



**THE GLOBAL
LEADERSHIP SUMMIT**

Thursday-Friday, August 8-9, 2019

Notes by Trey McClain

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Session 1: Craig Groeschel

Introductory Comments for Summit

- We are all about leadership. We know that everyone wins when a leader gets better.
- What is leadership? Leadership is influence. And everyone has influence. You are a leader and leaders make things happen.
- I've accepted role as Global Leadership Champion. What does it do? My role is to represent the [Global Leadership Network](#) as a voice, providing leadership, helping lead the mission forward. I can not tell you how much I believe in this mission, what we're called to, what you're called to do. I believe in this mission with all my heart. It matters more than you can possibly imagine.
- You are not here by accident. Some of you will mark this event as something that changes your leadership, your organization, your life.
- 2014: My wife was changed by this event. Called to help hurting women. Felt called to start a ministry home for women coming out of trafficking, prison, addictions. It's now called [Branch 15 Ministry Homes](#). One talk has grown to 6 homes ministering to 38 women at any time. Six full-time staff caring for women. There are women gathered together at a host site and watching the Global Leadership Summit. Thank you for the event that sparked the ministry that has transformed their life.
- You never know what one talk, one line, one relationship that will spark into action and the world will be different because you got better at leadership.
- One of the top values is humility. Leaders can learn from anyone. Pastors can learn from business leaders. Business leaders can learn from pastors. Older can learn from younger, younger from older.
- Our world needs strong, consistent and integrity-fueled leadership. We will cast vision for a better future. We will strive for excellence giving our best and demanding the best. We will apologize when we get it wrong. We will confront injustice. You are not here by accident.

Cost-Benefit Analysis

- Here's what I know: if you're a leader, you want to get better.
- In 1996, started [Life Church](#) in a two car garage. It had an overhead projector. The lyrics were usually off-centered. We had a new volunteer Jerome ("the four-fingered flipper"). I was convinced that what we needed to get better was a

video projector. But it cost \$3K, or one month's income for our church. I did a cost-benefit analysis.

- We do cost-benefit analysis all the time. We do this at restaurants, when deciding on college, in relationships.
- The assumption that many leaders make is that better always costs more.
- You bought a suit that costs \$300. It might be long in sleeves, but it works. You can buy another that costs \$700. It has been altered and tailored to you. It has better material. You can buy a \$3000 custom-made suit. The additional benefit may not make sense to you.
- The same may be true if you're making a presentation. You can spend 3 hours preparing. Or you can spend 10 hours and improve it greatly. You can spend 40 hours but the additional 30 hours does not make enough of an improvement.
- We assume that investing more brings a better return. Over time, investing more eventually brings a diminishing return. At some point there is always a cap.
- There's two ideas that I'm going to give you today that I hope stick.

GETMO. Look for the greatest level of return based on time, money and resources invested. Good Enough To Move On.

- At some point you realize that this is the sweet spot, the strategic spot before diminishing returns.
- In the next two months, I will write and present 16 different talks. In 8 hours I can get it to 90%. In 20 hours, I can get it to 95%. If I spend 40 hours, I can get it to 90% because I've overcooked it.
- Perfection is often the enemy of progress.
- The pursuit of excellence will motivate you. The pursuit of perfection will limit you.
- If we spend more on something, we aren't really making it better. We are making a trade. Better is a higher return for an equal or lower investment.

BTC. Bend the Curve.

- Leaders bend the curve.
- *1. Think inside the box.* The next idea following the comment about "thinking outside the box" is always stupid on steroids. The problem with outside the box is always limitless options.
 - Constraints drive creativity. Constraints eliminate options.
 - My son Sam was born between the Saturday night service and Sunday morning service. Someone suggested that we show the video of the night before. As of last weekend, we were able to communicate to 33 different

locations in 191 worship services. Through constraints we were able to bend the curve.

- Where do you have tension? Where are you hung up and need a breakthrough?
- We have a Vision Night. We have 33 locations and 10 states. Vision Night happens on a Thursday night. There's hours of preparation. It's a full-day event. It wasn't able to be replicated. I had a strong sermon on a Saturday night. I said, let's just use that and I'll drop in on a campus. I spent more time with people. I had less prep. It meant more to the campus. We bent the curve.
- Don't allow your constraints allow you to develop fear.
- Instead of adding a campus, what if you had to add two services? Instead of six months for a project, what if you only had two months?
- You have everything you need to do everything you are supposed to do. The reason that I believe this is that there is a Bible verse that sort of says that.
- In church, we have this saying, "God guides by what He provides." I would also suggest that God guides by what He withholds.
- There's this guy who was sitting by gate begging for money. Peter said, "I don't have money. What I do have, I give you." He healed the guy. If Peter had what the guy wanted (money), he might not have given him what he needed (miracle).
- Embrace your limitations.
- If you had everything you wanted you might miss what you really needed.
- *2. Burn the ships.*
 - [Hernan Cortes](#) landed in Mexico. Cortes told his team to burn the ships. Eliminate the option to turn back.
 - Commit to what you are compelled to do.
 - I love my wife. I am driven by my calling to the church. I am driven to invest in leaders.
 - I had the idea for a leadership podcast ([Craig Groeschel Leadership Podcast](#)). Now over 3 million will listen. We bent the curve.
 - We started a church online. It's an ongoing conversation with live pastors, live language translation. We bought Google Adwords. We bought "church online." Nobody was looking for church online. We asked what are people looking for? An intern said, "I have lots of friends looking for sex online." We bought a campaign that said, "Looking for sex online? Try church online." You would not believe the click-through rate
 - What are you called to do? Why does it matter?

- If you commit to the WHAT and are consumed by the WHY, you will figure out HOW to make it happen. There's always a way.

Step into it!

- This is very emotional to me. It was at this event that my life was changed. I was a young pastor and never viewed myself as a leader. I thought that was a business thing. I still have those same voices in my head.
- I was turned down for ordination. I got in my red Geo Prizm and cried all the way home. "You're not good enough." "They won't listen to you." "You don't have their respect." Every time I speak, I take one big step forward, I'm stepping out of my doubts, insecurities. I'm stepping into the calling, the authority. In this moment, as unworthy as I feel, I've been chosen to inspire and encourage you.
- Step out of insecurity and into the calling. You are one step away from leading your organization where it is supposed to go. You are one step away. Step into it!
- Take your valuable resources and invest it elsewhere. GETMO. Bend the curve. You have everything you need to do everything you are called to do. Every time you face a problem, an obstacle, decide that this is not a problem, it's an opportunity to bend the curve. Think inside the box. Sell-out, bet the farm, go all in.
- Leaders: GETMO. Bend the curve. Add value. Help people. Create jobs. Solve problems. Meet needs. Make a difference. Offer hope. Change the world. Because that is what great leaders do!

Session 1: Bozoma Saint John

- Where we get lost with culture is where we think it begins. We often think that it begins in an employee handbook, the CEO's office. It is often in the cubicle next to you or more likely your cubicle.
- A healthy culture feels like everyone is moving in the same direction. We were all focused on the iPhone. At the end of the day, if the iPhone did not sell, nobody would win.
- There is no culture that is perfect. It's not all black and white. There's lots of gray. Sometimes there's even a rainbow of colors.
- I think I'm a great marketer, evolve narratives. But I'm also a black woman in corporate America. I knew if I was going to go into Uber, I knew it would be a bold spotlight.
- Nobody was proud of working at Uber any longer. We had to listen to people. If people don't feel included, if they're not being heard, they won't show up.
- If you're in a meeting and someone is dominating discussion, jump in there. Not only for yourself but to advocate for others as well. It requires those of us who are in the room to speak up.
- Often we get lost in what we're supposed to be. It got to the point that if I was going to be great in my next thing, I could not be diminished any longer.
- There were so many reports about riders, but I wondered what it was like for the drivers. They are humans too. I drove an UberX for the day.
- How do we make your experience here every day? It may not be some large, huge issue. It may be simple, small things.
- A leader can't do it alone. It is a group effort. Diversity and inclusion are important. Diversity is being asked to the party. Inclusion is being asked to dance. Ever been to an event invited by a friend where you don't really know everyone and then your friend walks off. That's what black people feel like in majority white events.
- Showing up as true self: In order to attain true empathy, in order to show up as our most brilliant self, we have to feel fully comfortable.
- We've been fed lies. If we took off masks and showed up, talked about what we did, then it would allow others to show up as well. You can see when people are putting on. When a leader shows up and doesn't show any cracks, you button up and hide cracks too.
- Six years ago, my husband was diagnosed with cancer. For the first six weeks, I did not tell anyone what was going on. I was working at Pepsi at the time. My daughter was four. I was carrying all of this silently. It was killing me. The most

miraculous thing happened when I shared it finally. When we're authentic and vulnerable, our communities show up.

