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# Session 1: Craig Groeschel

## INTRODUCTORY COMMENTS

- Who's ready for two days of power packed leadership content?
- 750 cities, 130 different countries, 60 different languages
- We're gathered together with one clear and one specific purpose: we want to become leaders that people want to follow.
- When leaders get better, everyone gets better.
- Leadership is simply influence. You have influence, therefore you have the capacity to be a strong leader.
- If you're a parent, you have influence...unless you have a teenager. If you have a friend, you have influence in their lives.
- One of the biggest myths about leadership is that you have to be in charge to lead. Leadership is never about title or position.

## FACING CURRENT STRUGGLES

- As a leader, the only way I know to deal with difficult situations is head-on, with transparency, with compassion.
- I have deep compassion and aching concern for everyone involved.
- We are entrusted with power and we must always and only steward that power for the good of others. Any use or misuse of power for evil is sinful.
- Why am I here? Because we must make a difference. With all the problems in our world today, we must stop making excuses. We can make excuses or we can make a difference, but we cannot make both. We must step in.
- I hope to be a voice of healing, to raising the standards.
- People are longing for leaders that will unite rather than divide. The world longs for someone to stand up instead of backing down.

## PROFOUND HUMILITY, FURIOUS RESOLVE

- Jim Collins, Level 5 leaders – “mixture of profound humility and furious resolve.”
- A humble leader can learn from anyone. Take a serious posture of humility.
- Show respect to everyone today.
- We will cast vision for a brighter future. We will inspire others to more than they think is possible. We will ask for wisdom to make the difficult calls. We will confront injustices and right wrongs. We will speak up for those without a voice. We will get better. When a leader gets better, everyone gets better.
- You are not here by accident. Your leadership will be stronger by end of our time together.

## **HOW DO YOU BECOME A LEADER PEOPLE LOVE TO FOLLOW?**

- How many of you have ever worked for a leader you love? How many of you have ever worked for someone you'd love to give some advice on how to do it better?
- Had a sales manager that would yell at you and then would hug you. He said he did it because he loved us. I think he did it because he was psycho.
- Brett Steenbarger polled 4,000 individuals about what we need to do better. Bosses said finances and technology. Asked followers: in what areas do your leaders need to get better? Leadership & emotional intelligence.
- Leadership is: where are you taking me? Emotional intelligence asks: how are you treating me?
- How do we become a leader that people love to follow?
- There is a big difference between a leader who is popular and a leader who is respected. You may be popular if you are respected. But you will never be respected if you are just concerned about being popular.
- You will always feel valued when you are under great leadership.
- You will feel inspired when you are serving under great leadership.
- You feel empowered. You know that someone trusts and believes in you.
- How do we create an environment where our teammates feel valued, inspired empowered? What qualities do you need?

### **1) WE NEED A HEART TO CARE.**

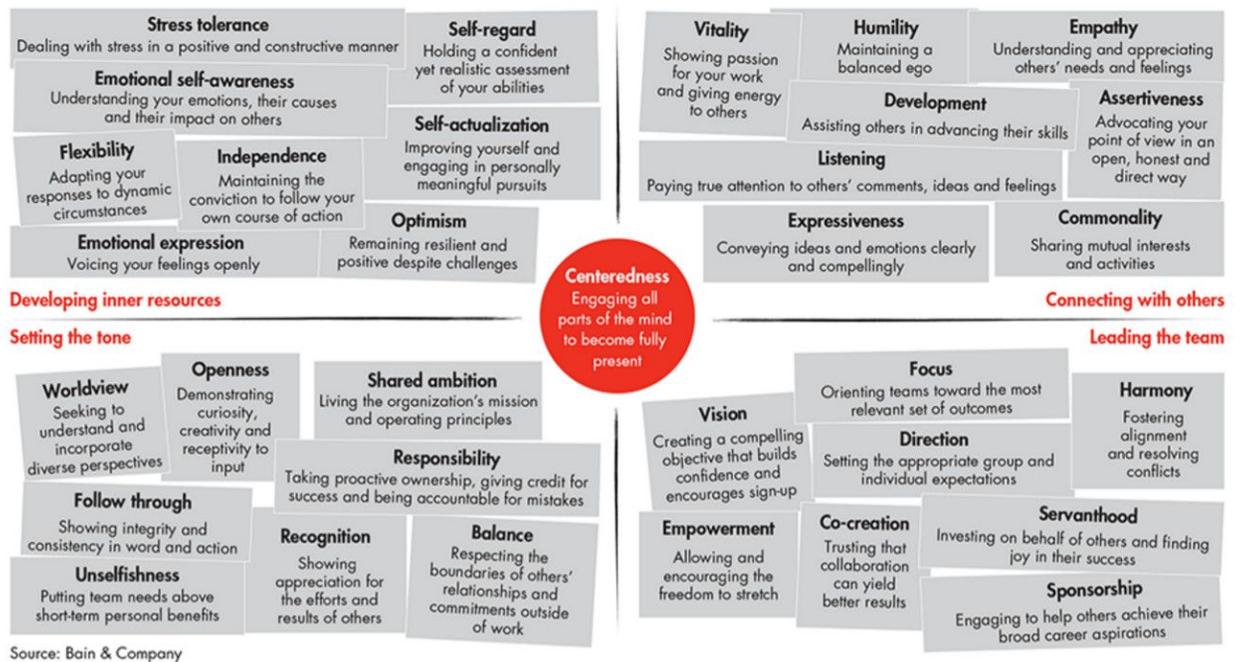
- You will never be a leader others love to follow if you aren't a leader who loves people.
- "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." – Maya Angelou
- Key phrases: "I notice..." "You matter." I notice the effort you put in and that effort matters to our organization.
- Good employees do not lead organizations; they leave bad managers. The #1 reason people leave organizations is that they do not feel valued.
- My rule is that I want to appreciate more than I think I should. Then I double it.
- We are a church with 30 different locations in 10 different states.
- I got thank you notes from the spouses of people that I gave knuckle bumps.
- Say it. Show it. Write it. Celebrate it. Never rob your team member of the blessing of celebrating them.
- Me centered leadership vs you centered leadership.
- Some leaders will make you think that they are important. The best leaders will help you see that you are important.

### **2) WE NEED A PASSION TO INSPIRE.**

- You may notice I did not say motivate.
- Inspiring is pulling rather pushing. It is pulling out of them what is already there.

- Employees who describe themselves as inspired are twice as productive and employees who identify themselves as satisfied.
- The Bain Research Group surveyed 2,000 employees. They found 33 attitudes of leadership.

*Figure 1:* Bain Inspirational Leadership model



- If you have an optimistic outlook, if you have a posture of humility, it inspires others. Even someone who consistently follows through is inspiring. Being generous with recognition is inspiring to those around you. Be consistently empathetic, listening.
- One standout quality that stands above the rest: centeredness. One who is secure, stable, confident, not easily swayed, not trying to impress anyone, fully engaged. They have internal alignment with the external. Driven by purpose and obsessed with vision. The absence of centeredness demotivates. The presence of it inspires.
- All you need is one or two well-developed strengths to inspire.
- The church does not exist for us; we exist for those who are not us.
- I don't want to push them into something. I want to pull out of them what already exists.
- Passion transforms it from a job to a calling. When passion meets inspiration, obsession is born.

### 3) A WILLINGNESS TO EMPOWER.

- The best leaders unleash higher performance through empowerment, not command and control.
- If you think you need to control everything, you become the lid on your organization.

- You can have control or you can have growth, but you can't have both.
- Do not just delegate tasks. If we delegate tasks, we are creating followers. Instead delegate authority. If we delegate authority, we are creating leaders.
- As leaders, we are going to make the decisions that only we can make. We are going to delegate the other decisions deeper into the organization. Favorite words need to be: I trust you. You decide.
- The better you become as a leader, the fewer decisions you make.
- The strength of an organization is reflected by how deep into it people have the ability to say yes.
- What if I try and they don't quite deliver? You have to trust them where they are. The best way you can find out if you trust someone is to trust them.
- If you don't trust your team, you are either too controlling or you have the wrong people. Either way, the problem is yours to solve.

### **JESUS AS A LEADER**

- Think about the qualities of Jesus as a leader.
- He had a heart to care. Who did he hang out with? He loved to befriend sinners, people who were broken, despised. He would speak truth and love.
- He had a passion to inspire. "I did not come to be served, but to serve and to lay down my life as a ransom." "I have come that you may have life and life to the full." I came for the sick, the sinners.
- He had a willingness to empower. He selected people that everyone else had overlooked: fishermen, tax collectors, two brothers known as "sons of thunder." They left higher paying jobs for something that made a difference. He empowered them. He didn't just give them tasks, he gave them authority. He told them what and where but he trusted them with the how.
- Here we are 2,000 years and people are still following him.

