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Session 1 - Craig Groeschel

Introductory Comments for the Summit

- Leadership always matters.
- Our world needs humble, confident, integrity-infused leadership.
- We feel the indescribable weight and burden of leadership. Our world is desperate for leaders like you to step in and step up like never before. Leadership is never easy, but is always important.
- What is leadership? At its core, leadership is influence. It's never about title or position. It's always about trust or influence.
- One of our strongest values is humility. Leaders can learn from anyone. Pastors can learn from business leaders. Business leaders can learn from pastors. Youngers can learn from older, older from younger.
- We humbly ask for a spirit of humility, understanding, openness.
- Let's agree that every single one of us will grow in our leadership.
- Your leadership matters. What do you have? You have God-given strengths, burning passions, innovative ideas, and ability and responsibility to impact a world desperate for hope. You have the opportunity to cast a vision for a brighter future.
- With everything within us we will lead with humility, serve sacrificially...
- Everyone wins when the leader gets better.

Life Cycle of an Organization

- Life is really a big cycle. Everyone is born, they grow, most mature, age, then one day they die. Life is a cycle. Life will not last forever.
- The same is true for organizations. All organizations have life cycles.
- First is birth. Giving birth is difficult. It's painful. You are unsure if you have enough resources.
- Then you go through a growth cycle. It's difficult, but for different reasons. We're trying to find the right people, the right cash flow. It's difficult, but fun.
- Maturity, Prime, The Flow. We have the right people, the structure, it's fun.
- Then organizations hit decline, the rut, the treadmill. Morale may become low. Frustrations become high. Bureaucratic log jams everywhere.
- If you don't change and adapt, you hit the death cycle.
- What happens when you're between maturity and decline, you think we need to do what we always did, but just better. Our world has significantly changed. Because our world has changed, we, too, need to change.
- Bad news: Every major crisis creates unexpected problems. You know that.
- Good news: Every major crisis creates unprecedented opportunities, if you have eyes to see.
- Wherever you are in your life cycle, you'd be wise to be agile. You'd be wise to pivot. You feel the weight of the time. If you make the wrong decisions, you might accelerate the decline.

- Sometimes things have to get worse to get better. Another stage of the life cycle is reinvention. If you have the courage to lead through the dip.
- What does it take to adapt, pivot to lead through the dip.
- Last year we talked about bending the curve. We talked about GETMO.
- You might delegate to a new staff member. They may not be great yet. You may have to go through a developmental dip.
- You might be overhauling the systems. You might have to go through an efficiency dip.
- You might be changing the culture of the church. You might have to go through an attendance dip to reach more people.
- You will need courage to lead through the dip.
- How do we lead through the dip?

Change How You Think About Change.

- People don't hate change. People change hair styles, how/where they travel. People ask for help in changing.
- People don't hate change. They hate the way we try to change them.
- I'll give you an example. A lady named Fran (not her real name). I was an Associate Pastor. I brought some young guys and they made the mistake of sitting in Fran's seat. "Every single church has one fiery, old lady." When my friends came, she ran them off. I tried to change the way Fran thought about it. "Do you have any young people that you care about?" "My grandson." "I'll pray for your grandson. And any time you see someone that reminds you of him, or his age, you love them like they're your grandson."
- People don't hate change. They hate the way we try to change them.
- For things to get better, we need the courage to lead through the dip.
- If you're struggling right now, we are tempted to blame someone or something else.
- It's COVID-19's fault. It's my staff, lazy Christians, the devils, or if all else fails, blame millennials. And the millennials said, "OK, Boomer."
- Great leaders don't cast blame. Great leaders take responsibility.
- As leaders, we don't say "Our people won't..." We say, "We have not led them to..."
- You can make excuses or you can make progress, but you can't make both.
- We are tempted to dig our heels in.
- Your desire to hold the fort will cause you to lose the war. There are new threats and new opportunities.

Have the Courage to Unmake Promises

- If you want to effectively lead through the dip, you'll have to unmake promises.
- Two of the most unifying statements on planet Earth, "We will never..." or "We will always..."
- I'm guessing you've done that. "We will never beat like them." "We will always put customers over profit." "We will always treat employees like family." "We will never close this department."
- If you are not careful, your boldest declarations could become your greatest limitations.
- New opportunities demand a change of thinking.

- When an old mindset is limiting your future, have the courage to unmake a promise.
- We do have integrity. We kept the promise. Now because we know more, we have new threats, we are changing the strategy. We are unmaking the promise and changing our strategy.
- In 2006, Life Church launched a church online. “We will never do church online.” We gave away the platform. Enter a change in the world. A lot of churches changed their mind. We now have 27,000 churches signed up to use the free, online platform.
- A business example: when you think of music, you may have had a mix tape. You might remember walking all the way to the television to change the station. You might remember talking on a landline. If your family had the money, you might have had a stack of National Geographic magazines. They published their first magazine in 1888. They were stable for a century. They started to struggle in the 1990s. Leadership did not stick to a model. They grasped around the mission. Their rally cry became: “Expand the yellow borders.” Their rally cry was not “Print better magazines.” They made some changes, revenue dropped. Now they are a powerhouse on social media.
- To lead through the dip, you might need to unmake some promises both organizationally and personally.
- Have you made any personal promises limiting your leadership potential?
- The world has changed. Tell yourself the truth. Confront the brutal facts. You cannot correct what you will not confront.