- Help people feel comfortable to share.
- The power of empathy: I was told not to hide my own pain from my daughter. She's able to talk about all kinds of things because I was not afraid to share with her.
- Toni Morrison just passed away. She was my favorite author. My husband showed up and asked me out. I told him no. He said, "How am I supposed to get to know you if you won't go out with me?" "Go read my favorite author." He did. He painted a picture for me based on the themes in the book. My daughter has that painting in her room.
- Sometimes as parents, as leaders, we're afraid to let other people see our emotions. We're afraid to let them hear what we're going through. We need to give people the ability to come into our circles knowing fully who we are.
- If we were more vulnerable, more people would be able to show up too.

Session 2: Ben Sherwood

Introductory Comments

- Walt Disney was born not far from here. This is where Walt Disney was forged. He was one of the world's greatest storytellers. Walt Disney's record for 26 Academy Awards will never be matched.
- In my industry, one day is almost like a dog year. It took 448 from Gutenberg to the invention of the radio. From radio to tv took only 33 years. From TV to internet, social media, mobile phones, only took decades and years.
- The next 100 years may show nearly 100,000 years of human progress. The speed of change is daunting.
- How do you lead in a time of crisis? How do you lead in times of rapid change?
- 1805 - the Battle of Trafalgar - Admiral Horatio Nelson was outgunned, predicted to lose. Horatio Nelson was the 6th of 12 sons. Joined the navy at age 12. Naval battles had always been fought in parallel. He was outnumbered. The Spanish had 33 ships, 33,000 men. The British just 27 ships, 15,000 people. Instead of fighting in parallel, he decided to fight perpendicular. He went in two columns. He sank 22 Spanish ships and did not lose a single ship. He suffered a gunshot wound and died later that day. His body was brought home, preserved in a brandy barrel.
- What's required to be a great leader?

Lessons from Disney

- *Farmer with a Pitchfork*
 - The greatest swordsman in England is not afraid of the second greatest swordsman in England. The greatest swordsman is afraid of the farmer with a pitchfork.
 - If you fight the orthodox way, there are challenges all around.
 - The study of asymmetrical conflict. When conventional powers were used, 71.5% the stronger power wins. In unconventional conflict, the weaker side wins 61.6% of the time.
 - The David and Goliath - 61.6% of the time David wins against the arc of history.
- *The Best Ideas Win*
 - Laughogram - the studio that Walt Disney started in Kansas
 - Oswald the Lucky Rabbit - Disney's first hit character that he lost control of in a dispute with Warner Brothers

- It's the quality of the idea and also the quantity. There's a high correlation between the quantity and quality of ideas.
- Branson started 250 companies. Picasso 20,000+ paintings.
- Ideas come from a desire to know what comes next.
- "Around here we don't look backwards very long. We keep moving forward and opening new doors because we're curious."
- *Believe in Magic*
 - Walt Disney's first full-length animated feature cost \$1.5 million, took years to produce. It was known as Disney's Folly.
 - In 1937, Snow White premiered. It was the most successful film of 1938.
 - What are you waiting on? The time to act is now.

10-80-10

- FAA Crash Survival Institute - on your next flight, the chances of crashing are 1 in 60 million. 95.7% that are in plane accidents survive.
- The rule of 10-80-10. In any emergency, earthquakes, tsunamis, aviation incidents: 10% of people emerge as leaders; 80% do nothing, they freeze and wait for a person in authority to tell them what to do; 10% engage in negative or counterproductive behavior.
- The 10% of leaders are emergent leaders. They are not necessarily the designated leaders. Men and women emerge in those situations as leaders.
- In an airplane accident, the first 90 seconds are all that matters. Count the rows to the nearest exit. Don't medicate yourself. Don't blindfold yourself. Don't go to sleep with headphones. Wear shoes, not flip flops. Remember the rule of first 3 and last 8. Finally, relax.

Lessons from the Naval Aviator Survival School

- When you are in the water upside down, maintain your point of reference. If you're in the ocean, which way are the bubbles going? Where are you and where are you trying to go? If you maintain your point of reference, you stay on course.
- Wait for sudden and violent motion to stop. The first thirty seconds, first hour, feels like it will go on forever. If you wait for it to stop, things will settle.
- Practice realistic optimism - Stockdale Paradox - it was not the optimist who survived the prisoner of war camps. It was the realistic optimistic that survived. True situational realist but optimism for future, hope that they will get out alive.
- Faith - one of the most powerful survival tools.

Thoughts from Travel regarding Faith & Leadership

- People who attend church regularly live 7.7 years longer.
- 80% of the world's population is involved in organized religion.
- Asked movie director how they managed some of the greatest teams making the great art of all time? The one leadership secret that unlocked the performances of the people with who he worked, EM Forrester, "Howard's End" "Only connect..." Connect with the mysteries around us. Connect with many. Connect one on one.
- If you want to increase your influence, to be the leader you were meant to be, to take the step, connect.

Session 2: Liz Bohannon

- Every day the bell would ring at noon for lunch. On one particular day, I was working on a project through lunch. The factory loses power. It gets completely pitch black, completely silent. I was locked in an Ethiopian shoe factory. There were voices. I screamed. They came and stood on the other side of the door with me while I waited to be rescued.
- I decided I wanted flip flops that didn't flop. So I took a pair of shower sandals and tore off the plastic thong and tied on some ribbons.
- We knew if we were going to grow, we were going to have to evolve. We saw the future of retail. We saw that for retail to survive e-commerce, it has to be cheap and easy access or unique, social.
- We had to shift from wholesale model to direct-to-consumer. We would need new finance strategy, new team, new products to expand.
- I was really afraid. I was waking up most days in the state of fear. Today was the day that I was going to be exposed. That I had no business running a business.

Beginner's Luck

- Beginner's Luck - the supposed phenomenon of novices experiencing success
- We were creating community and opportunity for women here at home and not just in Africa.
- Every time we start something, fear raised its head.
- A few years ago, I started to think more about beginner's luck. I started to wonder if 10 years later, if learning to channel my inner beginner could make me more successful.
- I had failures. I tried to make close toed shoes in that factory and it failed. So much so that I buried a pair in my backyard. Even our bad ideas deserve to be valued.

Beginner's Pluck

- Pluck -spirited and determined courage.
- Beginner's pluck
- The four stages of learning
- Stage 1 - Unconscious Incompetence: you don't know what you don't know.
- Stage 2 - Conscious Incompetence: Ouch. You know what you don't know.
- Stage 3 - Conscious Competence: I can do it but it takes effort.
- Stage 4 - Unconscious Competence - I'm so good I can do this in my sleep!

- This image of the stages of learning is insidious. It will keep you from being a leader who equips and takes risks. We start acting out of fear that we will lose our place.
- My new book, [The Magical Land of Beginners](#) - launches today at the Summit.
- The very things that would ignite your insecurities will make you say "Honey, I'm home!"
- Dream Small
- You're Never Going to Find Your Passion - Pluckies know that you don't find your passion but you can build it.
- You are Average - Statistically speaking, we are all mostly average. You don't have to be above average in talent or intellect, you can lead an extraordinary life.
- What is meant to be inspirational creates some serious analysis paralysis.

