

OSAT Podcast Ep3 Edit 1.mp3

Gayle [00:00:03] This is the O.S.A.T. Pathway Podcast, where three generations of one family discuss the one step at a time pathway to success and fulfillment. Joining us are recent college graduate, Danelle Davidian. Danelle's grandfather, real estate developer, Burl Gann. Burl's son, human resources manager, Matt Gann. Burl's daughter, medical sales and training manager, Lisa Leclair. As we head further down the pathway in this show, we discuss the one step at a time approach. Starting at the beginning is a critical ingredient for success. Don't be overwhelmed. Break it down into small, achievable steps. And after the first step, each of the subsequent steps will offer you a new perspective and new opportunities that will be revealed to you. Learn patience versus process. And lastly, learn what an OODA loop is? Here we go. Episode three on the O.S.A.T. Pathway.

Burl [00:01:22] The third item on the pathway, which is, in my opinion, as important as any of the rest of them, is that you have to take life one step at a time. But more importantly, if you're in the business world, you have to take one step at a time. And you have to start from the beginning. And me being in the real estate business for 35, 40, 50 years, I learned early on that if you're going to build a project, like development of single family lots, or for office buildings, or for commercial, you take it one step at a time. First you have to do your homework in the beginning and find out what it's zoned for, and you go to the next step. What the process is to get the building permits done, doing plans, and each step as you go will give you a different perspective. And there's always opportunities that come along with that next step. And one of the stories I'd like to share with you. I hired a young man early on in my career to help me in my endeavors. He was fresh out of college up at Chico State and he was very young and he was working for the City of Visalia and he's going to know who this is. And when I hired him, I, I felt that because of his integrity and his ability to form under the terms of the City of Visalia, he would be a good fit for me to help my endeavors. And one of the first obligations were to go to city council meetings like planning commission meetings, staff meetings, and then report back to me what was happening at City Hall so I could adjust my plans accordingly. Well, he would come in with reams and reams of paper about explaining in detail what was going on. So the first thing I had to get him to do was to write one-sentence paragraphs. He bolted in and says I ain't writin' one sentence paragraphs, well he eventually ended up writing one sentence paragraphs. The other issue was that he had a difficult time starting at the beginning. He wanted to start at the end any project and want to start at the end and back into it. And we can't do it that way. So I told him, I said, Look, you can't you have to take it so you build the project so that when you get to the end, there's no decision made as to go or no go. And it takes one step at a time to do that. And I told him after a few years, I would vest him as a partner in the corporation, and we would be 50/50 partners. And so he agreed. And after a period of time I told him, we met with the attorneys and I told him that, you know, since this is probably going to be your corporation, you get to name it. So like a good college student, he goes and gets reams of paper and is just diligently through all kinds of names and everything. And then three or four days later, he bolts into the office and says, I got it, I got it. What is that? He says, The only thing we can name the corporation is one step at a time. And my corporation is named one step at a time. And I want Danelle to understand that in her endeavors, to build a career, and to build confidence in your decision process, is extremely important. If what you do is you start from the beginning and you build the issue that you're addressed with one step at a time. And what that does for you is when you get to the end of the steps, the decision is made for you. You don't have to ponder about whether it's a go deal or no go. So that process is a critical ingredient in whatever you're going to do. So one step at a time is something that I can't

say enough about. And I have other stories to tell, but I know my son and my daughter, and you will express the issues in a different perspective. And that's what we're here for.

Matt [00:06:13] Yeah, so Danelle, what was your take on that?

Danelle [00:06:15] One step at a time is my favorite step out of all of them. And I think I like it because it applies to just more than the business world. It applies to literally everything. And I've actually tried to take that on. Just when I feel stressed or anxious, I got to like slow down and go, okay, one step at a time. How? What can I control? How can I move forward? But the notes that I got from talking with my grandpa for one step at a time. The quote that I wrote down is, "Tomorrow is out of sight. Yesterday is dead and gone", by Willie Nelson and the importance of the present and to prepare and research to then help the people around you don't second guess. And this one my uncle told me I like this one. How do you eat an elephant? One bite at a time. And I thought that was really cool. And there's really no big problems. They're just small, a big problem. You take and you make it into smaller problems. And I just that whole it's a mindset. It's a mindset that you have to develop because I think especially young people coming up in the world, they look at the world, how it is right now and they're like, I don't even know what to think. Everything is crazy. And it's like, if you really take a step back, you slow down. And if you look at it one step at a time, one bite at a time, it's a lot easier to take in. And I think I like just the fact that I can use this outside of the business world. It's not just in what I do with my career. I can use it in relationships and with whatever I'm doing.

Matt [00:07:36] Yeah, I remember that conversation we had and that story that I have with the smaller problems. It was, this was a long time, it was 2010, so a dozen years ago or so. And my career has largely been intelligence analysis and sometimes you have to solve problems. And I was attending some training in Northern Virginia and one of the instructors said there are no big problems, there are only small problems with very good organizational skills, and they band together and present as one big problem. So analysis really means to take things and break them down, whereas synthesis means to put things together. So when you're an analyst, your job really is to break down big problems. So I took that forward and I think it's important because so many people that I run into that I've worked with get overwhelmed. And that's the word, that's the operative word, overwhelmed, how do I approach this? And they don't even know where to start. So you're taking one step at a time and you're backing it up. They haven't even identified the steps yet. They just see the elephant. And it overwhelms them. And I think it's a key to say, okay, well, elephant has one leg, two leg, three legs, four legs, trunk, tail, two ears, tusks, you know, break it down. And then identify what comes first and start at the beginning with the end in mind. And that's how then you can get into the one step at a time. And that has served me well. And I think it's lost on a lot of people. And I think especially the younger generation coming in, they come in and it just seemed like this giant, complex thing. And they don't they don't know where to start and they just get frustrated and they just kind of bang your head against it. So breaking it down to its smaller components and then then applying one step at a time I think is key. Lisa, what's your take on this?

