



# Global Leadership Summit 2017

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# Session 1 – Bill Hybels

## DEVELOPING THE NEXT LEADERS

- What would happen if we all lifted our lift top desks and dropped them at the same time?
- "Billy it's obvious to me you're a leader....Whether you realize it or not, I think you'll be quite a leader some day. I only hope you'll use your leadership for good."
- Am I a leader or am I just a troublemaker?
- When is the first time that it occurred to you that you might be a leader? People can usually identify the person who first made them believe they were a leader.
- Who do you owe the most for calling leadership out of you in early years? Who believed in you before anyone else did? Who gave you opportunities? Who said you can handle this, you can figure this out?
- We all owe huge debts to those who planted leadership seeds in us. None of us got to where we are today all by ourself.
- Reflected on top five people who invested in me and I wrote notes to them. I bowed and prayed to God that I would not stop doing that.
- We must plant leadership seeds in the lives of younger people that we see leadership gifts in.
- Hotel server who was serving with excellence. Most outstanding server he had seen in many years. Server wrote a note. "No one had ever expressed belief in her young life before. Ever. She would remember table 18 and the chat they had for the rest of her life." It took 2 minutes to have that chat.
- We are here because someone had a table 18 discussion with us. Sometime in the next 7 days, I challenge you to reflect on who those people were that invested in you. Write them. Call them.
- Renew our covenant to take the extra two minutes to notice and encourage young leaders.

## CIVILITY

- Everyone wants me to talk about leading an organization in an era of divides and disrespect.
- Where is this path going to take us?
- [Christine Porath, Mastering Civility](#), was very helpful.
- US Survey found 95% believe we have a civility problem. We are near a crisis point.
- Incivility has more than just soft costs associated with it. The performance of one disrespected goes down 50%. 25% of disrespected take their frustrations on customers.
- Customers can taste incivility in their food.
- Southwest Airlines bought a ticket on another airline.

- Who I am as a senior leader is the place I need to start. If I'm going to be on the solution side, I need to make sure I'm acting in the appropriate way
- Leaders must set the example on how to differ with others without demonizing them.
- Leaders must set the example of how to have spirited conversations with drawing blood
- Leaders must not interrupt others who are talking and must not dominate the conversation
- Leaders must set the example of limiting their volume levels and refusing to use incendiary or belittling words.
- Leaders must set the example of being courteous in word and deed
- Leaders must never stereotype.
- Leaders must apologize immediately when they are wrong and never double down.
- Leaders must form opinions carefully and stay open minded if better information comes along.
- Leaders must set the example of showing up and doing what they say they are going to do.
- Leaders must set "rules of respect" for their organization and then make sure they are followed.
- Leader in southern California developed civility code:
  - 1) We will greet and acknowledge each other.
  - 2) We will say please and thank you.
  - 3) We will treat each other equally and with respect.
  - 4) We will be direct, sensitive and honest.
  - 5) We will address incivility whenever it occurs.
- Randall Stephenson - "I am not asking you to merely tolerate each other. Tolerance is for cowards. Being tolerant requires nothing of you. but to be quiet and not make waves, holding tightly to your views and judgments without being challenged. Do not merely tolerate each other. Work hard! Move into uncomfortable territory and seek to understand each other."
- Pope Francis chose to live in modest guest house. In first holy week, he washed and kissed the feet of 10 juvenile offenders. He declared a year of mercy to forgive those who offended them.

## SUCCESSION

- Countless organizations are trying to figure out how to pass the leadership baton without blowing it up.
- Top three questions I get when mentoring others.
- Who? Who will ultimately make the succession decision?
- When? Getting to clarity to this will drive the process.
- How? How will this process be led?
- Timeline: PLANNING --> INTERNAL --> EXTERNAL --> TRANSITION
- If board rushes planning, they're working on a termination plan.

- Internal successors have much higher success rate than external candidates.
- Having a well-thought out plan really, really helps. All the planning, prayer takes grit but it serves you really well.
- We kept succession journey bathed in prayer. We kept politics out of it.
- Our process has been too long. If a succession plan is too long, it will motivate every leader to want to move on.
- If a plan is too long, it creates a drag on the vision of an organization.
- We underestimated the emotional toll that it would take on the senior leaders than we thought it would be.
- We made one tiny process mistake that caused us some pain. Board came up with a creative variation that caught me off guard.
- Proverbs 11:14 - Where there is no guidance, a people falls, but in an abundance of counselors there is safety.

## WHEN THE STORY ENDS

- What will I do after I'm done at Willow? God found me on a hillside when I was 17 years old, he reached out in kindness and redeemed me. Our God is so smart that He writes a customized story for each of our futures and invites us into that. I bet the farm on that. If I had missed either of those adventures, I'd be a rich guy with a poor soul. God has a better story than I could have scripted for myself. God will write a better script than I could manufacture on my own. God is an equal opportunity story writer.
- The Bible says that sometimes writes an ending to story so that we can move on to the next chapter. There's a season...
- I haven't done a good job of helping people figure out when God is writing an end to this part of their story.
- I never thought of God showing up and personally releasing me.
- All I had ever known was Willow. God was very clear, gentle, but clear in letting me know that this season is coming to an end.
- Endings matter too. Contemplate. Read [Henry Cloud's book, Necessary Endings](#).

## CHALLENGES

- Spend 15 minutes reading and reflecting on your life, your leadership. We call this discipline chair time. Reflect on who you are becoming. My deep concern for leaders is an absence of time of reflection. Are we getting better as leaders or just busier?
- How about making this year a year for grander vision? Find an organization that is addressing a meaningful problem and you get behind it in a meaningful way. Your soul was created by a complex God. Just adding decimals and zeros is not enough. He created you. Your life and business can be integrated in some way that you could be a change maker. What life are you waiting for? Get in the grander vision game and integrate your business and faith.

- Measure the health of your organizations culture. Your culture will only be as healthy as the top leader wants it to be. One of the greatest gifts that you can give to your organization is a civil, healthy culture.
- Everyone wins when leaders get better. Do you have a personal betterment plan for your leadership in the coming year? Some read books, listen to podcasts, listen to these talks again.
- Are you leading at home as well as you are in your organization? What do you call a billionaire that has had three marriages and estranged himself from each of the children from those marriages?
- Do you need someone to take you on a long walk? Should we ask your spouse and kids to see what they have to say? Engage at home as much as you do at work.

