

Shelley Smith: Good morning and welcome to another episode of the Culture Hour that's really about 30 minutes, so make sure that you stay for the entire time frame. My name is Shelley Smith. I am the founder of Premier Rapport, where everything that I do, my passion, my jam, my focus is around workplace company culture.

Shelley Smith: You know, back in the day people would call out, turnover and retention and hard-to-fill positions. The reality is that is the symptom of your work culture, whether you're rocking and rolling or whether you've got a little bit of toxicity or something in between. It is your workplace culture.

Shelley Smith: So today I've got a great guest and a dear colleague, as well as a friend, that I have on the show today. His name is Bob McKenna and Bob has a wealth of experiences that we're going to dive into, our conversation, and talk about trends that we're both seeing.

Shelley Smith: It's interesting, when I was prepping for the conversation with Bob, I had just gotten my latest and greatest HR magazine and the cover says Building a Better Boss: Bad Managers Can Make or Break an Organization. It's so interesting that literally everybody you come across today isn't talking about the symptoms. They're literally, finally, talking about there really is the culture. Our success and our level ups is the culture.

Shelley Smith: So let's dive in. I want to introduce you to Bob McKenna. Bob has been in the role of president and CEO of the Virginia Peninsula Chamber of Commerce for about 16 months. It's crazy all the things that he's doing. He totally is leveling up the community, bringing everybody together.

Shelley Smith: It doesn't matter if you're a startup, if you're a small business, if you're big business, his relationship building is very intentional around keeping the businesses here, bringing more dynamics into the Hampton Roads community itself, and really doing it again with a focus and intentionality of all generations and making all of us better leaders and better community representatives.

Shelley Smith: So for that, Bob, take it away. Why don't you tell the group a little bit more about who you are, where you've been and what you've done, and then we're going to dive into it.

Bob McKenna: Well, thanks very much for that kind introduction, Shelley. It's kind of tough to live up to an introduction like that. I've been in the job for 16 months now and let me just tell you a little bit about where I came from and how I got here, which is kind of an interesting story.

Bob McKenna: I graduated from college 35 years ago this week, actually. I went to the Merchant Marine Academy and got there in a roundabout way, kind of like I got to this job in a roundabout way. But right out of the Merchant Marine Academy, I went into the Navy and I was in the Navy for 27 years as a surface warfare officer, so mostly working on ships with some short duty sprinkled in and around there. Moved 16 times in 27 years in the Navy.

Bob McKenna: When we retired, and I say we, because it's a partnership between my wife, Cathy, and me, we came back here to Newport News. So I say I'm not a carpetbagger. I've had my house here for 16 years now and this is where, after living literally all over the country and a couple of different locations overseas, this is where we decided to retire.

Bob McKenna: So we're committed to this community as a couple and I'm committed to this community in my current job as President and CEO of the Chamber, my current and hopefully last job. I'd like to stay here until I retire for good. But I worked as a defense contractor after I retired in 2011 and was working mostly from my kitchen table, traveling around, doing some training for the Navy.

Bob McKenna: I am an extrovert and Shelly knows that very well and everyone at the Chamber knows that very well. I was sitting at my kitchen table by myself. I like to joke, I was in a pair of shorts and a t-shirt with a full pot of coffee and a laptop and muting my phone so I could do teleconferences without them hearing the other things that were going on in my kitchen.

Bob McKenna: That was killing me slowly because it was a decent paycheck and I liked the training that I was doing, but I wasn't around people enough. I thought there was a whole lot more to Bob McKenna than sitting at my kitchen table and doing a training event once a month or so.

Bob McKenna: Then I worked for the VA, for the Department of Veteran Affairs, for about a nine-month period on a project, which had me working in the community on improving conditions for transitioning service members who were leaving the service after retirement or after the first term or whatever.

Bob McKenna: So improving their conditions educationally, so in the local schools or at local businesses, employment, and for their spouses also. Through that job, I came to meet Mike Koontz, who was my predecessor at the Chamber.