### **THE UNPLANNED POINT: 4) A COURAGE TO BE REAL, TRANSPARENT VULNERABLE, NOT ALWAYS KNOW ALL THE ANSWERS.**

- You step into the role that you are given and live with passion and integrity.
- As leaders we feel so much pressure to always be perfect, strong, right. People are not looking for that. They are looking for honesty, integrity, vulnerability.
- We're going to do the best we can. When we get it wrong, we're going to say "I'm sorry." The stakes are very high. It's time for leaders to stand up.
- You don't have to be like someone else. You don't have to be John Maxwell, Angela, Bishop TD Jakes. You don't have to be right or inspired. You have to be real.

# Session 1: Angela Ahrendts Interview with John Maxwell

## MIDWESTERN CORE VALUES

- There is a common bond. We want to get better to add value to others.
- You're about to learn something.
- So many of the things that Craig Groeschel said resonate with me.
- One of the things I carry with me is my Midwestern core values. I was raised to love one another. They are something you carry with you. They are the foundation for all you do: you hire that way, you fire that way.
- I have always been a purpose-driven human. I want to make an impact. I want to make a difference.
- John Wooden had a piece of paper of core values that his father had given him when he was 12. Everyday he would read those and ask God to help me live them.
- You always have to put yourself in the other person's shoes. What you give, you get 10 fold in return.
- The higher up I go, the more I need to never forget, to connect.
- We look at titles, positions. We're just people. Our job is to align and inspire.
- Sleep is a luxury, not a necessity. You have to take a deep breath and realize why you are there. There is absolute the day to day stresses, but I give myself an extra hour every morning to get ready. I drink coffee, do my reading, listen to my Charles Stanley podcast.
- Our job as leaders is to connect, communicate, celebrate. I don't want to lose my objectivity, my feelings. When I can clear my mind in the morning, I can focus on others.

## GREAT LEADERS ARE GREAT LISTENERS

- Great leaders are just great listeners. They listen, they learn, then they lead.
- We have 66,000 employees in 30 countries. We need to listen to them. They know what works and doesn't work. They have an app where they find out what they need to know. There is another app where they give feedback. We need to keep pace, put the technology in place.
- Retail is not always the sexy place to be. We build platforms so we can hear their voice.
- The more successful you are and the further you get away positionally from where the people are, the harder it is to hear from people.
- Ask why people launched things. Steve Jobs told people they were not allowed to sell; they were to enrich lives.
- It's not just technology. Its technology intersecting with the liberal arts.
- I always look for if they are me or we type people. It's not just IQ, its EQ. I'm a whole mind person. We're building teams and culture. It's not just individuals. Are they more yesterday, today or tomorrow people? Visionaries, historians...

- I want to put them in the right place at the right time to be on the right team.
- [TEDx Talk – “Human Energy”](#). It was about trust, intuition and belief. Do I trust them? Do I believe them? I want to hear about their beliefs.
- Our highest intuition is in our areas of giftedness.
- Know what you know. Know what you don't know. Humans are members of the herd. We each have a role to play. Instincts allow you to pursue the possibilities rather than just protect the probabilities.
- You never want to stop the dreaming.

## **THE IMPORTANCE OF THE BRAND**

- The brand will outlive all of us.
- Imagine how many batons have been handed off. What was our mission while we were there? We wanted to do everything we could do to insure the relevance for the next 150 years. What do we need to do to make it great when we hand off the baton?
- Cultures create the brand. It's what Steve did when he created Apple Park. It outlived him. It's so much bigger than any one person or group of people. If we do it right, we'll make an impact long after we're gone.
- Why are you doing this? Like Simon Sinek said, it starts with why.
- How: the types of people are we going to hire, are we going to trust them if we hire them.
- Our job was to encourage human courage.
- Last January we put this into effect in our stores. Are we making an impact on your life? It's incredible NPS data we're getting back.
- Their job is not to sell anything. It's to educate and inspire.
- Leaders move people. To move people, you have to understand them.

## **HOW DO YOU INSPIRE OTHERS?**

- Craig said we're supposed to inspire, not motivate people.
- “I can teach you anything but I can't teach you to care.” – Dad
- How hard is it to look someone in the eyes and make sure that they know that you care. If you do care, don't talk above them, talk to them. You never forget where you came from. It's caring. It's authenticity. It's consistency. It's celebrating. How hard is it to say thank you? Then amplify it, multiply it.
- I read. I listen. I pray everyday that the Spirit moves me. I long for the next generation to understand.
- My TED talk called Human Energy was really about the Holy Spirit.

## Session 2: Juliet Funt

### INTRODUCTORY COMMENTS & ELECTRIC SHOWERS

- Last year I talked with you for 25 minutes. I'm sure you went home and did everything I said, right?
- Husband/photographer just finished book on Cuba. The person we stay with is named Marcos. Hot water heater went out. Marcos installed an electric shower. Isn't that dangerous? No. The current is broken by the drops. Colloquial name for this device is known as a widow maker.
- Why would I step into an electrified shower? People were casual about it.
- Companies are drowning in reports, papers, etc. doing unnecessary stuff. The casualness at work is killing us.
- We want to talk about a true culture of simplicity.
- The future of work is going to be simpler. It has to be.
- 500 companies: technology, reorg, Lean 6 Sigma. They are all bricks into building the house of simplicity. They are missing the mortar that holds it all together.
- Three different behavioral mindsets that people fall into: conformity, compulsivity, control.

### CONFORMITY

- Selective inertia. Nobody changes until everyone changes and no one changes.
- Candid camera: [Elevator facing the back](#).
- The WhiteSpace 50/50 Rule: Anything that bothers you at work is 50% your fault until you ask about it.
- Solomon Asch: 1 person going against conformity can reduce by 80%
- One small, safe, contrary action.

### COMPULSIVITY (IN COMMUNICATION)

- In the old days, women would get together and talk and talk and there would be a quilt.
- Women: find a girlfriend where you can drain the well.
- Unnecessary communication will be reined in.
- 2D content is simple: yes/no. 3D content is deep, nuanced. 2D methods is text, email, etc. 3D mediums are conversation, etc.
- The Yellow List: a document you keep with each person you work with. Does it need to be sent or asked right now? If not, put it on the yellow list. When it builds up, you ask for some time.

### CONTROL

- Breakout session: Control Freak, Let Go. I prefer term Control Aficionado.

- Control people will get better if they watch other people do things wrong and do nothing.
- Last year at Christmas at my mother's house. My mother and brother never fail to make me look competent. They were trying to get scissors out of packaging. It took forever... and it was freeing. I would wander through airports and grocery stores looking for people doing things wrong so that I could not be helpful to them.
- It's not hard to do once you start.
- Hands off. Hands off. Hands off.
- Second-tier delegation. First tier: people you trust and you do not control. Second tier: you don't give the same amount of respect, control. You have to delegate to the second tier. It allows them to grow into first tier.

## **COMPLIANCE**

- Everyone says yes because no one knows how to say no.
- Take home tool: [Whitespace Refusal Strategies](#)
- Juliet's favorite Candid Camera bit: [Phone Frustration](#)
- Memory is a funny thing. There will be a point where the only thing that will be left about you and your organization is what people remember. It's called a legacy. It's still to be written and you hold the pen.

## Session 2: Bishop TD Jakes

### A TORMENTED VISION

- How do I translate all this information into my life?
- I want to talk with those who do not have enough to get there: enough time, enough money, etc.
- A vision can be tormented. You want a vision so big that you have to choose you tell it too.
- I am the son of an educator and a janitor.
- My father started a business in 1960 with a mop and a bucket and a borrowed truck. It sounded ridiculous. He did it. I learned to believe in crazy stuff.
- You need a vision that goes beyond your provision.
- I was amazed by the Wright Brothers story. I'm amazed by someone who can stand on the ground, look in the air and say, "I belong up there."
- You need to think something that scares you. You need to think beyond your means. You need to get out of your comfort zone and scared to death. When you are petrified, you are also electrified.
- The greatest things that have ever happened in our lives scared us at the beginning.
- When you get together, you can do more together.
- Ended up writing a play with Tyler Perry called "Woman, Thou Art Loosed."
- Things happen in small places. What started in Dayton, OH ended up in Kitty Hawk, NC. They moved the plane from Dayton because the wind wasn't right. If you do the right thing at the wrong time, it wouldn't work.
- Colonel Sanders couldn't open KFC today. It has be the right when.

### LEARNING TO SOAR

- I want to talk to the person who is struggling. It is going to fly. It is going to soar.
- What really stimulates growth is losing. You'll learn more from losing. It's what you learn there that will help you fly.
- The thing that inspired the Wright brothers were not engineers; it was eagles. Eagles make love in the air. They make nests on cliffs. When the eggs hatch, they kick the kids out of the house. Eagles learn how to fly by falling. The eaglet is not trying to fly; it's trying not to die.
- What did you learn from your last failure and how has it prepared you to soar? What did you learn from the deal you did not get, the person who left?
- If you've got more notes than money at the end of this talk, I want to talk to you.
- If you're making bicycles and dreaming about airplanes, I want to talk to you.

- To believe that the excuses can no longer be fences for the limitations. To believe that you can stand on the ground, but you belong in the air. If you can keep flapping and falling, flapping and falling, and eventually you get your rhythm.
- They may laugh at your start but they'll take pictures when you get it.

