



# **The Global Leadership Summit 2015 Conference Notes**

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## Session 1

### Bill Hybels (@BillHybels)

Founder and Senior Pastor, Willow Creek Community Church



*Bill Hybels is senior pastor of Willow Creek Community Church, a church of more than 25,000 that celebrates its 40th year in 2015. He founded The Global Leadership Summit with a commitment to develop and mentor leaders worldwide. In 2014, the Summit equipped more than 220,000 leaders in 785 cities and 108 countries. Hybels is the best-selling author of more than 20 books including Simplify, Courageous Leadership and Leadership Axioms.*

- We're at different places in our leadership journey.
- We move leadership as moving people from here to there.
- Leadership is not about presiding over something. It's not about pontificating. It's about moving people or an organization somewhere.
- Some are just starting out and you're asking: Can I do this?
- Some are midway and you're asking: Can I sustain this?
- Some are near the finish line and you're asking: Can I take this across the finish line? Can I transition this to the next leader?
- 10% of you are considering quitting what you're doing right now.
- Armed with enough humility, leaders can learn from anyone. Pastors can learn from business leaders and business leaders can learn from pastors. The old can learn from the young, the young from the old.
- [The Intangibles of Leadership by Richard Davis](#)
- It's these leadership intangibles that set leaders apart.

#### **The first intangible: grit.**

- Why do lesser talented outperform their peers? They have grit – passion & perseverance over the long haul. It's steely tenacity demonstrated over decades. Gritty people expect progress to be difficult.
- [The Little Engine that Could](#) – “I think I can”
- Abraham Lincoln had grit. He ended the scourge of slavery and brought our country together after a bloody civil war.
- Nelson Mandela had it. Gandhi had it. The question today is: Do you have it?
- Grit Assessment Test – <http://willowcreek.com/Survey>

- Can grit be developed? Yes it can be developed. The arch enemy of grit is ease. Grit development demands difficulty.
- Task assigned to son that was difficult on purpose.
- Most elite leaders push themselves physically. Jim Collins is a rock climber. Richard Branson is a windsurfer. Condoleeza Rice works out every morning at 5am. Why? Overcoming physical challenges is one way to grow grit.
- They volunteered for extra work assignments and then showed steely determination in carrying it out.
- “Don’t just deliver the required result. Over deliver and over deliver every time.” – Jack Welch
- Hang around people who have grit because it can rub off.
- When senior leaders over deliver, demonstrate grit, teammates notice and develop an appetite for grit.
- Gritty organizations are unstoppable.

### **The second intangible: self-awareness**

- Young pastor that led churches to drowning debt. The better question: who are you trying to best? He was totally unaware that the decisions he was making everyday were tethered to his past.
- In the midst of exciting time, young CEO quit unexpectedly. Her parents were alcoholics and would fight. She tried to keep fights from happening. When board was divided, she couldn’t handle it.
- Blind spots in the lives of leaders. Leaders can believe they are great at something when everyone on the team knows that it is not true.
- All of us leaders have 3.4 blindspots. You know how that’s true. When I said that, you immediately said, not me.
- The danger with blind spots is that you have no idea that they exist.
- I thought I was awesome under pressure. Female colleague said, “I’m not getting on the crazy train.”
- “When you overwork, you’re not happy unless everyone around you is overworking too.”
- I walked quickly past a guy washing a window and whistling. I thought, “He ought to be as miserable as me.”
- Once I identified it as a blind spot, I could move it into a weakness category.
- Do you have any blind spots?

- Want the truth about your blind spots? Line up all your current and former spouses. They'll let you know.
- Knowing how your past is messing with your decisions today is crucial.
- How do you grow in self-awareness? Growth in self-awareness requires being among others. It requires colleagues, supervisors, counselors, coaches.
- Hearing the feedback may be very hard but realize that they are rooting for you to get better.

### **The third intangible: resourcefulness**

- Organizations that promote this area grow 25% faster than others.
- [David McCullough, The Wright Brothers](#) – they studied birds for years. They moved from OH to NC. Every time they came up against a challenge, they experimented and failed and stayed at it until they figured it out. That's just what resourceful people do.
- So much of your success in coming years will be dependent on your ability to grow in resourcefulness.
- How can you grow in resourcefulness?
- Identify real problems and then assemble short-term task forces of young leaders to solve these problems.
- How can you learn more about this? Figure it out.

### **The fourth intangible: self-sacrificing love**

- David has a less-than-dream team. He identifies, grows and develops his team. The soldiers begin to realize that they are not just a piece of equipment in this militia. This melts their heart toward David. They feel a great loyalty and appreciation to David.
- David mentions drinking water from a well. His leaders risked their lives and got him the water.
- 2 Samuel 23:16 – David refused to drink the water.
- David had a flashback to the beginning. He realized that all his investment in these three guys has paid off.
- I want you to love them like family. I want this to be personal. Serve them. Invest in them. Pray for them by name. What God was teaching David was that self-sacrificing love is at the core of leadership.
- 1 Corinthians 13:8 – “Love never fails.”
- Love changes people. Love melts people and molds people into tightly-knit communities.

- How do you think that experience affected David's top three guys?
- We live in a day of celebrity leaders with narcissistic blood flowing through their veins. We live in a day where trust in organizations is low and cynicism is high.
- Everyone in an organization takes their cues from senior leaders.
- Gallup – do workers feel personal concern coming from their managers? In organizations where workers feel genuine love, they perform better.
- Love never fails. Love re-orders things.
- A theology professor challenged me and changed my life. His lecture about the beauty, power and potential of the local church rattled me. If he had waved me off with professional reserve, if he had handed me over to a neophyte intern, it would have put out the flame that was just being lit within my heart.
- I couldn't believe that Dr B invited to cook me lunch and spend an afternoon talking with me about my future. That was the day Willow Creek Community Church was born. For 40 years, Dr B has invested and mentored me.
- I wish every single leader had someone like him in their life.
- 1 Corinthians 13 with the lens of leadership.
- Don't hesitate a single addition moment to express genuine love and concern to your teammates. Get personal. Say the affirming or encouraging words. Doing so will humanize your workplace. This all starts with the senior most leader. The quality of your loving will set the tone for the entire organization.

