

# Disrupt Yourself Podcast

## EPISODE 342: LORI WINKLER

Welcome back to the Disrupt Yourself podcast. I'm your host, Whitney Johnson, CEO of Disruption Advisors, where we help you grow your people to grow your organization because organizations don't Disrupt people do. The building block of that growth. It's you when you're making decisions, professional or personal. What's your North Star? What's your code, your morals that you refer to when the answer isn't obvious? For some, it's service. Unfortunately for others, it's greed. But regardless, we all have these guiding principles that we fall back on time and time again.

Now, how many people know your true North Star? How many of your colleagues know what you've built your life around? There's this idea of leaving home, at home and only bringing into work your work self. But can you really leave at home what fuels you and drives you? Lori Winkler used to leave that at home when she was at the top of Johnson and Johnson's HR department. She was a high achiever, sure. But as you'll hear her say, no one really knew who Lori Winkler was. They just knew what she did and that she did it well. But that wasn't Lori. So who is Lori today? As the chief human resources officer for Zimmer Biomet? You'd be surprised how much Bruce Springsteen is involved. I hope you enjoy.

**Whitney Johnson:** All right. So, Lori, I wanted to start at the beginning, fresh out of college. How did you start charting the course that led to Zimmer Biomet? Was there a North Star, for lack of a better term, that you followed?

**Lori Winkler:** Well, I wouldn't say that there was a North Star. I mean, when I go back to getting out of college, we're talking about many, many years ago without dating myself too much. I wanted to be a published poet and author. That was what I went to school for. I went to a liberal arts college. At least I started out at a liberal arts college and really didn't have a desire to necessarily go for a traditional, let's say, corporate experiences. However, right out of college, I was offered a job with Disney. Right out of school. And I'm not talking about the Disney, you know, the park. I wasn't asked to play Snow White or Cinderella. I was recruited into their real estate division, which most people didn't realize they had a commercial real estate division, but they did. And I worked in sales and marketing there as a sales and marketing assistant at the very, you know, entry level position. However, what I did learn through that Disney experience was something that stayed with me my entire career, and that is that when you are in front of your customer, your audience, it's showbiz. I mean, you really need to ensure that you have the right attitude, that you are professional, that you sort of Revere the brand that you're representing. And

that was a great education for me at such a young age. I mean, I started my career at Disney and things sort of took off for me from there because I got so much experience working there and I was in my early 20s at the time.

**Whitney Johnson:** Wow. So your North Star became when you are at work, you are like you said, showbiz. You are on stage. You are you are effectively Snow White for your organization.

**Lori Winkler:** Well, I would say that as I matured both professionally and personally and had different types of experiences, because after Disney I did some private sector work and then went to work for a company that was acquired by Johnson and Johnson. And I would say that as I continued to grow my career at J. And J, what became more important was really about, you know, bringing my whole self. Into the work environment and and really leading from a different place. So, yes, what I learned at Disney was sort of, you know, if you've got some issues going on in your personal life that stays at home, when you walk in the door, you're representing the brand and you need to make sure that you're behaving accordingly. What I learned is I matured throughout my career was that, you know, based on the environment, you can bring more of who you really are into your work environment. So I would say I certainly would not be considered the snow white of of the work that I do now. But I do think it's more important, frankly, and we'll probably get into this later, you know, to really lead from the heart and from a really authentic place. And that's what I try to do.

**Whitney Johnson:** So, you know, you just made that thing about Snow White. But I do think that. And while your hair is blond, not black, I do think that there is subconsciously that came up for me because there is a beauty about you. So I just want to call that out of. So just. Just to say that. Thank you. Um, I'll take that one. Yeah, right. Thank you. Wait. Well done. To be graciously accepting a compliment. Good for you. So, as you mentioned, Johnson and Johnson, I did want to ask you about that. And you said you learned to bring your whole self to work. Can you tell us about how that unfolded? Was there an experience that you had? What happened there? That that was this lesson that you're now carrying through to the work that you're doing today?