Obsess Over the Why

- Why is it that we are doing this? Why is this that we are dipping in hopes that we might rise again?
- Two reasons people change: desperation (when someone has to change); inspiration (when someone wants to change).
- As leaders, we want to inspire our people to change before they have to.
- Every time you start to lead through change you’ll have three reactions to change: Critics (I hate this). The Loudest boos come from the cheapest seats. Just because they are the loudest does mean they are the most. Bystanders. Advocates.
- The Why disarms the critics, educates the bystanders, empowers the advocates.
- A reasonable critic might hear your why and think huh.
- It educates the bystanders. When you clearly give them a why, they might engage and it empowers them. The why empowers the advocates. It gives them language, data, statistics. It’s the why.
- We can tolerate the pain as long as we know there is a purpose.
- If your marriage is struggling and you’re at counseling, remember why you’re there.
- Some of you have to furlough employees, remind them why. It could lead to a better long-term result for them.

Lead with Confident Uncertainty

- You are most vulnerable when you are the most confident.
- Right now: I have no clue where things are going. I am confident I'm around a great group of people to see the threats, opportunities and lead.
- You're frustrated, emotionally exhausted and depleted and you're leading through the dip. We're leading in uncharted territory. Limit the length and the depth of the dip.
- When things aren't working well, we're going to fail quickly. We're going to adapt quickly.
- Feel the fear and lead any way. As leaders, we get comfortable leading without complete confidence. When things are unsure, that is when leadership is needed.
- The pathway to your greatest potential is often straight through your greatest fear.
- Have the courage leaders. Leaders lead, that's what we do.
- How are we going to apply this talk? Three very clear application questions.
- What is no longer working and needs to be changed?
- What's one promise you need to unmake? (If you haven't unmade a promise recently, you've probably plateaued in your leadership.)
- What's one risk you need to take in your leadership?
- This has been the most difficult year ever in my leadership. I've been depressed. There are tons and tons not coming. There is a spiritual weight. And I feel like a failure. This is the how. This is the why. I'm clear on the why but the how is unclear. I'm in the dip. I had a conversation with one of my mentors and he said one thing that helped me snap out of it. It might help snap you out of it. My prayer is that you will have at least one life-altering, paradigm shifting moment. "We make money. We find value. We create value." When he said it, something snapped. "We reach people. We make disciples. We preach the gospel. We're leaders, we lead. That's what we do." In this season of the life cycle, we reach people and we led. It's what we do. It's who we are.
- I follow a leader who led through the dip. I follow Jesus. He died, was buried and three days later rose. He led through the dip.
- Our world needs confident, humble and integrity-infused leaders. Everyone wins when the leader gets better.
- You can lead to a better tomorrow. Not only can you but you will. Why? Because leaders lead.

Session 1: Beth Comstock Interview

- When companies don't innovate, they die. I came to GE from NBC. It was 130 years old. You don't get to 130 without going through change. GE is going through change. Facebook is now 15 years old. They will have a lot of change before they get to 130 years old.
- What I liked about the CIA was that they were bringing in outsiders to give them a different perspective. They were indicted for a failure to imagine what could happen.
- We need to rethink when your business totally stops. The good thing about change is that it forces us to confront what could happen.
- We had this idea after 9/11 to do an ad. Called the agency and asked for images. The agency hated the idea. Members of the team hated the idea. There was this image of Lady Liberty rolling up her sleeves.
- Give yourself permission. You're afraid, afraid to take a risk. Give yourself permission. I started writing myself a permission slip. How do you know if you haven't tried it? Part of the challenge you have to give yourself. Is it you can't or you're afraid to? It can be small things.
- You can't have all the answers. That's a crazy expectation to begin with. It's not about me. I'm curious. Get out of yourself. You're creating a path of discovery.
- It is all rooted in fear. Fear is a basic human instinct. It's centered in our amygdala. We need to admit we're afraid. It's good for leaders to say here is what we know, here's what we don't know.
- I was a risk taker. I was willing to bring outsiders in who provoked us. We asked tough questions. We did things that were unusual and got great results. I brought in a cultural anthropologist. He asked tough questions. We got to what's our story, our history. He was a spark. Someone you're bringing in to get a new perspective. Someone who challenges you. Someone with expertise. Then you have to do the work. What perspectives must we focus on and what doesn't make sense?
- It's the joy of life and work. It's what's propelled me to go out and discover. I've gone to places that are seemingly weird. When I was doing digital at NBC, I went to South Korea and judged boy bands. I went to Israel to see what their military was doing.
- Going on threes. Keep a notebook of the interesting. See it twice: Is it a coincidence? See it three times: it's a trend. You're learning about it. How can I speed up my learning on this? Speed to learn is a competitive advantage.
- Get comfortable living in hypotheses. We're not saying you have to have a definitive answer. We're going to move forward in these assumptions. Did anyone imagine COVID impacting them in 2020 like it is? No. So you have to innovate.
- Mental grazing is this notion that when you're in discovery mode, you're eating little bits of pieces, take it in. It's how you build up recognition that things are different. It's hard right now to do it physically right now, but you can do it digitally. You can read different sources. You can ask questions of how it can impact you and the work you do.