### **The fifth intangible: sense of meaning**

- [Simon Sinek, Start with Why](#) – life can be explained with three circles: what, how, why
- Most people understand the what and how of organizations. The disconnect is the why.
- In their new book, [The Real-Life MBA, Jack & Suzy Welch](#) suggest renaming every senior leaders title to Chief Meaning Officer.
- I want to talk with you about your white-hot why. Why you do what you do.
- Bob Buford – what goes into the top box?
- What is in your top box? Your why will either fuel you to higher and higher levels of inspiration or will reveal that what it's in your top box really doesn't matter.
- Steve Jobs – “You want to keep selling sugar water or you want to join me and change the world.”
- Howard Schulz – “We create a third place in the life of people.”
- Richard Stern, Compassion – used to work for Lennox. Shifted his why from making luxury plates for rich people to putting food on the plates of starving people around the world

- What is in your top box? What is it that moves you and drives you as a leader to get better and better?
- My white-hot why? Fair warning: it's a little religious.
- Wrote God at the top. He's perfect. Then drew a line. Mother Theresa, Billy Graham, Pope Francis – "I'm a really sinful man that God has looked kindly upon." You have a gap, but God sees your gap. He puts us in right standing with God.
- This message transformed my life. My white-hot why is never gone be money, fame or power. My white-hot why is transformed lives.
- My passion 40 years into this is stronger now than ever before.
- Life is too short to live with no why, or a fuzzy why or someone else's why.
- Find your why and live it out with all you have.
- Getting a white-hot why will develop grit, self-awareness, resourcefulness, self-sacrificing love.
- Two weeks ago, my wife's mother died. In recent days, I've been reminded a fresh about how much leadership matters. It matters in every industry, across all disciplines. It matters in life and it matters in death.
- Step it up! Find your white-hot why and turn over heaven and earth to fulfill it.

## Session 2

### Jim Collins

*Nationally Acclaimed Business Thinker; Best-selling Author Good to Great*



*Driven by a relentless curiosity into what makes great companies tick, Jim Collins has authored or co-authored six books on leadership that have sold more than ten million copies worldwide. He began his research and teaching career on the faculty at Stanford Graduate School of Business, and in 1995 he founded a management laboratory in Boulder, Colorado. Passionate about the business and social sectors, in 2012 and 2013, he served as the Class of 1951 Chair for the Study of Leadership at the United States Military Academy at West Point.*

- Spent the last few years at West Point Military Academy
- Today, I'll share some of my reflections and learnings from that journey.
- ["The re-education of Jim Collins" by Inc Magazine](#)
- I finished my time in the chair with an one hour talk to the corp of cadets. I had an image of each of those young leaders as vectors going out into time and space.
- I want to translate what I learned from them to you.
- I believe that questions are better than answers.

#### 1. What cause do you serve with Level 5 ambition?

- Wendy Kopp, founder of Teach for America – senior thesis for college: 1) every single kid deserves a shot at a solid K-12 education and 2) we should enlist every college kid to serve a 2 year deployment in our most impoverished schools
- If you have a charismatic cause, you do not need to be a charismatic leader.
- At the core of Level 5 is service. We're talking ambition channeled outward, away from yourself.
- Ego-driven Level 4 leaders are good at inspiring people to follow them. Level 5 leaders inspire people to follow a cause.
- The ethic of service runs through West Point. All of them know that some of them might die in that service.
- You might think it is easier to have this Level 5 ambition at Teach for America or serving in the military. We originally found this by looking at leadership in the marketplace.



- Do what the greatest entrepreneurs and builders have always done. Do something that goes beyond just making money. Money is not the point of life. Commitment to service is not a sector choice; it's a life choice.
- "To serve is to live."

## **2. Will you settle for being a good leader, or will you grow to become a great leader?**

- Peter Drucker said there would be a shift.
- We might be on for another shift. From organizations well-managed to networks well-led.
- Leadership is not personality. Leadership is not position, power, rank, title.
- "True leadership only exists if people follow when they would otherwise have the choice to not follow."
- To use title, rank, power to get something done is an abdication of leadership.
- General Eisenhower – "Leadership is the art of getting people to want to do what must be done."
- Beethoven learned from Haydn but didn't copy him.
- Most great leaders don't start as great leaders. They grow into leaders.
- Will you do what it takes to scale your leadership?
- If your BHAGs are big enough, you're going to do have to grow?

## **3. How can you reframe failure as growth in pursuit of a BHAG?**

- BHAG (Big Hairy Audacious Goal)
- Does a BHAG have to be achievable?
- Free-climbing the Dawn Wall of El Capitan – Tommy, you just keep failing and failing and failing? You don't understand Jim. I'm growing.
- On the other side of success is not failure, it's growth.
- When I asked cadets, how many of you have failed, felt a profound sense of inadequacy? All 4000 hands went up.
- 2800 days after asking, Tommy stood on top of El Capitan

#### **4. How can you succeed by helping other succeeds?**

- We succeed at our very best only when we help others succeed.
- You are never alone.
- It's impossible to have a great life unless it is a meaningful life.

#### **5. Have you found your hedgehog – your personal hedgehog?**

- What you're good at may not be what you're doing.
- I met a persistent hedgehog: Steve Jobs. He exuded passion, energy. He was a hedgehog.
- He had an idea that the most efficient man in the world was a man on a bicycle. And computers were bicycles for the mind.
- What if Steve Jobs had quit in 1985? What if Wendy had quit when no one would fund Teach for America early on? What if Churchill had quit when asked? True creators stay in the game. We cannot control. We cannot predict every hand we get dealt in life. Sometimes we'll good hands, sometimes we'll get good hands. If you play every hand you get to the best of your ability that adds up to a huge compounding effect.
- Real creative impact accelerates, if you choose, after 50.

#### **6. Will you build your unit – you minibus – into a pocket of greatness?**

- In Good to Great, the leaders built their unit. They focused on their unit rather than their career.
- Be a first who leader rather than a first what leader.
- Figure out who should be on the key seats on the bus. Be rigorous, not ruthless. Take care of your people. In the end, life is people.
- Change your focus from taking care of your career to taking care of your people.
- After being among the slowest runners on her high school team, my wife received a note from her cross country coach from over 4 decades ago. My wife would go on to win the Hawaiian IronMan.
- She returned to her school as a cross country school that won 4 state championships. You don't run for you; you run for others.
- Investing in the kids, building a program, showing them what's possible, changing their lives.

- The greatest leaders and people find a way to make an impact on people, real life flesh and blood people.

### **7. How will you change the lives of others?**

- How will some people's lives be better because you were on this earth?
- Life is people. I hope you take the advantage to be useful.
- It's been my tremendous privilege to be back at the Summit.

