



Series 2: All about well-being

Episode 2: Well-being Leadership Lessons with Cedric Clark and Claire MacIntyre

Kyle Kinnard (00:01):

Cedric, Claire, thanks for joining us today. Um, but more importantly, thank you for being the leaders that you are. Leaders that care about wellbeing, not only care a bit about it, but you practice it and you're open about it. And so I look forward to asking some questions and letting you get a chance to really lean in and share with the group of how you lead through these things. Cedric, you and I have worked together many years. Yeah. Um, and it is something that I know that is very personal to you. You also lead that way and create an atmosphere where, where others feel like they need to do that. So can you share more about your journey and what wellbeing means to you personally?

Cedric Clark (00:38):

Yeah. First, uh, good morning everyone. The reason why this is a special choice to me is because my life ebbs and flowed based on different things that have happened and choices I've made, whether it was career-wise or choices I made personally, it kind of shows up on your doorstep differently. And so for me, I've just tried to segment it into kind of four buckets. Uh, there's a physical aspect, you know, that I think we all have to engage in. There's a mental aspect you have to engage in. There's an emotional framing that just ties you because the being that we have and the lights coming on is that. And then the last one to me is spiritual. Um, this framing of hope. And so I'll just quickly go down mine, like physically. Um, I had to choose to, you know, uh, choose myself for part of the day.

Cedric Clark (01:20):

And sometimes I only get 15 minutes, whether it's a walk or sometimes I can get in an hour swim. Um, it's a, it's a love hate in that it's just don't drown by the time you're done <laugh>. Um, but it's, it's just a physical choice of me getting time with myself to reconcile that movement. Um, the importance of action matters. And then, you know, you think about what we have, you know, you have this, these plans that we have with memberships that we offer the associates. So I get the fortune of supporting 1.3 million associates, and we have benefits that allow them to use gyms, local gyms, to be able to get memberships that they wouldn't otherwise have if they weren't working for us. And then obviously the Walton Fitness Center that the Walton family donated to us at home, mentally, I think you have to, you know, once you stop learning, you forfeit the right to teach.

Cedric Clark (02:06):

Um, and so I think you have to be learning and like to read. Um, I consume reading sometimes, you know, looking at a, at a book physically, but a lot of it's audio for me, but it's gonna be fueling me. And then emotionally for me, there's ways when you look at what we're doing, you know, I've, I've leveraged the 20, um, scheduled, uh, counseling sessions. Um, every year I max, I max out. And what I learned is like, there's other people that, that have some of the same things you're going through and there's trained professionals that can help you reconcile it. And so I, I make no quorums about it, that I seek help outside of my immediate environment to, to help me stay in my game. And then last but not least, spiritually, you know, if my faith, um, as a believer, as a Christian and whatever that means for you, I just have to have something I can ground myself that takes me outside of who I am and eradicates the ego that just naturally seeps in who we are because all we see is what we've seen and what we move.

Cedric Clark (03:02):

And so I just try to have something to chase in me to get back to the fact that I think we're on this earth to have movement and connection with others. And spiritually, you know, with my faith, I leverage and lean into that.



Kyle Kinnard (03:12):

There was a time if you went to the fitness center, you would see him and me with snorkels on nose pieces. Seriously. He has now graduated from that. He does not use that. I still use it. Claire. Um, can you tell me about what it means to you?

Claire MacIntyre (03:27):

Yeah, thank you very much for inviting me to be here, Phil, to be chatting with you both this morning and everyone. Um, I think wellbeing from me is my commitment to have the energy and clarity to be there for my family, my team, our associates, and the members. And I was really reflecting on it, um, like what is it that, why am I using the word commitment? And I have a small story. I was training for a run many years ago and I was probably not as committed to my run as I, my training as I should have been. And I went out, pushed it too hard and hurt myself. And I came home and I was super upset because it was near when I had to go to do the race and other people were running with me and I was really sad. And I was speaking to my husband who is a truth teller, and he's like, yeah, but you haven't committed to yourself the way you commit to work.