- Imagine it forward. Everybody's job right now is changing, whether you know it or not. Investors don't run your company. Operate at two speeds: now and what's next. Now is where we live. It's where your investors are expecting earnings. Most of your resources go into now. But you must create this second lane: what's next. I'm going to cleave out a part of the budget to do discovery. It could be a couple hours a week/month. It was the secret to success. It also helped us have better jobs.
- Eco-imagination was about looking at the world and seeing that clean tech was the future. We got out in the world. We heard from our customers. Help us! We need technology that would make us greener and not go broke. We spent a year in discovery. We listened to our critics. Let's ask environmentalists what they wanted us to do. It was unnerving to go to a critic and say, "We want to change. How can you help?" We started taking inventory inside the company. We found areas we already had.
- We need feedback loops. There is so much data. There are basic questions you need to ask. If speed to learning is the competitive advantage, how quickly can you get feedback. Tell me one thing that I don't want to hear.
- Early in my career, I got something that was really tough to hear. "You're too much of a perfectionist. You come in with stuff fully done. You leave us asking, 'Why are we here?'" It was pivotal. Without it, I would not have moved forward.
- I was leaving GE and it was tough. I had to renew my story. I had to refresh it. I had to get comfortable that I did not have a title.
- You don't embrace that change when it's not your choice necessarily. I've found new lanes. I'm testing new things. Do things to get you to another level.
- What's your story? Where have you been? Where are you going? Who can help you?

Session 2: Marcus Buckingham

- My background is as a researcher. I now run the ADP Research Institute.
- What is resilience? Is it a trait? Is it a set of skills you can build?
- Resilience is when the world hits you, can you withstand it.
- We just finished a 25 country, 25,000 person survey. We asked them questions that might predict resilient behaviors. We ended up with 10 questions, items that measure the core of resilience.

1. I have all the freedom I need to decide how to get my work done.
2. No matter what else is going on around me, I can stay focused on getting my work done.
3. In the last week, I felt excited to work every day.
4. I believe that things are going to work out for the best.
5. My team leader tells me what I need to know before I need to know it.
6. I trust my team leader.
7. I am encouraged to take risks.
8. Senior leaders are one step ahead of events.
9. Senior leaders always do what they say they are going to do.
10. I completely trust my company's senior leaders.

- Senior Leaders (#8-10)
 - Vivid foresight.
 - Every culture fears death. Why? We fear the unknown.
 - How do you take people's legitimate fears of the unknown and change it? Vividness. Tell me stories. Point to heroes that personify what is around the corner. The rituals, the conversations about what around the corner looks like.
 - Visible Follow-Through.
 - Too many leaders are saying what they are going to do but they don't do it.
 - Pick a few things you're going to do and then do it.
- Team Leaders (#5-7): What can you do?
 - Anticipatory Communication - Check in with your people every week, one-on-one. My team leader tells me, not us. Once a week for 15 minutes. What are my priorities and how can I help you? Don't give feedback. It's about the future.
 - Psychological safety. I can take risks and someone is not going to chop me off at the knees. All of us are going to have to come up with new ways to serve customers, collaborate within the team. We need to see a willingness to let us experiment and try. Risk and resilience are intricately linked.
 - From that comes deep trust in you, the leader.
- Individual (#1-4): What can you do to cultivate resilience in your life?
 - They relate to you as an individual.

- Agency. People only feel resilient in what they can control. The more you can understand what you can control, the more resilient you will feel.
- Compartmentalization. Different parts of my life have different feelings and different outcomes. If business is not going well or one customer is grumpy, or personal life things aren't going well. The most resilient understand that it is just one lane. Can you cultivate for yourself, your kids, your loved ones compartmentalization? It doesn't mean you deny that the one lane is not going well. It's not pollyanna. It's compartmentalization.
- The most resilient have figured out how to use life to fill themselves up. Each person draws strength from different activities. It might be empathizing. It might be rallying people. You need to know. There aren't five love languages. There are 9 billion languages. You need to learn to speak yours. What invigorates you, strengthens you. The Mayo Clinic says we need just 20% of our week with activities that invigorate you, burnout goes way down, resilience goes way up.
- You know what strengthens you better than anyone else.
- Take strengths assessment: StandOut (marcus Buckingham.com/gift-of-standout)
- We need engagement, but we also need resilience.