## Session 2

### Ed Catmull (@edcatmull)

*Co-founder of Pixar Animation Studios; President of Walt Disney Animation Studios*



*Ed Catmull has been honored with five Academy Awards including the Gordon E. Sawyer Award for a lifetime of contributions and leadership in the field of computer graphics for the motion picture industry. His book *Creativity, Inc.* is a distillation of the management principles he has used to lead one of the world's most creative cultures. This session will explore the nerve center of Pixar—the meetings, postmortems and “Braintrust” sessions where some of the most successful films in history have been made.*

- When I saw the work of Walt Disney, I wanted to be an animator. When I graduated, I couldn't see a path for how to become as good as them, so I switched over to physics.
- One of the great misconceptions is that art and physics are incongruent.
- Art is about the enhanced ability to see. In what businesses would you not want that?
- I don't care how proficient the computers can be, it all comes down to the power of a story.
- They think of stories as entertainment. Stories are the way we communicate with each other at every level. There are stories that are well-told and poorly-told. The difference is that the good stories connect with the emotions.
- Every great film starts as an ugly baby. Our conceptions are not correct. If we had an idea that was great and everything around it was good, we'd be done.
- How do we judge the people that are working on something that isn't working? How do we help them? How do we measure progress? Our measure is how the team is working together.
- The brain trust has a few principles. First, it's peers talking to peers. Second, in that room, there is no power structure. They don't have to take the notes; they're just taking notes. If they know that someone in the room is going to override them, they come in defensive. Third, you have a vested interest in each other's success. Fourth principle is that we give good notes.
- Every once in a while, magic happens. You see a loss of ego and people begin to work on the problems.
- Sometimes we have peers, sometimes it's outside artists, sometimes we show it to an audience.

- Culture is not always stable. There are two meanings of failure: the intellectual – we have all failed in our lives and we're better for it; school meaning – failed class, etc and you are a failure. In politics, there are opponents that will bludgeon you with your failure. There is real danger with failure.
- What are the real barriers to telling each other the truth? There are times that it is not always appropriate to be candid because it would devastate people.
- Fail early, fail fast. It's part of the creative process. We're not saying it's okay to fail, we're saying we will fail. We need to make it safe for people to fail.
- If you can get over the embarrassment, you can go further.
- All good artists have to operate within constraints.
- People have a passion to excel. If their work isn't noticed on the screen, we haven't taken advantage of their ability.
- The concept of post-mortems: you learn through any project. People get this intellectually, but it's like taking medicine; they don't want to do it. This is about examining and looking at what you've done. We change things so that we don't become accustomed to what we've done and stop learning.
- Disney acquisition: when the acquisition was made, they put Disney animation under us. We knew that they had failed, but we wanted to restore their heritage. Some thought we were spreading ourselves too thin.
- We could lay out the principles to operate under in 4 hours. It took 4 years for them to incorporate them. Saying values is easy and agreeing to them is easy to do but making it happen is not.
- Put open space in the center of the office called the Caffeine Patch. We'd do everything out in the open. It allows for inadvertent encounters.
- We don't have many rules. We don't even have a lot framework because we don't want to repeat ourselves.
- We asked that they all go outside to learn something.
- The real goal of what we're doing is to have a positive impact on the world. Education is primarily storytelling too.
- Silent retreats: Most people think the notion of being by themselves is a scary idea. When I was able to be alone for a little, I realized that the chattering voice in my head was not me. It's important to be alone, quiet down.
- My experience is that it takes four days to wind down. If we look at our lives, we need balance. Sometimes we don't take care of our souls.

## Session 3

### Adam Grant ([@AdamMGrant](#))

*Professor, Wharton School of Business; Best-selling Author*



*Adam Grant is the youngest tenured professor at Wharton. Named one of BusinessWeek's favorite professors and one of the world's 40 best business professors under 40, he is the best-selling author of Give and Take: A Revolutionary Approach to Success. His pioneering research has led to increased performance and reduced burnout among business professionals—concluding that a giving mindset might be the best path to getting ahead.*

- What causes paranoia in organizations?
- What does it take to own a face like this? (baby fist meme)
- “There are only two types of people in the world: those who divide the world into two categories and those who don't.”

#### **Takers, Givers & Matchers**

- Takers – you think of every interaction as an opportunity to get something from everyone without giving anything
- Givers – help others, often with no strings attached; provide mentoring. It's the easiest way to make a difference. We often reserve giving for family and friends
- Matchers – even balance of good and take, quid pro quo
- What's your style (the way you treat most of the people most of the time)?
- Narcissists are one type of taker. Another type of taker is a person who used to be a giver or matcher and got burned one too many times. Third type of taker is the psychopath.

#### **Which Style Sinks to the Bottom?**

- Engineers, medical students, salespeople measured to see what style performed the best.
- Givers are the worst performers.
- What is the cost of generosity in sales? If I can be 100% candid, I care so much about our customers that I would never sell them one of our crappy products.

- Many of us wander around thinking we're givers while we act like takers.
- In groups, givers thrive. They're willing to do what it takes for others to thrive.

### Who Rises to the Top?

- Takers are not the best performers. They rise quickly, but they fall quickly to the hand of the takers.
- Matchers serve as the karma police. If you're a matcher, there is nothing you hate more than seeing a taker taking.
- Most matchers use the ancient deadly weapon: gossip. They tell others about the takers.
- Other takers hate to see takers succeed. The people who blow the whistle the loudest are often takers. Example: baseball and professional cycling.
- Data shows that the best results belong to givers. Givers are over represented in both extremes.
- Givers fail in the short run but succeed in the long term.
- Cinnabon's Kat Cole story
- If you want a culture of givers, what type of people should you hire? The negative impact of a taker is double or triple the positive impact of a giver.
- One bad apple spreads, but one good egg does not make a dozen.
- Effective hiring is not about bringing in the givers, it is about weeding out the takers. In the presence of givers, matchers become givers too.



- There are disagreeable givers in our midst. They challenge the status quo. They ask tough questions. They have a bad user interface but a great operating system.
- There are agreeable takers, also known as the faker. Canada has the highest agreeable score. "As Canadian as possible under the circumstances."
- Just because someone is nice to you, does not mean that they actually care about you.

### Spotting a Taker

- They will use more “me” in failures than success.
- What percentage do people in your industry take at least \$10? The higher the estimate that people are thieves, the greater the likelihood that they are thieves.
- Takers anticipate more selfish behavior among others. Its how they justify their taking.