Dream Small

- I love dreaming big. How do you get a big dream in the first place? Principle #3 of Beginners Pluck is Dream Small.
- When I was in college, I was passionate about women and girls in extreme poverty. I didn't get my dream job. Apparently the NY Times isn't interested in hiring an international correspondent who has never really traveled outside the United States. One day in my cubicle on the 18th floor of this office building, I realized that I did not have one single friend who grew up in the situation that I said I cared about. There was a massive delta between what I said I believed and the life I was living. My new dream was knowing one friend who grew up in the situation.
- As soon as I made that small actionable step, I quit being a dreamer and became a doer. I bought a one-way ticket to Uganda.
- I was launched out of waiting into creating.
- I met some of the brightest women in the country. I jumped to conclusions and started a charity. Keep the women together. Teach them a skill. Contribute to our local economy. I started a chicken farm. Imagine how well that went since I had to look up on Wikipedia what chickens ate.
- I promised these women that if they would make sandals for the nine months between high school and college that they would go to college. We did whatever we could to make it.
- Fast forward 10 years and Sacred Design is one of the largest exporters in Uganda. We've created fair wage and dignified jobs.
- It all started with an impossibly small dream of knowing one single girl. Give yourself and those you lead permission to dream small.

- You realize that leadership is not just about building your own kingdom. It's about helping others.

Nobody Needs or Wants You to be Their Hero.

- We were created to live in community, where we do the sacred dance of giving and receiving, of meeting and being met. Each and every one of us is terribly broken and brilliantly wrapped. We can equip others to be the heroes of their own stories.
- Aggie - 13 years old, a village elder approached her father and offered 20 cows to become his wife. Her father said no. He kept her in school. The hiring manager would say he would give her a job if she slept with him. This is not an exclusive to Africa problem. She offered to work as an intern for one month. Today she is our managing director of all operations in Uganda. Her village is changing. The average age of marriage was 13. Now the average 13 year old girl is in school...where they belong. She has created an eternal wake for girls in Uganda in ways that I could not.
- You want to talk about pluck! Can we give Aggie a huge Summit welcome!
- Truly transformational leader is about linking arms with others to raise the tide for others.
- Only together can we create lasting change that will make the world a little brighter, more equitable than it was before.
- Emilio Esteves - "Ducks Fly Together" - "Plucks Fly Together"

Session 3: Jason Dorsey

- How many of you have had a conversation with another person of a different generation and when they left you know they didn't know what you were saying? So you wrote a note in cursive? And they responded with a text?
- I'm on a mission to separate myth from truth, to show the value we each bring.

Trends that Shape Generations

- The number one trend that shapes generations and no one talks about it: parenting.
- Millennials had a distinct parenting philosophy that has come back to haunt them. Our parents were Baby Boomers. Boomers raise your hands? Wow. Look at all those watches.
- Parenting influences everything we do. We're influenced by our parents. Should you go to college? Should you go into debt for college?
- People say millennials are entitled. We know for a fact that entitlement is a learned behavior. You complain about us; you created us.
- The second trend we study: technology. Every generation has a natural relationship with technology that is largely driven by our age. It's invisible until we're forced to interact with people from a different age.
- I Facetime with my daughter every day wherever I am speaking at. It's the only way my daughter has known how to use a phone.
- Technology is only new if you remember it as it was the way before.
- Geography: within the same generation, you'll see differences between generations. Millennials, Gen Z are fairly consistent. Gen X, Baby Boomers very different.

The Research

- [The Center for Generational Kinetics](#): separating truth and myths about generations. #1 generational research, consulting and speaking firm.
- Done more than 60 studies, 10 studies going on right now.
- Our mission: uncover new solutions for generational challenges facing
- Generations are not boxes. Generations start and stop based on predictability -
- Generation Z (1996-present)
- Millennials (start: 1977-1981; end 1995-1996)
- Gen X (1965-1976)

- Baby Boomers (1946-1964)

Millenials

- Largest generation in the workforce. Everyone says we're unemployed but more are working than anyone else.
- Millennials are experiencing delayed adulthood.
- My brother was married, two kids, two SUVs. My mom was paying his car insurance. I can't complain because she would take her gas card.
- So often we don't adapt as leaders but we need to.
- The millennial generation is splitting in two. Half is doing everything we're supposed to. The other part of the generation is struggling real-world traction.
- Somewhere around 30, you self-select which group.
- The group most offended by lazy millennials? Other millennials.
- Mega-llennials vs Me-llennials
- Millennials are not tech savy. We are actually tech dependent. And it changes everything we do.

Gen X

- Millennials listen closely: we'll be working with them forever.
- Gen X is at an interesting stage of life. They are caring for both parents and kids.
- Gen X is naturally skeptical. They love to see data. No one else wants to see the data.
- Gen X: you are the glue in the organization. You don't like Millennials are Baby Boomers.
- No matter how much I talk about Gen X they feel like I never talk about them enough.

Boomers

- They know geography. They can read a map that doesn't talk.
- Boomers define work ethic in hours per week and those hours don't work unless they can see you.
- There are no short cuts to success. They believe in policies, protocol. You must use a fax cover sheet. (What's a fax?)

Gen Z

- They're going to change the world
- Gen Z: their parents are primarily Gen X or older millennials

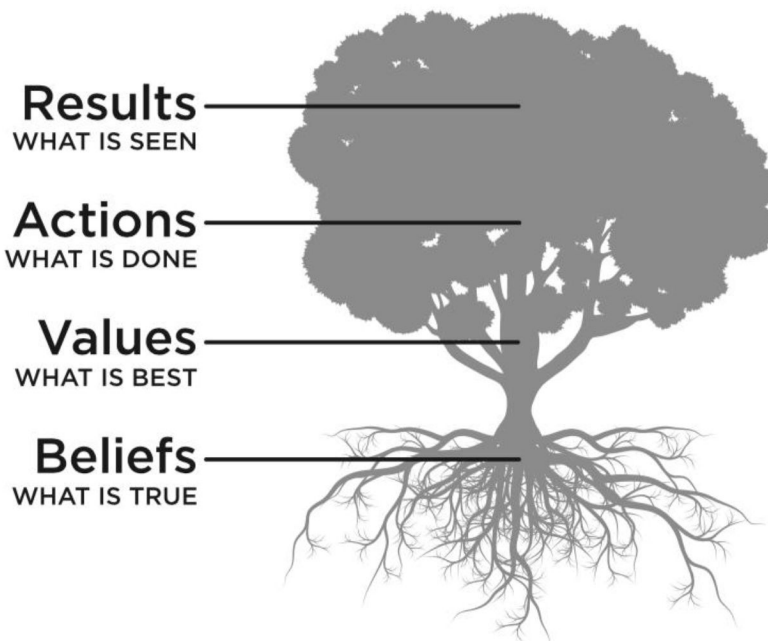
- Gen Z is very practical with their money.
- There is a good chance that Gen Z will leapfrog some millennials.

What Can We Leave Here and Do?

- The best thing you can do is provide specific examples of the performance you expect. Make it a photo, video. Show us what it looks like. The language varies by generation, gender, geography.
- Most leaders think linear. Step 1,2,3,4,5. Gen Z/Millennials don't think linear.
- You have to provide quick-hit feedback. Not trophies or awards. We have those. "Hey Sarah, I saw how you were helping Jesse. Thanks!" You can do it by talking, text, just don't leave a voicemail. My dad leaves 5 minute voicemails; it's like a podcast.
- Every single generation on earth brings something important. And every generation can lead. And we need more leaders.
- When I turned 18, I was cut off from my family. A leader helped me and they changed the course of my life. Thank you for the lives you have changed.