Shelley Smith: Mm-hmm (affirmative).

Bob McKenna: Then when he decided to retire about three years later, he called me and said, "Hey, I'm retiring. Why don't you apply for the job?" And I said, Mike, I'm not a Chamber guy. I am not a business guy."

Bob McKenna: And he said, "We have all five services represented here on the peninsula. We have several bases. A military guy would be the right person." So I applied and really didn't think that I had a chance. I mean, they had 190-some people apply and I came out the other end somehow.

Bob McKenna: So here I am. All of a sudden I find myself thrust into this job that I love and then I had to figure out, okay, what does the Chamber do?

Bob McKenna: Mike Koontz was very helpful as a mentor, then I just learned as I went along. I was thinking this morning, as I had an executive committee meeting with my board of directors, the executive committee, I was thinking, "I am not necessarily a guy who can do strategic plans and who can do all the, I would say the administrative tedium of making a strategic plan."

Bob McKenna: But I think that, to pat myself on the back a little bit, I've got decent instincts. So, I think a lot of the things that we've been doing in the past 14 or 15 months are increasing the brand of the Chamber.

Bob McKenna: I think you have to have a well-known brand in the community, because if a Chamber strives to be the single voice, the most influential advocate for the business community in a region or on the peninsula, for instance, the brand has to be well known and the people have to go, "Oh, that's the Chamber doing that. Oh, that's the president of the Chamber. That's the chairman of the Chamber," whatever the case may be.

Bob McKenna: So a lot of the things that we have done have been designed with that in mind, like we have to be well known. So for the first 16 months I have strived very hard not to turn down any invitation, so I get invited to a meeting, I attend. I get invited to an event, I attend. I get invited to participate in a working group, I participate in the working group.

Bob McKenna: That's solely for the intention of meeting all the people that I need to meet and increasing the brand of the Chamber so that we can be recognized as the most influential voice for the business community. So we can influence things in the community and make our whole community more prosperous.

Shelley Smith: Absolutely. Well, you definitely, as an outsider looking in, have done that. I've been in the Hampton Roads area, on the peninsula side since '92. I've been in

and out as a member, historically when I started my business 10 years ago, with both of the Chambers and, for various reasons, went in and out of the zone.

Shelley Smith: But it definitely is about the branding. You're right. It's about the climate that you're creating and the impact, again, the intentional impact on the leaders.

Shelley Smith: So I look at the work that you're doing, and that the Chamber's doing, as the conduit, the glue, the mediator, the facilitator, the moderator many times, of bringing the greater good, the greater picture to the community. Which is what, again as an outsider, that's kind of what I always hoped that a Chamber would do.

Shelley Smith: Definitely, the people that I talk to feel that impact and, again, your intentionality of doing that. So bravo for becoming the most caffeinated man in Hampton Roads. I turn that title over to you. I claimed that title about 10 years ago as a woman out and about starting the business.

Shelley Smith: Let's talk about some of the things that you've done inside the Chamber. I know that one of the things that you and I do together is the support between one of the organizations I'm in, with the Peninsula SHRM chapter, and some of the, again, the intentionality of working with you from the military, to the legal, to the round tables, to our conferences.

Shelley Smith: One of the things that we both always talk about is the leadership, the current generation of leadership, the next generation of leadership and what's happening inside the different organizations when you do the Spotlight on the community and go inside of the different organizations.

Shelley Smith: So I'm curious to hear, what is it that you're seeing from, I'll talk about it from a climate and from a culture perspective. One is the feeling and the environment in the surrounding and then one is the reality.

Shelley Smith: Are you seeing any trends when you go into some of our larger parent organizations that reside here versus the smaller? Or what is it that you're seeing? What is it you're seeing, that you're hearing the different owners, leaders, board, folks that you talk to as it is around climate, culture, leadership?