### **Redefine Giving**

- The most powerful connector on LinkedIn. His name is Adam Rifkin. He’s been pretty successful. He retired in his 30s. He’s an extreme giver. He bought a non-profit network to help people get their businesses off the ground. “In the end only kindness matters.”
- “If you want to be a successful giver, don’t try and be Mother Theresa or Gandhi. Do more 5 minute favors.” – Adam Rifkin
- Once you hit 100 hours of volunteering a year, that’s the sweet spot. Are you doing enough giving?

### **Encourage Help-Seeking**

- If no one asks for help, how can anybody help?
- The Reciprocity Ring
- Takers become more generous because all the help is out in the public.
- If you can do this right, you can redefine success. Paranoia will melt away. Instead pronoia will develop.



## Session 3

### **Brené Brown (@BreneBrown)**

*Research Professor, University of Houston Graduate College of Social Work; Best-selling Author*



*Dr. Brené Brown has spent the past 13 years studying vulnerability, courage, worthiness and shame. Her 2010 TEDx Houston talk, *The Power of Vulnerability*, is one of the top five most viewed TED talks in the world with more than 18 million views. She is the author of two #1 New York Times bestsellers, including *Daring Greatly* and *The Gifts of Imperfection*. Brown's newest book, *Rising Strong*, releases this fall and examines how falling down can be our greatest call to courage and why owning our stories of struggle gives us the power to write a daring new ending.*

- I want to tell you a story about vulnerability, shame, rising strong and love.
- My husband and I were going to pool our vacation and rent a vacation house on Lake Travis. Steve and I met when we were competitive swimmers. Steve still swims; I'm a shame researcher.
- I look at Steve and say, "I'm so happy right now. I feel so connected to you." He says, "Yep. Water's great." It happens again.
- The gift of mid-life is that you can play the tape to the end.
- What is the emotion that we feel when we make a bid for emotion and that emotion is pushed away? Shame.
- Here we are in this perfect shame storm.
- The #1 shame issue for women is appearance and body image. The #1 shame issue for men is appearance and weakness.
- The biggest perpetrator of shame for men is women.
- How many of you have shared your vulnerable about yourself with someone and then they use it against you?
- We want more love, more intimacy, more joy but the only path to those things is more vulnerability.
- Our brain is neuro-biologically hard-wired in the moment that something happens to make up a story about what is happening. The brain rewards you whether it is accurate or not.
- The stories we make up have good guys, bad guys, safe people and dangerous people. Limited data points filled in with values and conceals is called a conspiracy.

- Fast Company and Ed Catmull – Creativity Inc – the middle space when you've started something where you're not done but you can't go back. In the military it's the point of no return.
- Who you are in that space (the middle space) is where leadership is born, that's where courage is forged.
- Act 1 – The character starts a journey; Act 2 – The character tries everything to get the job done; Act 3 – The character gets the job done.
- I'm so good payback. I'm really good at self-righteousness, the better than...
- What happened on the swim back was what I've learned from Rising Strong.
- The reckoning, the rumble, the resolution
- What do transformational leaders share in common? 1) They do discomfort. 2) They have absolute emotional awareness of their own life and those around them. You can't ignore it. We're not thinking beings that sometimes feel. We're emotional beings that sometimes think. Speak to their emotions first.
- Curiosity and lines of inquiry are the greatest tools for leaders.
- We have to rumble with emotion. We need to walk in and get brave talking about discomfort.
- "In our culture, we clap for the truth."
- You can choose courage or you can choose comfort, but you can't have both.
- Our check-in with our leadership team: what do you need to rumble today?
- Our worthiness as people live inside these stories. When we pretend the hard things aren't happening, we deny. When we own the stories, we get to write the ending.
- Courage is uncomfortable, that's why it's rare.
- The bravest among us will always be the most brokenhearted because we have the courage to love. Those of us who have the courage to care will always know disappointment. Those who have the courage to try new things will always know the pain of failure.
- If you're brave enough, often enough, you are going to fail. What I can tell you from my life, there is nothing more dangerous to the critic and cynics than those who're willing to fail.

## Session 4

### Sallie Krawcheck ([@SallieKrawcheck](#))

*Chair, Ellevest Network; Former President, Bank of America's Global Wealth & Investment Management*



*Sallie Krawcheck has a reputation for integrity, independent thinking and an unrelenting focus on results. Called "The Last Honest Analyst" on Wall Street by Fortune Magazine, she argued that clients should be reimbursed for a portion of the losses they incurred during the financial downturn. Named number 9 on Fast Company's list of the "100 Most Creative People 2014," Krawcheck recognizes that empowering women is smart for business and currently leads Ellevest—a network of more than 34,000 professional women around the world.*

- To understand how to close the retirement savings gap, we need to shift our perspective.
- The retirement savings crisis is a women's crisis. We retire with 2/3 the money of men and live 7-8 years longer.
- The answer to this issue, the opportunity, the challenge is what I want to talk about today.
- By engaging women more fully in the economy, we can close the retirement savings gap by 1/3.
- Let's take that lens and tilt it further, it will activate diversity.
- Diverse teams outproduce more capable teams.
- Adding someone with a different perspective adds a lot.
- Diversity has the ability to boost ethics.
- My first research report on American General. I thought it was tanking. I was told, "Don't publish this. You're wrong. And nobody likes a Debbie-Downer. Wall Street is a place where you can make millions by just being in the middle of the pack."
- I was hired to do the best job for our clients, even if it was not what they wanted to hear.
- The #1 reason women accept jobs is meaning and purpose.
- In 2007/2008 at Smith-Barney and I came to conclusion that we should share the losses with our clients. My boss said, "No."
- Was this a question of business ethics? I thought so. But in the end it was about our clients. I was thinking about the long-term health of the business.
- The research that this type of relationship focus is very female.
- What matters is not if I was right or wrong, what matters is my voice was different. Diverse teams do not make more efficient decisions, they take longer. Diverse teams make more effective decisions.