## Session 2 – Sheryl Sandberg Interview

- I did not identify myself as a leader when I was younger. I was told I was bossy.
- What we see ourselves becoming is what we often become.
- Next time you see a little girl called bossy, walk up and tell them that she has executive leadership skills.
- I wanted to work in tech because I believed that technology was changing the world.
- When you're offered a ride on a rocket ship, you don't ask what seat. You jump on for the ride.
- Hire big! Hire people with unbelievable skills. When I went to the valley, I had no experience but I had skills that could make contribution.
- Hire for the people you're going to need, not the people you need. Hire the people that can get you there.
- I don't know if any organization fires as fast as they should. We shouldn't fire without feedback.
- Most organizations fail for reasons that everyone knows and don't talk about.
- Focus on results, not face time. The goal is to get results. Set ambitious goals and hit them as efficiently as possible.
- If people are sweeping failure under the rug, you're not learning from it.
- [Lean In](#)
- Women have 5% of Fortune 500 CEOs. We'd have more efficient more productive world if we had more equitable world.
- Hybels – “This book should be mandatory reading for men.”
- If you have an equitable marriage, your wife has lower rates of depression.
- It's about recognizing small biases that we have against women in leadership.
- Women are doing office house work. Guess what doesn't get you promoted?
- We judge women for not being perfect in house work and parenting. We applaud men for doing anything in those areas.
- “The march toward true equality continues. It continues down the halls of governments, corporations, academia, hospitals, law firms, nonprofits, research labs, and every organization, large and small. We owe it to the generations that came before us and the generations that will come after to keep fighting. I believe women can lead more in the workplace. I believe men can contribute more in the home. And I believe that this will create a better world, one where half our institutions are run by women and half our homes are run by men. I look toward the world I want for all children—and my own. My greatest hope is that my son and my daughter will be able to choose what to do with their lives without external or internal obstacles slowing them down or making them question their choices. If my son wants to do the important work of raising children full-time, I hope he is respected and supported. And if my daughter wants to work full-time outside her home, I hope she is not just respected and supported, but also liked for her achievements. I hope they both end up exactly where they want to be. And when they find where their true passions lie, I hope they both lean in—all the way.”
- There's a huge self-help section in every bookstore but there's no helping others section. We wanted [Option B](#) to be a help others book.
- Beating yourself up over and over is not the way to recover.
- Grieving is pervasive. It affects every aspect. Adam looked at me and said "You should be grateful."
- Grieving feels permanent. It does not feel like it will go away, but it will.

- Resilience is a muscle and we build it.
- Everyone's heard of PTSD. No one's heard about post-traumatic growth. It doesn't mean you wouldn't trade it but growth comes.
- Gratitude is something we have to look for. I know that I deserve joy. Everyone deserves moments of joy.
- I don't sweat the small stuff as much. I try not to overreact.
- Part of what you have to do to support people facing trauma is to not ignore those. When I came back to Facebook, everyone would quit talking. I used to not say anything because I did not want to remind them. You're not reminding them. They know. Just engage, acknowledge them.
- The worst thing anyone said was, "You're so sad and angry that it's not easy to be around you." I needed friends who could be there even when I'm not fine. My closest friend put her arm around me and said, "I'm angry too."
- When things like this happen, you can't get through them on your own. I learned the importance of friendship. We need our friends to get through it.
- It's so much better to show up and do something specific than to offer to do anything.
- You don't have to be someone's best friend from the first grade to show up.
- Happiness is how we spend our day.
- Word association: VISION = MARK; VALUES = FAMILY; LEADERSHIP DEVELOPMENT = INVESTMENT
- If you want to get better, get real feedback. Make it easy to give me feedback.
- People always trade off the individual against the institution. It is always both. It is never the individual or the collective. It is both.



## Session 2 – Marcus Lemonis

- What does it feel like to be invisible? I lived my life feeling invisible.
- Things can be done the right way.
- Most people expect me to come to these events and talk about how to make more money. I don't care about money.
- The real message I have is about how to understand yourself better. How to understand how to function.
- I had an eating disorder. I was molested by a family member. I attempted suicide. I didn't have a lot of friends.
- I needed to do something different. I needed to reinvent myself.
- I went to Marquette University to get away from everything. Here's what I learned: all your problems will follow you.
- In life, particularly in faith, you have a moment where you really begin to understand yourself.
- What I ultimately wanted to do in life was to put people together to solve problems. I learned that I didn't have to do it in such a dirty way.
- I believe business is about vulnerability. I believe business and life is about creating connections.
- I believe your success with your ability to be vulnerable. The most important thing in life for me is to be vulnerable, to be transparent.
- I believe when you can unlock someone's heart and earn their trust you can navigate through anything together.
- Called individual to stage and asked him to share a story that no one else knows.
- I believe that vulnerability is very difficult to unleash.
- If you were an owner of a business, a manager of a business that you wish wasn't working for you, please stand. Shame on you. We are supposed to be stewards of others.
- Asked three mothers to come to stage. Role played about a kid who didn't like another kid.
- As a leader/manager/owner, it is your duty to make sure everyone is successful. What we don't know is their story.
- We're supposed to take all those bad experiences and do something good with it. That's what a leader does.
- In 2008, 2009 the economic downturn happened and I was afraid I was going to lose everything. I was watching tv and watching the stock market crash. I thought that the world had sensationalized what was happening in the marketplace. I've always felt like an underdog. How do I take what I have and find others just like me? I made it my mission to find people like me and help them, with words, money and my hands.
- The youth of this has a platform to think about things differently.
- Give a fat kid a chance, even if you don't know their story. Provide leadership, even if it's stern.

## Session 3: Fredrik Haren

- How do creativity and leadership go together?
- What is the approach you have to creativity?
- 98% say creativity is important to their jobs. 45% say they are creative.
- In Sweden, 60-80% believe they are creative. N. America has highest (95%). In Singapore 20% and Japan 20%. China is 90%. (Why big countries have big egos.) S. Korea has lowest (at one conference of 300, 0 people raised their hands).
- 2% believe that their company is doing enough to develop their creativity.
- What is an idea? An idea is taking two formerly known things and combine them into a new thing. Only God can create out of nothing.
- Sink and urinal combined. Is this a good idea? It saves space. It saves water. It increases chance that people
- Idea =  $p(k+i)$ . p= person; k = knowledge; i = information. The plus is important.
- Book + notebook = idea book
- Lesson 1 - just because a room of people doesn't recognize creative genius being presented doesn't mean the idea isn't good.
- The average business book only sells 3000. In Singapore I've sold 15K. In Sweden, I've sold 150K. In Iceland, I've sold 3K. How many people live in Iceland?
- Why is it important now? Speed of innovation is faster than ever.
- Idea perception
- We want from books to electronic devices. Pictures of people in airports not reading books.
- The problem is that we are not ready for this change. We're not very good at change.
- Just because a man sounds confident doesn't make him right. It just means confident.
- Swimming pool story - diagonal swimming vs swimming down the lanes
- People that you are leading are so stuck in doing things the way that they are doing it because that is what they've always done.
- Imagine the potential if we thought our job was to make people more creative.
- How do you teach creativity? You do creative things yourself as a leader.
- What's the most creative thing I've done as a leader? What's the most creative thing I could do as a leader?
- We're never closer to God than when we are creative.