**Lori Winkler:** Well, here's what I would say. The majority of my career was at Johnson and Johnson. I was there for 23 years. And everything I needed to learn, frankly, about working with others and working effectively and modulating my style based on my audience and engaging with people on a very different level. I learned it all there, and I would say that, you know, it's the largest health care company in the world. And we think of health care. Frankly, I do a far broader than the next pharmaceutical or the next medical device technology that's going to improve or save lives. I think we have to think of health as your mental, emotional, physical and really financial well-being. And I learned as I said, as I matured through my career that it was okay to share emotions at work. It was okay to speak to people in a way that maybe touched their heart and soul. And that was something that I experienced based on the leaders that I worked with at Johnson and Johnson. So it isn't something that, you know, just came upon me on my own. It was through the different interactions that I had with some wonderful leaders during my tenure there, and I try to bring that. I tried to bring that with me into this into this role now.

**Whitney Johnson:** All right. My brain is just begging for a story. Can you think of an experience that you had an interaction with a leader that just comes to the forefront for you?

**Lori Winkler:** Um, I've had many. It doesn't necessarily have to be a Johnson and Johnson, correct?

**Whitney Johnson:** No. No, it does not. But just this evolution of thought. Yeah, it sounds like there's an experience or two there that that is tender for you. That I'd love to --

**Lori Winkler:** Yeah, I'll share this one. And it's about our current CEO, our new CEO, Yvonne Tornos. He was recently named CEO. He and I worked at Johnson and Johnson together, I want to say about 20 years ago down in South Florida, we were part of an organization that had been acquired by Johnson and Johnson, and we had a pretty strong partnership. I was somewhat junior in my career. I think I was a newly promoted, either HR senior manager or HR director. He was a vice president in the commercial organization and we had a really, really nice partnership. Um, I moved on to do other things at Johnson and Johnson and it required me to move. And I lived in New Jersey for about 20 years and Yvonne went on to do wonderful things in his career. He stayed at J&J for a while, but he went on to to work at a variety of MedTech organizations, all very successful in each of those experiences. He and I reconnected briefly when his brother passed away. His brother passed away at a very young age. And then we weren't in contact for a long time. I resigned from Johnson and Johnson in 2016 and I went to work for a company called Cardinal Health. I was there for about three years. That was a wonderful experience as well.

And while I was there, we were looking for a president of international businesses, and Yvonne's name showed up on a short list from the recruiter. And I said, this is this is somebody we need to go after. This is somebody that we he's a dynamo and this is somebody we must consider. And he wasn't interested in the organization so much or in the opportunity, I should say, not the organization and the opportunity. And I just said, look, let them know. Lori Winkler is a cardinal and I have a feeling he'll at least speak to us. And he did. And he and I met for dinner in Ohio in October of 2018. And he had a very successful. It was wonderful to reconnect with him in person, but he had very successful experience there with the interviews. And we offered him the job and he very graciously turned it down and a month later went to Zimmer Biomet. So fast forward, we lost touch again. Fast forward a year later and I'm going through some very, very personal, very, very personal challenges in my life at that point. Um, and I wasn't actively looking for another opportunity. I was just kind of getting through, you know, my dad had fallen ill. I was ending a 25-year marriage. It was just a really, really disruptive time in my life.

Yes. And out of the blue. Out of the blue, it's like 9:30 at night. I was sitting on my couch with my dog. I think I was eating barbecue potato chips. I get I get a text and it's from Yvonne Tornos. Out of the blue. And he said, "It's my turn to recruit you. I'd love for you to come to Zimmer Biomet and be my group VP of HR for the Global Businesses." And it was such a shock to me because it came out of sort of the ether. But this might sound a little hokey. I no longer believe in coincidences. I believe things happen for a reason. And I believed in that moment that I would likely end up at Zimmer Biomet. I mean, I didn't go right away, but I did end up joining the organization. So I've always, you know, sort of felt that connection to Yvonne because he came to me at a very challenging time in my life and it's wonderful to be working with him again after some years. So that to me was in many ways as silly as this may sound, or anti sort of the antithesis of corporate. It was sort of a spiritual awakening for me to get that that text message from him.

**Whitney Johnson:** Well, it's not going to sound silly to me because Lori, one of my friends, his name is John Eric Jones, and he says whenever someone's name or face comes into your mind, it's God thinking of them. And I want you to think of them too. And that experience that you just shared, I it's interesting

because the way you're describing it is this idea you talked about bringing the whole self to work. And what I hear you saying is that you felt cared for in an unexpected way. And so it's bringing that that spiritual, that intuitive self to work. And that is it's just beautiful.