Session 2: Nona Jones

- I watched as George Floyd took his last breath. “I can’t breathe.”
- Racial conversations are difficult. Hang in with me a little while longer. Where I want to take us is not where we have always been.
- Racial conversations are uncomfortable. Injustice by definition is never neutral.
- Inevitably the conversation winds its path to the doorsteps of the people who have benefited from the injustice who did not design it.
- CEOs to megachurch pastors descended on social media to say this isn’t right. We’re going to finally have the conversation in America. It was what happened next that made me change the substance of my talk today.
- I noticed that leaders were inviting their friends into the conversation. They were having the conversation within the comfort of friendship. Here’s what I know about leadership: you can not make a lasting impact while also feeling safe. Impact and safety are diametrically opposed. We need the conditions that will force us to confront our areas of weakness to grow.
- Safe is insufficient.
- In this social climate, many of us walked in thinking we were not racist. We can be not racist, while still benefiting from racism.
- “Problems cannot be solved at the same level of awareness that created them.” - Albert Einstein
- As a leader, we have to confront the reality that we need to grow. Being not racist is not enough if we need to grow. These leaders were retreating into psychological safe zones.
- The first safe zone I saw people retreating into was fear. Fear comes from the perceived risk of loss. At extreme, it’s the fear of risking life or livelihood. Is it possible that that rationale is just the pretext for the real fear? What if they left us? What would that make us? If we were not those things, if we did not have those adjectives, what would we be?
- It’s not our job to ignore fear or deny fear. Our job is to explore what fear is trying to teach us. Fear is just a thermometer, there is something of value that we risk losing.
- Fear is an invitation to preparation. When fear knocks on our door, we know that there is something at risk. Fear cannot be an excuse for inactivity.
- Prepare for the worst, while working for the best. Fear is not a paralytic in and of itself. When you accept fear’s invitation to prepare, you shift fear into a mobilizer.
- The second safe zone is the safe zone of inadequacy. We see the size and enormity of a situation and we think we are incapable. We are inadequate. Therefore we do nothing. It forces us to believe the lie that somebody else is better equipped to do what you were called to do.
- Determine what you can change and change it. None of us is called to change the entire world by ourselves. We are called to change the part of the world that our influence touches.

- In the world of quantum physics, it teaches that while anything is possible, we have to apply constraints within our control. Until what's possible becomes probable, we are out of control.
- We need to discover the power that lives within us. It could be a mustard seed. It could be Mt Kilimanjaro.
- A couple of years ago, I was 100 pounds heavier. I tried everything. I did a diet that had me not eating bread. Not eating bread did not make me skinny. It made me angry. I learned two constraints: eating healthy and working out. After doing that consistently, after 6 months I had lost 60 pounds. After continuing that for more months, I had lost 100 pounds in a year.
- I want to encourage you. As I look at my friends, colleagues, who are crumbling under the weight, who are feeling distressed. I want to encourage you from Scripture. Genesis says that it was not good for man to be alone. Good in Hebrew means best. It's not best for man to be alone. When we feel like we've done all we can and it's not enough, we will often retreat into isolation.
- You have to build your pack in order to build your power. We were created for community with other people. We need a pack who won't let us give up on what lies within us. The pack will speak to your purpose. Your pack will look you straight in the eye and say, "You will not quit."
- My husband and I got married 16 years ago. It's not always cotton candy and roses. I would call my pack and tell them how bad he was and how great I was. They would listen to me. Then they would say, "Now that we know how bad it is, let's turn it around for the good."
- I want you to identify three people that you can invite to be in your pack, to encourage you when things get difficult. The problem with most of us leaders have the same fear triggers that we have. You don't need someone to speak to the lowest common denominator. You need someone to speak to your highest potential.
- Aesop has a famous fable about a fox walking in the forest. He saw a bunch of juicy grapes hanging. The fox kept jumping up and missing. He stopped and looked up at the grapes and said, "They were probably sour anyway." He walked off.
- How many of us have done that? We allow the critics to activate fear, feelings of inadequacy. Safe is insufficient. As leaders, we are called to go first. We are called to go first into injustice.
- Courage is not the absence of fear. Courage is simply fear in the forward direction. Lead well.