## Session 2: Strive Masiyiwa Interview with Bishop TD Jakes

### **SURVIVING BAD TIMES**

- You can't reach good times and enjoy it until you survive bad times.
- Born in Zimbabwe. Family left when I was about 6. I returned in my 20s. I was a telecommunications engineer that was trained by England. I wanted to expand the telephone service. At the time 75% had never heard the telephone ring on the African continent. I filed in the constitutional court and said that it was a freedom of expression issue. Constitutional courts ruled 5 years later that I was correct and broke up the state's monopoly.
- You had a 5 year battle over principle. You could have paid them off. That was the culture. You didn't. That epitomizes what leadership is. You went against the current of the time.
- On the eve of launching this business, June 1994, is when I became a Christian. I was in the church. I had great men of God around me. The only two documents on my desk for five years were my Bible and the Constitution of our country. Every Friday, I'd tell my wife I'll see you Monday, because they liked to keep me in prison over the weekend.
- The government tried to compromise. You can proceed but you have to have partners and we choose your partners. When I was able to proceed, I chose to take the company public.
- You had no money, all you had was vision.
- There was just deep faith. One of my favorite passages of Scripture is Mark 10:29.
- I went and started again in South Africa. This time I built for Africa.

### **IT TAKES A MULTICULTURAL APPROACH**

- In America, we see colors instead of culture. Cultures matter. If you're going to have a corporation that is going to grow beyond its own culture, it takes a multicultural approach.
- Most people who talk about Africa, we talk about it like it is a country and not a continent.
- My first task was always reaching out, embrace. My most senior executives makes sure that everyone feels they are a part. Values transcend culture. You can embrace and work with people across cultures, countries, etc.
- You can't have a global reach if you don't have a global brain. There has to be diversity in the boardroom.
- You have to always be learning, never assuming.
- When I arrive in a country where I have never been, I'm curious. You have never visited a country until you've been in a home in the country. That's where innovation comes from as well.

- I seek to find what is common between us. There is so much that we have in common. You don't have to spend as much time in marketing if your business solves a problem or a need.

## **BUSINESS IS ABOUT PURPOSE**

- Today 75% of people in Africa have a phone. We have 300 million internet enabled phones in Africa. We'll hit 500 million by 2020. If you want to be a success, identify a human need and reach out to solve it.
- Business is not just about profit; it's about purpose.
- When I started out in business, my wife and I came across a major challenge: HIV/AIDS. We started to help orphans, try to keep them in school. Today we've been able to help out 240,000 kids. Education is ground zero but the education has to have a purpose. We call them history makers. They can go out and change the world.
- We select 100 of the brightest kids we can find and send them to 2 years of boot camp and then send them to the best schools we can find. This year we have 300+ in IVY League schools.
- Some call it philanthropy. I see it as an investment. It is an investment to invest in children, and in particular in their education. We are raising the people that will nourish us when we are old.
- We have to train and invest in the next generation. We must invest in education.
- The intellectual prowess of those we are raising at this time will take care of us when we are older. I learned that we are not raising our children to think for themselves. I am raising them to think for me.
- We cannot afford to become economically astute and intellectually bankrupt.
- People become what they see. A dream often dies when it is shared with people who have not seen it.
- The greatest challenge we have in the world today: we have all this technology and we do not know each other. We have to make sure technology does not divide us.

## **CHANGING THE CONVERSATION**

- We have lost the art of speech. Every major movement has come from someone who said something, not text something.
- You cannot change the culture unless you change the conversations.
- "From the abundance of the heart the mouth speaks" – our words locate us.
- Salt & light – we are the reason the world is preserved. We are the preservative. We hold it together. As light, we show the way.

## **SHORT-TERM WINS**

- Big deals always takes time. It always takes longer than you think.
- God did not wait until he was done with creation to applaud himself. Everyday he looked at his unfinished creation and said it was good.

- You can have great vision, but the timing... Great vision is only as good as your ability to deliver those short-term win. Consistency is the key to the short-term wins. I told my people that I wanted to connect all the countries of Africa. They looked at me and I thought I should never say it again. I said, "Let's connect South Africa and Zimbabwe." After that, we added Zambia. 15 years later, we connected to Cairo.
- At the end of the day, you have to affirm your team. Pick up the short term wins. You have to have signposts around the way.
- My children didn't need a pastor as much as they needed a father and finding a pastor was easier than finding a father.
- You have all the roles. They each have lines. You have to understand how you interact in each role. Most importantly, respect the people that work for us. The best of our people are volunteers. They could be anywhere in the world, they came to us.
- I watch how you treat people you think you don't need.

## Session 3: Carla Harris

### INTRODUCTORY COMMENTS

- Pearls of leadership. Hard earned. Being a women on Wall Street for 31 years.
- Some have intellect or experience to successfully complete any activity.
- If all roads lead back to you, your success will be capped by you.

### LEVERAGE

- There is not a leader that I've come across that can do it all by themselves.
- Leaders job is to create other leaders.
- The secret to growing your power is to give it away. The more you give away, the more power you get.

### EFFICIENCY

- You must be clear about success looks like. It creates efficiency. If you're not clear, you create frustration on your team. You must define even when it is unclear.
- As humans we want to know what we're playing for. Even when you're not clear, define what it looks like.
- Celebrate your mistakes. A mistake is almost as valuable as a success. You learn more when you fail.

### AUTHENTICITY

- Your authenticity is at the heart of your power. It is at the heart of powerful, impactful leadership. Nobody can be you like you can be you.
- Most people are not comfortable in their own skin. When they see someone comfortable, they gravitate toward that. When you bring your authentic self to the table, people will trust you.
- I am a singer with three CDs and multiple sold out shows at Carnegie Hall. I was embarrassed about that in the marketplace.. When I saw the reaction of the client, they were fascinated
- Your authenticity is your unique competitive advantage.
- Who are you when things get tough? Who are you when things get easy? Are you pensive? reflective? How can you bring your authentic self to the table if you don't know who you are.
- Meet people where they are.
- I was up for a big promotion. People asked me to come and sing at the Fixed Income Christmas party. I didn't want to do it. Met the head of that department after doing it. We talked for 45 minutes about business afterwards. Turns out he is the head of the promotions committee. That was my Scooby moment.

## **DECISIVENESS & DIVERSITY**

- The price of inaction is greater than the cost of making a mistake. If you're a powerful, impactful, leader. At end of day, you can make the decision.
- Where God guides, He provides. If He brought you to it, He'll bring you through it.
- Every experience will give you one of two things: a blessing or a lesson. Both are valuable.
- Innovation is the dominant competitive issue across all markets. If you need a lot of ideas in the room, you need a lot of perspectives in the room. Ideas come from perspectives. If you need perspectives, you need varied experiences. If you need experiences, you need different people.
- If you want to have a diverse team, you have to have intentionality, accountability, consistency.
- Nobody wants to lower the bar. There is no woman or person of color that wants you to lower the bar.
- If you're going outside of organization, you have to guard against organ rejection.
- When you bring new people, you have to over index in making sure they get comfortable. It takes a lot of time and money to recruit senior leaders.
- Hold people accountable. Confront them.
- Millennials care about this. If they don't see diversity, they are not coming. If they come, they are not staying.

## **ENGAGEMENT**

- You must be engaged with those you lead. Most people are motivated by money, platform, or affirmation.
- Powerful leaders are inclusive. You need to communicate "I see you..." "I hear you..." Everyone values being heard.
- We have to create culture even outside of proximity.
- Transformative leaders are tenacious, thoughtful, transparent and transcendent.

## **RISK-TAKER**

- You must be comfortable taking risks. Today information is a commodity. Today you differentiate by being willing to take risk. Why don't we take more risks? We're scared. Fear has no place in your success formula.
- When you're unsure, tell yourself: I know what no looks like. It is the status quo. Why would I not say yes?
- It takes courage to be an impactful leader. It takes courage to speak the truth to power. It takes courage to call a thing a thing when no one wants to say it.

## Session 3: Danny Meyer Interview with Elaine Lin Hering

### INTRODUCTORY COMMENTS

- I was eating dinner with aunt and uncle the night before LSAT. My uncle asked me, “Do you realize how long you are going to be dead?” I said no. He said, “I don’t either. But it’s a heck of a lot longer than you’ll be alive.”
- So thankful to have found a topic I love (what’s on the plate, what’s in the glass) and meet others.
- In NYC, there are 26,000 restaurants. 19,000 without pizza parlors.
- The road to success is paved with mistakes well-handled. Restaurants are like a sailing regatta.

### SERVICE & HOSPITALITY

- Good service: Did we do what we said we would do?
- How did we make you feel when we were delivering great service?
- Service are all the technical things we do. Innovations in service all get copied by others.
- The shelf-life of innovation is 2 minutes. We have to thrive on the thoughtful actions.
- Investment banker brought 7 clients. He ordered the best chardonnay. I brought it to him and he said it wasn’t a chardonnay. It’s completely irrelevant who is right or wrong. It’s important that the customer always feels heard.
- I’ve learned as a dad that dads are hardly ever right. I’ve learned as a husband that husbands are never right.