**Lori Winkler:** It's a good story. And yeah, a lot of people assume that Yvonne and I have worked together over the last 20 years and we haven't. We literally have. We didn't see each other for, for about 18 years. And then I saw him, as I said, when he came to Ohio. So.

**Whitney Johnson:** Yeah. Oh, it's beautiful. Okay. So that brings you to Zimmer Biomet. And so let's talk briefly about all of the pieces of the business that you oversee there.

**Lori Winkler:** So on the Chief HR Officer, So I have oversight for our HR business partners and our centers of Excellence. So to simplify that because I do like to speak very simply. Um, we consider centers of excellence, those groups that have subject matter expertise in areas like compensation, talent management and talent acquisition. So recruitment and learning and development and diversity, equity and inclusion. So I have oversight for that in addition to our global business services, which is our shared services group for HR. And I also have oversight for change leadership because that's critical, as you know, in this time. So that's sort of my remit for the organization.

**Whitney Johnson:** All right. So that's your remit. It's a broad remit. So within that, who I guess the who needs your guidance and how do you affect lives from that that lofty place? How do you know, you've got this job, but how do you how do you affect people's lives individually?

**Lori Winkler:** So let me just say this. You know, when I tell people I'm a chief HR officer, usually I say, you know, I'm the head of people or I'm the head of talent because you put that chief in there. And there's all kinds of assumptions that are made like, Oh, you have this highfalutin job and you sit in some ivory tower and you really aren't in touch with reality. And that is just not who I am fundamentally. So how do we impact lives from the, let's say, human resources perspective? Well, the way I look at it is that we are the curators of talent and culture for the organization. And without having the right capabilities, so the right talent and the right jobs at the right time, if we don't do that well, we will not be able to live our mission, which is to improve the quality of life and save lives for people around the world. And without the right talent, the right people in the jobs, with the right skills and experiences and competencies, then we aren't going to be able to innovate. We're not going to be able to market the product and we're not going to be able to have great medical education and we're not going to be able to sell the product. So in my mind, we play a pivotal role in aligning that talent strategy with the direction of the business. So the business strategy that has to be linked. So I do think we have that impact right by ensuring that we have the right people in the right jobs to ensure that we're driving a winning culture for the organization and for our patients and our people around the world.

**Whitney Johnson:** So it's really being strategic and putting the right structures in place so that you can have the right talent in place on the strategy.

**Lori Winkler:** You know this, right? So with understanding the strategy and then having the right structure to support that strategy is just fundamental to what to what we do. And at the same time, if I could add this. Yes, our people around the world who are impacted by musculoskeletal issues. I'm one of them. We absolutely want to. And our intent is to make a difference in their lives and to improve quality

and, as I said, often save lives. But at the same time, in human resources, we also have to be sort of the curators and the support mechanism for our team members around the world to to make sure that they're feeling inspired, that they're feeling connected to our mission, that they feel a sense of purpose, that they feel connected to the organization, to their managers, that they feel that we are caring for them, for them as whole people, holistic wellbeing. And we have to make sure that we're developing them and giving them sort of their North Star right with them they want to be. So we've got a pretty big remit, I would say.

**Whitney Johnson:** Yeah, pretty big. Okay. Two things that are coming up for me. So one is, can you just explain very briefly because some people listening to the podcast will not be familiar with your company, talk about what do you mean when you say musculoskeletal issues so that people understand.

**Lori Winkler:** Sure. So Zimmer Biomet specializes in reconstructive surgery. So think of, you know, hip replacement, knee replacement, any large joint replacement and other types of technologies that will help alleviate that kind of pain and discomfort. We specialize in robotics and data technology solutions there. We specialize in sports, medicine, and extremities. So if you injure your foot or your hand, I mean, it's very these are very complicated parts of the body to heal. I've been through it. So I know, as I said, upper extremities. We have restorative therapies. So we sort of have a whole spectrum of products and technologies to help folks with the infrastructure of their body. Right. That's how I. Yeah, the bones. Yeah.

**Whitney Johnson:** Well, that's what's so fun for me. As you were saying that about musculoskeletal issues and the bones of your body, I thought, well, that's what you do, that's what air does. You are the muscular skeletal structure of your organization.