Session 3: Rory Vaden

Introductory Comments

- I was raised by a single mother who sold Mary Kay Cosmetics. I learned so much about leadership (and makeup) from those women.
- In college, I became a door-to-door salesman. It's like human spam.
- I know for leaders that time management is one of the biggest challenges we have. Over time, we feel anxious, stressed, tired, sick. What we want to be Yoga Dog.
- How is it that we know more today yet we still fall further and further behind? Everything you know about time management is wrong.
- "Daddy, where are we going?" "I'm sorry. Daddy has to go to work today." "Please, Daddy. No work, Daddy." The big realization in that moment is that everything we have heard about time management is logical. In reality, the way we spend our time is not just logical; it is also emotional.
- We have not been trained on how to handle the emotional side of time management.
- Quick history of time management theory: developed in the late 60s, it was all about efficiency. How can we do things faster? There is a big limitation in efficiency. The amount of busy work always expands to fill the amount of time we allow to be available.
- Two-dimensional thinking solution: prioritization. Dr. Stephen Covey said not all tasks are created equal. He gave us the scoring system of urgent and important. The prioritizing limitation: prioritizing does not create more time. It only puts one thing in front of another.
- How do the most successful people today think in regard to how they choose to spend their time?
- Three-dimensional thinking: significance. Urgency: How soon does it matter? Importance: How much does it matter? Significance: How long does it matter?
- Multiply your time. It seems impossible. There are only 24 hours in a day. Think about tomorrow and the next day and the next day.
- Give yourself the emotional permission to spend time on things today that will give you more time tomorrow.
- Five permissions to multiply your time.
- Full 90 minute: roryvaden.com/gls

The Focus Funnel

- Tasks come into the top of the funnel.
- First, we ask can I eliminate this task? Can I live without it?
- Second, can it be automated?
- Talking to Daryn, mentor. What's the biggest difference between rich people and those who do not have money? Most people make decisions: Do I want the coffee? Do I have \$5? Wealthy people know that if they spend \$5 on coffee, it's \$5 they're not spending on something else. \$5 invested at 8% over 30 years grows to \$50. So a wealthy person's second question is: Is this \$5 coffee worth \$50 30 years from now?

- Automation is to your time what compounding interest is to your money. Can this task be systematized. Anything you create a process for today saves you time tomorrow. ROTI (Return on Time Investment)
- If it can't be eliminated or automated, we ask can it be delegated?
- "Mom, do I have a dad?" Mom ended up falling in love with my sparring partner. You can delegate anything.
- Leaders often say - "This would be faster and better if I did it myself."
- 30X Rule - training time calculation - You should consider it taking 30x to have someone do something for you. A task that takes 5 minutes a day: you should spend 150 minutes to train someone else to do it for you. Over the course of a year, you'll spend 1250 minutes/yr on a task. The task hasn't changed. The next level of results requires next level thinking.
- Investment of time calculation: Invested 150 mins training is a gain of 1100 minutes. That's a 733% ROTI.
- "Leadership isn't about getting things right. It's about getting things done through other people." - Andy Stanley
- Does this task need to be done now or later? Now: Concentrate. Later: Procrastinate on Purpose (POP).
- Procrastination: I'll find a picture for it later.
- Prioritize the tasks that multiply time. Until you accomplish your next most significant priority, it is a distraction.
- Genesis 1:28 - God delivers his first command to all of creation: "be fruitful and multiply"
- You have inside you the ability to create, to make life, to improve, to breath life into every moment, mission. You have influence. Go out, be fruitful and multiply.

Session 3: Vanessa Van Edwards

Introduction

- I'm a recovering awkward person. I've always been fascinated by the people who walk into a room and radiate confidence. I've spent the last decade studying the hidden forces that drive our behavior.
- When we first see someone, we're judging them on warmth and competence. Most non-leaders have an imbalance in these traits.
- Off the chart Warmth: Sweet, but not smart.
- Off the chart Competence: Smart, not approachable, Dependable, not collaborative, Important, not kind
- The scale: Warmth <-----> Competence

Purposeful

- Brian Wansink brought people inot a dark room, blind-folded. Asked to rate strawberry yogurt for flavor. 59% of participants rated the yogurt as having a "nice strawberry flavor." The yogurt was actually chocolate.
- Our words are powerful primers.
- Priming is when we use words to shape, behavior, thoughts and actions.
- Missed opportunity email. Positive priming: I'm looking forward to collaborating next week. I will prepare a goal worksheet and overview of desired outcomes for both of us. We can work through everything together. Happy to answer any questions.
- How many times a day do you open your calendar? Our calendar is one of our biggest primers. (Call, Meeting, Conference, One-on-One, Agenda) Change it to collaborative session, strategy session, mastery meeting, creative time, goals...
- Think about how you want someone to feel before, during and after interacting with you.
- Avoid starting negatively. By default, we start with terrible traffic, bad weather, stressed, busy. When you start that way, you are telling the other person to think about terrible, crazy, bad. Instead think positive. So happy to see you! Great weather. I've been looking forward to this. It's great to be here. It's always a pleasure to speak to you.
- Warm words: Hi friend! Let's connect; Cheers; Best; Both
- Competent words: Productive; Brainstorm; Effective; Efficient; Lead; Knowledge
- Takeaway: Do an email audit. Look at the last 10 emails you just sent. Count warm words and competent words. If you see no warm or competent words, your communication has gotten sterile.

Trust

- What part of the body do you notice first? Most common answer is face. But actually it's the hands. Hands are our trust indicators.
- When I put my hands behind her back, the amygdala starts firing. Hands show intention and trust.

