



Season 2, Episode 0, The Season Two Trailer, January 11, 2022

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Kurt Greenbaum: From Olin Business School at Washington University in St. Louis, I'm Kurt Greenbaum, and this is a sneak peek at season two of *On Principle*. We'll meet the woman you just heard from to learn more about why *On Principle* exists in the first place. But first, I'm excited to launch a fresh slate of stories about pivotal moments in the lives of business leaders. In season two, we'll hear stories about overcoming multi-million-dollar mistakes ...

Alaina Macia: I mean, I can't be proud of the fact that I spent \$5 million and didn't get anything for it ...

Kurt Greenbaum: ... about unlikely sources for inspiration ...

Steve Smith: ... and it had two inches of goo on the floors. It was slippery and slimy. But as we walked into the core of the original foundry building as an architect, I could see this. This is really awesome ...

Kurt Greenbaum: ... and about moments of questionable risk-taking ...

Ivan Garcia: ... and that was like one of those points where it was just, "Oh, crap, now what? What do we do?"

Kurt Greenbaum: And those are just a few examples. But why are we telling these stories in the first place? What's behind *On Principle*?

Paula Crews: I'm Paula Crews and I am the senior associate dean of marketing and strategy for WashU Olin Business School.

Kurt Greenbaum: Paula is one of my bosses at WashU Olin. And *On Principle* was her brainchild.

Paula Crews: I had started listening to podcasts during like walking or running, and it really struck me that you can be in the moment like you're really learning in a different way or you're experiencing something in the different way. So it really

brought to life—versus sitting down and reading something. I think there's a lot of value in reading something, but it's just an added value of being able to use your, you know, you're hearing and hear somebody or hear an interaction—just changes, I think, what you take out of a topic or a concept.

Kurt Greenbaum: Everybody who's heard this podcast before has heard me talk about what the concept is, you know, about telling stories about pivotal decisions that business leaders have to make and what and what they can learn from it. How do you think of it? How do you think of the concept for *On Principle*? And why do you think it's a good fit for Olin Business School?

Paula Crews: I think it's a great way to bring our brand to life, so our brand is so much about—I think you even use it in the podcast—about experiencing the decisions ... that you have to experience the decision. So we use taglines like, you know, "Is it about saving jobs or saving the environment?" And so that might strike people in a moment. But if you hear a leader really describe the process of going through that decision, I think you're in ... you're in that moment of "What would I do?" You know, you're like reliving the story, so to speak. So I think it's important to—especially important to our brand—because all business schools talk about leadership, right? Everybody is talking about "we create better leaders. We're going to change the world"—and ours really is differentiated in that it's about values-based and data-driven decision-making and what we have found—and you'll hear in the stories—sometimes those are in conflict.

Kurt Greenbaum: I guess I'm wondering, well, you know, you and I are here talking to kick off season two of *On Principle*, and it's been great doing season one, but I'm wondering if you recall any particular takeaways that you got from any of the episodes in the first season.

Paula Crews: I think there's some similarities between the leaders. I mean, there's a lot of differences in like what they're actually dealing with, right? But there's there was a similarity to me that I think they're all great leaders. And I think the difference between what makes a better leader, a great leader, is that almost in every one of the episodes, they talk about their people, their organization, and it might be like the restaurant. It might be, you know, Nestlé and, you know, thousands of people. But in each of those instances, those leaders realize that their role as a leader isn't about them. It's about the people, and but then they took the ownership that I have to make the tough decision. I think it was like Nina Leigh that spoke about like, it's ... "If you're going to blame somebody, then you should blame me." And so I think there were differences in each of the stories. But that's what struck me is the similarities and the and the how each of those leaders, you know, really showed up at their organization and for their people.

Kurt Greenbaum: And that's our sneak peek at season two of *On Principle*. Thanks for joining us. And thank you to Paula Crews for sharing a little background on our podcast. We'll drop the first of eight episodes on January 25, so I hope you'll point

your phone at your favorite podcasting app and subscribe so you don't miss an episode. We'll release new episodes every two weeks. Meanwhile, please visit our website at *On Principle* podcast dot com. There you'll have a chance to hear all our first-season episodes and our three bonus episodes. Thanks for listening!