Bob McKenna: Okay. There a lot.

Shelley Smith: There's a lot.

Bob McKenna: There's a lot to that answer, that question. Yeah. That's what-

Shelley Smith: You know I do that.

Bob McKenna: No, absolutely. And I'm going to completely dodge it and then say what I want to say like a good [inaudible 00:10:32].

Shelley Smith: Are you prepping for something?

Bob McKenna: No, not at all. No. As I've mentioned in my soliloquy at the beginning, I'm hoping this is my last job in my work [crosstalk 00:10:39].

Shelley Smith: There you go.

Bob McKenna: So culture matters. I mean, that's a good thing to start out with, right?

Shelley Smith: Yeah.

Bob McKenna: And that's a good advertisement for you because I think what you do certainly matters. When I first came into this job, so 16 months ago, I had to learn the business community very quickly and I haven't done it quick enough. I'm still learning. Obviously it's going to be probably a five-, six-, seven-year project so I'll do it as long as I'm in the job. I'll always be learning and if I stop learning, then I might as well step aside and let the next person come in.

Bob McKenna: So what I kept hearing was the Peninsula lacks confidence. I mean, they have an inferiority complex on the Peninsula. And from this, seeing the forest for the trees kind of perspective because I'm not a business person who has resided in the business community, I looked around the Peninsula and I said, "Well, why not?"

Bob McKenna: I mean, look at all the great things we have here. We have NASA, then the Langley Research Center. We have Jefferson Lab. We have Newport News Shipbuilding, which is the largest industrial employer in the state of Virginia. We have some great universities. We have public school systems in Newport News, Hampton, York County, Poquoson and James City County that are good and improving.

Bob McKenna: And I think some very interesting things are being done, for instance, at the academies in Hampton. So there's some great innovators in leadership positions. There are some great advanced manufacturing companies that are doing important things, not just for our community but for the world. I mean international companies.

Bob McKenna: There is, as I mentioned before, Newport News Shipbuilding, which is the only company in the world that designs, builds and refuels nuclear carriers. I mean, symbolism of might and power. That's all here on the peninsula. So why do we have this inferiority complex?

Bob McKenna: So what we set about doing, this idea came out of a conversation that Susie Johnson, the vice-president, and I had about how do we raise the level of awareness of this community to the great gifts that are on the community.

Bob McKenna: We came up with Spotlight on the Peninsula Program, which you mentioned before, and that was let's get inside places that are here, that people drive by occasionally and go, "Oh, there's Jefferson lab. Oh, there's NASA. Oh, there's Canon," but they don't know what goes on inside.

Bob McKenna: So let's bring people inside the four walls and have them meet and greet people who work for that company, or organization and others. Let leaders from the community get a talk from the director of that organization and then take a tour.

Bob McKenna: What we've seen from this program is that we're getting attention in the newspaper, which is raising the level of awareness of the community in general, but people are going behind. So just the most recent example, we were at Canon last month and we had about 75 people attend and most of them left and said, "I've never been inside there before. I'm amazed at what's happening in there."

Bob McKenna: What we saw during the tour of the place was culture matters, right? So, the place, I mean, you can tell that the leadership and the management at all levels is very focused on their product, but they understand that in order to provide a good product to the public, they have to create an organization of workers who take pride in what they're doing.

Shelley Smith: Yeah.

Bob McKenna: You have to do that by focusing on the individual employees and make sure they understand that they are valued and the work that they are doing is valued.

Shelley Smith: Yeah.

Bob McKenna: And that comes through loud and clear. Every place that we've walked through, whether it was Jefferson Lab, or NASA, or Canon, or on our LEAD Peninsula class, we've gone to places like Arconic and stuff like that, and we see that the

people that are working there take pride in their work and they look like they're happy.

Bob McKenna: So top-down leadership is very important. The leader at the top sets the tone for what's going to happen. And if the tone is positive, then usually it's going to work out pretty well. But there know there are things culturally that you know that the little details matter too and the leadership has to focus on those little stuff. It's not just bottom line, right?