**Lori Winkler:** I think that we are sort of the heart and soul of the organization. Yeah, not exclusively, but certainly we play a big role in curating that culture and talent. So I do think we've got big responsibilities. All of us.

**Whitney Johnson:** Yeah. All right. So reflecting for a minute, thinking about your career spanning lots of different companies, offering medical care of one kind or another, is there why do you think you've centered your work life around this idea of care? Is it a coincidence? But you just said there aren't coincidences. So what's the red thread for us?

**Lori Winkler:** So, you know, working in health care is a very noble, in my mind, sort of occupation because you're in the business of improving quality of life and saving lives and you're in service to others. And there's something about the way I was raised my personal experiences throughout my life that just kind of drew me to this to this environment. In fairness, though, and because I'm a very transparent person, listen, I was working for Disney. I expected that my career would take me down the entertainment path. But when I went to work for this company in Miami, the company is Cordis, which means of the heart in Latin. And I got into MedTech. I was I just sort of felt like I found my home there. And then when Johnson and Johnson acquired that company and that really expanded the portfolio of all kinds of options for saving lives and improving quality of life, that really just resonated with me just to be in service of others and to have such a strong impact on people around the world. There's just something very moving about that.

**Whitney Johnson:** All right. So what's you said because of, you know, growing up, there were some experiences that you had that drew you to the idea of care. You went off to entertainment for a while, but then you felt like you came home. You knew I was going to ask you this question. Lori What are 1 or 2 of those experiences or stories that you would like to share? Because, you know, we want to know.

**Lori Winkler:** What I'll share with you. Whitney I'm an only child, and I always say, and I say this with love, that, you know, in my field there's a lot of PhDs and I respect that. I really, really do, because it takes a lot of commitment and time and effort and energy and intellect to get that advanced degree to become a PhD. Um, I'm more of a PSP, so I grew up poor, smart, more street savvy than anything else and driven. And as I said, I was an only child. I was what they called a latchkey kid back in the day. Both parents worked and, um, look, my, my dad was with Pepsi-Cola. My mother was a buyer for I forgot which department store in New York. They're no longer in existence. But. But I would just say that, you know, I watched my dad go through a lot of interesting cycles in his own career experience. And I think that, you know, I'm a natural caretaker. Not that that's a healthy way to be, but since we're being so transparent, I do tend to think that being a caretaker comes somewhat naturally to me. And I can't point out 1 or 2 experiences that said, oh, this is this is what I want to do and be. Um, but when it found me, it felt like the right place for me to be. Listen. To be perfectly honest with you, if I had the option to be the tour manager for Bruce Springsteen or work in his organization, that's where I'd be right now. Anybody who knows me well would probably smirk or laugh or roll their eyes hearing me say that, but that that's really you know, if I had to pick my ideal job, my dream job, it would be working somewhere for Bruce Springsteen so well.

**Whitney Johnson:** And, you know, who knows, maybe they need maybe Bruce Springsteen's organization needs a chief people officer.

**Lori Winkler:** So maybe this will somehow manifest.

**Whitney Johnson:** That's right.

**Lori Winkler:** Just by being in this podcast.

**Whitney Johnson:** You said it out loud. I mean, once we say a dream said aloud comes alive. So, you know, hope springs eternal. How many Bruce Springsteen concerts have you been to just out of curiosity?

**Lori Winkler:** 69. And that includes the Broadway show and two shows on this tour right now.

**Whitney Johnson:** Does he know that?

**Lori Winkler:** No. But listen, again, to be honest there are fans that have seen him upwards of a thousand times. So we're a rare breed.

**Whitney Johnson:** But 69 now. Is there like -- is there like a club? Like do you all know each other?

**Lori Winkler:** There's some things on social media that I'm a part of, but I wouldn't say I'm not part of some sort of the super fan club.

**Whitney Johnson:** Right. Yeah.

**Lori Winkler:** Yeah, yeah, definitely.

**Whitney Johnson:** Yeah. Okay. But that is so fun.

**Lori Winkler:** He's a huge influence. He's been a huge influence on me and my, frankly, on, on how I conduct myself, um, in my workspace just because I've been such an avid fan, meaning I've read so much about him and his leadership and his personal struggles, and he's, he's been a big part. Big, big, a big part of my life since I'm 11 years old. Okay.