## Session 3: Bryan Stevenson

- We had 300,000 in jails and prisons. Now we have 2.3 million.
- Percentage of women going to prison has increased 646%.
- Bureau of Justice now predicts that 1 in 3 black male babies are expected to go to prison.
- How do we respond? How do we create justice?
- I believe to be an effective leader, we have to get proximate to the people that are suffering.
- Often solutions don't work because the people that are working to solve them are so far from the problem. It's in proximity that we find the answers. We have to be willing to get closer to the parts of our community that have suffering.
- My grandmother was the end of every argument in our family growing up. "Do you still feel me hugging you? I'm always going to be hugging you."
- Leadership requires that the people that we are serving feels like we are with them.
- Went to high school because some lawyers got close to poor black kids and fought to allow them into the public schools. I went to Eastern University. I love college. I want to spend the rest of my life in college.
- I ended up at Harvard Law School. I started rationalizing a career that I knew would be unfulfilling.
- 13 states that have no minimum age for trying children as adults.
- Story of young boy who thought his mom was killed and shot and killed his mom's boyfriend, a deputy sheriff.
- Who is responsible for this? We are. We have gotten distant from the neediest. Leadership requires that we not run away from the problems. We have to get closer to the problems.
- We have to change the narratives that sustain the problems we are trying to address.
- The war on drugs has created criminals. We could have dealt with it through medical care. We were being led by the politics of fear and anger. If you allow yourself to be led by fear and anger, you can create dangerous narratives.
- We are so burdened by our history that we cannot talk about race issues in America. The problem with slavery was the narrative we used to create racial differences. Slavery did not end in 1865. It just evolved. We lived through lynching and terrorism. We grew up with terror. The people of Cleveland and Detroit and Chicago went to those cities not as immigrants but as refugees.
- If you go to Rwanda, they will force you to listen to the story of genocide. If you go to Germany, they will make you listen to the horror of the Holocaust. We aren't comfortable talking about it in America.
- It can liberate us. There has to be repentance before redemption.
- We have to understand the narratives to the problems we see.
- We have to stay hopeful. Hopefulness is essential for effective leadership.
- Hopelessness is the enemy of justice. Hope is what gets you to stand up when others say sit down. Hope is what makes you speak up when others are saying to stay silent.
- You're either hopeful or you're part of the problem. There are either hopeful leaders or people in leadership positions that are causing the problem.
- Johnnie Carr - Montgomery bus boycott organizer - conversation between Ms Carr, Rosa Parks, Ms Durmond talking about not what they've done, but rather what they were going to do.
- It takes courage to stay hopeful in the face of daunting situations.

- We have to be willing to do uncomfortable things. We have to choose to do something uncomfortable.
- Sometimes you have to position yourself in uncomfortable places and be a faithful witness.
- Man who was set to be executed. He was intellectually disabled. He tried to stop execution. Trial court, state court, appeals court, Supreme Court all denied the stay of execution. "I love you for trying to save me life."
- Why do we want to kill all the broken people? I represent broken people. I work in a broken system. I do what I do because I'm broken too.
- In brokenness that we understand true leadership. It's the broken that understand mercy. In brokenness, we begin to transcend.
- We are more than just the worst thing we've done. I don't believe that the opposite of poverty is wealth; it's justice.
- Our communities cannot be judged by how we treat the rich and the powerful, it's how we treat the poor and broken.
- Don't think your grades are a measure of your capacity to lead. Don't think your income is a measure of your capacity to lead.
- Keep beating the drum for justice.
- You see these scars, bruises. I got them trying to register people to vote. These are my medals of honor.
- If we get proximate, if we change the narrative, if we stay hopeful, if we get uncomfortable, real change can happen.

## Session 4: Andy Stanley

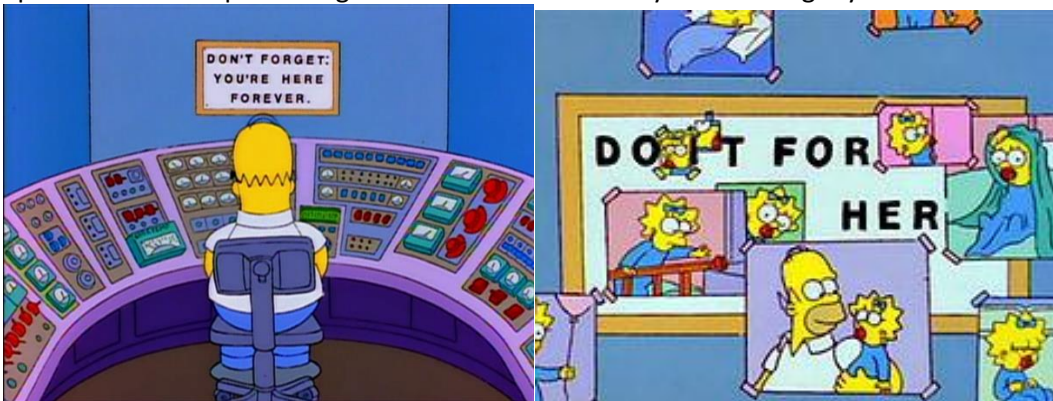
- 27 years ago, I was sitting in the balcony and I heard Bill talk and I was ruined. I was holy dissatisfied.
- Our church is almost 22 years ago. We've been evaluating. If we had to do it all over again, what would we do all over again?
- Often we don't do an autopsy on our successes; we often just autopsy on our failures.
- Lessons from the first 20 years on the [Andy Stanley Podcast](#).
- Why did our organization grow so fast? We're not growing that fast any more. We had a uniquely better product.
- Finding or creating a uniquely better product is difficult.
- If you have the only hot dog stand in town, your hot dogs don't have to be that good. We weren't the best, but we had a uniquely better product.
- Segway is not unique; it's a one-of-a-kind thing.
- You are doing something so unique in your category that it gets people's attention.
- By better, we mean it does what it is suppose to do better than the competition.
- It can't just be unique; it can be better; when it's uniquely better, people show up.
- We created an engaging church experience for the entire family, especially for men.
- We are not unique any more. We are constantly trying to get better. We are no longer uniquely better.
- Somebody in your industry is messing with the rules to the prevailing model. Every industry has a prevailing model. Every industry has shared assumptions. Shared assumptions get you into trouble. Every industry is stuck.
- Discovering uniquely better is virtually impossible. Odds are you won't discover uniquely better. Recognizing uniquely better is possible.
- Uniquely better is often the byproduct of circumstances that successful organizations are trying to avoid.
- Multisite church was an example. It began as a solution to a problem. Now it's a church planting strategy.
- Willow Creek was so unique that other churches couldn't believe that it was better.
- Our best hope, since we're probably not going to manufacture the next big thing, is to create organizations that recognize rather than resist uniquely better.
- ***You have to be a student, not a critic.***
  - I remember when we started, there were pastors standing in the back of the auditorium with their arms crossed saying, "This can't be of God. Look at all these people."
  - I will never criticize something I do not understand. When I feel my emotions going that way, I'm just going to stop.
  - We need naturally resist things we don't understand or we can't control.
  - The moment you start criticizing, you stop learning. When you stop learning, you quit leading. When you quit leading, all the other leaders under you will go somewhere else.
  - "The next generation product and idea almost never comes from the previous generation. " - Al Reis