Lisa [00:09:25] Well, I think overwhelming is the word that comes to mind for me. At any stage of your life, not just for young kids starting out, there's always something that's going to come down the pipe personally, professionally, that you feel is overwhelming because it's this big project. It goes back to bridging that gap. You know, where are we now? Where do we need to be? What are the steps that we need to do to get there? And I think that's just a critical way to look at it. But one of the things that comes up for me, we're talking about these big problems and how we can break them down into little problems. My

mentor, bless her heart, was very instrumental in sharing with me a mindset of, There are no problems, just opportunities. And if you can train yourself to think about these big problems that we have or this big, you know, upset, where is the opportunity, in this? Where is the opportunity to, you know, move to that next step? And just the semantics is so subtle but so profound in your mind. So, in my in my world, there are no big problems. There's just these these opportunities that I break down one step at a time and you just shift your thinking in a little different way. And and it just, you know, it can it can really open up other opportunities that you didn't see there. So how you approach those things I think is important as well at each step.

Matt [00:11:02] Yeah, I think that ties into the story that you had with the big bank that brings in a consultant and the consultant does an assessment in the organization and says, To get where you want to be, you need to develop relationships. So the bank could look at that as a problem or could look at it as an opportunity and the smaller components of that opportunity is, well, it could be it could be several it could be a dozen different components that you don't just flip a switch. And suddenly the national bank, suddenly everyone knows how to make relationships. Right. I mean, it might be step one might be encouraging a culture that instead of sending 17 emails a day, you get up and walk across a cubicle and have a conversation with someone. That might be the step one right, to start there. Then it could then it can move to, well, you know, if you're talking to a client, go visit the client. That could be step two. Yeah. And those are all opportunities for the organization to get to where they want to go. And I think if you take that model and apply it to anywhere, like any job, whether industry, academia, government, freelancing, anywhere, I think it it, it fits what's the opportunity here and reframe it to how do we get to where we want to go.

Danelle [00:12:13] And something I picked up from Lisa with this step was to be patient and to don't jump and try to rush ahead. And I really liked that because I feel like also, especially my generation of young people, they want it instantly. Instant gratification, right? Everything that we have, we can order everything and get it right on our doorstep immediately. And so I think people have a problem with being patient in waiting and trusting the process and really enjoying the process for wanting wherever you want to be enjoying it instead of being like, Oh, I won't be happy until I'm there. And it's like, No, actually happiness comes with showing, like being able to appreciate the effort and everything you put in to get there. But yeah, being patient I think really goes with this one step at a time because you know, it's not going to instantly happen. Nothing's going to instantly happen. It does take time.

Burl [00:12:59] Well, the the pathway says that each step will present a new perspective and an opportunity. And it's amazingly, if you go begin to go through a project and after the first step, you look up and begin to say, okay, where's the next step? And all at once you realize that, oh, there's an opportunity that goes along with this. So this whole system can be created as an opportunity rather than a problem. And you have to get a mindset to that that you're eager to get to the next step, which will carry you throughout your whole project.

Matt [00:13:45] Yup. And I'm a big fan of mental models. Then I think I sent you a book a couple of years ago about John Boyd. He was a fighter pilot? Yep. He designed a model called an OODA loop. OODA O-O-D-A. Remember this one?

Danelle [00:13:59] Yep. I have this in my notes.

Matt [00:14:02] Observe, orient, decide and act. And he came out of the the Air Force fighter community, and he was a flight combat instructor in Las Vegas and veteran of civil wars. And he developed a way to basically make rapid decisions in a changing environment. And to your point, each step provides an opportunity. Reach the next step, you observe what's going on. What are the dynamics at play here? You orient yourself, Where am I? How much authority do I have and how do I fit? And who are the key players? You make a decision, then you act, and if you can continue that, that cycle, you move. You move through the steps and you make good decisions along the way. And I think that's that's been one of my favorite. I remember we talked about the OODA loop. It sounds like it's like a cereal. But it's not. It's called John Boyd's OODA loop. And it's it's actually taught in the Marine Corps military doctrine to this day on how to get inside your your adversaries OODA loop. And it's adopted out in industry as well. And it's a it's a good model, too, moving through each of those steps.

Gayle [00:15:08] Thank you for joining us for this episode of the O.S.A.T. Pathway. Thank you to our podcast guests, Danelle Davidian, Burl Gann, Matt Gann and Lisa Leclair. I'm Gayle Force, producer of this podcast. Executive producer is Matt Gann. Editing by Josh Collins. Audio engineer is Soren Richenberg. Additional support by James Davis. If you like the show, please leave us a rating or a review. If you'd like to contact us or for a transcript of this show, go to osatpathway.com. That's osatpathway.com.