**Whitney Johnson:** Wait, so what's one example of how he's influenced your leadership?

**Lori Winkler:** Yeah. I'll tell you this. Listen, you know, remember we talked about shows, so there's always an element of that. But I do believe that when he gets up there in front of the audience, he becomes one with them. And he, um, I think, uh, demonstrates an authenticity about who he is and what he stands for in his music and in the stories that he tells. And I've tried to sort of emulate that when I've had a platform to do so. Um, so, so there's a very personal part of, of his story that just resonates with me. And, and he had a, he had a very challenging childhood that he talks very openly about in his autobiography. What I admire about him and when I think about the art of leadership and I think about succession planning and I look at how seamlessly he was able to and it may not have looked that way from the inside, but externally it looked seamless when he knew Clarence Clemons, his saxophone player, was not in good health. He had at the ready Clarence's nephew, Jake Clemons, ready to step in. And of course, that resonated with the fan base because he was strategic enough to say they're going to accept this guy because he's part of his Clarence's blood running through his veins when he knew he was going to lose. Danny Federici, who was his organ player, had been with him from the very beginning. He knew he couldn't replace him in kind. So I think he brought on 1 or 2 folks that could take over the organ and the accordion. So it was just sort of and he endeared these folks endeared themselves to the audience. And I was so impressed by that because most companies don't have a succession plan that well thought out or well executed. But Bruce did. So that resonated.

**Whitney Johnson:** Yeah. Yeah. Oh, I love it. I love it. So you've actually kind of broached this, but I'd love to just tease this out a little bit more, which is in in health care itself, are there any specific trends that you're seeing across leadership development? And how are people adapting some good ways? Maybe not. Let's just talk about the good ways.

**Lori Winkler:** Yeah, here's what I would say. And I don't know that it's just specific to health care leaders. I think that leaders now and in the future have had to adapt to a new reality. You and I both know this, right? You're all about disruption. And I guess we could say Covid or the pandemic was like the great disruptor, and work will never quite be the same, in my opinion. This is just speaking from my own experience. And I think great leaders have agility, have the ability to be agile. And I hate to use the word pivot, that's an overused word, but able to adapt to the ever-changing environment of how people work. I think leaders that embrace flexibility that. Are very cognizant of the fact that if you don't have geographic restrictions, you're able to recruit best-in-class talent from all over the world. That by having a flexible work environment, you typically have a healthier work environment. I think adapting to those new ways and being, as I said, more agile about it and having a more innovative approach to it is a differentiator.

Now am I seeing that across the industry? Quite honestly, I don't. I don't know. I can only look at what's happening in my own organization and say that I think we have those kinds of leaders, and I'm very grateful for that. I do think, you know, being bold and having the ability to make bold decisions in the context of this new norm that we're it's not even the new norm. It's the norm now that that we are living in professionally and in some cases personally, because it's very fluid. Being able to make bold decisions in that context is very, very important. As I said, innovative thinking, really driving decisions based on good insight, data driven insights. These are all important attributes that I think leaders need to bring to the table. And I would argue leading from the heart, from a place of love, compassion and empathy, which has not, in my mind been a traditional skill set that I've seen in corporate America. I've been in corporate America 30 years and I haven't always seen.

**Whitney Johnson:** So, Lori, are there any tells for you that you are able to say, oh, this is a person who's agile or flexible or compassionate? Are there some things that you look for, some traits, some behaviors that indicate there who we're looking for?

**Lori Winkler:** Yeah, I think by observing them in action gives me a lot of answers. I think looking at historical data on the individual, having them go through some sort of I'm very big on assessment, on third party assessment, because you get a lot of unbiased insights from that experience. But certainly the big tell is, you know, are they able to retain their team there? Are they able to retain their top talent? Are they able to grow and develop their talent? Do they treat people as human beings and not just bots that are that are doing a job? Do they tell their own personal story well and bring people sort of under the hood or under the tent to what they've experienced in their lives? I mean, these are things to me that are really, really important. And I do I do tease that out when I'm when I'm interviewing folks. And certainly I do pay attention to our internal leaders. Right. Who's inside the company and how that how they're behaving.