- Why is corporate America not making more progress in diversity? Wall Street goes backward.
  - Diversity is hard. We all have inherent biases. The research says we like powerful men. We do not like powerful women.
  - We need courageous conversations. “Do you realize what we just did there?”
  - What can we do to drive diversity?
1. **Recognize the differences, disagreements, debates.**
  2. **Do we have the strongest team in place? Ask who is the best person for the job.**  
For too many, the person who is best for the job looks like me.
  3. **Really live our values.** Women, and millennials too, watch us for it. Have you ever seen a company say that our people are just cogs in a machine? Two stories: one who really does and one who doesn't.
  4. **Women are tired.** Why? Hair and makeup. 15 minutes a day extra on hair and makeup = 60 hours a year. When we need time off, it's not that we're less committed to our companies. We're just tired.
  5. **Watch the micro-lessons.** We give more feedback to the majority. We give less feedback to women because we're scared that they're going to cry.
    - What I do love is to learn. I have allowed research speak to me on diversity. With was my white-hot why, advancing women. Ellevest
    - If we use our money for a purpose, we can have both.
    - “Yes mommy. I googled you. You're one of the good guys.” That is why I keep going. That's why I work everyday like my children are watching me because they are even when I don't know they are.
    - I'm also grateful. It was the luck of the draw that I was born to my parents, my circumstances, my parents who went into debt to provide their children with the finest education they could. It is my responsibility to give back.
    - My worst day is better than so many people's best day.

## Session 4

### Albert Tate (@alberttate)

*Founder and Senior Pastor, Fellowship Monrovia in Southern California*



*Albert Tate, senior pastor of Fellowship Monrovia, held a variety of strategic pastoral leadership positions before founding the church in 2012—one of the fastest-growing multiethnic churches in the U.S. He also serves on the Board of Trustees for Azusa Pacific University and the Fuller Youth Institute’s Advisory Council. A dynamic communicator, this 15-year ministry veteran combines biblical challenge with humor and is a sought-after guest speaker at universities and churches across the United States.*

- I’m peacock proud and hyena happy to be here today.
- Who to believe: lies in truth’s clothing or the naked truth?
- We’re not suppose to leave it all on the field. We don’t live on the field; we just play on the field. If we leave it all on the field, we go home with nothing left.
- We need to live not for our resumes, but our eulogies.
- John 6 – Jesus feeds the crowd
- “Where can we buy bread for all these people to eat?” is a roll-your-eyes question.
- What about the moments when Jesus asks “dumb” questions? Because he wanted him to add it up and see that this won’t work logically, under our own resources.
- It’s not in my power; it’s not in my strength.
- Jesus’ dumb question gives way to a dumb idea. Andrew comes up with a little boy.
- The power of a dumb idea.
- Jesus specialized in dumb ideas.
- Here’s a dumb idea: let’s start a bakery for gang members. [Homeboy Industries](#) now employs hundreds of people.
- Create a culture where dumb ideas get attention on the floor.
- Why is the little boy the only one with a lunch?
- Jesus used what he brought. What if nobody brought anything? What does it look like for you to pack your lunch?
- He gives his lunch to Jesus and gets out of the way. One of the most key things that we can do is pack what we have, give it Jesus and then get out of the way.
- Some of us give it to Jesus and then we try and instruct Jesus. He gives it to Jesus and then gets out of the way.
- He’s able to discover the awe and wonder of Jesus.

- Some of you brought all you had, now get out of the way so that you can experience the awe and wonder of God.
- When is the last time that your neck had to turn because you were amazed by what God did?
- Warden Cain, warden of Angola, want to talk about a dumb idea. Murders became missionaries. The bloodiest prison in the country became the most blood-bought prison in the nation.
- I flunked out of high school. I got my GED. God saved me, called me to ministry. I planted a church and now I'm on the faculty of The Global Leadership Summit.
- If you've got a spreadsheet but don't know how to spread out on the floor and pray to the Almighty God, you've missed the point.
- I'm from Mississippi. I know what it means to be full. I know what it means to be so full you've just got to stretch.
- They ate until they were full. It's the picture of abundance, capacity. It's the picture of the abundance of God.
- I don't know what they did with the left overs, but I believe they gave the baskets to the little boy.
- What does it mean for you to have something left at the end of the day?
- Some of you are sitting on empty. It's not a great work ethic. It's a sign of missing the opportunity to give it to Jesus.
- What would it mean for you to have something left at home for your wife, your kids?
- My name can only do so much. His name gives me full access to the Kingdom of God.
- We don't have to live outside the promise of God in the scarcity of this world. He hung on the cross. He came from glory to live among us. He has more skymiles than anyone.
- Don't live in scarcity. Come on in. The sufficiency of Christ has made a way and made abundance. He has made a way.
- Leaders, you don't have to go home on empty. Christ left it all on the cross. It's not your name, it's His name. It's not your power, it's His power.

## Session 5

### Horst Schulze

*Chairman and CEO, Capella Hotel Group; Founding President and Former COO, The Ritz-Carlton Group*



*As CEO of Capella Hotel Group, Horst Schulze inspires client loyalty by raising the bar for customer service. Under his leadership, The Ritz-Carlton Group was awarded the prestigious Malcolm Baldrige National Quality Award in both 1992 and 1999—the first and only hotel company to win even one such award. A leader and entrepreneur, he inspires leaders with practical ways to create high-quality customer service experiences.*

- They told me that 250,000 people were watching this. I thought wow, 4 or 5 more and it'd be scary for a speaker.
- Ladies and Gentlemen serving ladies and gentlemen.
- The maitre d' was thought of as the most important person in the room. He didn't come into work to serve; he came to work to serve.
- Caring is what service really means.
- What industry is not in service?
- **The number one thing you should do: keep the customer.** Create loyal customers. There is dissatisfied customers, they are terrorists against your customers. Satisfied customers are neutral. But if your competitor offers a better deal, they'll go to them.
- **The number two: find new customers**
- **The number three: get as much money from the customers**
- **The number four: work on your efficiency**
- What does customer loyalty really mean? Your customer, your guest, your patient, your clients whatever you call them... Customer loyalty means they trust you.
- How do you develop trust? By giving the customer what they want.
- I talk nothing but facts so consequently if you don't agree with me, you're wrong.
- The #1 driver of customer loyalty is being nice to the customer. This is true in any industry.
- Service starts somewhere and ends somewhere. We have to define it. Service starts the instant you make contact. The first 10 seconds are essentially important. Within 12 feet of the door, we train our team to greet people. "Welcome, I'm here for you."
- The second step of service is complying to their needs: caring.
- Call them by name.
- I was suppose to talk to them about customer satisfaction. The day before I went to visit. You could feel the money. It was stately, beautiful, long mahogney counter. I get into the

maze. I count the customers, I count the tellers. When she looked up, it was totally clear, she hated me. I take my product at me, no defect. Timeliness was excellent. But what was the effect.