- ***Keep your eyes and mind wide open.***
  - Listen to outsiders. Listen to outsiders. Listen to outsiders.
  - Listen to people who are not in our industry. Listen to people who don't understand what we do.
  - Outsiders aren't bound by our assumptions. "That won't work because... (ASSUMPTION) ..."
  - Close-minded leaders close minds.
  - The reason you're looking for a new job or new house is because you work for a close-minded leader.
  - You will close the eyes and the minds of those around you.
  - If you do this, your next generation will leave and take their ideas with them. Your status quo leaders will stay and defend the status quo until its too late.
  - How do you respond to staff who make suggestions based on what they've seen at other organizations, especially when its a competitor?
  - When is the last time your organization embraced a big idea that wasn't your idea?
  - When is the last time you weren't sure about an initiative but gave the go ahead anyway?
  - "We must pay attention to the frontiers of our ignorance." - Sam Harris
  - Being the leader and leading are two different things.
- ***Replace How? with Wow!***
  - The moment someone says the "h" word all creative forces die.
  - If someone has an idea, how much does it cost you to say "wow." You lose nothing by saying wow. You may lose the next generation idea by asking how.
  - Wow ideas to life, don't how them to death. You can "how" an idea right out the door.
  - Nothing is in gained if you don't know what your people are dreaming about.
  - Married women in the room: this how/wow idea, your husband comes home with a new idea. Somehow you think God has put you in our lives to "how" our ideas to death. Don't worry. We almost never follow through with anything.
  - Parents: be careful with our kids. The world will put enough hows in front of them; they don't need that. Let's just be wow parents. Your greatest contribution to the world may not be something you do, but someone you raise.
- ***Ask the uniquely better questions.***
  - Is this unique?
  - What would make it unique?
  - Is it better?
  - Is it better...really?
- Someone out there is working on it. Will we positioned to recognize it?

## Session 5: Laszlo Bock

- Worked as a tutor, teacher, baker, lifeguard, librarian... Every place I worked there was a gap between values that was taught and what was lived.
- At Google, I was hired to run People Operations. Human Resources is one of the hardest jobs out there. And everyone out there thinks they can do your job better than you.
- Find the best people. Grow them as fast as possible. Then keep them.
- Humu - make work better for everyone - everywhere - through science, machine learning, and a little bit of love.
- We spend more time working than anything else in the world (Work 9 hours, Sleep 8 hours, Family 3 hours, Friends 2 hours, Game of Thrones 1 hour, Eat 1 hour)
- The experience of work should be meaningful.
- Google believed in open source. The idea to make the best software was to make it open. They wanted to open source the people side as well.
- [Work Rules!](#)
- Often I hear that this is not universal, but they're wrong. It works everywhere. We have far more in common than what separates us.
- Met with Jack from Wegmans on panel. We agreed on everything. Their principle was treat your people right and they will take care of you.
- I'm going to share with you science and some practical examples...
- **Give your work meaning.**
  - You want to have a mission that matters.
  - Goal of #1 or #2 vs. Goal of to make the world better
  - The need for aspiration is a human thing.
  - Yale University, Amy Wrzesniewski, research on how many felt meaning in work. She found you have to remind people of why they do what they do.
  - There are people who remember the duty but forget the joy.
  - Adam Grant, Professor at Wharton, [Give & Take](#). He talks about mission. He went to a call center that raised money for scholarships. People in Group A (control) raised \$1300/week. Had people read essays about job, etc with no change. Had people write essays about how scholarships changed them, people read them, went to \$3100/week. Had scholarship recipients come in, once a month for five minutes, now they raised \$5000/week.
  - Step 1 - Figure out why you are doing the work you are doing. Put a reminder on your calendar. A sticker on your laptop.
  - Step 2 - Go to the people around you and find out the motive. People who are connected to something bigger, share that story.
  - Step 3 - Have people come in who are connected to what you do. Share their story.
  - Step 4 - Do it over and over again.
  - Meaning matters!
- Do you believe human beings are fundamentally good or evil? I'm going to assert that humans are fundamentally good. Huge mistake most companies make is that they don't trust their people.
- **Trust your people.**
  - Circle of trust. Don't trust Lex Luthor.
  - The only thing that has been able to drive performance is having a goal.

- Google had goal-setting system. Everyone had a goal. They posted on company intranet.
- Bureaucracy Oscars - asked people to tell us how to make Google better. Most of it was easy stuff to fix.
- Zingerman's - grocer in Michigans - anyone at Zingermans is able to see P&L statements for anything.
- If you show people stuff, they'll make better decisions. If you believe people are fundamentally good, they'll do the right thing. They'll repay you by being more creative and adding value to organization.
- Scientist at MIT, Richard Locke. Nike in Mexico. Controlled with low freedom = lower production, lower wages, higher costs. Gave other ability to self-run = greater freedom, greater productivity, greater wages, lower costs. Cost of production went from \$0.18 to \$0.11.
- What drives performance? Give your people greater freedom than you're comfortable with.
- If you're in a manufacturing area, give them a suggestion box. Next level, give the team the ability to figure out how to fix it. Give them a small budget to fix it.
- **Hire people who are better than you.**
  - We all think we're good at hiring. We do a poor job of interview.
  - Two researchers looked to see if we did a good job of interviewing. Had college sophomores watch video without sound. They made same assessment. Gave them 10 second segment without sound, the college sophomore made same assessment as 9 of 11 assessors.
  - Two simplest rules: don't let the people who are interviewing make the hiring decision. Have them write up what they saw and have someone else make the decision. Only hire people better than you.
- We need to keep coming back and doing this over and over again. It's like lather, rinse, repeat.
- Episode of the Simpsons - Sign at Homer's desk that says "Don't forget you're here forever."





## Session 5: Juliet Funt

- Driving around with son and he kept talking. Hit me that this is what my husband my felt like. Went home and told him. He said, "Thank you Jesus!" And we're Jewish.
- We're getting less and less comfortable with the pause. With the moments that we leave open. The pause is becoming a memory.
- This loss has heavy cost to our life, our business.
- The pause is the place where we strategize, introspect. The pause has been squeezed out by the tyranny of the urgent.
- Example of how we work all day long without taking a breath ... and this is how you're going to be global leaders of the future.
- It's a recipe that is 100% busy and 0%
- Everybody is overload with information and busyness.
- We are too busy to become less busy.
- We don't examine the costs. What are the costs to worshipping the false god of busyness?
  - From a business perspective, when we look at busy work as waste, it's phenomenally expensive. About \$1 million per 50 people.
  - In a factory, if you had that level of waste, the Lean 6 Sigma consultants would come rushing in. In the office space, we just tolerate it.
- Wiley E Coyote runs off the cliff and hangs in the air for a moment. In this moment, we are at a moment where we can try and find a new viable solution.
- My solution is whitespace. Whitespace is a strategic pause taken between activities. They become the oxygen that allows everything else to catch fire.
- It can be recuperative or it can be innovative.
- If you took MRI scan during the pause, you'd see insight, introspection and creativity all fired up.
- Great leaders naturally use whitespace.
- Jack Welch spent an hour a day looking out the window. Bill Gates took two think weeks where he locked himself in a cabin each year.
- My dad was Allen Funt from the Candid Camera show.
- I ended up here because I'm the sickest rat in the experiment. I'm a driven, tech-addicted lady. If it can help my busyness problem, it can help anyone
- Whitespace is not meditation. Meditation comes back to singular point of focus.
- Whitespace is not mindfulness.
- Whitespace has no rules, no goals. It is a boundary-less place.
- You have to de-crapify your work flow.
- Step 1 - Become conscious of the themes.
  - Busyness always feels like it is our fault.
  - Research found 33 unique sources of pressure cascading down onto you. It includes seasonality of your industry, the economy.
  - Busyness is not a personal problem.
  - Four main drivers that fueled the overflow. The themes of productivity: drive, excellence, information, activity. When taken to the excess they become dangerous. Drive becomes overdrive. Excellence becomes perfectionism. Activity becomes frenzy.
  - The hedonic treadmill. - whatever we have, we will adapt and soon we will want more.
  - The themes are linked to our personality. Some of you will identify with drive or excellence. I love perfectionist. We get CDO (OCD with the letters alphabetized).