### MISTAKE MAKING

- There is not an animal that makes better or more mistakes than human beings. Humans are wired to be mistake-makers. What if they were viewed as natural resources. We need to view mistakes like waves. If you’re a surfer, you need waves to ply my craft. Mistakes, if embraced and handled in a profitable way can land you in a better spot.
- 5 As of mistake making: be aware that you made it; acknowledge; apologize; act on it (fix it); apply additional generosity. Think about what you would want done and then do more. The only thing you can do is write the next chapter.
- Mistakes provides the greatest opportunities to learn (as long as they are not mistakes that lacked integrity).
- We were hosting an event for fancy clothing designer. Server poured olive oil down brand new Calvin Klein dress. I promise this story will have a happy ending. Got the dress replaced. Sent basket.
- When mistakes of integrity are made, you need to pull at your family values.

## **FAMILY VALUES**

- Working in the restaurant is a great job because it is like a family. Great restaurants have an esprit of being a family. It's either an adjunct family or a replacement for the family that they wished they had.
- We create a sibling rivalry among our restaurants.
- My biggest failure as a leader was injecting the best parts of a family into the restaurants too far. It's not a family; it's a business. In a family you don't fire people. You get 2nd, 3rd, 4th chances. In a business at times you cannot do that.
- There is not a greater crushing blow to me than when a person who is technically or emotionally suited to thrive in my business leaves.
- The minute one becomes a leader: we get a megaphone stitched to our lips, everything we say is amplified. Everyone of our followers gets a pair of binoculars where they are watching us.
- Became the Koch County field coordinator for a congressional campaign. 30 people who reported to me were all volunteers. Couldn't fire anybody. The only thing I could do was inspire them to a higher purpose. They were there because they wanted to be there.
- If I want to have people on my team that are as good as I want them to be, means that I owe them a lot more than just a paycheck.
- We used values and purpose to motivate people just as much as a paycheck.
- Every business is competing for talent.
- People are looking to belong where they work and they want to trust where they belong.

## **SCALING CULTURE**

- In the food industry, we're always looking at those who have scaled systems. We're working on how you scale culture: the way we make you feel when you work in one of our places, when you dine in one of our places. It is the single most defining factor in a business.
- We make it clear from the interview what we stand for. We're going to call upon the gifts of who you are.

## **EMOTIONAL SKILLS**

- Six emotional skills. Emotional skills cannot be taught. They can be celebrated.
- Kind-hearted and optimistic. We believe that hope is at the heart of hospitality. Do they have kind eyes?
- Curiosity.
- Work-ethic. Someone who cares about doing the job as well as they can do the job.
- Empathy. People who imagine what it might be like to stand in your shoes. Aware of how they are making you feel, like a boat going through the water leaving a wake. What wake am I leaving in my path?
- Self-awareness. They know what their own internal weather report is. Hospitality is a team sport. I need to take responsibility for not being a skunk.

- Integrity. Someone who has the judgement to do the right thing even when no one else is looking.
- All those skills add up to someone who has a high HQ (hospitality quotient).
- Thinking about quitting in leadership? Push your reset button and see if that works.

## Session 4: Danielle Strickland

### STRATEGIC CULTURAL INTERSECTION

- We are at a strategic cultural intersection where the relationships between women and men are eroding. There is suspicion, confusion, pain, whole lot of ambiguity.
- Global movements are exposing the pain of sexual harassment. And thank God. The truth will set us free.
- It disrupts us. We hate chaos. We often deny, avoid, blame, hide. We look for the person to blame as if the problem is outside of us.
- It is a moment to create a better world, a different world, where we are better together.
- There are two things necessary for mass social change: 1) imagine a better world and 2) understand oppression.

### A BETTER STORY

- Eldest son started kindergarten. How was it? It was boring. We told stories about what we did over the break. I made mine up.
- We want a better story. I want to live a better story.
- Women and men are better together. We desire this deep within us.
- One of the oldest stories of origin is found in Genesis. At pinnacle of creation, God creates humanity. He makes man by himself in charge. God says "This is not good." He creates woman. Literally a savior, helper, tutor, so we can be better together.
- This is not just something we are desiring, it's what we are designed for.

### STEP ONE: BELIEVE IT IS POSSIBLE.

- McKinsey Report – if women were treated equally it would add "12 trillion dollars or 28 trillion to the global economy."
- Mohammed Yunis – Nobel Peace Prize – extreme poverty. He stumbled upon women's empowerment.
- UN – one of the key to make a better world: gender equality; not just a fundamental human right, but essential to a peaceful, sustainable world.
- Refuse despair. Challenge the status quo. Believe for the future. Change.
- It has to be an active confrontation of fear.

### STEP TWO: DO NOT BE AFRAID.

- 2/3 of women are not optimistic of gender equality.
- Gandhi – "We think the enemy is hate, but it is really fear."
- God's design is for every person to be free.

- I read Exodus. I knew Pharaoh was a bully. Exodus 1 – because Pharaoh was afraid of the Israelites, he oppressed them. If our reactions are fear-based, we will either be oppressed or be an oppressor.
- Fear is the currency of oppression.

## **DIFFERENCES & MUTUALITY**

- Seth Richardson – two concepts that need to be held – difference: we are not the same; mutuality.
- Fingerprints are proof that you are different. To be human means to be unique.
- When we overemphasize one difference over any other difference, it skews everything. It leads to tokenism or stereotypes.
- Difference through the lens of fear is a threat; through the lens of faith is an opportunity.
- Mutuality – the sharing of feelings, actions or relationships between parties.
- Mandela and Desmond Tutu – ubuntu: the universal bond of sharing and unity.
- Your success and failure is linked to me.
- Enemies of mutuality in gender equality: power and sex.
- 35% of women globally have experienced physical or sexual violence
- 1/4 North American women will be sexually assaulted during their lifetime.
- Is it any wonder women are fed up? They should be.
- We hear the truth and pain of women who have suffered the realities of inequality, injustice or sexism on any level. Thank you for speaking up.
- We believe the future will be better together.
- 1/6 internet searches are for porn. 1/5 mobile searches is for porn. 60% of men admit to viewing porn at least once a week.
- What happens to your view of gender if the lens you use objectifies?
- Pornography needs to be identified and confronted.
- Objectification is the opposite of mutuality.

## **POWER & THE MISUSE OF POWER**

- Power is the capacity or ability to influence the behavior of others.
- We all have power because we all have influence.
- It's good to have a sober look at how we use the power we have. How we use the power we have is the measure of our leadership.
- Misuse of power – coercion and threats
- Are you kind to those you lead? Are you fair in the decisions that impact them? Can you accept change?
- Misuse of power – intimidation
- Do you cut people off when they are talking? Do you close yourself off?
- Misuse of power – emotional abuse
- Do you value and actively listen to others? Do you show regard for others?

- Misuse of power – isolation
- Do you encourage people to think and act widely? Do people feel included?
- Misuse of power – minimizing, denying, blaming
- Do you accept responsibility? Do you acknowledge when you are wrong?
- Misuse of power – economic abuse
- Have you mutually agreed with others about fair distribution of work? Are women invited to be part of your big decisions? Do you define the role women or men can play in your culture or organization?

### **THE EMPOWERMENT PRINCIPLE**

- Empowerment Principle: Great leaders use power to empower other people.
- If power is a tool, how are you using yours?
- Jesus was the greatest leader ever. Jesus literally was “Let’s come and give them power.” He was the most empowering person who ever lived.
- This is no clearer than in how he interacted with women. He invited them to be disciples. When Martha comes screaming, it’s not because of dishes. It’s because of the social implications.
- Jesus invited women to be a part of a new system called the kingdom of God that was going to dismantle injustice and poverty and sexism.

### **STEP THREE: START NOW AND START WITH YOU**

- It’s a simple step but not an easy one. I’d rather start this tomorrow and with someone else.
- Part of movement called Amplify Peace, raising peacemakers up. We listen intentionally to voices we don’t use listen. We learn. We live differently as a result. Then we repeat.
- Women’s Banking Conference – The learned all the best practices and then they implemented them.
- If you find yourself in a boardroom that look and think just like you, it’s time to hear some other voices.

### **STEP FOUR: NEVER, EVER GIVE UP**

- Morgan Stanley – The Gender Advantage – “achieving gender balance is a long-term objective that requires constant progress.”
- The Disney Myth – we think some fairy godmother will just make it happen. Real empowerment and real freedom is an awfully long walk in the same direction. It will require a change to our lives every day.
- Visited Robben Island – where they imprisoned Nelson Mandela. Guides of tour are former prisoners. The hardest part of experience at Robben Island? Leaving it. I came in broken, angry, furious. I met a group of guys who told me a better story, about a better future fueled by reconciliation. I believed them. When I left, I had to live it out in real life.

- I'm dreaming about a whole bunch of leaders who imagine a better world. They start now and with themselves. They commit themselves to a reality and never, ever, ever give up.