- Hands should be visible. Best TED speakers come out waving. They're saying "Friend, friend, friend"
- I love TED talks. I watch one almost every day at lunch. I searched for leadership. One had 40M views and the others just had 3K. We examined hundreds of talks. The least popular TED talks used 272 gestures in 18 minutes. The best used 465 gestures in 18 minutes.
- Takeaway: Show your hands. Demonstrate with your hands.

Inspiration

- Leave people better off than when you found them.,
- Tell students they are smart and they then do better on tests.
- Tell people they are polite, and then they act more polite.
- We often throw away introductions. Laura, meet Sarah. We have Sarah on the call. Vs "Sarah is our wonderful head of marketing. She has been leading the team for 5 years..."
- Non-profit experiment: "Would you be willing to help by giving a donation?" vs "Would you be willing to help by giving a donation? Every penny will help." First letter 28% vs Second 50% more donations.
- Takeaway: How can you prime more: emails, at home

Influence

- Study of words spoken by doctors. Rated the doctors on warmth and competence. Those with the lowest warmth and competence had the highest malpractice suit rate.
- The doctors with lowest competence rating used question inflection. Say. Don't Ask. When you go up on your price, timeline, you are begging to negotiate. Tell, Don't Ask.
- The second pattern they found, those with the highest competence used the lowest natural end of their voice tone. Every time I heard my voice go higher, I took a deep breath and spoke on out breath.
- Takeaways: Speak on out breath. Practice delivering on out breath.
- Ben Disraeli vs William Gladstone. Reporter took both out to lunch. "After sitting next to Mr Gladstone, I thought he was the cleverest person in England. After sitting next to Mr Disraeli, I thought I was the cleverest person in England."
- scienceofpeople.com/GLS
- Take every opportunity to inspire for good.

Q&A

- Never ask common questions. The one that got the most excitement: Working on anything exciting lately? Are you doing anything exciting this weekend? M/T (Did you do...) R/F (Doing anything...)
- First impressions happen even faster online.
- Masks don't inhibit our ability to do microexpression. Anger is two lines between lines. Smiles are muscles below eyes. Disgust raises noses up.

- There is research that says that if you deliver bad news in a warm/compassionate tone it is received much better than in a neutral tone.
- If your intention is to bring out the best in others, you are priming. If you are trying to do an introduction and struggle, you need to get that person better.

Session 4: Interview with Sadie Robertson Huff

- My grandma would tell me every morning, “Be a good leader and example.”
- In middle school, girls get mean. I asked to speak to all the 5th grade girls, I said, “Girls are going to get mean. Don’t do it.”
- I thought I had to be confident in myself before I could lead. Then I read Hebrews 10:35. I just need to be confident in God to lead.
- I started a ministry called Live Original. I’m trying to reach people and fall in love with Jesus. I have three girls on my team full-time.
- What are you passionate about? I’m passionate about being creative. She now works for us full-time running our creative. What are you passionate about? What are created for?
- Trust is so big for me. Trust is big for everyone. I ask them the hard questions. We celebrate each other. We’ve invested in each other’s lives. If you can invest in the highs and lows, it builds such trust.
- I wanted everything at Live Original to be rooted in faith and authenticity. We’re going to be a good sister and friend.
- When you’re authentic, it helps you get there faster. When we talk about our struggles, it’s amazing how much more come out. You can be so fake. You can clip, put a filter. When someone sees something real, they crave that.
- You don’t know it all. You can’t know it all. If you fall in public, you will get up twice as fast. If you make a mistake, you’ll learn. You’re not going to get to a place where you are so confident. You just have to start and have humility. It’s not always going to be perfect. It’s not always going to be right. You’ll grow.
- Be a student. Be a student. Be a student. It goes back to humility. The older generation has gone before you. Learn from them. Constantly learning is important. I asked Nicky Gumbel for advice on interviewing. He said, “Ask questions that you already know the answer to so that they can hit a home run.”
- Thank you for speaking into us. It really matters.
- You have to be authentic, real and then listen. Ask a lot of questions. Be willing to listen to the answer even when it is really hard.
- I pray. “God, I’m scared. I think you chose the wrong person.” The Lord met me in so many places. Every time I walk into a place afraid, God has met me there.
- “If you let the spotlight on you be brighter than the light of Jesus that is in you, the spotlight will crush you.” - Christine Caine
- The Lord did not give us a spirit of fear. He gave us a sound mind. It’s not just a one time thing. Sometimes it is a daily battle. God is going to be with you in the midst of your fear.
- I got asked to do something and I said no. My little sister asked if I said no because I was saying no or fear was saying no. I thought, I’m about to set an example to my 11 year old sister that fear is something that can cause you to say no to what God is doing.
- If you’re a leader, you’re going to get criticism. If you’re holding the football, you’re going to get tackled.