- The most important part of the product was service.
- Personalized and individualized customers create loyal customers.
- You're the leaders, lead them to excellence.
- Create: excellence should be a part of our excellence. Serve your employees by leading them to excellence. Serve your employees by demanding excellence.
- The employee cannot help that they are not strong, but you are the dummy that hired them. Why do we forfeit? We are responsible for creating excellence. We do not hire people in our organization; we select people. We carefully select.
- We orient people. In every new hotel, in Shanghai or Philadelphia, I do the orientation. I stand in front of the new employees. "I say, I'm Horst Schulze, the CEO and President of this company and I'm a very important person....and so are you."
- Every human being is an important human being.
- "If you don't do your jobs, it's a disaster. You're really important. If I don't do my job, no one will know."
- We're leaders. We've forfeited our rights to make excuses.
- Where are you leading your people too? Is the destination good for everyone?
- I never hire people to fulfill a function; I hire people to join a dream.
- We measure satisfaction. We expect top-box. We expect 90% of our guests to be top-box.
- What is my job? To help them accomplish the vision of our organization.
- The key product we produce is service to human beings.
- 24 points of the Capella Group. Every day we repeat one point. If it's important, we have to repeat it.
- You know what Coca-cola is. Then why do they advertise? Everyday we remind them.
- If you get a complaint, you own it.
- The purpose is clearly explained. It's selection, orienting, training, sustaining.
- Our employees are our neighbors. It's not enough to give them a new name and call them an "associate." It's not enough to give them the "team speech." We orient them to who we are, our dream, our direction. Be part and have a purpose.
- Come to work not to work; come to work to create excellence.
- If you respect your customer, you have to teach it. You have to respect your employees. It is the moral thing to do.





## Session 5

### Sheila Heen

*Founder Triad Consulting Group; Faculty, Harvard Law School*



*Sheila Heen has spent two decades at the Harvard Negotiation Project specializing in our most difficult conversations— where disagreements are strong, emotions run high and relationships become strained. Her firm, Triad Consulting Group, works with executive teams to strengthen their working relationships, work through tough conversations and make sound decisions together. She has written two New York Times bestsellers, including her most recent, Thanks for the Feedback, which helps leaders improve their ability to receive feedback.*

- We swim in an ocean of feedback.
- It can be formal or informal. It is your performance review. It's also the way your daughter's eyes light up. It's the parenting tip from your in-laws.
- Feedback was on our list 100% of the time when we talked about difficult conversations. It didn't matter in what industry or location we were in.
- Are feedback conversations not working as well as you want to or need them to in your organization?
- We taught leaders and managers how to give feedback. Organizations spend billions of dollars a year on training people on how to give feedback.
- There's a lot you can learn, but it wasn't solving the problem
- What if saw receiving feedback as a skill?
- The givers in my life are kind of terrible at it. If I'm going to drive my learning, I need to learn how to receive feedback even when it is delivered poorly.
- 2 Human Needs: The need to learn and grow & The need to be accepted or respected or loved the way we are now.
- Feedback can be among the most painful experiences in life.
- Some of the most important lessons in your life have come from the most painful experiences in your life. Why is that?
- There are three different kinds of feedback:
- Evaluation: ranks or rates you. Sets you against your peers. Your evaluation, your time in the 5K race, your cholesterol race, the DTR conversation
- Coaching: anything that helps you get better. Mentoring, advice, suggestion

- Appreciation: I see you. You matter around here. When people say, “I wish I got more feedback” what they may be saying is that I wish I was noticed.
- How much of these are you getting and what would you like more of?
- As you become more senior in an organization, you get fewer and fewer people who are willing to give you more coaching.
- Evaluation and coaching get tangled up together. When you get a paper back in college, you’d always look at the grade first. The margin comments were the coaching.
- Even when we hear coaching, we don’t always take it.
- Why do we reject the coaching? “It was wrong.” “I didn’t respect them.” “I didn’t trust them.” “They were phony.” “Not aligned my values.” “I was too stubborn, or too young.” “I was in love (or so I thought).”
- Getting better at receiving feedback does not mean you have to accept the feedback.
- If you cannot say no, your yeses are not freely given.
- As human beings, we’re really good at wrong-spotting. If I can spot what’s wrong, I can set it aside and not have to worry about it.
- Here’s the problem: you’ll always find something wrong with the feedback. It might even be 90% wrong but the last 10% might be what you really need.
- Three Triggered Reactions:
  - Truth Triggers
  - Relationship Triggers: It’s about who’s giving you the feedback; I’ll often have a bigger reaction to the who than the what. Sometimes the people closest to us trip the relational meter that prevents us hearing what they’re saying.
  - Identity Triggers: individual sensitivity to feedback can vary by up to 3000%.
- The social norms about how we talk about feedback vary widely around the world. The good news is that skills are the same around the world.
- Skill #1: Not doing something. Wait and evaluate if something needs to be done. Feedback often comes with vague labels. First you have to understand what they’re telling you.
- Skill #2: See yourself clearly. Everyone has blind spots. How many of you have seen yourself in video or heard yourself in audio? That’s what other people see themselves every day. Examples: facial expressions, body language, tone of voice, patterns of behavior, impact on others. You’re not at the meeting-after-the-meeting. What do you do to address this?
- Skill #3: Enlist a friend to help. Friends are like mirrors. They can be supportive. We need supportive mirrors so that we can get to a place we can learn. Take the next step to ask

them to help you. Ask them to be an honest mirror. What might be right about this feedback? Your friends can help you when you're ready.

- The fastest way to change the feedback culture in any organization is for the leaders to become better receivers.
- You become a role-model for what you value and respect.
- When you become a better receiver, you become a better giver. The quality of all your feedback conversations get better.
- The key to getting valuable, helpful feedback is one thing. What's one thing that you really appreciate? What's one thing you see me doing – or failing to do – that you think I should change? Invite the richer conversation.
- The tension between wanting to grow and learn and being accepted is not going away.
- The model is Jesus Christ. He accepts us in our brokenness and he commands us to learn and grow.
- The catalyst from much of my own growth has come through relationships through others. We learn to love more generously, to forgive more freely, to see the log in my own eye before I see the speck in others.
- "Love each other the way you love me." – Jesus
- When you receive feedback will accelerate your spiritual walk.