- "Beware of the lollipop of mediocrity. Lick it once and you suck forever." - Brian Wilson
- You need to label them when you see them appear. Use language to out them.
- The next step is to go to Disney World in Florida. Friend, George, every year went to Epcot. With grandma who wasn't wheelchair dependent but was wheelchair enjoyment. George is 8-year-old boy bored. He notices the empty wheelchair. He smashes mother in shins with footrest. All the people of Mini-Italy become very aware of women wailing on a boy who appears to be in a wheelchair. George gets up and runs away. There's a pause... and the nuns say, "It's a miracle!" And empty wheelchair in the presence of an 8-year-old will be filled, just like your time.
- Step 2 - Defeat them with the questions.
  - Is there anything I can let go of? (DRIVE)
  - Where is good enough, good enough? (EXCELLENCE)
  - What do i truly need to know? (INFORMATION)
  - What deserves my attention? (ACTIVITY)
  - The questions are cornerstones of what we call reductive mindset.
  - Life has gotten too full, we have to learn to let go.
  - Whitespace learning activity that you can take with entire team.
  - Response Time Code
    - NYR Need Your Response (No timeframe)
    - NYRT - Need Your Response Today
    - NYRQ - Need Your Response Quick
    - NRY-NBD - Need Your Response - Next Business Day
- Taking Whitespace Home
  - Husband was in backyard with boys. Sent text saying, "Pretty cute out here if you have sec." I responded, "Busy." Then I remembered. I rushed out so I didn't miss it.
  - When is the best time to plant a tree? 20 years ago. When is the second-best time? Today.
  - Build some Whitespace in your life so that when the ride comes to your door you can say yes.

## Session 5: Marcus Buckingham

- Most researchers invert. To study health, we study disease. To study marriage, we study divorce.
- If you study the bad, you don't get good. You get un-bad.
- The difference between happy and unhappy marriage isn't the fights. It's what happens between the fights.
- You don't learn anything about your success by studying failure. You learn about excellence from studying excellence.
- Most companies don't know which teams exist or who is on them.
- Ever been on a dysfunctional team? Ever been on a great team? What did they bring out of you? What did they express and contribute? What did you achieve together?
- What happens on amazing teams? We can't infer it from studying what happens on dysfunctional teams.
- We asked people about teams that were high-performing and low-performing and find out what is different.
- Purpose
  - We: I am enthusiastic about the mission of my company.
  - Me: At work, I clearly understand what is expected of me.
- Excellence
  - We: In my team, I am surrounded by people who share my values.
  - Me: I have to chance to use my strengths every day at work.
- Support
  - We: My teammates have my back.
  - Me: I know I will be recognized for excellent work.
- Future
  - We: I have great confidence in my company's future.
  - Me: I n my work, I always challenged to grow.
- People in your community want two things: I'm part of something bigger than me. Make me feel that I'm special.
- Apple built a we culture around creating technology for people who get geeked out.
- You go into Facebook and it's like they moved in yesterday and they're moving out tomorrow. It screams speed. You go into the building and they have Sun Microsystems logo on their doors. I asked them, "Can't you get new doors?" They said, "We left them to remind us as we go into meetings that unless we make quick decisions, we may go the way of... Sun Microsystems."
- Facebook also does a great job of making people feel like they are super-interesting.
- None of the questions are asking them to rate the team leader on anything. They're rating their own experience because human beings are terribly under-valuing of other human beings.
- Here's the problem with performance reviews: they're all boogers.
- We know that people can't rate other people. Followed by five journal examples that show the problems.
- Understanding the Latent Structure of Performance Reviews.
  - 4,492 Ratees
  - 25K rates
  - 500K ratings
  - Pie chart: 17% general performance; 8% dimensional performance, 8%: perspective; 13% error, 54% idiosyncratic pattern of rating.

- 54% of my rating of you is a function of me.
- They tried to put more details and now its 61% of a performance rating is a reflection of the rater, not the ratee.
- You take bad data and add it to more bad data, you don't get good data. You get more bad data.
- HBR: Reinventing Performance Review
- It's all red-herring. We need something. We need numbers. We have to invest differentially in you. The problem is not ratings or no ratings. It's good data or bad data.
- I am not a good rater of you, but I am a good rater of me.
- Two are more important than the other six: I have chance to use my strengths every day at work; At work, I clearly understand what is expected of me.
- There is one thing that great leaders do. You should do it. Frequent strength-based check-ins about near-term future work. Asking what are your priorities this week and how can I help?
  - A year is 52 little sprints. It's your job as a leader to make sure Sprint 37 is just as good as Sprint 1.
  - I'm not giving feedback. No one likes feedback. We don't like feedback. If you don't believe that, just get married.
  - We want attention. Snapchat is all about not giving feedback; it's about attention.
  - Don't tell me where I stand. Help me get better. You want to call it coaching, development, whatever.
  - Deep down, what people want is for us to attention to them frequently in the work world.
  - I can't do it. Why not? I've got too many people. You need the number of people that you can touch bases with them. If you can't do this, it's too much, then don't lead.
- What if the whole purpose of work was to find out what you love?
  - All the stuff we want (creativity, brilliance) would come out of that.
  - How do you find that which you love?
  - Research: Love + Work Road trip
  - I believe that God has blessed us with unique gifts and work is one place we can share those gifts with others.

