

Netflix

At Netflix, we stopped executives from talking about the Netflix Profit & Loss statement. Instead, we sent them to The Aspen Institute to debate ethics. The result?

Well firstly, this is where we were at:

We spent years building Netflix's talent organization, watching brilliant technologists and strategists struggle with one fundamental question:

"Who am I when I'm not being Netflix's [insert title]?"

The answer mattered more than any Objectives and Key Results (OKR) we could set.

So we partnered with Aspen Institute to create something radical.

For one week, executives couldn't mention Netflix, of course we didn't ban them but the goal was to not discuss business strategy, or solve company problems.

Instead:

- They read Letter from Birmingham Jail
- They discussed Hiding in an Attic - Anne Frank
- They grappled with their own moral foundations

That shift changed everything.

This was the result:

Our executives came back as better humans.

And better humans, it turns out, make better leaders.

Robert Glazer calls this conscious leadership, understanding your core values before you make any decision.

We discovered that when leaders know their personal values, they make better business decisions. Not because they're following a playbook, but because they're acting from authentic conviction.

The program had three rules:

1. No talking about work
2. Debate ethics, not strategies
3. Discover who you are, not what you do

The Return on Investment (ROI)?

- Executives who could navigate complexity with wisdom, not just data
- Leaders who understood that every business decision is ultimately a human decision
- Teams that trusted their leaders because those leaders had done the hard work of knowing themselves

We didn't create this program to make people feel good.

We created it because Netflix needed leaders who could handle unprecedented growth, brutal competition, and constant disruption.

Technical skills weren't enough.

We needed humans who happened to be executives, not executives trying to be human.

The most successful companies don't develop better executives.

They develop better humans who lead.

Full Podcast Link: <https://lnkd.in/gTyC8eMZ>

Buy Robert's New Book: <https://geni.us/values>