## Session 6

### **Brian Houston (@BrianCHouston)**

*Founder and Global Senior Pastor, Hillsong Church*



*Brian Houston is senior pastor of Australia-based Hillsong Church, a global family of congregations comprising more than 100,000 weekly attendees. Regarded for his boldness, innovation and vision, he is passionate about the local church and empowering the next generation of leaders with fresh Biblical teaching, relevant worship and accessible community. He is also the President of Hillsong Bible College and the Executive Producer of more than 30 gold and platinum albums that have come from the Hillsong Worship team*

- “Paul, an apostle, called by the will of God to the saints of Ephesus...” I feel like I have that type of clarity.
- I put unrealistic pressure on myself. You need to be comfortable to understand grace, be comfortable in your skin.
- Started in a gymnastic hall. Grabbed a rope and swang out over the audience. It must have grabbed the attention of one guy and he invited some friends. It started the momentum within our church.
- In 1999, I was having a normal meeting with the administrative guy at our church. We had a complaint that my father had abused a young male. It hit me as a leader, a pastor, a son, a father.
- There’s a leadership function you have to perform & your own soul that you need to care for. How do you do it? As a leader, I go into leadership mode. It’s incredible because the church went on the journey with us through it.
- I was in the danger zone. In one of our smallest campuses, I felt myself collapsing. My mind was clouded. I felt like I was talking like a baby. I was having trouble breathing. It was a panic attack. The end result was that I had to confront things.
- Made changes? Changes to the way that I traveled. No more sleeping tablets. Put more disciplines in my life.
- Darlene (Zschech) was a blessing to our church. I always wanted to be a church that wrote songs, led the church. I always wanted to be a church that helped build up other churches.
- Joel hated his piano lessons. One day his instructor said his homework was writing a song. Creativity is what switched him on. God just took it to another level. He wrote a song and

we started singing, "Everyday." I looked at someone and said, "Who wrote this?" They said, "Joel." My response was "Joel who?"

- Had did the transition between Darlene & Joel go? It was Mark & Darlene's time; they needed to go. It was a slow process. It took like 10 years. We sent them out with a good heart. The miracle of our church is that through different times and different seasons the church has been resilient. God really does build his church.
- In most organizations, who you start with is not who stays with it all the way through? When you start, there is people who you think will be with you forever. It's always good to take your time.
- You can only build on people who want to be there. I don't try to hold on to people. People may be close to you geographically that are not as close to you relationally.
- Planted in some tough places? We don't go to the Bible belt. We go to tougher places. The culture of our church works well in those places. It's a mistake to build a London church. We've planted a Hillsong church in London. We've just been true to ourselves. We're getting ready sites 14 & 15 in Buenos Aires and San Paulo.
- God created music for the sole purpose of connecting with the human heart.
- "Brian, every time I'm around you, my faith is expanded. You have an anointing on your life that tells people that God can do great things." – Hybels
- I love what I do. I love the Lord and I love the church and I love people ultimately. In the darkest days, in the biggest challenges.
- A long journey is the greatest strength you can have as a leader.

## Session 7

### Sam Adeyemi (@sam\_adeyemi)

*Founder and Senior Pastor, Daystar Christian Centre in Nigeria*



*Under Sam Adeyemi's leadership, Daystar Christian Centre grew from a handful of people in 1995 to more than 25,000 people weekly—with highly recognized community impact projects. The author of numerous best-selling books, his television programs reach viewers on all continents. Adeyemi founded Daystar Leadership Academy, which is dedicated to releasing a new generation of leaders who will serve as catalysts in the transformation of Africa and the world.*

- Just like Bill said... Just like Jim said... then you're supposed to clap and laugh.
- Crushing the power chasm
- Our church grew so slowly I was frustrated.
- I heard the Lord say, "Why do you want the church to grow?"
- When God asks questions, you need to remember that it is not that God doesn't know the answers. He's trying to reveal what's in you already, mostly our foolish ideas.
- You will not find the definition of success for your ministry or organization until you help the people I sent to you already succeed.
- The object of leadership for many leaders is their own success, but the object of Christ's leadership was the success of His followers.
- John 14:12
- When we see our churches aren't growing, we don't know the real reason. James says you pray you don't get because you ask for the wrong reasons.
- Following you should hold the promise of life change for those who follow you.
- The Bible is a summary. John said no book could contain all that Jesus said and did.
- "Follow me" and they did. Do you think it was as simple as that? If I was Zebedee, I would follow him too. I would pull him aside and ask some questions.
- By the time he was done, those two young men and their father agreed that they would make better use of their lives following Jesus.
- I was use to a culture where being a leader makes you superior to those you are leading. In that culture, leaders don't empower followers.
- Mark 10:42

- What that creates is a hierarchical culture. The power have all the power. Those without power are powerless. They feel like they can't change anything. They reflect the fact that power is not shared.
- There is a downside to power distance. The downside to power distance that it can leave followers with low self-esteem and afraid to follow you. They tend to have to wait for approval before they can do anything.
- There is a setting where leaders are less accountable. This can lead to moral failure and misconduct.
- Jesus crushed the power gap between men and women, adults and children, leaders and their followers.
- Jesus confronted the gap between men and women. They brought Jesus the woman caught in adultery. Where was the guy?
- Jesus crushed the gap between adults and children. Children were powerless. They were to be seen and not heard or not even seen. When Jesus was speaking to the crowd, children were clamoring to get to Jesus. The disciples shooed them away. He stopped and brought the kids. "You need to be like these kids if you want to be in God's Kingdom."
- Jesus crushed the power gaps in the church. The Pharisees separated themselves from the broken and sinners. He was confronting the power structure.
- I wonder what would I do if I was Jesus and I was walking on water and Peter spoke to me. I would ask Peter, "When you were baptized, were the heavens split open? Did a dove descend? Have you fasted 40 days and nights? If you love your life, stay in that boat." But Jesus said, "If I can do it, you can do it too. Get out of the boat. Walk on water!"
- There is something about leaders and talented people that makes us think others cannot do what we do.
- We are the ones God called; we are the anointed...so we don't delegate authority.
- Numbers: the people are tired of eating carbs and they want protein.
- Shepherds feed sheep. Feed the sheep and more sheep will show up.
- If you lead where I do, you have a huge opportunity.
- If you are in an under-resourced part of the world, see it is an unusual opportunity.
- Abraham, Isaac, etc. they were all businessmen.
- It is not the absence of money that makes you poor.
- You need ideas. You need ideas, not money to start a business.
- Whatever challenges you have where you are, realize that they are opportunities to empower others.
- Luke 22:27



- Pray for people. God will give you visions for cities, nations, whole generations.