## Session 6: Sam Adeyemi

- Our church started like many churches with few resources. After a few months, we had to switch locations because we couldn't pay our rent.
- We were attracting the people I thought we would get. We attracted people who needed help with money for taxis after the service, people who needed money for bills.
- In leadership, you don't attract who you WANT, you attract you ARE!
- The leadership dynamic, works where there is an alignment between the SENSE OF IDENTITY of the leader and that of the followers.
- How could the church in Nigeria be more effective? He asked me, "If a group of robbers had the opportunity to elect a leader, would they elect a policeman?" I realized that if robbers were to elect a leader, they would elect a more experienced robber. A policeman needs to help the robbers make a transition from being robbers to being policemen. Helping them become who they have never been is part of leadership. That type of movement is what I call the miracle of leadership.
- God makes champions out of ordinary people. We can make champions out of ordinary people.
- The transformation that happens in their lives is the test of your leadership ability.
- Picture of young man unkempt, after a haircut, as a young executive in suit. "See the powers of a hairstyle can do." Manager of hotel hired the man. Waited for the young man to show up. He never showed up. Took photos into the city and found young man. He was back to the way he was before.
- Real and sustainable change in people's lives begin with a change in their sense of identity. When you change who they think they are, what they have, and they can do more they think they can.
- What we believe is what we become.
- People are plagued with self-doubt. You may be used to something, but it is not where you belong.
- Mark 9:23
- Most people are sabotaged by self-limiting beliefs. Being inferior and being poor has become part of their group identity.
- Changing people from the inside out makes leadership truly transformational.
- Norman Vincent Peele - coach training gymnast to go over bar. "Throw your heart over the bar and your body will follow."
- Matthew 13 - Jesus described how to transform people's lives by changing their hearts.
- The change on the outside will happen when the change on the inside happens first.
- 1 Corinthians 2:9
- Whatever people SEE and HEAR consistently over time will enter their hearts and put their lives on auto-pilot.
- To change your followers from the inside out, change what they see and hear.
- The shift you want to create is the shift in their self-identity.
- **1. Describe your vision over and over.**
  - There's power in vision.
  - The people you lead should be able to see themselves in that vision.
  - Vision is the ability to see people, places and things not just as they are but as they should be.

- It's important how we describe our employees. Your vision is like a mirror wherever they see their present self and their future self.
- In our culture, being a leader makes you more important than the people you lead.
- I told my people. Never push a person because of me. I'm not special. It's because they are special that I am here. If you need to push anyone, push me.
- It's important how you treat people.
- Rather than plant your church on guest speakers, just be the person that people want to listen to.
- When you have an organization packed with potential CEOs, you can change your industry.
- **2. Set up a structured training system.**
  - An effective training system with your values, structure, vision.
  - Training creates consistent skills.
  - When we changed our training hour, we saw our organization grow from 500 to 5,000. Now when we call a meeting of workers and leaders, we have 6,000.
- **3. Model transformation. People try to reach a standard they can see.**
  - 1 Corinthians 11 - "Follow my example as I follow the example of Christ."
- **4. Reinvent over and over. You "die" at one level to evolve to another.**
  - If you're stranded at one level of success, your followers are stranded there too.
  - To be something you've never been, it means you have to die at that level to grow to another level.
  - I've encouraged people who have sat with us to leave and start their own organizations because they have potential to do what I've done.
  - Some of the fastest growing churches in my city are led by our former staff.
  - Acts 4:13 - When they saw the courage of Peter and John...they were astonished. They took note that these men had been with Jesus.
  - No one should hang around you for one year or longer without transformation in their lives.
  - Be brave to embrace and fulfill the destiny God has for you as a leader.

## Session 6: Immaculee Ilibagiza

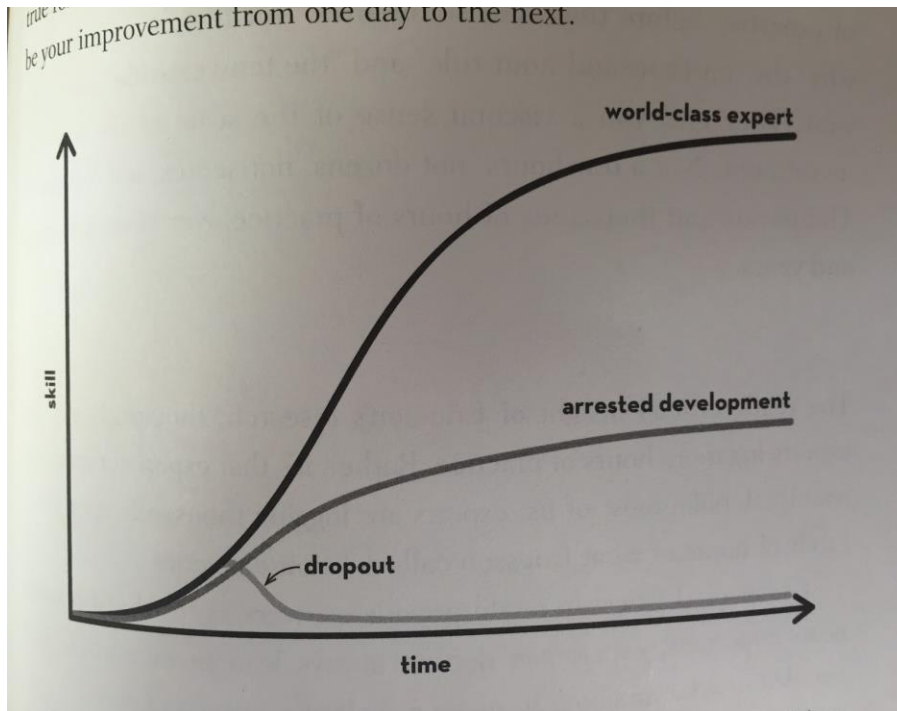
- The lessons I learned through the genocide were invaluable.
- I learned that forgiveness is possible in every situation. I used to think that forgiveness was not possible toward someone who tried to kill you, until I begged God for it.
- I learned that God was real. When you can't, he can.
- Whatever our Lord tells us, He's right. The gift of love. The genocide happened because we failed to love one another.
- I can't change other people, but at least I can change myself.
- Genocide started in 1994. I was at university. God had prepared us.
- I was privileged to meet my parents. When the genocide started and people came, I knew that people loved my parents. Parents used to bring their children to my dad for him to spank them for them. My father never spanked a child in anger. He sat down, explained how what they'd done was wrong and what would be right.
- Be thankful for the people you have in your life because you don't know how long they will be there.
- My dad said if it's a small group that wants to kill us, we will defeat them. If it's the government, we will die. Yet lets take this opportunity to get ready.
- Not everyone in the other tribe was doing evil. It was really the government. There were many good people who were scared to do good.
- I went and hid with a neighbor from the other tribe. He hid me in a 3x4 bathroom. He hid 9 women in that bathroom.
- When you're complaining, it can get worse.
- Looking back does not help.
- I had become just like them. I was angry. I would be sweating based on my anger. My heart was racing because of my anger.
- They gave an order to search every home. I heard a voice saying ask God to help you. He is Almighty! I turned to God and asked Him not to allow them to find us.
- They searched roof, ceiling, suitcases. They got to door of bathroom and then left. God heard me from the bathroom.
- I asked this man for a Bible. I was reading to understand.
- Love is so much stronger than the fear of what could happen.
- I began to pray the rosary. I felt peace. When I got to "forgive us our trespasses as we forgive our trespassers." I felt like I was lying.
- How could I forgive? I began to skip that part of the prayer.
- The Lord's Prayer is not man-made. It's Jesus' words. If I were you, I wouldn't edit His prayer.
- For the first time, I knew the meaning of surrender. If you say so, I'll do it. Help me to do it. I don't know how to, but if you help me, I can.
- Book: [Left to Tell](#)
- It can happen at any time. However long you live is a gift.
- The goal of each day was to live, to take each day with excitement, to do something beautiful that you think God would be proud of.
- The greatest gift was that I could go to God about anything.
- I didn't know how I would write a book. My English wasn't good. When I finished it two weeks later, it became a New York Times best seller. Before I even knew what that meant.