## Session 4: John Maxwell

### MORE & BEFORE

- I love leadership. I'm going to share what all leaders have in common.
- All leaders see more than others see and before others see.
- If you're in a room and others see it before you see it, you're not a leader of the pack.
- Conference theme: Fast Forward. It's never been faster than it is now. Forward is shorter than it's ever been. When I started leading, it was 2/5/10 year plans. Now 2 years is like an eternity.
- In the 1980s, you didn't find leadership books. You found management books.
- When I started off, seeing is more was enough. But today, seeing before is more important.
- When we think of speed, let's think of getting started first.
- Having dinner with Gail Devers. I told her that if we were in a 100 yard race, I think I could win. She looked at her husband. She looked at my body. I think I could win, if you gave me a 80 yard head start.
- It's not speed, I was talking about. It was getting started first.
- How do I increase my more and before? How do we get more more and more before?

### 1. KNOW THAT THERE IS MORE "MORE AND BEFORE" OUT THERE

- Think of abundance. Think of creativity and flexibility. Creativity says that there is always an answer. That gets you in the before dimension. There is something out there that you can find.
- Flexibility says that there is usually more than one answer.
- As I've gotten older, I have less certainty. When I was young, I was really good with answers. Before we had kids, I was really good at raising children. And then we had children.
- The things I'm certain about today, I'm more certain than ever.
- There is more more and more before in front of us.

### 2. DEVELOP A PROCESS FOR FINDING MORE "MORE AND BEFORE."

- Action process: Test, Fail, Learn, Improve, Re-Enter. The cycle never stops.
- All those steps are essential, especially testing.
- We all ought to do an autopsy on success. There is a bigger, better way. Some people test, fail, re-enter. That's not a good plan. If you're constantly getting knocked down, stay down until you figure it out. That's why it's test, fail, learn, improve.
- Attitude process (Advance Attraction): Once I know what I'm really looking for, advance attraction kicks in. When you know where you're going, your mind will start thinking what you need. Your emotions will get in line.

### **3. PUT YOURSELF IN PLACES & WITH PEOPLE WHO WILL INSPIRE YOU TO SEE “MORE AND BEFORE.”**

- I'm greatly indebted to the Leadership Summit. I've received so much from this incredible event.
- Went to my 50th High School Reunion. I don't recommend it. We got to the auditorium and all the people were old. I looked at my wife and I said, "Look at the old people." She laughed and said, "Go join them." They were all pharmacists because all they talked about all night was medicine.
- We've all been around people who just drag us down.
- Get around people who can lift your sights.

### **4. INTENTIONALLY GROW EVERY DAY SO YOU WILL HAVE CAPACITY FOR MORE “MORE AND BEFORE.”**

- It's the growth that increases our capacity.
- The only guarantee that we're going to get better is the growth in capacity.
- I revised my book after 25 years. I had to rewrite 89% of it.
- If you're still excited about what you did 5 years ago, you're not growing.
- Earl Nightingale – if you spent one hour every day on one subject for five years, you'd become an expert on it.
- How far can I go? At 71, I'm still asking, "How far can I go?" Nike is right. There is no finish line.
- My dad, 96, recently said, "The greatest possibilities are still in front of me." My dad is going to live until he dies and not get the two confused.

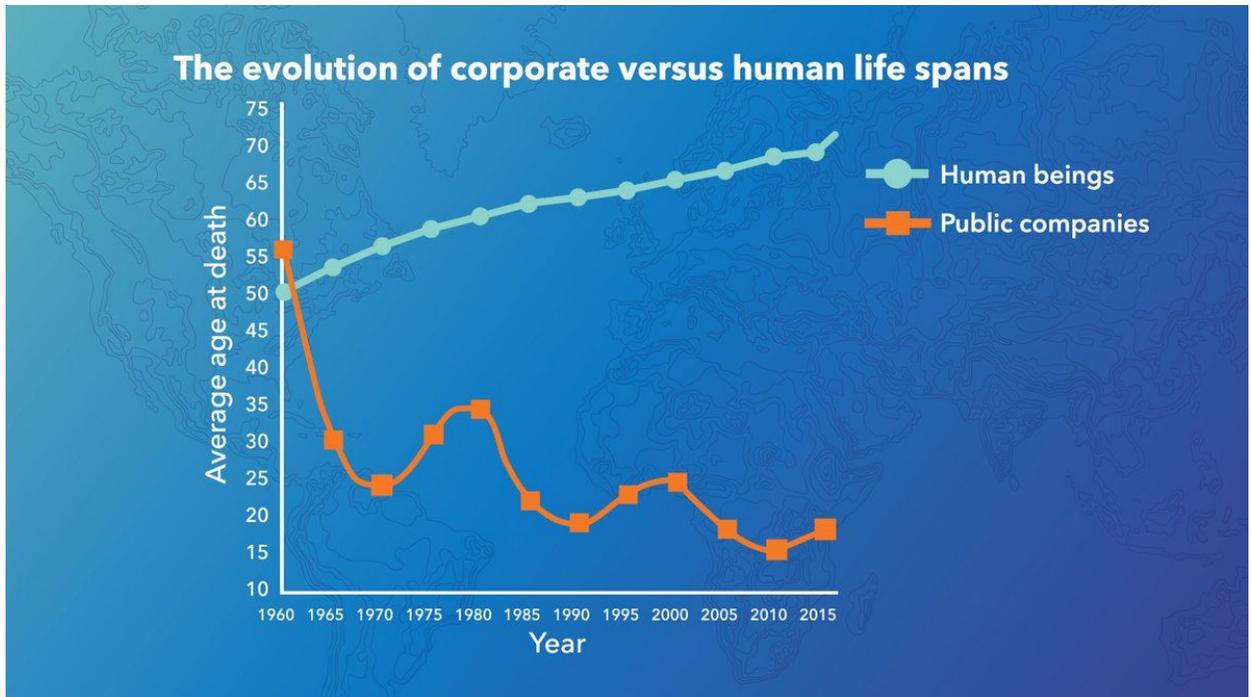
### **5. ALWAYS HAVE A VISION GAP THAT REQUIRES YOU TO NEED MORE “MORE AND BEFORE.”**

- Chris Hodges taught this to me.
- Vision gap – space between what you are doing and what you could be doing.
- Jesus saw the disciples not as they are but what they could be. He saw fishermen and said come and I will make you fishers of men.
- How do you fill the vision gap? Ask God to send you the right people.
- Ask God to do for you what you cannot do for yourself.
- Ephesians 3:20 (MSG)
- This is what I call God room. When I am at the ceiling of my potential, I'm at the floor of God room.
- Do something so big that people who know you will say that is beyond his abilities and only God could do that.

## Session 5: Rasmus Ankersen

### INTRODUCTORY COMMENTS

- Nokia 3210 – it was the indestructible phone. It embodied exactly what Nokia stood for: resilience, innovation, quality.
- We often don't talk about what follows success: arrogance, complacency.



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- If it can happen to Nokia, it can happen to you too.
- When an organization becomes successful, it doesn't just fight against its competitors; it fights against itself.

### OUTCOME BIAS & FOOTBALL

- Outcome bias: we assume that good results always come from superior performance.
- Newcastle United – 50,000 die-hard supporters flock to stadium. Billionaire owner. 2011-12 finished 5th in table. Their leaders thought this was the start of a brand new era. 2012-2013 finished 16th. Nothing changed. How could that drop happen in less than 12 months?
- The league table never lies! When the season ends, justice prevails. It is not that simple.
- Brightest guys in football don't work for football clubs. They work for gambling industry.
- Brentford FC – Matthew Benham
- Bought FC Midtjylland. They ended up beating Manchester United.
- One idea of Benham: league table always lies! It is a random game. Only average 2.8 goals. The fewer goals in a game, the greater effect random has.

- Gamblers look at Goal Differential. Newcastle in 2011-2012 was +5. Gamblers look at Shot Differential. Newcastle was -1.4. Papiss Cisse converted 33% of his shots. Messi only converted 20%.
- Why did Newcastle not see all this? They were blinded by outcome bias.
- Success turns luck into genius. When an organization fails, we ask tough questions. When an organization has success, we often don't ask those questions.
- Lego – made 30,000 sets of Police Stations. They were missing a crucial brick. Lego only heard back from 2%.
- We must listen to everyone that complains. They represent a larger group.
- Never trust success. Treat success like failure.
- Lack of urgency: we hesitate

### **LANDMINES OF TALENT**

- Bekoji, Ethiopia – produced athletes that are incredible distance runners. With only 17,000 people.
- 35% of world's best golfers are from South Korea. Sweden produces some of the best alpine skiers.
- What's the secret for these landmines of talent?
- [The Gold Mine Effect.](#)
- Jamaica: best sprinters in the world. There must be something in the water. There is very weak data for genetic differentiation. Some attribute to yams. The best sprinters came from MVP Track & Field club just outside Kingston, Jamaica. Mr Stephen Francis – head coach. “A performance center must be designed with work in mind, not comfort.”
- Who cares the most? Who wants it the most? Sometimes comfort becomes more important than improvement.
- How do we create discomfort so that we keep moving forward?