Session 3: Danielle Strickland

- Change is happening faster and faster. How can we be leaders of influence who don't just survive change?
- Amplify - Rwanda with leaders - decreased domestic violence by 60% in one year. My life was like a tree. I had to confront the fruit of my tree. I had to quit discarding that fruit. I picked the part of my life that was bitter. My family was bitter. My family was stone cold. He traced that fruit to the behavior (like a branch). Every time I raised my voice, yelled, hit my wife, I raised tension. He was traced to the trunk (the values). Transformational change requires you to dig below the surface to the root system, the deeply rooted belief within yourself. Dad told him when he was about to get married that he had to make his wife and kids fear him. Once we changed his deep belief, his values changed (respect to relationship), his actions changed (instead of orders, he asked questions; he started expressing his emotions), his family life was transformed.



- Could it be that simple? My life is a tree? Really.
- Man had a stress-related symptoms. He got a larger dosage of meds. He needed transformational change.

- Societies are suffering from excessive violence, conversations about laws, instead of digging into the deeply held beliefs system.
- We need to find the right changes if the change we're after is transformational change.
- The longest reigning empire was Ethiopia. The last emperor of Ethiopia reign ended in 1974.
- Transformational Change: Change the right things.
- Transition bridge. Stage 1: settled. Stage 2: unsettled. Stage 3: Chaos. Equal parts scary and exciting. Stage 4: Unsettled. Stage 5: New normal.
- Every transition I've been through feels like this. It's not enough to know what to change, you have to embrace the process to change it.
- For most of my life, I've been fighting human trafficking.
- Talked to an owner of a brothel. When she was 11, she decided her dad had abused her for the last time. She turned her first trick that night. She asked where I was when she was 11.
- Disruption is not a threat; it's an invitation.
- Friend found 70% of victims in domestic trafficking came from foster care.
- When you see a leader leave what is familiar, you come close to them. You grab them by the elbows and say, "I've got you friend."
- Together we navigated to a new agency, [Brave Global](#). We figured out that since they were in the system, we could target them. Girls are not the problem; they are the solution.
- This process of change is in every transformational idea.
- Acts 10 - Peter doesn't know how to take his change to the whole world. Peter is praying, has a vision of animals he cannot eat. "No, Lord!" Verse 10 "confused and disturbed, Peter wondered what this could possibly mean." There is no changing the future without disturbing the present. With God's help, Peter leaves behind the normal and goes to meet Cornelius, a new friend. Just another beggar trying to find bread. God shows up in Cornelius life in such a way that it is evident that God is acting. "Oh, I see now. God shows no partiality." A new normal is born.
- Transformational change requires us to embrace the change. One encounter can change everything if you change the right thing.

Session 4: DeVon Franklin

- Most of us struggle with our differences.
- Your difference is your destiny.
- Famous Amos and Chips Ahoy. They don't try to be the other.
- You have your own recipe for success. Quit trying to steal someone else's recipe for success. Own the recipe that is already within you.
- There's already space on the shelf of your destiny for your recipe.
- Difference is so important. Difference is a way in which people or things are not the same.
- Destiny is your highest purpose and your calling. Destiny is not just a destination, it's a process.
- So often we don't answer the call on our life because we're too distracted. What's your calling trying to tell you?
- It's great to talk about difference but difference is painful. It's hard to stand out.
- My day job is Hollywood. I am a black man. And a Christian. There are few people of color and even fewer who have been bold about their faith and been successful in Hollywood.
- Not everyone will embrace your difference but as long as you do, you can live your destiny.
- Went to an internship interview with Will Smith. Told them I could not work on the Sabbath.
- Too often we think we have to compromise to find our destiny. You don't have to make a compromise. You are bigger than you give yourself credit for.
- We attach opportunity to destiny. In the interview, I was concerned about getting information. Look for information, not confirmation.
- Too many of you have bought into the myths of your industry.
- I've been in Hollywood for 20 years and there has never been a Sabbath that I have had to work.
- We lose our voice when we just want to get by. At what cost is conformity costing us?
- It's time to exert our influence by using your voice.
- What makes me different? What makes me unique? What gives me a different worldview? Can I be comfortable knowing that I am not using my full potential?
- Be bold enough to walk that out in life no matter who challenges you.
- Difference, when we are tired, we make an exchange. We exchange what makes you different for what makes you common.
- Resist the temptation to exchange.

- Hollywood is addicted to the sequel. Bloomberg says that the sequels are falling flat. Guardian noted similar problem.
- Avoid sequel-itis. Take the bold risk of being original. It is scary to own your difference.
- Don't be afraid of discomfort. Discomfort is a sign you are on the right path.
- No discipline, no destiny. There are times that our discipline betrays what we want. "I hated every minute of training, but I said, 'Don't quit. Suffer now and live the rest of your life as a champion.'" - Muhammed Ali
- Difference is powerful.
- I resigned just after Heaven is for Real. My difference is my destiny and so is yours.
- It's time to power up.
- How to own your difference? Admit I am different. And I'm okay with it.
- Do not confuse someone else's distinctiveness with your own. So often we get enamored by a leader who is a mentor. Do not confuse their distinctiveness for your own.
- Hang with those who encourage your differences.
- Be salt and light. Be salt, the preservative. If you are salt, if you don't sprinkle it in your environment, you will be bottled up. Shine light where it's dark.
- Destiny is a process. Commit to it!
- One of the great stories in Hollywood is Cinderella. No one else could fit that slipper but only her. It's who knows you. She found the right fit and her life was changed forever. Your difference is your destiny. Your difference makes a difference.
- Go boldly where no other leader has gone before.

Session 4: Patrick Lencioni

Leadership Motives

- I think a lot fewer people in the world should become a leader.
- Everybody has influence...and they probably shouldn't.
- Don't be a leader unless you're doing it for the right reason.
- New book is called: [The Motive](#). Most of my books are about how to be a better leader. This book is about why to be a leader. If your why is wrong, all the hows in the world won't matter.
- There is only two reasons to be a leader: (1) to serve the people you lead (responsibility based leadership) - some call this servant leadership; (2) rewards centered leadership, I do this because I get something for it.
- Alan Mulally believed that leadership was a privilege. I told him about leaders that led because of what they were going to get.
- You have to understand your leadership motive if you're going to be a leader.
- What is it specifically that is about being a rewards-centered leader that is bad?
- Sin of omission - not doing the good things.

1. Rewards-centered leaders don't like to have uncomfortable conversations.

- They push them off on others and so others suffer.
- CEO wanted to hire a new CIO and so he did. Sent out an email announcing new CIO without talking to old CIO first. The CEO wrote a book about how to be a leader.
- Friend worked at a startup. Leader of startup sent a message that he needed to change behavior. Friend asked if he wanted to talk about it. Leader said, "No."
- CFO said "I'd fire you and put savings on the bottom line." I went to CEO and told him he needed to address the issue. CEO refused to address it.
- CEO was looking for a new president. Fred started telling people that he was the next president. CEO refused to tell Fred to stop.
- Alan Mulally - guy who was related to Ford family skipped a meeting. Alan said, "we can still be friends. You don't have to work here." If people were on phones, he would give them the stink eye.

2. Rewards-centered leaders avoid managing direct reports.

- They find it tedious and boring. "I don't want to be a micromanager."

- If people aren't managed, they lose motivation. There is politics. When you abdicate that as a leader, real people suffer.

3. Rewards-centered leaders don't run good meetings.

- How do you know if a surgeon is good at job? Watch surgery. Teacher? Watch them teach. Leader in an organization? Watch them run the meeting.
- We cannot abdicate or delegate meetings.
- What's the cost of bad meetings? Bad decisions. The wrong people will get attention and funding.

4. Rewards-centered leaders do not like to do team building.

- Don't have a meeting if you're going to get naked, hold hands and catch people falling out of trees.
- If you as a leader do not want to build the team, you can't think you are helping our team.

5. Rewards centered don't like repeating themselves.

- They don't want to reinforce their messaging.
- Gary Kelly at Southwest Airlines gives the same message over and over. Alan Mulally repeated his message to WSJ.
- World Wide Technology, Jim Kavanaugh is the CEO. He constantly repeats himself. CEO is CRO (Chief Reminding Officers).