## Session 7

### Liz Wiseman (@LizWiseman)

*President, The Wiseman Group; Best-selling Author*



*Liz Wiseman teaches leadership to executives and emerging leaders around the world. She is the president of The Wiseman Group, a leadership development firm, listed on the Thinkers50 ranking and named one of the top 10 leadership thinkers in the world. A contributor for Harvard Business Review and Fortune, her work has also appeared in the Wall Street Journal and Fast Company. Wiseman is the author of three best-selling books, including her most recent, Rookie Smarts: Why Learning Beats Knowing in the New Game of Work.*

- <https://youtu.be/Y5SNjVTgJgo>
- I wish I was a rookie at this. It's amazing to be a part of this community.
- Is it possible that we're at our best when we know the least?
- Consider some rookie moments (when you're doing something important and hard and you're doing it for the first time).
- When Bill Hybels went and asked why people didn't go to church.
- Michael Jr. – he's not going to see half of it.
- My rookie moment – build Oracle University. My only qualification was that I had recently been in an university.
- My naivete forced me to learn quick.
- How did you feel? How did you operate? What did you do when you didn't know what to do? What was your aspiration?
- In this rookie phase, we act in very simple, but gritty, ways.
- With experience comes an upside: knowledge, expertise. But there's also some downside. With knowledge we make assumptions, even bad assumptions.
- <https://youtu.be/vJG698U2Mvo>
- We need to pivot between being a leader and a learner.
- "Comfort is a stealthy thing. It enters the house as a guest, it becomes a host, then it becomes our master." – Khalil Gilbran
- What happens when things are easy but bored? It's frustrating, soul-sucking. Unfortunately its contagious. It spreads to our family and friends.
- It's easy to step back and let your jobs be easy.

- Signs you're on a plateau: things are running smoothly, you already have the answers, you get positive feedback (you're a top performer), you've become a mentor, you're busy but bored
- Sometimes we overstretch and we break people or they let go.
- We do well in the rookie zone because we work hard to reduce the tension.
- Rubberband illustration
- When challenge level is up, satisfaction goes up. When a job is less challenging, satisfaction levels drop as well.
- I don't want a job that I'm qualified for; I want a job where I can learn.
- Rookies don't bring new ideas. They don't bring any ideas. They instead ask questions.
- The upside of inexperience: Delight, Discovery, Desperation, Develop
- **Throw away your notes**
- **Start asking questions.**
  - There is no powerful a shift than moving from a position of knowing to a position of learning.
  - Liberate yourself. Renew yourself. Operate from a mode of curiosity.
- **Admit what you don't know.**
  - Oracle strategy summits. We don't know how to do this.
  - In a growing company, you're underqualified everyday.
  - In an act of courage and vulnerability, admit what you don't know.
- **Let someone else lead.**
  - After years of doing my job, I felt qualified and stuck and not very good.
  - Took vacation to beach with small children. There is no such thing as vacation with small children. It's just work in a new location.
  - My son and the koi fish pond.
  - Leaders need something more than just a forward gear. We need to be able to stop and even go in reverse.
  - Maybe reverse the mentoring. Let someone who is junior mentor you.
  - When Bob is stuck, he goes and surfs with the amateurs. Go spend time with the new converts.
- **Disqualify yourself.**
  - Take a job that is too big.
  - Put yourself at the bottom of a learning curve.
  - When we step out of our comfort zone, we feel alive. It's where we also feel the divine.
- <https://youtu.be/ebtGRvP3ILg>
- In today's reality, we're all rookies. The only choice is if we're going to operate with rookie smarts.
- As you grow as a leader, also grow as a learner.
- "All glory comes in daring to begin." – Eugene Ware

## Session 8

### Craig Groeschel (@craiggroeschel)

Founder and Senior Pastor, LifeChurch.tv



*Craig Groeschel and LifeChurch.tv are known for using innovative technology to spread the Gospel to multiple locations around the U.S. and globally via Church Online. With a passion for serving the Church and partnering to reach people for Christ, LifeChurch.tv shares its resources with churches worldwide, including the free Bible app from YouVersion.*

- Ephesians 3:20-21
- Holding my breath under water for 1 minute. “Your brain does not know what you’re capable of.”
- There is way more in me than I ever understood.
- If you want to increase what you do, increase your capacity.
- To manage a family of 6 kids, we have to manage differently than a family with 2 kids.
- As your organization grows, your mindset has to change.
- If you don’t change the way you lead, you will become the lid to your organization.
- What got you here will not get you there.
- Five Cs to expand your leadership capacity:
- Choose one to work one. If you choose three, you won’t do anything. Choose one.

#### 1) Build your confidence.

- Someone is consistently speaking the language of the lid.
- “There is not hours in the day. I can’t get it done.”
- Change your self-talk.
- David encouraged himself in the Lord.
- Take one step forward.
- I was rejected for ordination and I was devastated. I heard a voice, “You are not who others say you are. You are who I say you are.”
- If He has called you, step through your fear and build your confidence.

## **2) Expand your connections.**

- If you show me who you listen to, I'll show you who you're becoming.
- There is one person, one relationship that changed how we do ministry.
- You don't need to know people now. You can learn from legendary genius. Don't copy what they do; learn how think.
- You may be one relationship away from changing your destiny.

## **3) Improve your competence.**

- You may not know the area that needs to improve, but everyone else knows.
- Where specifically do you need to improve?
- Some of you need to improve: your communication, your listening, delegating, giving feedback, receiving feedback, work ethic, hiring/recruiting, firing, casting vision, how we run meetings,

## **4) Strengthen your character.**

- Talent can get you to the top, but only your character can keep you there.
- If your character is not strengthening, your character is weakening.
- Check your life for leaks.
- Is there something in your private life that will hurt your public life.
- Why would I want to resist a temptation tomorrow that I can eliminate today?
- You are only as strong as you are honest.
- If you could have gotten out of it, you already would have.

## **5) Increase your commitment.**

- Here's an example: I changed my diet drastically.
- Quit kinda-sort of doing something. Do it.
- Get out debt.
- We will not stop until our marriage honors God and blesses generations to come. It is the top priority of our lives.
- The next generation is not the church of tomorrow. They are today.
- We are not spiritual consumers; we're contributors.
- We will do anything short of sin to reach people far from God.

- There is more in you. Your brain does not understand what God is capable of doing through you.
- How bad you want something determines what you will do in order to get it?
- Everyone wins when leaders get better.
- What is your one thing?