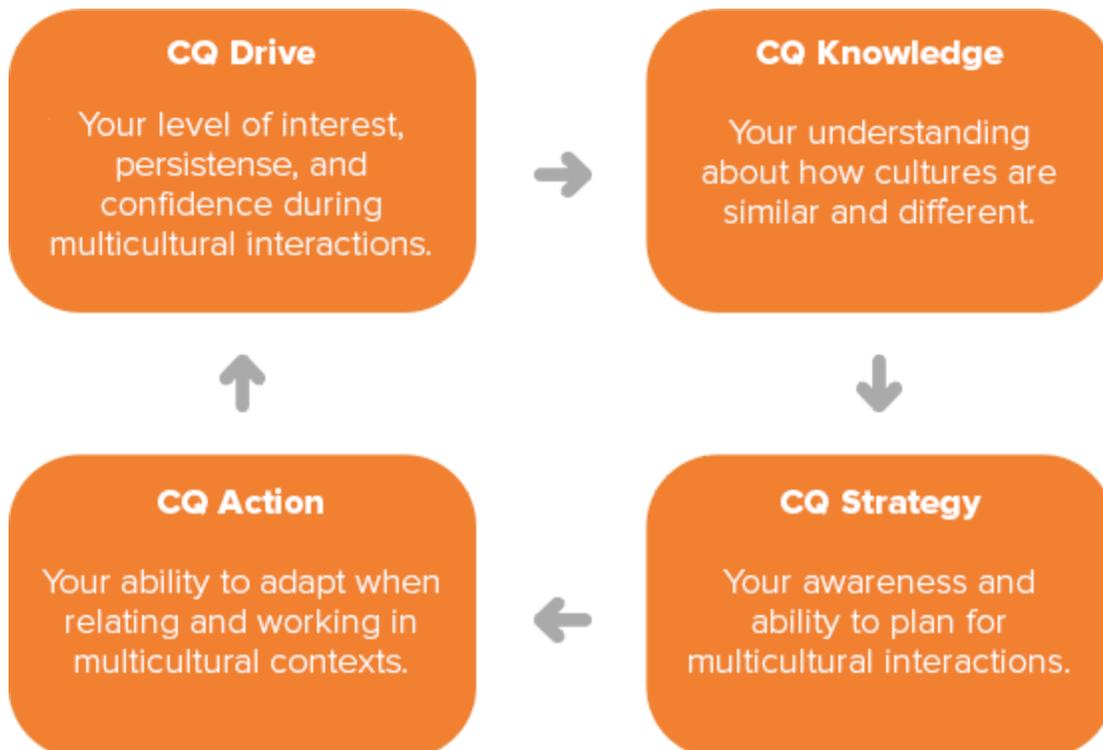
### **WHO ARE YOU COMPETING AGAINST?**

- Jorgen Vig Knudstorp – CEO of LEGO. “Are you that sure that we are competing in the toy industry?” Which industry are we actually competing in?
- Coke did the same thing and asked what if we are competing not just for soda but all liquids that go into the body.
- Rethink your potential.

## Session 5: David Livermore

### INTRODUCTORY COMMENTS

- In China on speaking tour. I was beginning to feel comfortable. My translator quit translating my opening story.
- Our mistakes help develop our cultural intelligence.
- Cultural intelligence – the capability to work and relate effectively in culturally diverse situations.



### CQ DRIVE

- The number one indicator was CQ Drive.
- CQ Drive... exercise, perspective taking. To what degree can I explain this situation from their point of view?

### CQ KNOWLEDGE

- CQ Knowledge – decent understanding of similarity and differences. Cultural values profile. Where do you fall on the scale of direct/indirect communication. How does it relate to your organization? To the culture?
- Organizations themselves have a culture. Faith creates values as well.

- Why was the prodigal in the pig pen survey? Russia: famine. Tanzania – no one gave him food. US – squandered. Luke 15 — squandered. famine. no one gave him anything. There are wrong answers but these were all in the data.
- How do we learn from the different perspectives?
- What was the primary take away from GLS talk or HBR case study?
- Curious, have high level of drive.

### **CQ STRATEGY**

- What set apart leaders from cultural intelligent people: CQ Strategy.
- In our diversity efforts, we do a lot on curiosity and why this needs to matter, but not much on strategy.
- Ken Tanaka Presents : [What Type of Asian Are You?](#)
- If you teach just about differences, you actually make the situation worse.
- The leaders with high CQ Strategy are aware that they need to do something different.
- Sketch a brief plan when doing routine tasks with an unfamiliar culture (performance reviews, speaking)

### **CQ ACTION**

- CQ Action – How much should I adapt? When should I not adapt?
- Is it a tight or loose culture?
- Will adapting compromise the organization or me? – Sometimes there is a norm that goes against values.
- Will retaining the differences make us stronger?
- Been working with Starbucks in China. They started out with making their stores look like Chinese Tea shops. By adapting too far, they undermined what they were trying to bring. Some adaptation might be necessary to lead effectively and expand our influence.
- Diversity leads to innovation. It does not necessarily work that way. Homogeneous teams often innovated just as high as other teams. Yet when diverse teams had high CQ leaders, they then outperformed.

### **WHAT'S YOUR CQ**

- What's your CQ? <http://culturalq.com/gls/>
- Everyone can improve their cultural intelligence.
- Studied experiences for itinerant travelers. Collected data by having subjects keep journals before, during and after travel.
- Student journal examples: “they probably steal them..” “they probably would be robbed” “they don't speak English” It was my journal from my first trip abroad to Peru. I was the epitome of the ugly American. Hopefully, I've moved a few clicks forward in becoming more culturally intelligent.
- What does it look like for you to move one click forward?

## Session 5: Sheila Heen

### INTRODUCTORY COMMENTS

- On-again-off again relationships.
- It's why I started studying particularly difficult conversations. With colleagues, I wrote the book, [Difficult Conversations](#). Home town reading, little nephew says, "That stunk." Older brother replies, "It was supposed to stink."
- Everyone of us on this planet has difficult conversations in our lives. If you work with other people, if you live with other people, you have difficult conversations. It is part of humanity.
- The more senior you become in your organization, the more difficult conversations you have. How you handle those conversations defines your leadership.
- It tells me that you care a lot about what you do. It tells me that you care a lot about the people you are doing it with. You don't want to jeopardize those relationships.
- What are the most difficult conversations? Standing up for myself. Disappointing someone. Working across cultures and functions. Telling my boss they are wrong. Helping my peers with their "self-awareness."

### THE INTERNAL VOICE

- We have to look beyond what we are saying to each other. We have to look at what we are thinking and feeling. We need to listen to our internal voice.
- Is she wearing the same blue sweater as last time? Yes. It's a great sweater.
- Good friends don't necessarily make good business partners. Sketch with conflict between partners.
- Internal voices are preoccupied with very predictable things during these conversations.
- Every difficult conversation has the same underlying structure.
- What are you right about?
- Whose fault is it? Who screwed up? Who dropped the ball?
- Why is the other person acting this way?
- The more frustrated we are with a person, the more likely we are to tell a negative story about them.
- When a conversation gets to the difficult stage, we are usually highly emotional. They usually give us several conflicting emotions.
- The strong feelings create a dilemma for us. In North America, we think that we shouldn't bring our feelings to work. Whether they should or do, we truly do bring them to work. They fuel the conflict between us.
- The deeper problem is how we feel the other person is treating us.
- Often what really underlies it is what the difficult conversation suggests about ourselves. What does it say about me?

- Often we have two topics, two talkers and zero listeners.

### **CHANGING THE STORY IN OUR HEADS**

- The key thing to do is change the story in your head. Align the story in your head with reality.
- What do we each think this conversation is about? If you figure it out, we can ask why do we see this so differently?
- What did we each contribute to this?
- Blame tends to look at who is most at fault. It could be a group. Blame tends to assume that someone did something wrong.
- Contribution recognizes that we each played a part. Contribution recognizes that scope can change. It could be beyond just the two talking.
- Separate intentions from impact.
- What if we could stop worrying about who is right and instead figure out why we see things so differently? What if we could shift from blame to contribution? What if we could give the benefit of the doubt on intentions and be very clear about the concern over impact?
- It shifts from telling to asking, exploring. It also allows for greater transparency and the power of the conversation.
- There's a difference from talking at – talking to – talking with.
- It's not about having one magic phrase that will change everything. It is ongoing.
- Stay curious. Be accountable. Hold each other accountable.
- What if you could do that in your life? What if we stopped holding our own identity as either/or? What if we could see ourselves as God sees us, fallible but worthy of love?
- Person was acting in distress. How many stopped? 10%. It was seminary students headed to talk about the Good Samaritan.
- The challenge is that when we are in our busy lives. When they had 20 minutes before talk, 50% stopped.

