conversations. But when you say that, it does remind me of sort of like the conversation around our political leaders who, um, not even from an age standpoint, but from a standpoint of sometimes socially there's a new generation that now the world sort of is their prime playground, and certain leaders have already sort of okay, done their thing and their time when it was relevant to their particular generation. And maybe there's some consideration of like, you know what, the movement's there, I'm gonna put people in, in place to lead it now forward from this perspective, and I'm gonna go on to continue my leadership elsewhere, perhaps.

Jennifer Dulski ([14:29](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yes.

Corey Andrew Powell ([14:30](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

But let someone else take on this particular topic and or, or movement. And I, I sort of feel like that's, in a way, a part of what you're saying there too.

Jennifer Dulski ([14:38](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

I really do believe that. I, I believe that we, that our power in the world is to the, the most power we can have is to amplify the success of others. Because there's no way that I, as an individual can have maximum impact if all I ever do is my own work. If what I can do is teach and empower others to do that, that this is why change.org was so powerful, right? We, we started a platform and allowed anybody on earth to instantly create a campaign and mobilize others around the causes that mattered to them. That was way more powerful than me starting any one campaign. And so I do agree that over time, yeah, we start things, it's amazing to hand them off to others and then to mentor those people and teach others and, and, you know, they sometimes call them wise elders. I think I'm getting close to the wise elder stage of my life, but, you know, that's a, that's a great stage too. And I, I do believe people at all stages of their lives can have massive impact, and especially when they involve other people.

Corey Andrew Powell ([15:44](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah. And the wise elder moniker is sort of quite honestly can happen at any age. If you are-

Jennifer Dulski ([15:50](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

That's true

Corey Andrew Powell ([15:51](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

older than a generation, you're inspiring right Now I have cousins who are like in their twenties, and I'm literally guiding them through, uh, my wise elder phase <laugh>, you know? Yeah. You are avoiding the pitfalls that I've done and, you know, making it easier for them and they can learn, um, learn more. And it's funny, you, you pretty much answered what was, what was going to be a question I had for you, but you pretty much answered it, which was in your book, Purposeful, which I will hold up again. Uh, you discussed how we all can be movement starters, and you've sort of already talked about those things just a little bit. If you could just talk a little about, is there a strategy or an insight to someone, um, who's looking to really begin a movement? Like what would be a first step for them if it's like an actionable step?

Jennifer Dulski ([16:32](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Again, as I, I'll just reiterate that the three key factors are courage, community, and commitment. And the first step is often something very small. So one of the things that helps is for people to think about articulating their vision as a first step. Before you actually do anything and ask anyone for help or start a, a fundraiser or anything, you might just take a step back and say, what is it that I'm trying to achieve? And great visions all have three components. The first is an articulated future. So what will the world look like if I am successful? So, as an example, when I say, when I talk about Rising Team, our vision is a world where everyone in the workforce feels deeply understood, supported, and able to reach their goals. The second part of a a great vision is purpose, which is why does this matter to you?

Jennifer Dulski ([17:28](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

So if the world looks a certain way, what will happen? What will be better if the world looks that way? And the third part, which most people forget and I'd argue is maybe the most important, is a compelling story that brings that vision to life. So, um, ideally it's a personal story about why it matters to you, but it doesn't have to be, it could also be a story about someone else that you're seeing go through something that you want to support or something like that. So if I think about examples, you know, um, here, here's a small example from the change.org days. There was a high school athlete named Sarah Kavanaugh, and she loved to drink Gatorade after her workouts. And then one day she was reading the ingredient list and she read something she didn't understand, and she looked it up and realized this was an ingredient that was banned in Europe and Asia and was still allowed in the US. And so she decided that she wanted a world where she could drink her sports drinks without feeling like she was putting her body at risk. And she started a campaign about that and was able to, as a high schooler, persuade both Pepsi and Coke to take that ingredient out of all of their soft drinks. But she started with a, what do I want and why does it matter to me, and why does it matter to other people? And what's my story about it?