**Whitney Johnson:** It is amazing to me. So in my in my coaching, I can think of a leader that I coach right now and who has a very, very compelling personal story, you know, for sure, like you described earlier. And no one in the organization knew that story. And she didn't want to sit because this is business. Right. Back to the Disney metaphor. We're at Disney. We're not at Johnson and Johnson. And after some coaching by a number of people she was finally willing to tell that story. And it completely changed things for her because people now that ability to work together, that interdependence relies on vulnerability and vulnerability, relies on what you just described. Am I willing to allow people under the hood to see who I really am? Yeah.

**Lori Winkler:** That's beautiful. And I'm a big advocate for that. I try to do that with my team. I used to be years ago, I was very much, look, this is my professional hat and this is how I operate. And whatever goes on beyond that, that's the rest of my life. But I think, you know, I went through. A series of, I would say, micro disruptions in my life just preceding the pandemic that were literally life changing for me. Not all good. And I didn't always tell my story until I felt like, you know what? I think sharing my story might make me more human, might make me more relatable, might help somebody. And now I do tell my story. And yeah, and I'm not ashamed of my story. It's.

**Whitney Johnson:** You know, Lori, I think you raised a really important point because there you know, you talked about these ideas of micro disruptions and and telling that story there. There's a place at



which, you know, think about this a lot because, you know, I write and talk about my own life and there's a place at which it's TMI or too much information. There's a place at which we are talking about our experience, but we're not yet ready to talk about it. In a way that we're not asking the people that we're telling to take care of us, which then makes them uncomfortable. And so what I hear you saying is that some of these things that you went through before the pandemic and if you want to, I'd love for you to share one of those is getting to the point where you've processed it enough, not completely, not sanitize it, but processed it enough that you can talk about it in a way of here's my experience, let me share it with you. We're going to build a rapport because I'm sharing it with you, but I'm not asking you to take care of me. I'm telling you this because I want to build a relationship with you.

**Lori Winkler:** I don't really hold back when I share my story, but I and I wouldn't say I sanitize it, but I sort of give a high level, you know, And yeah, you know, I went through just a series of losses, literally, and you could map them out, you know, like on a chart, you know, January of 20, I lost my dad. He was 91 years old. So I was very fortunate to have had him that long. But, you know, I'm an only child and he was my mom I lost years ago. So that was pretty tough. And in February, I finalized the end of a long-term marriage that was also had. It's not that was disruptive in and of itself but had to give up a home that I loved, had to relocate multiple times. That was very stressful and very much like a death in many ways. Worse, in many ways it was worse than a death. And then, you know, shortly thereafter I started a new job. I started my job with Zimmer Biomet, and two weeks later Covid came. So it was.

**Whitney Johnson:** Wow! Don't think this is micro disruptions. Lori, I think this is massive. Yeah, these are large disruptions mean yeah.

**Lori Winkler:** I forgot who the author is but the one who wrote about all of the stressful things you can go through in life. You know, I think I hit like three out of the five in like a three-month period. So yeah, it was, it was a very, very difficult time. Extremely difficult time compounded by lockdown, right? Yeah.

**Whitney Johnson:** So, yeah. Okay. So question for you. And, and just to know from a pacing, we're moving, you know, we're moving toward the end. So I'm wondering what are 1 or 2 things? I mean, you're going through all these massive disruptions. What are some little disruptions that you put in place for you? So I talk a lot about if you're going to move through disruption that's external to you that you can't control, what are the little disruptions that you do in order to move through this. So what are some things that you did differently or you continued to do like exercise or, or what are what are some things that you did so that you could manage through this?

**Lori Winkler:** I became a far more spiritual person, which I wasn't before. Okay, I'm not going to get into religion or anything like that. I found something that worked for me. And I as I embraced that, I saw very interesting things happen in my life that maybe were happening before and I didn't notice, but I was certainly cognizant of them as I further embraced a more spiritual path. And I tried to bring that privately into my work because. Not to get too heavy. But I will say this. You know, you work in a corporate environment and you're pretty much rewarded for controlling the outcome and for sometimes forcing your will and for getting things done. Maybe sometimes I wouldn't say at all costs because that's not the way we want to approach things, but getting things done, um, and, and maybe not always bringing everybody along with you because you don't have time to get all that buy in all of those things, you know, we're often rewarded for our results. That is counterintuitive when you're on some sort of spiritual path where you just say, you know what, there's bigger powers at work here that maybe I can try to manage myself, but I

certainly can't control other people and I don't have power over what others do or say or think. And over the years, I had to learn that to get through some of the very challenging personal experiences that I went through. But when I started thinking about that in the context of my work, um, I, I became very cognizant of ego versus allowing what's supposed to happen to happen and then managing through the outcomes of whatever happens. I don't know if that makes sense to you.