- Don't let the critic's opinion be the ones that matter in your life. You have so many people who value you. Don't let it drive the ship of your life.
- Christian and I have the same mission: to go and preach the gospel. We constantly want to influence and encourage people. This is the truth and this is love. The goal really is "go and tell." You can do that anywhere.
- I've had insecure moments. Pastor Craig has had insecure moments. What God has done in his life, in my life, he can do in your life. "Don't let anyone look down on you because you are young. Do not neglect the gift." Moses faced insecurity. God had placed Moses in the right time and place and Moses said, "I'm not good at speaking." We want to hold onto the one insecurity. Trust the process. It's like skydiving. It's scary. It's awkward. It's amazing and you'll see something you have never seen before.

Session 4: Bishop T.D. Jakes

- Metrics are everything. How do we evaluate what success looks like? We use those metrics to determine if we hire more, open another franchise, start another church.
- When I add the word “migrative” to metrics, it gets foggy. It makes it seem that I have to move. Moving means I might be vulnerable.
- I’m looking at the internet and I made the mistake of looking at the comments. A young man said I did not know what it was like where he lived. Sometimes the talk will stop us from ingesting the truth behind the talk. And he was right. We did not share the same experience.
- How we see the world is a reflection of our worldview and past experiences.
- Those in leadership have the luxury of willful blindness. We are seldom required to look outside the world around us. We control everything in our environment. We are living in a time that cannot be controlled. You cannot control a pandemic. You cannot control racial imbalance. You cannot control Black Lives Matter. Whether you’re running Forbes, Fortune 500 company, a church. You cannot afford to be ignorant of someone’s language.
- Our truths are migrating. Our stats are migrating. If you own the restaurant, you cannot decide a menu around what you like to eat. Can we really afford to not have migrative thinking?
- Think outside the box because the box you have is too small for the world that you have.
- You cannot think like you and prepare with them in mind.
- The truth is that I cannot raise marriages from the dead. I can interpret people who are talking over each other and not hearing each other. I can talk to the husband from the wife’s perspective. When we do that, we expand. We form unlikely alliances.
- Give me your cell phone and I can give you the metrics of your world. Your world is not THE world. How do we broaden our world?
- We have to understand millennials. They have to understand boomers. We have to get different types of people together. Many of us lack the imagination or exposure to understand that your background has informed you with a truth, but it might not be the truth. Your absolute might be an abstraction.
- We have an IQ to understand our intellectual quotient. We have an EQ to understand our emotional quotient. We don’t talk about AQ which is an adaptability quotient. How well do you adapt?
- We must become empathetic, sympathetic. We need to come into alignment with people who come from a different perspective.
- I’m challenging a woman to think like a man. I’m challenging a man to think like a woman. I’m challenging a millennial to think like a boomer, a boomer to think like a millennial.
- I don’t like to operate where I don’t know the rules. We need to level the playing floor for everyone.

- All of a sudden we had gratitude to the pizza delivery guy, the grocery delivery. The coronavirus has forced us out of the box.
- We read the press. We create a false reality and then complain against anyone that rises up against it. We need to learn how to migrate in our thinking so that we can be a more perfect union, a more perfect company, a more perfect marriage.
- CEOs can't just talk to CEOs. They need to talk with others. If we're going to impact underserved communities, we need to bring people together. Elected officials, faith leaders, community leaders.
- Friends carried the man to Jesus. They cut a whole in the roof. It's like corporate leadership, elected leadership, faith leadership, community leadership.
- I challenge you to love enough, to be uncomfortable enough to raise those that are falling. We can make a difference in our world.
- This is your homework. This is where you begin to exercise and go beyond your privileged exemption.
- We have to come together and connect.
- Build a coalition that you can't control. Purposefully a coalition of people that you can't control that are completely different than you. Have a conversation where the amens don't come easy.
- Sit down at the table with someone who has a perspective that you can't teach. I want you to become a student. The objective is to understand, not to straighten out.
- Find what connects you rather than what divides you. Find out what you have in common, not your distinctions.
- Those three things are the birthing of a more perfect union, church, world, humanity. If we achieve this lofty ideal, if we forsake the comfort, then we will be like the founding fathers, the explorers that went. I'm asking you to come and do as Christ did and sit where we sit, know what we know, understand what we understand, admit that you don't know what you don't know.
- If I think I'm an intelligent person, then the onus is on me to understand him.
- You cannot be what you cannot see. You cannot change what you do not touch. You cannot heal what you would not lay a hand on. The only hope for our society is that we develop a new metric, choosing people/hiring people, that have the liquidity of thought to have migrative thinking.
- Pack your bags. Get ready for the trip of a lifetime. On your mark, get set, go.

Session 5: Paula Faris

How to Lead Through life's reset.

- In television journalism, we have a principle: Don't bury the lead. Don't exclude the most important details.
- I have a massive vocational shift in the future. We are in the midst of a major shift.
- Sometimes we choose change, other times we don't.
- Changing and shifting and resetting is scary, upsetting.
- Tragedy and opportunity can and do co-exist. Sometimes we voluntarily go in another direction, sometimes we are shoved in a new direction.
- It's indiscriminate: young, old, poor, rich, black, white, male, female.
- Leading yourself through life's reset. You need to know how to lead through a reset before you can lead others.
- How do you know that you're being led to change? Sometimes you choose it, sometimes it chooses you. Some of you know what you're supposed to do, but you're scared to do it.