Corey Andrew Powell ([18:50](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

You have to be paying attention, first of all, what I think it's important to, to really start a movement, like you said, in that case, there was something that she noticed that really made her pay attention. And it, and we all have that, um, reaction sometimes when we read labels of stuff that we're about to consume. I'm like, what? There are too many consonants in that word, not enough vowels. Like, what is that <laugh> about to eat? Um, but when you told that story, it reminded me of another story about Meghan Markle, who's of course, you know, the married to Prince Harry. Um, there's a famous commercial that, uh, she saw, I guess from a Holly Hobbie Oven or something. And she, well, the one who wrote to them as a little girl and said, why aren't there boys in this commercial? Or <laugh> or something along that story. And, um, oddly enough, she was responsible, one of the, you know, one of the voices at that age as a little girl who got them to, um, kind of make their, their commercial a bit more universal with boys and girls using the oven.

Jennifer Dulski ([19:45](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yes.

Corey Andrew Powell ([19:45](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Because boys bake too today. We know they're famous pastry chefs and bakers who are boys. But that took a little, even a little girl with foresight, they go, wait a minute, why is it just us can't boys bake? And she helped them, you know.

Jennifer Dulski ([19:55](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Absolutely.

Corey Andrew Powell ([19:56](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Kind of move forward as a Brand,

Jennifer Dulski ([19:57](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

So many stories of young kids doing that too. So.

Corey Andrew Powell ([20:01](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Mm-Hmm. <affirmative>

Jennifer Dulski ([20:01](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yes, anybody at any age can do this,

Corey Andrew Powell ([20:04](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Can be a change leader. Well, you know, there's, as we're moving towards the end of our interview, I have a couple, um, more saucy areas I will call it in your book, that I love. And my most saucy favorite is <laugh>. Don't drink the Hatorade <laugh>, because, you know, there's always that faction of the public who's going to criticize and ridicule. And very often the loudest critical voice, quite honestly, is the one that we have in our own heads. I've talked to many people, but once we can figure out the silence that one, it's the other people, we have to figure out how to work. So when you say, um, don't drink the Hatorade, give me your perspective on what you mean by that.

Jennifer Dulski ([20:43](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

There's a famous Jeff Bezos quote that he says, if you, if you don't wanna be criticized, then don't do anything new or interesting, because it is definitely the case that as leaders, whether it's inside corporations or building a movement, we, if we do things that are big, some people will disagree. And in today's day and age, it's very easy for those people to disagree with us publicly. And, you know, to be honest, even it can get to the point where people are threatening and so forth. So, I, I draw a spectrum in the book that says, you know, if people are threatening you and so forth there, you want to bring in support and help and take this very seriously. And then there is the other end of the spectrum where people are actually giving you reasonable and good po- you know, constructive feedback. They disagree with an opinion you have, they're sharing their own opinion.

Jennifer Dulski ([21:38](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And in that case, we should try to listen to those people because they may have valuable things to say. And just shutting out all constructive criticism won't make us better. So there's sort of two far ends of the spectrum in the middle are what I'd call the haters, the people who just leave nasty comments for no reason and so forth. And there are multiple strategies for them, but one is to ignore, and a lot of people do that. And, um, oh, what was the other, the other is to surround yourself with your allies as a reminder. So, for example, you know, if you have a group of friends you can call on, when people, when you're feeling extra criticized, that helps. Or sometimes people have keep, keep track of their positive comments on social media. I've seen someone print this out once and carry them around with her.

Jennifer Dulski ([22:26](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Here are the positive comments. Or as an example, at Rising Team, we have a Slack channel we call the Cookie Jar, and we put all of our positive customer testimonials in there. So every day we get notes from our customers who say, oh my gosh, I, I know my team so much better. I loved this exercise. I feel so much more connected. And we put those things in the cookie jar, and then if anybody's having a down day, they just go in the cookie jar and like, look at some great things people were saying about us, and it makes them feel better. So.

Corey Andrew Powell ([22:57](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah, it's like having positive news channels where there's nothing but good news.

Jennifer Dulski ([23:00](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yes.

Corey Andrew Powell ([23:00](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

That's sort of a, a latest sort of trend that we're, some, some brands are trying, uh, to do that. But yeah 'cause we're inundated with all the, the really, really bad stuff. And, uh, yeah, I agree that's a really great thing to do because on social media, of course, too, it's, as you point out, uh, it's like a minefield of any and every, so you really don't know what to do with it. So you have to develop your own strategy for how you're going to, to cope with it. I'm trying to get better at not responding. I will just say <laugh>, I'm working on it. <laugh>,

Jennifer Dulski ([23:28](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

It's tough. I, I struggle with that too.