Shelley Smith: No, it's not. Ultimately, every business has either strengths or roles in strategy, execution, cash in people. But I will argue until my very last breath, it begins, ends and everything in the middle is around the people. So the cash flow and the profit comes when the people are engaged.

Shelley Smith: Everybody wants to feel seen, valued and heard. It's not just the millennials. It's not just the Z generation. It's just that us Gen Xers and other older, more senior generations-

Bob McKenna: Like Boomers, like me?

Shelley Smith: Boomers like you? Okay. We just simply taught our children to expect more, ask for more, and to stand up and to have a presence and to have a voice different than what we were. And that's just a part of the natural cultural shift. I don't think it makes it wrong.

Shelley Smith: They're just asking for things that we want, and they want, everything now because of the technology piece. I don't think there's anything wrong with that. I think, if anything, it levels up and it challenges us for what else we can do. You know, why can't it be that way? It helps you get out of your own way to create some agility.

Shelley Smith: But you said something really interesting that I wanted to come back and talk on and it's that listening component. You said it a few times, in a few different ways, and I want to go into that a little bit with how did you get to that place in your life?

Shelley Smith: You talked about when you got into the role, you talked about listening and you talked about confidence and that is a huge piece to how and why people begin to get engaged, is when we feel like we've been listened to. It grows our confidence.

Shelley Smith: So you were talking about it from confidence, from the community, but then you started going in and talking about it from what you see on the basis and the

behaviors of those inside the walls when you do the Spotlight in different pieces.

Shelley Smith: I just think that's interesting. What are some things that you can share over your life that helped you get to the place of confidence and get to the place of truly listening, to be able to help people with forward feedback?

Bob McKenna: Okay. The first job that I ever had post-secondary education was I was an ensign in the United States Navy. I already talked about my 27-year career. I reported to my first ship in June of 1985 as a 22 year old, I guess, and was immediately put in charge of a division of 20-some sonar technicians and said, "Okay, you're their boss."

Bob McKenna: I knew nothing about sonar. I was 22 years old and just recently out of college where I was at a military academy where they fed me, they gave me linen to make my bed and so everything was handed to me. And, all of a sudden, I'm in charge of 25 people and I'm their father, older brother, supervisor, psychologist, everything, coach. It was a baptism by fire. I mean, you learn immediately.

Bob McKenna: We say in the navy, "Hit the deck running." If you don't hit the deck running, you're behind. So immediately, you have to figure out how to get the most out of the people who are working for you. One of the ways that you do that is by making sure that each one of them understands that they are very important to you individually. And one of the ways you do that is by listening to them, right?

Bob McKenna: So I went around to all 25 people, or however many I had in that division, and said, "Tell me about your job." And I would sit down with them at a sonar and say, "Tell me how this operates and then show me what you do and just watch this duty that you're performing." In the course of the conversation where they were teaching me what they did, I noticed that they took pride in what they did for one thing.

Bob McKenna: But also in the course of that conversation, I asked them questions about their personal life so I could get to know them individually and personally. And that's critical, I think, as a leader. I think if you don't know the people who work for you personally, then I don't think you can lead them effectively because you've got to know what makes people tick, right?

Shelley Smith: Yeah.

Bob McKenna: And you're a parent, I'm a parent. I've got four kids. I think I've done a pretty good job of raising them and I know my wife has done a good job. But sometimes you just have to say, "Because I'm the dad."

Shelley Smith: Mm-hmm (affirmative).

Bob McKenna: But a lot of times, you have to make sure that your kids, or the sailors who work for you, or your employees understand why they're doing something and why it matters that they do it with pride and they do it effectively and efficiently.

Bob McKenna: So knowing what makes each individual tick helps you do that better, obviously. Right?

Shelley Smith: Yeah.