Concluding Thoughts

- Are we leading for the right reason?
- If we don't lead well, our people suffer and they take it home with them.
- If you can relate to this, lean in. If you don't want to do these things, step away from leadership. That would be a heroic act.
- There is an evil one out there that wants us to slide.
- My hope is that rewards-centered people will go away. My hope is that one day people will not say servant leadership because there is only one kind.

Session 5: Chris Voss

- Spent 24 years with FBI as lead hostage negotiator.
- Any time the words "I want" or "I need" are in your head, you're in a negotiation. The most dangerous negotiations are the ones we don't know we're in. We have 5 to 7 negotiations every day.
- Man got a brand new cup from Starbucks. Barista said "I give caffeine-free to people who are mean to me."
- The commodity that is in all negotiations is time. It's the commodity that we all have the exact same amount of.
- ["The Talent Code" by Daniel Coyle](#) - everything is learnable.
- The first move is always to really hear the other side. Connect. Connecting is easy and powerful. It's simple. It's cheap. If they feel that you connect, they will say, "That's right."
- Tactical empathy - the FBI thought the best approach was empathy.
- Empathy has been confused with sympathy and compassion these days. Empathy is a compassionate thing to do. Empathy is completely understanding where someone comes from and being able to communicate that.
- Call out the elephant in the room.
- Listening is a martial art.
- With great powers come great responsibility. Listening is a skill, tool, technique. Like a cellphone, it's just a tool.
- If you use listening to manipulate, you pay for that down the road. If you use it to create great collaboration, the payoff down the road is great.
- Mirroring - the last words that they just said. It lets them know that they just said. With upper inflection, it is an invitation to expand on what they just said.
- Mirroring is the conversational Swiss Army knife.
- We feel protected when we say "no." A collaborated no is worth at least five yeses. People will talk a lot more after they say no than they will after a yes.
- You have to give them a chance to talk. You have to go silent and let the other person go on. You'll say more if you don't feel trapped by them.
- If I remove barriers to agreements first, we'll get there faster.
- "Your right" is what we say to people who we have to maintain relationship with and you just want to shut up.
- Effective pauses - give people the chance to talk. 2/3 people are not comfortable with silence.
- Fight, flight, make friends. Caveman's response to threat.

- Be likable - Six times more likely to make a deal with someone you like. I can't control if you like me, but I can control if I'm likeable. It's often as simple as smiling.
- It's emotional intelligence.
- Don't say "I understand." That's what people say when they want you to be quiet so they can talk.
- Figure out the "why" to what they're asking for.
- The word "why" makes people defensive. Everybody has it drilled into their heads that "why" questions indicate that they have done something wrong. Switch why to what.
- Focus question down to what and how. How is the open-ended question on steroids. How triggers what [Daniel Kahneman](#) called slow-thinking.
- When the negotiation is slipping away, say, "It feels like I haven't earned your trust."
- How can I get my kids to sleep please? Where do we begin? Start with How question. How are we going to Disney World if you don't go to bed? It triggers their brain to think. It wears them out.
- What about a raise? Bad news: employers, bosses see people as selfish. The only time you come into their office is when you want something. "How can I be involved in projects that are critical to our strategic future?" Negotiations are about what is going to happen in the future. Talking about a successful future makes me more valuable.
- You have to leave the selfish stuff out. Make yourself more valuable.
- How to negotiate a better deal on a car? Say what they're going to say before they say it. It will leave them with nothing to say but to drop the price. "I love the truck. It's the most beautiful thing in the world. How am I supposed to pay this?" He lowered the price. "I'm so embarrassed. It was worth what you were asking to begin with. How am I supposed to pay this?" He knocked the price down five times.
- The quickest hack to fear, we're hard-wired to be afraid, is to be genuinely curious. It bypasses all of that. It keeps you in the positive frame of mind.
- In most cases, they just need to be heard.
- If you want to go fast, go alone. If you want to go far, go with a team.
- How hard could it be? The redneck says, "Watch this!"
- It takes work, focus, putting your hours in. There is a subtlety to it.
- It works because we're people.

Session 5: Aja Brown

- Regardless of where we come from, we've determined to get better. We want to be a catalyst for change.
- Most people are more apt to change when
- There's a huge difference between being busy and being fruitful.
- Vision, buy-in, collaboration
- Vision is the vehicle to creating momentum. We want to move fast. We have a need for speed. Vision allows us to pivot in a new direction and get to the fast-lane.
- Your biggest challenges may vary from neighborhood to neighborhood.
- Everyone is an expert at their own post. People are a critical resource.
- [John Maxwell's 21 Irrefutable Laws of Leadership](#)
- Building and creating significant change requires buy-in.
- Define shared progress up front.
- Vision is power. Vision is like sending a heat-seeking missile into the atmosphere. Once vision goes forward, the atmosphere begins conforming. Vision activates. Vision corrects, effects, manifests, will speak.
- Vision relies on timing to be fruitful.
- Habbakuk 2:2-4
- Certain conditions must be met to pick up momentum.
- God's timing is perfect. When you wait on it, the vision will manifest.
- You have to be prepared.

How can we hone the vision?

- Identify the objective.
- Define the progress.
- Identify milestones.
- Establish your priorities.
- Communication plan is essential.
- Identify obstacles in advance.
- Formulate your navigation plan.
- Stay focused and informed.
- People will have an agenda. It may be good but it won't be God.
- Perceived delays are part of the process. You don't fail unless you quit.

Tackling change - addressing the status quo

- The vision will lay out where we need to go.
- We all wanted to positive, happy, healthy community.
- We were able to bring in 3 Fortune 500 companies which created 1,000 jobs.
- We were able to train ex-gang members with new career skills.
- Crime is still low. It's amazing what can happen when people work together.

Collaboration is your force multiplier.

- Empowering people is essential.
- The more leaders you can develop, the further you can go.
- The more people that are on program, the broader your leadership will be.
- You can overcome resource drains. You can overcome capacity shortcomings.
- You can expand your perspective.
- Make an inventory of potential stakeholders.

Faith is the foundation of who I am.

- Everyone has an awesome opportunity to effect change wherever you are. Having that ripple in someone else's life is important.
- Be an effective person of integrity. It's the best witness you can ever have.
- God desires to partner with us. We are His instruments.
- Think about how you can vision to effect change. Use vision to direct change.

Session 5: Jia Jiang

- How many of you like rejection? How many of you like gifts?
- Teacher bought gifts for everyone. Gave gift whenever a person gave a compliment. Three kids were left without gifts and without compliments.
- At age 14, Bill Gates came to China to promote Windows 95. I said I was moving to Houston.
- Two years later, I came to US in rural Louisiana. That's where I met God and my life has never been the same.
- Fast forward another 14 years, I was 30. I had fulfilled the American dream. It was not my dream though. I was doing what everyone else said I should do.
- My wife challenged me to quit my job and start my career. I felt scared and naked.
- I was building a team. An investor sent an email saying "No. We're not doing this." I felt like the six year old again.
- Would Bill Gates want to give up after a rejection like that? No. So I searched how to overcome my fear on rejection.
- rejectiontherapy.com - if you look for rejection, you will become desensitized to rejection. I did it for 100 days and put it on Youtube.
- 100 Days of Rejection Therapy - Played soccer in a stranger's backyard; Drove a police car. [Krispy Kreme - Olympic Rings](#)
- Began to study how we use rejection to change our lives.
- ["What I learned from 100 days of rejection" - TED Talk](#)
- What is rejection? Rejection is a numbers game. If I want a yes, I just need to ask enough people.
- Harry Potter - best selling book series of modern era - JK Rowling was rejected 12 times before they published the book
- Rejection is an opinion. There are plenty of opinions in this world. It's the cheapest resource on earth (and its renewable too).
- Same person making the same request and I would get different responses. Rejection feels like an indictment of who we are. It's not, it's an opinion.
- Working with CEO of large real estate company in California. Designed a social challenge for the company. Scoreboard and everything.
- You can learn a lot of things. You need to put them into practice as well.
- DareMe.com
- I'm inviting you into a world where when you are afraid, you can change yourself by leaning into your fear.