## Session 6: Erwin McManus

### INTRODUCTORY COMMENTS

- The greatest battles we fight are the ones within us.
- Most of us are here not only to learn how to run better organizations. I think most of us have this sense that there is greatness within us that we won't access.
- I've had this search for my own identity. I'm not Irish. My family was from El Salvador.
- Who am I? Will my life amount to anything? There's more inside of me than I could actually access.
- My step-dad told my son, "Your dad was just average." He was exaggerating. I was below average.
- [The Last Arrow](#)
- We're in danger of learning how to fit, how to conform. We need to be looking at how to be the person we were created to be. How do I break out of the momentum of mediocrity?

### SETTLING

- 2 Kings – conversation between prophet and king – Elisha and Joash – shoot the arrow through the window. Joash strikes arrow three times. Elisha says why did you stop? You'll only get partial victory.
- So many people need permission to get started but no one needs permission to quit.
- It's not a failure, he just quit.
- So many of us are settling for a life we weren't made for.
- How many of us are saving ourselves for the next life when we only have this life to live?

### BATTLE WITH CANCER

- Struggled for 7 years to get life insurance – Was diagnosed with cancer. It was high volume cancer; it was advanced stages. Surgery that was suppose to take 2 hours, took 6.5 hours.
- I wrote "So I need to tell you before you here it from anyone else, I'm dying." It was written a year ahead of time when I didn't know it. The next sentence: "but so are you." That's the reality. Most of us live our lives like we will never die.
- You don't get this moment back. You don't get this day again. You need to live each moment to its fullest.
- I decided I was going to be whatever I felt. I never felt bitter because of all I've been given. I never felt angry. I never felt afraid. I started wondering if I was a sociopath.
- I was driving through ghetto in a yellow Pinto and was afraid. I asked God for something. What I heard was "to live is Christ, to die is gain."
- Death was so last year. For many of you, death is still in front of you so you're afraid.

## **YOUR FREEDOM ON THE OTHER SIDE OF YOUR FEAR**

- Your freedom is on the other side of your fear. Step through your fears into your freedom.
- When you're afraid of death, you're afraid of rejection, uncertainty. You're paralyzed with fear.
- When you enter into relationship with the creator, He puts death behind you.
- Before you're ever a CEO, General Manager, Pastor, you're a human. If you don't deal with the paralyzing effect of fear, you'll never live the life you were made for.
- Leadership is not about living within the confines of your fear. It is about facing them and going through them.
- "Great leaders don't run from the fire. They run into the fire."

## **YOUR GREATNESS IS ON THE OTHER SIDE OF YOUR PAIN**

- Your greatness is on the other side of your pain.
- What you fear has mastery over your life. If you're afraid of heights, you stay low.
- "Perfect love casts out fear." It's only God that destroys that fear and sets you free.
- We live in a time that can best be described as a mythology of greatness.
- You had Michael Jordan who made basketball look easy. You had Gale Sayers and Walter Payton who made football look easy.
- Your pain is not the boundary for your limitation. Your pain is the boundary for your greatness.
- I am going to get up and walk. If I can stand in this pain, I can face whatever pain is coming. I stood in that moment, hurt so much. They thought I was walking to bathroom but there was no point. I had a catheter (medical term for male humiliation). I kept walking.
- We need to learn to walk through pain.
- When you don't know who you are or who you belong to, you have to learn to walk in your pain.
- I was walking down the streets of Hollywood with my catheter. Three months after my surgery, I went to play basketball.
- Had friend who was atheist. When he found out I had cancer, he sent me a brief email: "F— cancer." It wasn't abbreviated. He later said this might be the only thing that causes him to pray.
- Pain was not the limit of their life. You have to be willing to go through the pain to step into your greatness.
- For many people, pain will define them. When you live a life of faith, when you connect with the God who created you, when you realize that Jesus took on flesh and blood and was crucified, mocked and humiliated, pain is not the enemy of the story. Even for Jesus, his greatness was on the other side of His pain.
- God did not come into human history to give you a way out of pain; He came to give you a way through the pain.

## **YOUR FUTURE IS ON THE OTHER SIDE OF YOUR FAILURE.**

- Your future is on the other side of your failure.
- Too many people think that their failure is a dead-end.
- God does not define by your worst moments. He defines you by His best moments. He sees in you a future that you cannot even imagine.
- Failure is not the end of the story.
- I started a company about fashion, film, storytelling.
- When you're living in a story greater than your own, failure just makes the story more interesting. It's a great plot twist. God is getting ready to do something so remarkable and he wants everyone to be amazed by the beauty of what he does.
- Business partner took everything. I flew across the country to tell my wife that I had lost everything. She said, "I thought I was your everything." I couldn't eat for 30 days. I was in the fetal position, emotionally and sometimes physically. God met me in the midst of my unfaithfulness.
- I'm not a person with success after success after success. I've had failure after failure, failure. I've had heartbreak, depression. Faith does not make life easier. Faith makes you stronger.
- I know I'm speaking as a person of faith. I don't have another way to speak. 40 years later, I had a life-changing encounter with God. I didn't care about heaven. I didn't care about hell. I was terrified that I would drown in my own mediocrity.
- There's a life waiting for you. Your faith is the strength is the fuel to step into your pain, failure.
- Take the arrow and strike and strike and strike.
- At your last breath, may your quiver be empty and your last arrow in your hand!

## Session 7: Dr. Nthabiseng Legoete

### INTRODUCTORY COMMENTS

- I did not want it to be a non-profit. Non-profit is not scalable.
- The tendency is to say “this doesn’t work.” I fell victim to that for a couple of weeks.

### FOCUS ON WHY YOU STARTED

- Focus on why you started.
- I wanted to provide healthcare and that was what we were doing.
- The noise distracted me.
- Challenges do not mean that the dream is not working. The dream is working. Challenges are what they are and that is stepping stones, something that can move you to a greater place.
- We don’t discuss the times that we are so consumed with our challenges that we lose focus.

### CHANGING THE HOW

- Be flexible on how you get to your goal.
- Changing the HOW does not mean that we change the WHAT or the WHY.
- Collaboration – collaborate with those in alignment. Disassociate from parties that are misaligned. The focus is on the what. Be unwavering in what you want to achieve.
- Don’t be surprised when we face defeat, challenges or resistance.
- Challenges are part of a purpose-filled journey.
- We had too many people who were not helping us get to the goal. We had inflated costs that did not make sense. Most of those costs were associated with people, people who were not leading us to our goal.
- You have to get to the point that you realize that it is not about you.
- If you are trapped in how people are thinking of you, it’s just noise.
- Did you start this organization for people to like you? Did you start this organization to start health care?

### EXPECT CHALLENGES AND PAIN

- There is no great leader without pain.
- Expect change, pain, challenges. Do not be surprised by them because it will paralyze you.
- Letting go of yourself, how you want things to pan out.
- Everything works together for good if you let it.
- I had to look at situations and say, “God, what are you trying to show me? What are you trying to teach me?”

- I started thinking when people left that the dream or the vision was not working. I needed to change my way of thinking.
- A vision can not be tied or dependent on any one single person. The vision needs to drive itself.
- That thing is what keeps you going, it moves you to greater heights.
- Is the failure fueled by our not expecting challenges, by us not taking a step back to address the how? If we are able to stand and take the criticism without being deterred, maybe we can encourage others.
- I want to inspire people to stay.
- Are you achieving? Are you doing what you set out to achieve?

## Session 7: Simon Sinek

### FINITE GAMES & INFINITE GAMES

- North Vietnamese broke the tradition of not fighting on Tet. They lost 35,000 of the 85,000. They lost 3.5 million over the 10 years. America lost 58,000. America won most of the battles. If you can decimate your enemy and winning the battles, how can you lose the war?
- James Carson defined two different types of games: finite and infinite games. Finite: known players, fixed rules, agreed upon objective. Infinite: known & unknown players, changing rules, changing objectives.
- When you put finite players against infinite players, you will always face problems. Finite is playing to win. Infinite players play to keep playing.
- America was fighting to win. Vietnamese were fighting for their lives. America didn't lose; they quit the game.
- There is no such thing as winning in life, winning in your career.
- At Microsoft summit, they spent time talking about beating Apple. At Apple summit, they were talking about how to get teachers better, how to get better education.
- There is no such thing as winning or losing, just ahead or behind. The only true competitor in an infinite game is yourself.
- We use sports analogies to talk about businesses. It's not the same.
- Five things you need to lead in an infinite game: just cause; trusting teams; worthy rival; existential flexibility; courage to lead

### JUST CAUSE

- A just cause is just when you're willing to sacrifice to advance the cause.
- One of my favorite just causes is found in the Declaration of Independence. They set out to revolt based upon the idea that all men are created equal and endowed with inalienable rights.
- You'll never actually get there, but we'll die fighting.
- When they wrote those words, they were talking about Protestant white men. They thought we might need to include Catholics. We continued down that path: end slavery, women's suffrage, civil rights, gay rights, etc.
- Vision statement has to be in the affirmative.
- It has to be resilient. Can it withstand culture, political and technological changes?
- It has to be inclusive. It has to serve as an invitation to all that would like to contribute.
- It has to be service-oriented. The primary benefit of anyone's contribution has to go to others, rather than the contributor. It needs to flow down stream.
- The primary benefit of leadership should go to others, those you are leading. If a leader is making choices for their own benefit, it's a failure of just cause.