Bob McKenna: My kids joke with me all the time because I'll meet somebody new and then I'll talk to them for five minutes and I come back and tell them their life story.

Bob McKenna: They said, "How did you get the life story out of that person?" I said, "Because I'm interested in people and I ask them questions." And that's just kind of who I am. I don't know how I became like that. I'm sure one of my parents must've ... My father was an FBI agent, so maybe it came from that.

Shelley Smith: Ah, questions. I think it did.

Bob McKenna: But also I tell people, be interested in other people because sometimes you have to fake it, but I don't think I ever have to fake it because people are interesting and I learn something new from every person that I talk to. So that helps me. It helped me in the Navy and it helps me in this job.

Bob McKenna: The other thing I would tell you is, as a leader in the Navy, and I think it's Arleigh Burke, who is kind of the god of surface warfare officers, he was a World War II [inaudible 00:21:02].

Shelley Smith: Life's happening in the house.

Bob McKenna: That's okay. I don't have a dog here in the office.

Shelley Smith: I can bring you mine.

Bob McKenna: No, thanks.

Bob McKenna: One of the things he said was, "If you know that your boss is getting ready to drive over a cliff and you don't tell your boss that they're getting ready to drive over a cliff, that's the greatest form of disloyalty."

Bob McKenna: So I have always told the sailors, or the people who work for me, that if they see me doing something wrong, they better come knock on my door and say, "Hey, boss, I think you're doing something wrong here." And you've got to keep that open channel between yourself and your employees or otherwise they'll see you going over a cliff and then go, "Well, he's going to go over a cliff," and ...

Shelley Smith: Yeah.

Bob McKenna: That doesn't make the organization thrive. So, I've always had an open-door policy, literally and figuratively, where they can come in and say, using the chain of command, of course, "Hey, boss, we think you're screwing this up and here's how we think we can do it better." Sometimes I'll go, "Boy, great idea. Let's do it your way."

Bob McKenna: And other times I'll disabuse them of their false notion about what I was doing and why. But we'll have that conversation and I'll take their advice on board and consider it. I think that's critical in whatever job you're doing. If you're a supervisor, or if you're working as a team, you have to have that open line of communication.

Shelley Smith: Absolutely, and you have to walk that talk every single day, every single moment.

Shelley Smith: I know when I work with clients, either one-on-one or in teams or the entire organization, getting to that why perspective and creating a buy-in versus just giving the answer, it's interesting how many times that it's a huge shift for people trying to grasp why do they need to have the bigger picture instead of just saying, "I need you to go do this specific thing." But tying it back holistically, to create the buy-in and that helps with the questions and the clarity and the value and feeling listened well for that. Are there any-

Bob McKenna: You have to recognize the difference too, right? I mean, so you have to be able to recognize the times when you say, "Do this and do it now," and they just do it. And in a situation where they can say "why" and then you can use it as a teachable moment and explain why we're doing it.

Bob McKenna: But there's a difference, right? I mean, especially in the military. See that, "Take that hill right there." And if they stop and go, "Why are we doing that," then they ...

Shelley Smith: Yeah.

Bob McKenna: So you have to train them. And especially, I mean, they talk about millennials, how they're different, but you have to be able to have that conversation with them. Like, "Hey, sometimes when I say to do something, you just do it. There's not a question mark at the end, so I don't expect you to ask a question or to respond. If I put an exclamation point at the end of something, I mean let's get it done now."

Shelley Smith: Right. Well, and part of that comes with that trust and respect, which goes back to the relationship that has been built. So when you get to that point where, "I just need you to go do it now," to your point, that you understand, "Oh, this is a different thing."

Shelley Smith: But I think the other critical thing to mention is, and the military obviously does this, is coming back and talking about after you've taken the hill, what worked, what didn't, where are we at, what are we going to do next?