Corey Andrew Powell ([23:31](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Mm-Hmm. <affirmative>.

Jennifer Dulski ([23:31](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Um, but yes, it's, it's okay to.

Corey Andrew Powell ([23:35](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Mm-Hmm. <affirmative>

Jennifer Dulski ([23:35](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Not respond.

Corey Andrew Powell ([23:36](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah. Yeah. And I do wanna just also reiterate another point you just made, and I made this point recently. When it comes to conversations about race relations, I'll use it as an example. I shared with someone on the podcast that very often, um, I will be on Twitter and there'll be a conversation about something that happened in the black community. And a non-black person, specifically, a white person, will try to enter the conversation and get immediately shut down when they had no mal intent. They were just trying to understand. So I said to my fellow African Americans, I said, listen, we cannot on one hand ask people to understand us and to join us as an ally, understand our plight if we shut them down when they attempt to enter the conversation. And, um, and that is very similar to one of the strategies you mentioned. Like, someone can have an opinion that's not the same as yours versus shutting them down. Ask them why they feel that way and try to maybe open up some dialogue.

Jennifer Dulski ([24:29](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Exactly.

Corey Andrew Powell ([24:29](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah.

Jennifer Dulski ([24:30](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

I love that. And I really appreciate that that belief that you have and that you're sharing it, it is a tough space right now for people to know what to say and what to do and what's okay and what's not.

Corey Andrew Powell ([24:41](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah.

Jennifer Dulski ([24:41](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And you know, we've gotten to cancel culture being so extreme. And, you know, I, I get this question a lot also because sometimes people want to support or even start movements about things that they care about, but are communities they're not a part of.

Corey Andrew Powell ([24:59](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Mm-Hmm.

Jennifer Dulski ([24:59](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

And, you know?

Corey Andrew Powell ([25:00](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah.

Jennifer Dulski ([25:01](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

My suggestion is usually try to find someone else's movement to support rather than try to start something because we should.

Corey Andrew Powell ([25:10](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Right.

Jennifer Dulski ([25:11](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

While it's good to be in there understanding, asking questions, we should also be centering the voices of the people who struggle. It's-

Corey Andrew Powell ([25:18](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah, yeah, absolutely.

Jennifer Dulski ([25:20](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Rather that yeah.

Corey Andrew Powell ([25:20](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Even during Pride Month, we did one here at NSLS, uh, in June and Pride Month about, um, people who want to be allies to the LGBTQ community. And again, another minefield like, well, how do I do it? What's inappropriate? What's the language? But I really wanna be helpful, but they didn't know how, so we had to help guide them through that. So I appreciate you also, um, helping me, uh, affirm that to whoever's listening and watching just start a movement, um, is starting a movement is difficult sometimes getting involved with one that's already established, that you've done the research and you really believe in what they're doing, that might be the better route to go. So I agree.

Jennifer Dulski ([25:56](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Yeah. And I, I certainly don't have all the answers either. I think, you know, I do my best and I'm sure I make mistakes too.

Corey Andrew Powell ([26:03](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Thank you so much. Words of Wisdom, really inspirational conversation. There's so many great points in the book though. I mean, I just tapped on a couple, but, um, I love the book because it also, uh, it's not just for organizations quite honestly. You know, you're using fundamental lessons of life that can happen in everyday life for us to do better, uh, as people, as well as as members of organizations. So Jennifer Dulsky, CEO, and founder of Rising Team, a platform that helps to build engaging, successful teams. We really appreciate you being here today on Motivational Mondays.

Jennifer Dulski ([26:33](https://www.temi.com/editor/t/yqIoyoEIw0eYowhYjQkjlIkQZSGyGxPA44XU6LzyX5ri6v6SnoBmbYjptfqsdU6GKcNJmoE66QZlMcYFbCj8u8A3cqA?loadFrom=DocumentDeeplink)):

Thanks so much. Corey. Learned a lot from you too.