- Please if you are going through anything, remember there is always hope. Hold onto God. He is Almighty! Don't be afraid.
- We all have something to forgive. If I can forgive, anyone can forgive. Dare to go there. Let it go!



## Session 7: Angela Duckworth

- Some of you have heard about grit. It's what I study.
- I think all people are ambitious. I used to think it was just a few people. I now think it is everyone. I think everyone wants to be good and if they had the choice, they would be excellent.
- What is grit? I'm going to give you four questions that I use after interviewing high performers. I call it the grit scale.
- "I am a hard worker."
- "I finish whatever I begin." It's my favorite question on the grit scale. These 2 questions are about perseverance.
- "I have difficulty maintaining my focus on projects that last more than a few months."
- "My interests change from year to year." These items get to passion. It's a reverse question. If you say that's not me, you get a higher score.
- Grit scores and age - grit goes up with age - the maturity principle - with age and wisdom, qualities like grit go up.
- Grit can change because of culture or experience. We can build grit and it starts today.
- My favorite psychologist is Will Smith. "The only thing that is distinctly different about me is that I'm not afraid to die on a treadmill....I won't be outworked. You may be smarter, sexier than me. If we get on a treadmill, one of two things are going to happen: you're getting off first or I'm going to die."
- "The truly eminent have ability combined with zeal and with capacity for hard work." - Sir Francis Galton, cousin to Charles Darwin
- "I have always maintained that...men did not differ much in intellect, only in zeal and hard work." - Charles Darwin
- Grit is sustained passion and perseverance for especially long-term goals. It is the hallmark of high achievers that I have studied in every domain.
- Are some more talented or gifted? Yes. There are differences. But talent is nothing if you don't apply yourself.
- Talent x effort = Skill
- Skill x effort = Achievement
- Of course, talent counts. But effort counts twice.
- Anders Ericsson, cognitive psychologist, you need practice, deliberate practice. After thousands and thousands and thousands of hours, you might stand the chance of being a world-class expert.
- You can get better but stop after a while. I call it the plateau of arrested development.
- There is a third way, the drop out. You start but then you quit.



- 
- What is deliberate practice?
- **1. Set a stretch goal**
  - World-class experts come to work every day to get better.
- **2. Focus 100%**
  - Work with coach/mentor to do it just a bit better.
- **3. Get feedback.**
  - How do you take feedback? Do you love it?
- **4. Reflect and refine.**
  - Repeat the process over and over again.



Dancing appears glamorous, easy, delightful. But the path to paradise of the achievement is not easier than any other. There is fatigue so great that the body cries, even in its sleep. There are times of complete frustration, there are daily small deaths.

— Martha Graham —

AZ QUOTES

- 
- Spelling Bee - Carrie Close. Three things boys and girls recorded in journals.
  - Leisure for pleasure - effortless & enjoyable
  - Being quizzed - mild effort & less enjoyable

- Deliberate practice (done alone, working on missed words) - most effortful, least enjoyable way that they prepared
- We added up hours spent doing these three things and grit score to find what would happen.
- Grit --> Deliberate practice --> Spelling performance
- Went to West Point. Administered grit scale on day 2 of first year of training.

## SHORT GRIT SCALE

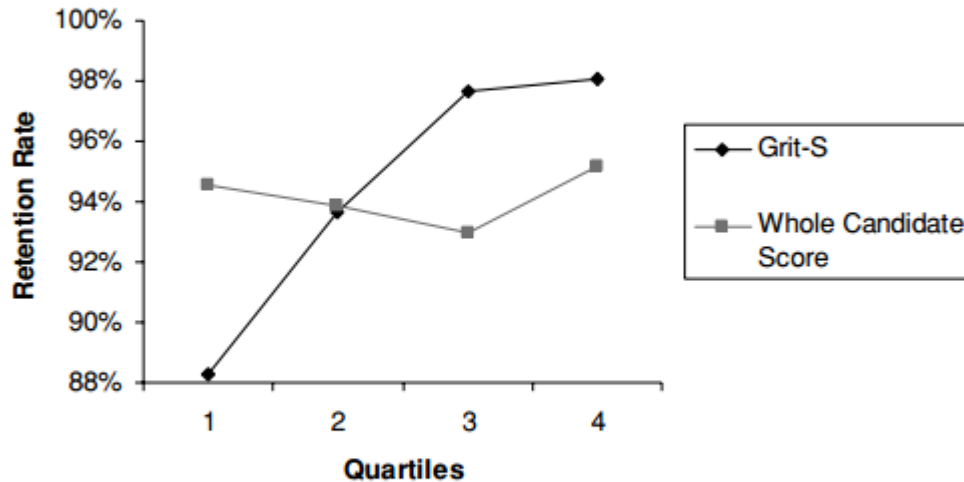
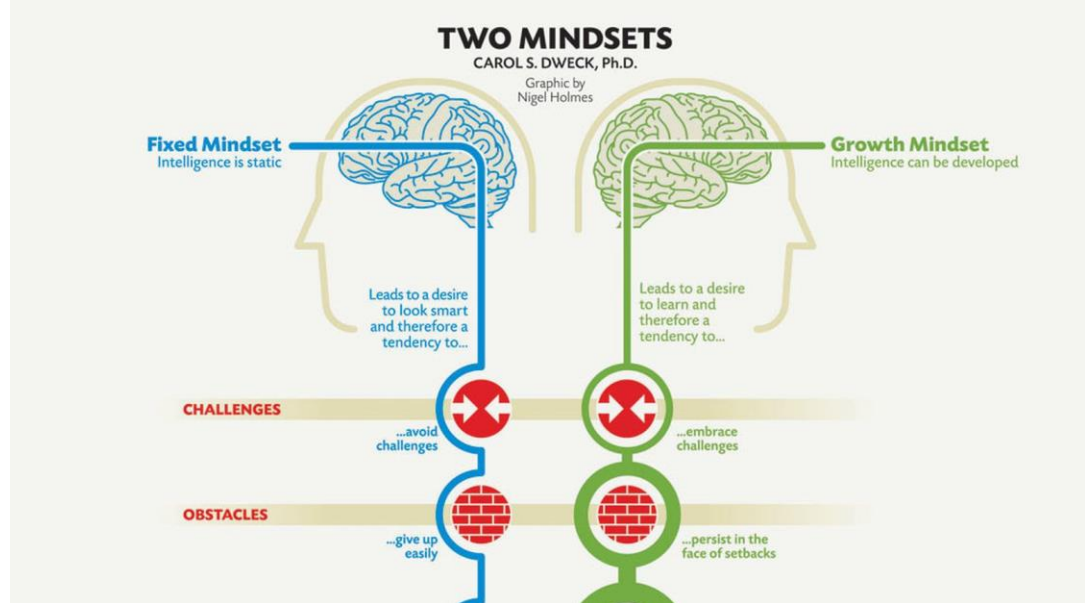


FIGURE 2.—Summer retention as a function of ranked quartiles of grit and the Whole Candidate Score among West Point Cadets in Study 5. Grit-S = Short Grit Scale.