Session 6: Todd Henry

Introductory Comments

- Perfect t-shirt: How to draw Darth Vader.
- The brilliant work happens between panels 3-4.
- If you solve problems every day, you're a creative. You don't need \$300 designer skinny jeans. It helps, it squeezes all the blood to the brain.

Prolific + Brilliant + Healthy

- Should aim to be prolific + brilliant + healthy. You need all three.
- Prolific + Brilliant - Healthy = Fried. It leads to the walking zombies. If you don't get healthy, you'll lose the other two pieces.
- Healthy + Brilliant - Prolific = Unreliable.
- Prolific + Healthy - Brilliant = Fired.
- If this was your definition of success, how would you be doing right now?

Creative People Need Stability.

- They need clear and effective boundaries.
- Orson Welles - "The absence of limitations is the enemy of art."
- You have to take the risk by giving them clear direction. Your team needs a stable, clear environment. They need to know that the process will not be shifting midstream.
- Someone swoops in and changes everything. How does your team feel in that moment? Deflated. Betrayed. You did not create an environment in which they could do their wild, creative work.

Creative People Need Challenge.

- They want to be pushed. They want to try new things. But they need your permission to do so. "I believe in you and your possibilities."
- Stability and challenge live in tension with each other.



- High challenge, low stability -> ANGRY . Lead to shooting star organizations. They burn out quickly.
- Low challenge, low stability -> LOST
- Low challenge, high stability -> STUCK
- High challenge, high stability -> THRIVING
- The mix will be different for each person on your team. Some people just need a couple of check-ins each week. Others need more.
- How do we move from panel 3 to panel 4? How do we instill stability and challenge?

Trust is the Currency of Teams

- To instill stability, you have to earn the right to be followed every single day. Think of a leader who shaped you.
- Trust is the currency of creative teams. Here's the problem with trust. Most leaders don't blow trust in big ways. It's often the little things. We have a misunderstanding of how trust works.
- Trust does not function like a bank account. It's more like a water balloon. If you puncture it in a tiny way, you are going to lose it.

Losing Trust

- *Declaring undeclarables.*
 - Bear was spotted east of Cincinnati. News was all over it. My kids were freaked out. I said "that bear will never be around here. it's 50 miles away." A week later, the bear was a block from my house. It was spotted

in every place my family goes. Lets just say I lost some credibility with my family.

- As leaders, we do the exact same things. Every single action is like a puncture in our water balloon. It will cause us to lose trust with our team.
- *Second way we lose trust is being a superhero.*
 - We push people away because we want to act like we have all the answers.
 - When we push people away, we violate the fundamental role of leadership. It says that we don't trust them to do their job. And why should they trust you then?
- Both of these issues are rooted in insecurity. We fall into the likability trap.
- Your area of your insecurity is the area where you have the chance to cause the most damage to the people around you.

Developing Trust

- Commit to earning the right to be followed every single day.
- Loosen your grip.
 - A message for control freaks (like me). As a leader, your job is not to do the work. Your job is to lead the work.
 - Some people hire bright, sharp people and then try to turn them into little versions of themselves.
 - When you micromanage, your team shuts off their brain and they stop looking for context. They start saying, "Just tell me what to do."
 - We have to transition from leading by control (presence) to leading by influence (principle). Influence gives them freedom to do what we hired them to do.
- Establish your Point of View as a leader. We need a clear leadership philosophy.
 - What is acceptable and unacceptable risk? We are aiming for bounded autonomy, freedom within limits.
 - Ghost rules - invisible narratives that guide our teams behavior.
- Dee Hock - "Simple, clear purpose and principles give rise to complex and intelligent behavior. Complex rules and regulations give rise to simple and stupid behavior."
- You have to take care of #1.
 - As goes the leader, so goes the team. If you are not inspired, you cannot inspire. If you don't have time to fill the well, you have nothing left your team. What are you doing to fill your well?
 - You need to model what prolific, brilliant, and healthy looks like.

- Fill your mind with the great thoughts of others.
- Put yourself in ways that make you feel uncomfortable.
- Jack London - "Inspiration does not come when you want to. You can't wait for it to strike. You have to go after it with a club."

Make an Echo

- Greek Proverb - "a society grows great when men plant trees in the shade under which they will never sit."
- What a privilege and responsibility that we have as leaders.
- In 100 years, 50 years, most of your organizations won't be around. The influence you have on the people you lead will echo for generations to come. They will be sitting under a tree that you planted.
- A great leader's influence echoes for generations.
- A true measure of a leader is not the work that they do; it's the brilliant work that they unleash in others.
- You have a mandate to change the world around you.
- Choose to be a leader who makes echoes. You've got this. God bless all of you who choose to lead.

Session 6: Krish Kandiah

Introductory Comments

- Little boy was called to the head teacher's office. She asked him to sit down. He wasn't going to be able to go home. He would have to go with this social worker, to a foster family.
- On the other side of the door was me. I had a terrible day. I was just waiting to binge watch Netflix. Marie Kondo said I should only allow things into my home that bring joy. This little boy would not necessarily spark joy.
- VIP Leadership (VISION, INCLUSION, PROXIMITY)

Vision

- I didn't want the little boy into my home because he was troubled. My wife did not see trouble. She saw treasure. She saw his anger as a positive. He was a fighter. She saw the shouting as a positive. He was going to speak up.
- What color is the dress? This picture nearly broke the internet. It's a wonderful parable of leadership.
- Leadership is about seeing things that others are not seeing.
- Manager likes to keep things together, neat, tidy, systematized. Leader likes to bring change.
- Visionary sees things differently. Visionary leader helps others see things differently.
- Robert - in foster care in Britain. Five years old, speech delay. What does it feel like to be Robert? To know your future has been written off when you're just five years old.
- Jonathan Swift - "Vision is the art of seeing what is invisible to others."
- Children who age out of foster care make up 1% of UK population, 25% of homeless population, 30% of sex workers.
- Two children were taken into foster care because of domestic abuse. Little girl moved into a rich, powerful family. Little boy joined military and saved the world. Luke & Leia Skywalker.
- Filmmakers and authors often use foster care kids to start (Batman, Tarzan, etc)
- As leaders we're called to see potential in people when others see only problems, see hope when others see chaos, see opportunity when others see obstacles.
- Blockbuster failed to see Netflix deal. Kodak failed to see digital camera.

- Louis Armstrong, Eddie Murphy, Cher - their adoptive parents saw potential, treasure.

Inclusion

- "Krish and Mariam, we know you already have 6 kids in your home. Is there room for any more? Can't tell you much, all we can say is he is a biter."
- Biter is an inadequate description of a human being. We are more than the worst thing we have ever done, or had done to us.
- Imagine two 20 pound notes, one brand new, fresh from the mint, the other scrunched up and broken. Which is worth more?
- For many leadership is about exclusion, to keep people away.
- Organizational Chart - Person at top is far, far away from the person at the bottom.
- Jesus - "He did not come to be served but to serve but to give his life as a ransom for many."
- 8 million children are living in orphanages. Children who age out of orphanages end up 1/3 homeless, 1/5 criminalized, 1/10 commit suicide.
- I think the opposite of prejudice is hospitality. It opens doors. It looks at the inside. It leads to solidarity. It values deep risk. It sees people.
- What if our homes, organizations were places of hospitality?
- Sara Bacon - went into foster care at 15 years old. When she aged out of foster care, she was criminalized. She applied for 70 jobs and got 70 rejection letters. Except Timpson Group. One manager offered her a job and a place to stay, counseling, a deposit on her apartment. She is now flourishing and a stand out employee.
- Timpson has 2000 retail outlets across UK, 600 of their employees are former prisoners.
- James Timpson grew up in a family that fostered. He wanted to make a difference in the lives of prisoners.
- What legacy would it give your children if you were a family that practiced radical inclusion?
- "Running a business with kindness at its core is the most fun way to run a business. Don't focus on profit. Focus on kindness and love and watch the profit follow." - Timpson
- Taj Hotel in Mumbai - incredible acts of bravery by staff. Radical inclusion that Taj Hotel showed to staff it was returned with loyalty and bravery.
- How are you doing on redemptive inclusivity?