- The greatest organizations have the will to serve.

### **TRUSTING TEAMS**

- I stayed at the Four Seasons in Las Vegas. It's a beautiful hotel. It's beautiful because of the people who work there. When you roam the halls, you can tell that they want to say hello, not just told to say hello.
- Poured a cup of coffee, barista was Noah. I asked Noah, "Do you like your job?" Noah said, "I love my job."
- Love is emotional. Do you love your wife? I like her.
- Throughout the day, managers will walk past me and ask how I am doing. I also work at Caesar's Palace. Only at the Four Seasons do I feel like I can be myself.
- How do we get the most out of my people? They are not a towel that you can ring. You want to create an environment where people can do their best.
- If you do not have trusting teams, you have people showing up everyday lying, hiding, thinking. They'll hoard information.
- Person tried to board before their group was called. It was treated like it was a felony. "If I don't follow the rules, I can get fired." Guess who suffers? The customer and the company.
- The reason we like Southwest is because people feel safe and their people are empowered to do the job for which they hired.
- The infinite game is bigger than just hitting the goal. It's about sustaining to be in the game for the long haul.

### **WORTHY RIVALS**

- There is another person who does what I do. He's in my space. His work is exceptionally good. I hate him. I had mistakenly viewed him as a competitor. I had created a finite game where there was none.
- We shared the same cause. I no longer view him as my competitor; he's my worthy rival.
- We can have personal rivals, individuals who intimidate us. They'll push us to be better versions of ourselves.
- We can have tactical rivals, companies that do something better than us. They push us to get better.
- The Harry Potter ride at Universal. The ride is 2.5 minute ride. The line was amazing. Disney started fixing their line experience.
- We can have existential rivals. Where someone's entire world view is completely different. Soviet Union versus America. They remind us of what the opposite looks like.
- I'm thankful for the business principles of the 80s. It reminds me of why I exist.

### **EXISTENTIAL FLEXIBILITY**

- You may never have to go through this. When your bubble is challenged, are you willing to blow up your business?

- Steve Jobs – Apple is having success. They go to Xerox Park. They see the graphic user interface. He wanted to invest. His team said, “We can’t. We’ll blow up our company.” His reply, “Better us than someone else.” It led to the MacIntosh.
- Kodak developed the digital photo. They did nothing with it for fear of blowing up the film business. They had a 10 year lead and did nothing. They went bankrupt.

### **COURAGE TO LEAD**

- It takes remarkable courage to say I believe in something bigger than myself. I am willing to make massive change if its better for the long term.
- What does it mean to live in the infinite life? Clearly our lives our finite but life keeps going on after us.
- We can live by finite rules: to be the richest, to have the best, to get ahead of them. When you die, you don’t win life; you just die.
- Or you can choose to live in the infinite. Others will say, I am better because you were in my life. We will live on forever because of the impact we have in others.

## Session 7: Craig Groeschel

### ANTICIPATORY LEADERSHIP

- I want to talk about anticipatory leadership.
- We want to eradicate Bible poverty. We had an idea about 12 years ago. We created a website called YouVersion.com. Nobody used it, including us. We were a couple of weeks away from unplugging it when Bobby Gruenewald said Apple was creating an app. We created an app. In the first week, 81,000 had downloaded the app. 10 years later over 1/3 billion have downloaded.
- What if...what if...what if...
- How do we anticipate where things are going so that we can make decisions today that will work in the future.
- The difference between a good leader and a great leader is one who learns to anticipate rather than react.
- Gretzky – “Most skate to where the puck is. I skate to where it is going to be.”
- The lifespan of your structure and system is diminishing as we speak. If you don't believe me, just ask Kodak, Blockbuster, Warner Books, taxi cab companies.
- What you “know” may be wrong. Where you are absolutely convinced may be your biggest weakness.
- It's dangerous to be called an expert. If we think we are experts, we're vulnerable to the curse of confidence.
- When Twitter came out, I was convinced that no one would care about anything I said in 140 characters or less. Same with Instagram. It's a fad. Nobody will care about this stuff.
- When we're overly confident, find it difficult to receive feedback.
- When we're overly confident, often answer more questions than they're asking. I stop asking questions and stop growing in abilities and knowledge.
- When we're overly confident, we assume too much and stop innovating.

### DEVELOP SITUATIONAL AWARENESS

- We need to honestly and accurately assess the true current state of our organization. We have to accurately understand our own leadership. So many of us just don't know what we don't know.
- I had hand motions that I didn't realize. My wife said put down the box.
- Self-awareness is incredibly difficult. Organizational awareness is difficult.
- [The Dunning -Kruger Effect](#) – it's difficult to know your weakness. Those who rank themselves as the most skilled are usually the least skilled. Those with the most confidence are the least competent.
- The inverse is true as well. Those who are most capable don't know it. The best indicator of potential is true humility. Fight for humility.

- Most leaders could learn from their mistakes if they weren't so busy denying them.
- Organizationally look honestly and have integrity to tell the truth. Leaders lie. How are things going? Amazing.
- Look at the culture and the health of the teams.
- Look at the front door. Look at the back door. Do we have diversity of impact? Look at the spiritual climate.
- Dive in. If something is not working, ask why. Have the courage and the guts to assess why its not working.
- "If you don't know why something is working when it is, you won't know how to fix it when it's not." – Andy Stanley
- When you're diagnosing something, you want to ask 21 questions. Doctor asked question after question. I trained myself to never go with assumptions. I trained myself to ask 21 questions. Why 21? It's 1 more than 20.
- You're not asking questions to confirm your bias, you're asking to get to the root reason of why something is working.
- Become an expert at truly diagnosing your situation.
- Kodak did not fail because they missed the digital age. They created the first digital camera. They thought they were in the film business. They were really in the memory business.
- Emerson – "The man who knows how will always have a job. The man who knows why will always be his boss."

## **DISCERN FUTURE THREATS & OPPORTUNITIES**

- What is a threat to one organization is simultaneously a threat to one organization and opportunities to other organizations.
- Develop thinking outside your field of expertise. Think forward.
- I have a theory that younger generation may start to reject social media. There is a hate-love relationship currently.
- I have a theory about higher education. The cost-benefit might lead to a change in how its done.
- I believe that cars will become driverless.
- I believe that grocery stores will anticipate and deliver goods to us.
- 5G is coming. What does it mean? I'm not sure but a lot. It's coming.
- Embody healthy skepticism. Lead with bold optimism.
- Harvard Business Review case study on LEGO. 66 years never had a down year.
- Fear is a choice. So is faith. New challenges always equal new opportunities.
- LEGO signed deal with Lucas Films to make Star Wars LEGO. LEGO started creating their own movies. Now they're walking around the office singing, "Everything is awesome!"
- When you see a problem, you train yourself to think opportunity.

- Your greatest ideas are often born out of greatest difficulty.
- Your greatest limitation leads to your greatest innovation.
- How did we develop multisite? It came when we showed the video when my son was born on a Saturday night.
- “Innovation is seeing what everybody else sees and thinking what nobody else is thinking.” – Albert Szent-Gyorgyi

### **DISRUPT WHAT IS WITH WHAT COULD BE**

- The greatest innovators break all the rules.
- Uber – transportation company without any cars; Airbnb – hospitality company without any properties
- Is there something you see? We had a dream to eradicate Bible poverty.
- I think people want less cool and more Jesus. They’re seeking something the world does not have. Contemporary is the new traditional. Style is not the key. Substance is the key.
- We need to go where they are with the message of Jesus rather than getting them to come to us.
- People go where they are needed and known.
- The greatest need in discipleship is not more head knowledge. There should be a lot less Jesus and me and a lot more Jesus and we.
- You’re not just saved from your sins but saved for a divine purpose.
- We need to give them a safe place to belong, even before they believe.
- The best days of the church are coming. We are far better when we are united, not divided.

### **WHAT DO WE DO FROM HERE?**

- Three big questions to help you anticipate:
- What is the true, current state of your organization? Your leadership? Why are you successful? Flat? Struggling?
- If you were starting now, what are you currently doing that you would not do? Why are you still doing it?
- If you were starting over today, what would you attempt? When are you going to attempt it?
- Leaders you have influence and you are leaders. Don’t complain and whine about what is. Create what is suppose to be.
- If you wait until you are 100% sure before you try something new, you will always be late!
- How about you? In our world there is so much at stake. Like never before, our world needs strong, consistent, bold, courageous, integrity-infused leaders. This is your calling. This is your time. We will lead with profound humility. We will have a heart to care, a passion to inspire, courage to be honest and truthful. We will strive for excellence. We

will ask for wisdom for difficult calls and apologize when we get it wrong. Our world needs you.

- Because Christ lives in you, you can be that leader. Do not waste your life on things that do not last. Leaders change the world!