Podcast Reviews

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The Marriott School of Business specializes in character building and ensuring happiness for students. Or as I like to call it, the Happy Factory. In a recent Measuring Success Right podcast, our very own Dean Madrian encourages both staff and students to support a dynamic culture of “training our students to be leaders of integrity” and to be prepared to carry that message outside the university. The Marriott School sends unmatched talent into the workforce each year. Companies in industries such as investment banking, private equity, management consulting, marketing strategy, and market research, to name a few, come to BYU seeking the honest and reliable talent they know they will find at such an institution. The business school’s reputation established over the years speaks to employers looking for individuals who value character-building experiences and know how to work hard when the pressure’s on. “We take a strong position on [integrity]... and help facilitate those conversations elsewhere.”

While under pressures of balancing recruiting, classes, and personal life matters, many students in the business school wonder how to keep up with the competition and… well, stay sane at the same time. We asked Dean Madrian her thoughts. “How can we make space for lifelong learning and service in the midst of these pressures and tensions?” Her response is definitely worthy to be written in calligraphy and hung on a freshman girl’s dorm wall. “The first thing you’ve gotta do is stop competing with other people. Competing with other people is essentially a way of defining yourself by where you are relative to someone else. In the grand scheme of things, that’s not really what matters.” So what does matter? Dean Madrian’s response: “Competing with yourself.”

Contrary to popular notions, the noblest of all efforts might just involve becoming the best you that you can be, not the best somebody else. Stop trying to be someone you’re not, and realize that only you can do you best. As cliche as it might sound, connect with who you really are, and do what you can to make that person better. She advises listeners to evaluate how they spend their time and make sure that what they are doing consists of what they value most. Be intentional about your choices, and realize that success takes on many forms. “Students have some view of what success looks like, and they’re trying to fol-

You’ve Gotta Stop Competing With Other People.
When Liz Wiseman was 17 years old, she had an early encounter with the law and was sued for “wrongful sewing.” She was working in a bridal shop and one day was hired to make a custom gown. Unfortunately, the gown ended up not looking good on the customer and she sued Liz for $250.00. On her own, Liz prepared to defend herself and her life earnings. She recalled, “it was comical how prepared I was for this.” She ended up winning the case and decided that she wanted to be an attorney. “But then people stopped suing me,” Liz recalled, “my interest faded with that.”

It wasn’t until she attended BYU that she realized she had a passion for organizational behavior. “That’s when I decided to go down that path. None of that was with a sense of goals. It was more, ‘what looks interesting?’”

Often people try setting high goals that they set out to achieve in life. However, Liz has a different philosophy for living life. “Walk through life with your eyes open looking for problems that you can solve, and then pursue them with fervor and passion. Then it’s allowing life to summon you.” As you let life summon you and get to know yourself, you’ll start finding what “life is asking you to do.” Find what you do easily, what comes freely to you, what draws you in, and what you would do regardless of whether or not you get paid. “When you can bring that together, magic starts to happen.”

How does Liz view success? She believes that it comes when people become well acquainted with joy and really study it: not seeking pleasure or false happiness. “As we truly seek joy, we end up doing the right things and measuring the right things… when we do that, we will end up feeling like we’ve done the things that have truly led to success.”

Liz Wiseman is a researcher and executive advisor. She has written many books and is especially known for her New York Times’ bestseller: Multipliers: How the Best Leaders Make Everyone Smarter. She’s also the CEO of the Wiseman Group and has clients including Apple, AT&T, Disney, Facebook, Google, Microsoft, Nike, Salesforce, and Twitter. She’s ranked as one of the top 10 leadership thinkers of the world.
PODCAST REVIEW
HAL GREGERSON:
ASKING THE RIGHT QUESTIONS

BY MICHAELA TANNE

Put yourself in situations that cause you to ask the right question, and then create and develop a daily environment of asking questions.

What is the keystone question of your life? Do you know it? Is it one you want to be living? Hal Gregersen, the author of Questions Are the Answer, shared his insights on the importance of asking good questions on MSR’s podcast: Measuring Success Right. Thirty years ago, Hal started studying successful leaders and found that they were similar in a certain aspect: all of them excelled at asking questions to find better answers.

How can we ask better questions?

Hal gave two important tips: put yourself in situations that cause you to ask the right question, and create a daily environment of asking questions.

1. Put yourself in situations that cause you to ask the right question. Hal believes that questions don’t come to us when we are passive or sitting in an office. “Actively seek out situations where we’re wrong, uncomfortable and quiet. That’s when we uncover the questions that change our work, our world and our lives.”

2. Create a daily environment to ask questions. Hal once was stuck in a meeting where they were trying to find a solution. The staff was stuck and the energy was low in the room. He decided to have everyone ask nothing but questions. The energy levels increased and more ideas were created. Hal recommends the 4/24 project: invest four minutes a day just trying to ask better questions and come up with 15-20 questions. As you do that, “80% of the time you…will feel emotionally more positive about the situation and… 85% of the time we have at least one new idea that will take us on a new path to do something about the issue.” If an individual participated in that exercise every day, over a course of a year it would add up to 24 hours of asking questions.

Hal sums it up, “the questions that really matter really are quests. It’s a journey to get there. Today I ask, ‘how can I magnify the light in the person next to me?’ It’s a different question worth living. It’s not keystone questions that guide people: they guide organizations to success.”