Claire MacIntyre (04:17):

And it really struck me. And I started to do a bit of research into it. And I stumbled on Gretchen Rubin's four tendencies. I'm an obliger people. That means I will do everything in my power to live up to external expectations at the expense of internal. So if it's only important to me, I will give that up for others. And that's when I realized I had to make a flip. Because for me to be at my best for my team, for my family, for associates, I actually have to prioritize my wellbeing. So I flipped and made my obliger status that actually it's other people's expectation of me that I'm at my best for them. Yeah. So I really focus now on energy management and not time management. I protect the things that are important to me, like family time and cooking, because that's when I recharge. But that was a big kind of aha for me.

Kyle Kinnard (05:10):

The recharge is a big piece, right? If you're not careful, every day runs together. Uh, you get 30 minute meeting after 30 minute meeting and you go home and you eat and then you watch Netflix or whatever it is, and then you wake up and you do it all over again. And you know, now you're two weeks in. We haven't walked, we haven't done anything personally for ourselves to recharge. The recharge is a big piece. So as you think through that, um, how do you measure that with yourself? Like how do you hold yourself accountable and your team accountable of being intentional to have those moments?

Claire MacIntyre (05:44):

I stopped measuring <laugh> like when I, whenever it was a, whenever it was a, a thing to achieve, I had this sense of failure. Do you know what I mean? It's like when I didn't do what I wanted to do. So I don't grade myself, I notice, I adjust, I reset. I have this expression with myself, which is, have I actually looked in the mirror and seen myself or have I looked in the mirror and looked at myself? Do you know what I mean by that? You know, just some days you go through the cycle and you're like, you're in the car driving and you're like, did I actually look at myself today? Did I see myself today? And that's when I know things are starting to kind of unravel a little bit. So I think I'm a student. I think I'm a student of my own wellbeing.

Claire MacIntyre (06:25):

I take it one week at a time, some weeks it's great. I do think there's still something in my psyche where I actually think everybody else has it together. The fact y'all are swimming with snorkels, like, come on now. Like, does anyone like, you know? So I'm constantly trying not to kinda compare, right? So it's kinda keeping small promises to myself and for my team, it's the human stuff. It's like, are they speaking up? Is my mood and my behavior



impacting them? Do they feel safe? Am I holding space? Are they taking their time off? Are they working weekends? So it's just that kinda human piece. So success for me is actually about noticing in the moment. And when we drift, you start to just pull it back. And it's not judgment on the drifting, it's just resetting so that we're continuously holding ourself in the space.

Kyle Kinnard (07:14):

I've been fortunate to have leaders too that have been really open about when they take time off. Yeah. It wasn't a disguise, it wasn't, you know, Hey, I, I I'm actually here working. No. It's like, Hey, I'm off. I'm taking a break. I'm going, my family, we're going on a trip.

Claire MacIntyre (07:29):

Yeah, don't call me.

Kyle Kinnard (07:30):

Yeah, don't call me. You need to call me. Don't, you know, um, those are fantastic. But being a leader that does that, it really opens the door for people to feel comfortable doing that. So thank you very much and thanks for sharing. Um, Cedric, um, you normally walk around with a smile on your face. You normally are hugging people. You, you're bringing people in. Uh, you act as if everything is perfect all the time and you're not challenged with anything. You just wake up smiling. Um, but we all know that we face things throughout our day. If we face them as fathers or, or whatever it might be. Uh, you've been open about some of that. Do you mind sharing some of the things that you've worked through?

Cedric Clark (08:09):

Yeah, I'd love to. It's the holiday season. Uh, for those we chose retail, by the way. I don't, I don't care what part of the business you're in, we chose to actually be <laugh> working when everyone's like festive and enjoying like putting up the stuff, like we sell it, you gotta come in and get us. So first off, I wanna say to you, there's therapy in the fact that we are all in this together. I think part two is the reason why I'm able to show up. Um, at times where it maybe seems like so put together, so happy and jovial, I feel there's a choice. But in that choice, I gotta take you behind the scenes of like, there's times when I'm not okay. Um, and so the one thing we don't often talk about is this moment of man. When you start to measure something and you don't hit that maybe multiple times, sometimes you question whether you wanna be here.