Shelley Smith: You do a little bit of the historical piece to gather what worked and what didn't, but more so it's the next time we're going to do, or the maneuvers going to do, and then you can stop and pause and talk about why we did it and the lesson inside of it.

Bob McKenna: Right, but an honest assessment.

Shelley Smith: Yes, yes. It's interesting. That's another conversation that we could talk for hours on, is that clarity around expectations. So, when you give the forward feedback and when you hold people accountable, there isn't an uncomfortable piece of having the conversation, because we were all on the same page to begin with and we knew what the expectation was.

Shelley Smith: And I think that's the other thing, the component that comes in with the listening piece and building confidence, going back to those two pieces that I've seen you do. I've seen you when you're one-on-one interactions, and again I've seen that when you get up and do your variety of different exposures that you mentioned that you did so ...

Shelley Smith: Well, I would like to definitely continue this conversation. I may bring you back on for another round. But are there any closing thoughts, maybe anything specific about the Chamber or anything specific about the leaders that are listening, our future leaders that are listening? Anything around culture or kind of a tip, if you will, for your final thoughts? Final thoughts from Bob McKenna.

Bob McKenna: Final for today.

Shelley Smith: Final for today.

Bob McKenna: Yes. Okay. Something that you just said, I'd like to just elaborate on a little bit and you talked about setting standards and expectations. So when people talk to me about millennials, what do we always hear about millennials? They always want to know why. They always want to know why. They need constant pats on the back.

Bob McKenna: I think that's all kind of a false narrative.

Shelley Smith: Yeah. That's right.

Bob McKenna: So when I'm asked how do you train a millennial, I say, "You train a millennial the same way you train anybody else." I mean, there are certain leadership principles and they're principles because they are eternal. I mean, this is how it has always been. Leadership is the same way.

Bob McKenna: So what's changed? I mean, leadership characteristics, leadership traits are the same. What's changed is, how do we communicate effectively with the generation that's known as millennials or more generally, the young people of today.

Bob McKenna: I think we train them the same way we've trained in the past, but it goes back to why.

Shelley Smith: Yeah.

Bob McKenna: When they ask why, they have to understand that there's a difference between when you can ask why and when you can't ask why. That's just all a matter of communications and proper preparation.

Bob McKenna: But what you said was, make sure they understand that there's expectations. So I would say train them, set the standard and tell them what the expectations are and then trust them to carry out your direction. Then if they don't, then there has to be consequences.

Shelley Smith: Mm-hmm (affirmative).

Bob McKenna: So the consequences are, okay, you'll let them know up front what the consequences of poor performance are. When they don't reach your standard, you go back, maybe to square one or two, and you retrain them. You tell them

once again what the expectations and standards are and you hold them accountable.

Bob McKenna: Pretty soon they're going to get it because there's nothing more important, I think, than developing your replacement. Who is going to lead after you're done leading?

Bob McKenna: And when big companies are looking for areas to move their business to, what are they looking for these days? It's talent, talent and talent.

Shelley Smith: Yeah.

Bob McKenna: So we have to ensure, in this area, that we're tapping into those great resources of talent that we have: the public school system, the local universities and transitioning service members. We've got these great sources of talent here. We just have to make sure that we are giving them the tools by training them and setting standards so they can become the next leaders.

Bob McKenna: Then at a certain point people like me need to go, "Okay, I'm done doing this job. I've been doing it for four, five or six years. It's time for me to step aside and let one of those young people who we've trained step up and do the job."

Bob McKenna: I was at an event six or seven months ago and I heard a leader saying, "Where are the next leaders?" This was an elderly gentleman and I'm thinking, "The next leaders were probably standing right next to you, but maybe it's time to step aside."

Bob McKenna: So I see a lot of college basketball coaches, because I'm a college basketball fan, who hang on forever. Jim [inaudible 00:28:52]. Like, "Hey, Jim, it may be time to step aside and let one of your former players, who you trained, step into your job." There comes a time for all of us to step aside, but we have to first make sure that the next generation is ready to lead.