Proximity

- I had been the acting director when old CEO left. When the call came from the search team, it was during Lion King. "We don't think you will be a bang-the-table leader. That's what we're looking for." I'm not a bang-the-table leader; I'm a set-the-table leader.
- In my house, our kitchen table is the most valuable piece of furniture we have.
- My wife once cooked 24 sausages. Boy grabbed 20 sausages and was guarding with fork and knife. What has gone on in his life to make him guard his food like that?
- The power of proximity.
- We don't just visit people in need. We invite them into our homes, our lives.
- Standing with boy from beginning on the other side of the door with new adoptive family. "Will it be okay if I call this new family Mum and Dad?" Fireworks are going off inside of me. I want to sing and shout, but I'm English so I just nod. I remember when I was too scared to let him in my house. Now I'm scared to let him go.
- This little boy gave me fresh vision, inclusion, and proximity that changed my leadership.

Session 7: Jo Saxton

Introductory Comments

- When I was growing up, there was only one super hero for me: Wonder Woman. She fought against the bad guys. She wore a cape. She had powerful bracelets. And her red leather boots!
- One day my aunt came home from shopping and bought me red, leather boots. Moment those boots touched my feet, I was Wonder Woman. I did not have a cape, but I did have a cardigan.
- My feet grew. I lost all my powers, abilities. I was just an ordinary, just a little kid.
- We might feel that we need to be super heroes to get the jobs done. We might think we need special secret tools. That's not true.
- Leadership is inspiring but it's also disappointing. Leadership is faith-building but it can be soul-crushing.
- How do we level up our leadership to the challenges of our day?
- We can learn to level up our leadership by asking some probing questions about what is happening in our life?

Question 1: Who were you before anyone told you who you were supposed to be?

- I'm a Brit, but I was also a Nigerian. On Sunday nights, my aunts would come over and they'd cook all our favorite foods.
- One night, the news coverage referred to a neighborhood about a couple of miles from where we lived. There were riots, looting, cars were burned. There were similar riots for similar reasons across the country throughout the year.
- The way the news described immigrants was scary.
- Auntie Bassie - "Joanna, my dear, you need to understand. You have two marks against you: you're black and you're a woman. You will have to work hard at school. You'll have to worker harder because you're black. Additionally, you're a woman. You'll have to be better than every man. You'll have to be at least twice as good....You'll have to work extra hard if you want to make it in this country."
- Her tone was matter of fact, almost medicinal. She knew from her own journey.
- We were a problem, a threat, often a statistic.
- My auntie saw my imagination, my worth. She gave me the talk. She did not want me to believe the world's limits on me.
- Is that perception still shaping how you see yourself and limiting your leadership?
- The way we think matters.

- "What you're thinking is what you're becoming." - Muhammad Ali
- The way you think about yourself is already shaping who you are.
- Who were you before life happened to you? Before the crisis, before you were passed over for that promotion?
- You call it wiser and steady now. You call it angry, disappointed.
- What businesses aren't be started? What church aren't being planted? All because our game-changing ideas are buried under the rubble of the stories that life has told us.
- Henri Nouwen - "You don't think your way into a new kind of living. You live your way into a new kind of thinking."

Question 2: If your body could talk to you, what would it want to say?

- It was an ordinary day. My husband went to work. Kids got off to school. My heart was beating harder and faster than usual. The next day, it happened again. I ignored it again. On the third day, I called my doctor and he sent me to urgent care.
- I started first to talk with God and then to myself, asking how I got here. Your heart is fine but clearly something is going on. After a battery of questions, he asked, "How do you sleep?"
- Insomnia - it's been a hard year.
- Have you ever had a job that was more than just a job? That was where I was until it was shattered. It fractured my family, our place in the community, it broke me. Every day I tried to push past the pain but I could not handle it. I remember worrying about the future, my kids, the upheaval in their lives. Some nights I just laid awake just angry and raw. Other nights I'd wake up in a cold sweat, gasping for breath, immobilized by the fear and panic. It increased until it was happening on a nightly basis.
- My doctor gave me anti-anxiety medication. I went to a therapist. I took long runs. Eventually I slept a night. Slowly I began to heal.
- What was my body saying to me? "Honey, you're not a super hero. You're a human. It's time to pay attention to your mental and emotional health."
- 2019 Gallup Study - study of 7500 full time employees - 23% employees always, 44\$ employees are burned out sometime, 63% more likely to have a cik day, 23% more likely to visit an emergency room.
- Depression and anxiety cost the global economy one trillion US dollars every year.
- You have one body and your leadership live in it.

- What's your action step? It's time to take time to pay attention to your body, your heart.

Question 3: Who are your people?

- Asked a mentor for leadership tips, she said, "I hope you will have friends. You'll need friends for the hard times, but the good times too."
- 2012 CEO Snapshot Survey found 50% were feeling lonely, 60% acknowledged loneliness affected performance.
- I've known the loneliness that comes from making the heavy decisions and responsibility carries.
- ["The Year of Yes"](#) - the first, only, different (FOD)
- Nothing prepares you for the constant impact of loneliness.
- ["The Lethality of Loneliness" TED Talk](#) - John Cacioppo - described impact. It increases depressive symptoms; increases powerful stress hormone - cortisol; decreases the quality of our sleep; increases your vulnerability to impulsive behaviors.
- There's always been a loadstar that has helped me navigate what life was doing.
- It takes a village to develop a lead.
- Who are you going to do this for? You want to level up your leadership? Be a loadstar for someone else.
- Look for ways to leverage skills and connections among people of a different gender, race, tribe than you.
- McKinsey and Company - improved financial bottom line.
- Who are your people and act on it as soon as you can.
- Ask yourself these questions and make an action plan for each question.
- To get The Leader's Level Up Guide: Text LEVELUP to 345-345 (US only) or go online josaxton.com/gls2019

Session 7: Bear Grylls

- I want to share what I've learned not just from the summits but the valleys as well.
- The man in front of you is often full of nerves. I know struggles. I've experienced lots of moments of self-doubt.

Failures

- Day 1 - British Special Force Selection - stood in the rain at the foot of mountains, soaked, cold. I had never felt so out of place. I thought I had volunteered for something way beyond my ability.
- First time I tried out, I failed. I was returned to unit. We like to gloss over our failures.
- My failures are much greater than my successes. Those failures have also made me, built resilience over time.
- There's no shortcut to your goals that avoids failure.
- I retried for the SAS again. A part of me dreaded it. By the same stage where I failed the first time, we were down from 90 recruits to 18.
- We saw the trucks that were marking the end. As we approached, they drove off. We had to go over the peak again. Six recruits quit in that moment. The irony is that the trucks came back for us before we had gone just 200 meters. By the end there was only four us remaining. Of the four, three had failed the first time around.
- Embrace your failures. Don't run from them. They are central markers to reaching all your dreams, doorways you have to pass through if you're to succeed.

Fear

- Life is scary sometimes. All of us face battles, giants sometimes.
- Life will test us emotionally, physically, mentally. How we react to that testing reveals everything?
- Life rewards the dogged, the determined, those who walks towards their fears.
- After three years in the military, I had a free fall accident that changed my life forever. Canopy opens but struggling to control it. Still falling but way too fast. Then black. I'm alive but I can't move.
- Months in rehabilitation. Night terrors that are always about falling, always about being out of control.