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- Did same thing in sales, Chicago Public Schools and Special Forces the same thing. They were more likely to make it through.
- Grit & Life Satisfaction - in general, grit & happiness go hand in hand.
- How do you build grit?
- **Develop your interests before training your weaknesses.**
  - Interests are essential to development of grit. Interests are the seed of passion.
  - I always ask, "Do you love what you do?"
  - Interest develops earliest.
- **Know the science of deliberate practice.**
  - Work hard at it. Commit to working on one small thing with 100% focus, getting feedback.
  - Reflect, refine, repeat.
  - Can I do a little more deliberate practice?
- **Cultivate purpose**
  - "In choosing what to do, I always take into account whether it will benefit other people"
  - "My life has lasting meaning."
  - Service is about seeing beyond you.
  - There is no correlation between pleasure and perseverance. Purpose plays key role
- **Growth mindset**

- Change your
- Carol Dweck, professor at Stanford



- This applies at every age.
- “AT ELEVEN, I WANTED TO BAG IT BECAUSE I WAS DOING VERY BADLY... MY DAD AT THAT POINT DID SOMETHING THAT WAS VERY IMPORTANT. HE SAID, ‘IF YOU WANT TO QUIT, THAT’S FINE. BUT I DON’T WANT YOU TO QUIT SIMPLY BECAUSE YOU’RE LOSING... SO, I’M GOING TO CONTINUE TO DRIVE YOU TO WORKOUTS AND FORCE YOU TO SWIM AND ONCE YOU TURN 12 AND ARE AT THE TOP OF YOUR AGE GROUP, YOU’LL START TO DO WELL. IF YOU WANT TO QUIT THEN, THAT’S FINE.”
- [Pete Carroll on grit.](#)

## Session 7: Gary Haugen

- What else could you need at this point? Probably a nap.
- What keeps us from doing what we've learned? Fear. All the greatest leadership learning can be rendered useless by fear. And Jesus get its.
- He offers one command, "Do not be afraid." It's what's commanded more often than anything else.
- Nothing undermines the power and blessing of a gifted, talented, equipped, promising leader like fear.
- Why is fear the fundamental challenge? Because fear is the silent destroyer of dreams.
- All great leadership flows first from dreams.
- Martin Luther King Jr's dream



- "Tell him about the dream Martin..." He shared that without a note on the paper and history has never been the same. Leadership begins with a dream.
- It will be the power of lurking fear that renders it useless and begins to destroy the dreams.
- Fear destroys the love that inspires the dream and replaces it with a preoccupation with self.
- What if this doesn't work? What if I try this and it fails and everyone blames me?
- At IJM, we have a dream about protecting people from injustice. We just want the violence to stop. We have seen more than 40K rescued from those trying to hurt them.
- Everyday fear goes to work trying to destroy the dream.
- Kenya - one poor taxi driver being brutalized by police that had been extorting him. The driver and his attorney have disappeared. They were tortured and murdered. What do you think that does to your dream about protecting the poor against violence? It undermines it. It replaces it with preoccupation with self. What's going to happen to me? What's going to happen to us?
- I've seen more dreams destroyed by everyday insecurities that lead us to abandon our dreams without putting up a fight.
- You and I are not likely to know what scares us most deeply.
- I almost didn't start at IJM because of fear. Not because of the obvious risks. I was afraid of being a failure, looking like a failure to others. It's that picture of looking like a loser to others that was unbearable to me. Once I exposed the real fear, I knew what I was up against. The

dream won! If I had taken up the facade of the respectable fears, the dream would have died. And tens of thousands would have gone off to die in the silence.

- You must relentlessly inventory your fears.
  - What am I really afraid of here? What am I really anxious about? Without this, leaders find themselves driven by their fears. The whole team, organization gets to be led by the leaders fears.
  - Every day for 30 minutes at IJM to prepare their interior in stillness with God. What happens? Immediately anxiety and worry boils up, which is why many don't do it.
  - Is God in a panic about how this dream is going to work out? Perhaps He has a path.
- Switch from playing defense to playing offense.
  - No great dream of love has ever been built on the fear what could go wrong. It's always been built on the hope of what might go right.
  - Are you more impressed with what human beings are getting wrong or what God is getting right?
  - Fundamentally, if we're more impressed with bad men than God, then we will be driven by fear.
  - You cannot lean forward while you're leading a retreat to a bunker of safety.
  - Kids playing soccer for the first time. Big ball of kids and the one kid who has figured out the fun in playing offense.
  - God is inviting His people and His leaders to stop living in the joy killing fear of playing defense in the world. He's inviting them to play defense.
  - Too many act as if the gates of hell are advancing against them. Gates don't move. Hell is desperately playing defense in the world and gets Jesus Christ the gates of hell cannot prevail.
  - There is loss in the world and defeats are bitter. On the night before the cross, Jesus says, "Take courage. In the world, you will have trouble. But I have overcome the world."
  - One of the biggest issues is modern day slavery.
  - There are 46 million people held in slavery. Perhaps the darkest is child sex trafficking.
  - Ground zero for this was in the traumatized state of Cambodia.
  - How should the people of God respond? What did the Christians in Cambodia do? They went to work with IJM and authorities to start rescuing, develop facilities for after care.
  - When I spoke a decade ago, Cambodia was the darkest place. Now it has collapsed. Christianity Today cover story - "Cambodia Rising"
  - This is the people of God playing offense in the world.
  - Freedom Sunday
- They forge a community of courage around them.
  - Lone Rangers don't make great dreams come true. They make great movies come true. But they are movies and they are not true.
  - Jesus gathered men and women around him and forged a community of courage. He called them to courage. "Do not be afraid."
  - What's his strategy for securing that courage in the fight? It's the power of a team humbling serving each other.
  - The Master and Teacher gets down on the floor and washes the feet of his teammates.
  - I knew that our survival against the onslaught of fear was based upon how well we loved each other. Would we scatter with fear? Would we dissolve into infighting and denial?

Would we give up on the dream and take on a "more realistic" option? I saw a team holding on and choosing to trust God and trusting others.

- In the end, they have all chosen to double down on the fight. No one has walked away. Instead they've grown by 20%.
- Courage, like fear, is contagious. Murder suspects have been arrested and are properly being prosecuted. Why? Because the leaders forged a community of courage.
- David Macarra - "we will never stop fighting...and we will win."
- "The real soldier is Christ himself."
- As a leader, you have a dream in your heart. A dream of love. A dream of what could be so much better. You have a love of irrepressible, transforming power.
- The real soldier in the fight for all goodness in the world is God himself. Hold on to that truth outside the doors. It will allow us to lead without fear.
- Five years after his dream speech, Martin Luther King stood before his followers for the last time. He wanted them to know that God had allowed him to go to the mountaintop.
- You have been given everything you need to lead this dream you've been given, this struggle God has placed in your heart. What incredible thing might God do if you were to lead without fear?
- Take up the dream! Lead without fear out there to the glory of God and to the transformation of His world.