**Whitney Johnson:** But yeah, it makes, it makes complete sense. So let me just pull a couple threads through. So one of the coaching questions I often ask is when you're looking at a situation, you know, what percentage is the system itself, what percentage is another person? Because oftentimes it's in context of, of working through something and what percentage is me. The only thing we can actually change is me. And so I hear you saying that. The other thing too, it's interesting. You've got different, you know, sort of restrictions than I do, but one of my mentors, Clayton Christensen, he people ask me often, you know, what did I learn from him? And I learned many things from him, clearly. But the thing that has really stayed with me is he did not separate the secular from the spiritual. Like he didn't compartmentalize. He brought both of those pieces to his work, to his life. He brought, you know, church to work and work to church. And that's been a really important lesson to me. And I think it's interesting hearing you talk this through line of your story. And the evolution is increasingly finding ways to bring, like you said, all those pieces of yourself into the workplace. Yeah.

**Lori Winkler:** Yeah. Ten years ago, I would not have taken this approach. Yeah. Yeah. But life has taught me that this is the right. Yeah. For me.

**Whitney Johnson:** Right. And you feel happier. And probably the people who work with you feel happier and it's a better workplace. So. Okay, so, Lori, what I'll do is I'll turn it over to you. Just, you know, any final thoughts that you would like to share to just sort of put a bow on your comments?

**Lori Winkler:** I would just say that I think, as we said earlier, working in health care is -- it's a very noble, very special service-oriented environment. And I really appreciate and value that. I would also say that working in human resources and I know we have lots of fancy names for HR and human capital and, you know, Head of People and all these other nomenclature. But the bottom line is, I think human resources, we're really the as I said earlier, the curators of culture and talent. And I think that our remit is not ever to be taken lightly because the impact that we have on any organization is really significant because we are dealing with people and we are dealing with talent and we are building leadership capabilities and we're building the workforce of the future as well as the workforce that that we have in place now. So that's all I would say. I think I've said quite a bit in this hour, so I've enjoyed it tremendously.

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Beautiful curators of talent. Lori, thank you so much. Thank you. Have you ever truly felt serendipity? That kind of cosmic coincidence that leaves you smiling before you even realize it's a feeling of faith. That the important things will fit together when they need to. I was tying together Lori's newfound spirituality with the serendipity of her colleague at Johnson and Johnson reaching out about the Zimmer Biomet opportunity. I'd find confidence in the order of things, too.

Watching this one relationship weave in and out of my life just when I needed them and they needed me constantly bringing new opportunities to serve. And that's her North star through and through. Service. It reminds me of Alan Mulally, these twin pillars of service and love. These moments of serendipity keep finding Lori because she's put her purpose out into the world. I think some folks would call that manifesting it. There's a faith that the universe rewards openness. Whether that's as a leader or as a friend and Lori's opened her soul and mind in the process of finding that faith.

I know this might sound a little too spiritual for our show, but leading is managing spirit, right? And harnessing the determination and genius that comes out of a healthy spirit. Well, that spirit has to believe in something. And Lori has found her something. And her confidence makes it easy for others to start their search for that. Something, too. Leading by example.

For more on building a culture of service, I mentioned my talk with Alan Mulally, former head of Ford and Boeing. That's **episode 334**. And for a deeper dive on the idea of mental agility and what that can bring to your team, there's **episode 176** with Darrell Rigby. Thank you again to Lori, and thank you for listening. If you enjoyed today's show, hit subscribe so you don't miss a single episode. Thank you to our producer, Alexander Turk, production assistant Ange Harris, and production coordinator Nicole Pellegrino.

I'm Whitney Johnson

and this has been Disrupt Yourself.