- I still jump. The roar of the wind as the plane door opens. Face it. Use the fear. Become friends with it. When we edge toward our fears, so often the fears melt away.
- The only true way over our fears is right over the middle. Swim strong if you're surrounded by sharks.
- Our fears are just part of life, part of what makes us real.
- Light can only show through cracked vessels. The cracks are the real story. Like wrinkles, each one is a real story.
- The big moments in all of our lives leave marks. Life does not require us to be perfect. Perfect does not exist. Keep moving, always forward. As for the marks, the scars, the wrinkles, really they are the stories.

Fire

- How do we access the fire? Nobody is brave all the time. It's about delivering the extra when it really matters.
- British Special Force Motto - Always a little further.
- "The difference in ordinary and extraordinary is often just that little word is extra." - Commander of Special Forces
- The words were simple but they meant the world to me. Whenever its grim, people are throwing in the towel, make it a trigger to give a little more. Persistence requires digging deep.
- I remember when I was on Mt Everest. They ask the question, "What are you really made of?" I remember being at 28,000 ft. It's minus 40 degrees. I'm weak after so long at high altitude, mentally exhausted. I'm no longer sure I can make it. Voice inside of me saying "You don't belong here. Give up." NGU (Never Give Up).
- This Fire has been my most valuable weapon. Resilience. It's the storms of life that really makes us strong.

Faith

- At 28,000 ft, 600 feet below the summit, I sense another voice inside of me, "I'm with you. Lean on me. Keep moving forward. Falling, get back up. The summit will come."
- We all face our Everests. It's really just a state of mind.
- I could see the curvature of the earth. On that mountain, I could experience the voice of doubt being drowned out.
- I've leaned on my faith in some of my grimmest moments of my life. It's quiet and really personal.

- My Christian faith is almost like a backbone.
- Robin Knox Johnson - "There's no such thing as an atheist in the southern ocean."
- Faith says that I'm known, I'm loved, I'm forgiven regardless of how many times I fall down or fail.
- Many times I've tried to live without it. Alone, we can never be fully empowered.
- To be complete and fully alive, I really need this life giving presence that Christ provides. It's the point of awareness. It's also the starting point for so many true adventures.
- "Faith is like a crutch." What does a crutch do? It helps you stand.
- Faith is different from religion. Who wants religion? Jesus didn't. He loved to party, hung out with untame, lived with the outsiders. The only people he got upset with was the over-religious and the hypocrites.
- I've always felt like I have nothing to lose and everything to gain.
- My dad died shortly after I reached Everest. I told him that we climbed it together. I took a scoop of snow that became water. My dad would take sips from it. It was never about the water. It was about that understanding that dreams will require failure, fear will be a constant companion along the way, with a fire and faith to endure. Never give up.
- I'm no hero. Truly. I'm no stranger to crippling doubt. I know the weapons that have helped me and they always come from within: failure, fear, fire, faith.
- I've learned to be grateful. I've climbed with men who lost their legs in warm and they don't stop smiling.
- Seek humility. Know our place in the universe. Gratitude for the good stuff. I can count 21 times I should have died during Man vs Wild and other shows.
- It taught me some great lessons. (1) Don't be an idiot. (2) Be kind. Kindness changes people.
- When I see young scouts holding the hands of senior citizens with dementia, it's pure gold.
- Don't take life or any of them for granted.
- Our real wealth is always found in our relationships.
- You are made amazing so stand tall and never give up (NGU).

Session 7: Craig Groeschel

Introductory Comments

- Some people ask "Do you still get nervous?" Yes, I do.
- I used to vomit in a bucket right before I went to speak. Now, I just throw up in my mouth.
- I really, really care about you. I want to help you grow in your leadership.
- I want you to like me.
- Is it a mistake to tell you I'm a little bit nervous? Maybe, but probably not.
- I could fake it. Impressing you is not the same as connecting with you.
- As a leader, to really move, to stir you, to inspire you, to stretch your faith to believe that you can do more, I can not just communicate to your head. I have to connect with your heart.

"Heart Over Head - The Power of Emotions in Leadership"

- Emotions are not only relevant and important. They are the catalyst for change and growth.
- The fastest way to change someone's mind is to connect with their heart.
- When you step into a meeting, you will want to communicate information that leads to action. You will think and do some form of this: Here's what I want you to KNOW. Here's what I want you to DO.
- Knowledge will rarely lead to action.
- You can know that sales are down by 4% but no one changes their behavior.
- You can know that church is down but nothing changes.
- The difference between knowledge and emotions: Knowledge leads to conclusions. Emotions lead to actions.
- What do I want them to know? What do I want them to feel? What do I want them to do?
- If you know sales are down and you won't get the bonus, now you're motivated to get the sales up.
- How do we harness the power of emotions to motivate them? You can do this anywhere.

Share Stories Purposefully.

- Jennifer Aker - Marketing Prof at Stanford - asked students to share a pitch: 1/10 told a story. Only 20% remembered facts. 63% remembered stories in great details.
- Stories stick. Facts fade.
- Emotional processor - automatic and unconscious. You never have to get this worked up. It gets worked up on its own.
- Logical processor - it takes more fuel, more focus.
- Emotional processor is the default. It's never rational.
- Logical processor compensates for the emotional irresponsibility.
- When you use a story, you connect the heart of emotions to the strength of logic igniting a powerful action.
- Example: 1.5 billion that do not have access to the Bible in their language. I want to help people get the Bible. Are you with me?
- When I went into college, I was really wild. I was majoring in sinning. How many know that sinning can be fun? If you don't think sinning is fun, either you didn't do it right or you're lying. My sin caught up with me and I was hurting a lot of people. Tuesday came around and I realized that I didn't have a Bible study and I was going to lead a Bible study. I walked out of my Economics class. I was walking across campus and a man said to me, "Young man, would you like a free Bible?" We read the Bible and we tried to pray. I got so excited that I read ahead. I read all the way to Ephesians 2. I read that you could be made right with God by the grace of God. I went out into a softball field hating who I had become. I knelt down one person and when I stood up I was different. There's a truth and I am passionate about it.
- Stories stick and facts fade. No matter what you're leading, share stories. Not just the what we do, but the why we do it.
- Simon Sinek - People will work for a what but they'll give their lives for a why.

Choose Your Words Deliberately

- The words you choose determine the emotions people feel.
- How many of you have visions and values? Vision drives us. Values shape culture.
- Vision and values should never be words on a wall, they should be burned on our hearts.
- Our church has some values. Instead of saying we reach people we say, "We will do anything short of sin to reach people no one else is reaching."
- We don't recruit volunteers, we release leaders.

- Don't just give generic hope. Give prophetic promise.

Show Vulnerability Thoughtfully.

- How many people know people who have overshared?
- We may impress people with our strengths. But we connect through our weaknesses, through moments of vulnerability.
- Show the people what's in your heart. Lead with vision. Lead with boldness. Lead with vulnerability.
- Episode 51: Keeping it real and Episode 53: How to be real and not be weird
- People would rather follow a leader who is always real than one who is always right.
- In between years 11-13 of our church, I was not sure I could continue. There was a huge conflict. I had lost the church I loved. I'm not capable. I'm probably not the person for this. I want to quit. I'm not good enough.
- I went to a conference and felt like the biggest hypocrite. In that lowest moment, I heard something that wasn't audible. It seemed like a voice that was almost louder than audible: "Quit whining. You're sharp. Fix it!" It was life. It was hope.
- Step into it and do what only you can do. I went back to my leaders and they are still there today. I apologized. What had been stuck and stagnant came back to life.
- You're capable. You're called. You're gifted. You are a masterpiece! Feel inspired. Driven. Loved. Celebrated. Do what leaders do! Step into your calling! Embrace your mission.
- Leaders, like never before our world needs strong, integrity fused leaders. We will lead with profound humility and furious resolve We will inspire others to do more than they thought possible. We will have the courage to stand up when others back down. Everyone wins when leaders get better.
- Create. Inspire. Innovate. Empower people to make a difference.
- You are a leader. You have influence. Bend the curve. Step into it. Leaders change the world.