Shelley Smith: Mm-hmm (affirmative).

Bob McKenna: One of the things we're doing right now is we've just combined with the United Way of Virginia Peninsula, who are a young professional organization. Monday the 24th is the first big event, kind of rolling out that partnership. I've had several meetings with Steve Kast and his staff getting that set up and we're ready to go. I think it's going to be a great ... It's already a great organization that they've been running. Now we get to partner with them and make it even greater. So I'm excited.

Shelley Smith: I love that. I love that. Yeah, again, another prime example of pulling together the community with intentionality. The other thing I would add to that conversation is always clear on the outcome. You know what the objective is. I don't think that leaders, as a whole that we give that, again, that full picture as to why we're thinking that way strategically, why we are, critically, our mind has gone down maybe a change in a path or a direction.

Shelley Smith: So again, oftentimes when I'm working with folks, it's the question to your questions. It's the outcome. What are we trying to accomplish? What's the best way to get there? What are all the different ideas that we can do to get there?

Shelley Smith: I know that one of the things that you and I both participated on a while in the community is the DEF chapter meetings that they do. Defense Entrepreneur ... Now I can't remember what it stands for.

Bob McKenna: Forum. Yeah. Defense Entrepreneur Forum. Yep.

Shelley Smith: Yeah. One of their common themes is generally around the design thinking pieces and the innovation pieces around that. It's all about that outcome, right, and the different ways to get there. I think those conversations of listening and mentoring is what it is that we need to do.

Shelley Smith: I know any time that I have ever interviewed in my life somebody who wants to be in the management piece, one of my common questions is, "Tell me about the people who you've gotten promoted around you. I want to hear how did you intentionally mentor a succession plan horizontally or vertically."

Shelley Smith: People get confused about that. They think succession planning is always replacement. It can be horizontal too. But the more I hear people articulate that, "I worked with this person and this person's now doing this," and you can tell that that person is truly a leader, truly a leader. In it to win it and to mentor and to grow the greater good around.

Shelley Smith: They're not threatened by any scarcity or being pushed aside. It's all about not being the smartest person at the table, but being the person at the table who is giving not just reciprocating. So I like that you pointed that out.

Bob McKenna: Well, I know that I'm never the smartest person at the table, so I have always tried to learn from everybody around me so it's ... the Navy actually instructed me that way. That's how I learned. That whole chain of command thing.

Shelley Smith: Well, I know you know this, but the viewers don't know this. My son is soon joining the Navy and we're on the countdown piece. I'm super excited for him to be able to get some of that additional exposure that I know that folks like you have talked about.

Shelley Smith: I think it's a critical way to get not just the structure but the mentorship and getting the adulting on, is what we say in the household. Getting our adulting on so ...

Bob McKenna: The Navy will do that to you real quick.

Shelley Smith: Yeah, it's one of those, be careful what you ask for because you're going to get it in droves. So you talk about, like you said, the shock syndrome for that. So, all right.

Shelley Smith: Well, Bob, thank you so much for your time today. We appreciate all the work that you're doing in the community, inside the Chamber and other things that you do on a personal side as well. So we thank you for that.

Shelley Smith: For those of you who are listening to this, I will have inside the best way to get ahold of Bob. But of course you can google Bob McKenna and you can certainly go on the Virginia Peninsula Chamber of Commerce in order to get his information. For those of you who are watching this, you actually see on the screen the contact information and the website information as well.

Shelley Smith: So remember, culture matters. It's up to us every single day to choose, to choose the impact that we're going to make and that we do not put capacity and layers on that get us nowhere but stressed out and burnt out. And be good to yourself. Be good to those around you and enjoy life.

Shelley Smith: So until then, be well, stay connected and remember, culture matters. My name is Shelley Smith. Founder of Premiere Rapport. If you've got any questions, feel free to respond below and obviously you know how to find me in all the social media outlets. Have a great day.