Cedric Clark (08:55):

And a lot of times people don't want to have that discussion. And I can say in front of you that I've had times to say, is the world better without me? Like I, the guy that says that I've had that thought process, the one that smiles and everything's okay. A bit of that too for me was my daughter who is okay with me sharing. Um, she went through a year where COVID happened and it changed a lot of our lives. Uh, she began cutting herself. And so like, that was, that was tough. You know, she was wearing, I didn't even notice the change of her wearing sweaters and all of these things, but it was like, whoa, like, what's going on? But I had a relationship with her to wear. She was like, we need to talk. And a bit of it was, I jumped in and leveraged Lyra.

Cedric Clark (09:34):

Uh, we have a 24/7 benefit that allows us to call. Um, and I know the number. It's 8 2 5 3 5 5 5. Uh, I know it, it's one 800. And you know, we got her in counseling and I had to get in counseling with how to deal with it. And I could tell you today, like my daughter, she's actually gonna come to the U of A. So I go back and forth and it's not easy. Um, but I'll tell you, one of the decisions she made is she's the top three in her class. She's made the choice. She could go to any Ivy League school, she gets it, but she's like, dad, you know, the journey that we went on early



heading into high school with that had this moment where you're going back and forth. She wants to come here and say, I'm gonna come to a good school, be great, and I'm gonna spend time with you for four years, which is gonna fuel my heart to help me even better for you all. And that's really all because me and her have built this bond that like, she's checking on me, I'm checking on her. And I gotta say that Lyra really helped equip me with that. And we all have that benefit and it's okay to not be okay, but it's not okay to know you have a resource to be okay or to get better.

Kyle Kinnard (10:34):

Yeah. Thank you for sharing. And, uh, we have two more we're gonna have to jump through 'cause we're running pretty tight. So Claire, um, similar to what we've been talking about, but just love to get your thoughts on how leaders of people can help support the wellbeing of their teams.

Claire MacIntyre (10:49):

Yeah. I love this question. This is about knowing your people. This is about creating a sense of belonging where they can bring their whole selves. I firmly believe that you gotta see the people got to see their whole selves. And this is where I urge people and leaders particularly to listen with your eyes as much as you listen with your ears. 'cause if you know your people, you know when they're not at themselves, you'll, you'll hear it in their voices. You'll see a change in demeanor. And, and then it's creating the space and it's asking the questions your job's not to solve. People just wanna feel supported. So hold the space to support. Sometimes they just wanna hear, I know it sucks. What do you need from me today to help make it better? And that's what I'd urge just to really think about. Listen more with your eyes. Hold space and your jobs not to solve your jobs to support. Yeah,

Cedric Clark (11:38):

And I'll jump in and make it really quick. Um, you know, first off, I did say it's okay to not be okay, but you have to reconcile how you're feeling and you need to start to reconcile what is creating that feeling. Some things give you energy, some things take energy and you need to understand that. And the next phase I would say to you is you're gonna have to actually set some healthy boundaries. Yeah. Uh, several of us. I love what you said, several of us are everything for our families. And there's a moment in time where it says, you know, you get on a plane, put your oxygen mask on first. Like, if you don't do that, you're not gonna be good for anybody else. And then, you know, I think the last thing I always want to tie back to is leverage the resources that you have.

Cedric Clark (12:14):

It could be people, it could be the benefits that you shared so eloquently, the video that you've seen, and then it could just be a bit of like quiet. Mm-hmm <affirmative>. Quiet. We struggle with quiet because quiet makes you have to reconcile with that brain that is so masterfully made, but it's so noisy at times. Quiet, slow down, find the quiet and find the peace in that which will actually get you back to the two leveraging resources and setting the boundaries. And you have clarity on that. So, um, thanks for allowing us, Claire. Thanks for what you shared. But this is, this is the meaningful moment in conversation that we need to continue to have really daily, because people are not at their best at this time. And even when the things are great, there's people that aren't their best. And just know, you know, I love you, I love our Walmart family. And just be better for yourself because you'll be better for everyone else. Okay.