If You Have a Peace, Proceed

- Two years ago, I had two dream jobs. I was at the high point of my career and the worst point in my life. I wasn't seeing my friends, my family, or going to church. I was addicted to my job. I was afraid of what people would say if I walked away from my job.
- Within seven months, I had five major events happen: miscarriage with major surgery; concussed by apple on Wall St; head-in car crash; influenza turned into pneumonia. God allowed a series of personal tragedies to slow me down. I felt like I was losing my soul.
- Are your values clashing with your choices?
- Are you finding significance in something that shifts (job, status, money, relationships)?
- I need to pump the brakes and walk away.
- It doesn't have to make sense, if you have peace, proceed. If you don't, stop.

Expect, Anticipate Fear

- Fear is not something you conquer or that you are healed from.
- Fear is normal. But that fear you're feeling and the peace you have can co-exist.
- You are going to be scared during a shift, reset. I was scared of what I was walking away from and scared about what I was walking into.
- "Faith is taking the first step when you don't see the staircase."
- The key is knowing how to deal with your fear.
- What is the worst thing that could happen to you if you stepped out in faith.
- What are you scared of? What's the worst thing that could happen if you went for it? What's the best thing that could happen if you went for it? When did you allow your fear to paralyze or cripple you? When was a time that you did not allow your fear to paralyze or cripple you?

- Jeff Bezos, Amazon: working in NYC in finance. He had the idea to start Amazon in the early 1990s. He told his newlywed bride that he was going to launch an online bookstore. He tells his boss. His boss discouraged it.

Give Yourself Permission to Branch Out

- Give yourself, your team, family members and friends the permission to branch out.
- How many times have you said that I'm this and I have to be this for the rest of my life?
- You have to push back against the lies that we've been told: our worth is our work, our value is in our vocation, our calling is our career.
- I had conflated my calling with my career. What do you want to do when you grow up? As if doing, career was all that they are going to bring.
- I had to learn my purpose was not in doing, working but in being. We have to embrace the parts of us that do not shift in crisis.
- We are multidimensional: mind, body, soul. We are not one dimension.
- Your worth isn't work. Your value isn't vocation. Your calling isn't your career.
- Three questions that are career to vocational calling: What are you good at? What do you love? What do trusted people around you notice you're good at and love?
- Example of what it is not: My friend is great at consulting with people. She doesn't love it. There's a missing piece.
- Example of what it is: Her answers were loyalty and encouragement. Guess how they have manifested it: she's a podcaster.
- Example of what it is: My husband loves motivating and leading.
- Me personally: I'm nosy and proactive. What I'm good at: I love to ask questions. What do trusted people notice: they saw these same talents and gifts. Curiosity, question asking.
- Peel back your layers. Answer those three questions. What are you good at? What do you love? What do the trusted people around you say you are good at and love?
- It may not be linear.
- Tragedy and opportunity can coexist. In the midst of the loss, you might have a chance.
- Release yourself from the lie that your worth is in your work.
- Branch out based on your unique gifts and talents.
- Don't bury the lead to your life's story. Lead yourself in this moment of reset.

Session 5: Amy Edmondson

- Psychological safety. We are told we have a general operational system.
- VUCA (Volatile, Uncertain, Complex, Ambiguous)
- What if you took this seriously? How would you have to show up?
- One major implication of the VUCA world is that anyone's voice may be mission critical.
- I did a deep dive into the Columbia explosion. It was a 16 day mission. On day 1, Rodney Rocha saw something that could be a problem. It was ambiguous. He talked to his boss. His boss dismissed it. He pulled some friends together and tried to look into it. They were stymied. On day eight, there was a mission management team. On their formal agenda, they dismissed the phone strike issue. Six months later a deep investigation into the accident discovered that phone strike was the issue. Why didn't he say something? Why? "I just couldn't do it. Because she's way up there and I'm way down here."
- Impression management is second nature. It just happens without thinking about it.
- No one wants to look ignorant, intrusive, incompetent, negative. If you don't want to look ignorant, etc: Don't ask questions. Don't admit weaknesses, Don't offer ideas. Don't challenge the status quo.
- But this leads to failure, lack of innovation, people feeling complacent
- This is the state of playing not to lose. Are you playing not to lose or are you playing to win?
- When impression management takes a backseat. The mission should be in charge.
- Psychological Safe workplace: think of it as a permission to candor
- It's not being nice, a license to whine, not a guarantee that all your ideas will be applauded.
- Studied 23 ICUs in 23 hospitals. We gave them a survey and asked about psychological safety. The higher your status, the more you felt your voice was welcome at work. When we looked closely at all 23 units. They did not all have this hierarchical psychological safety pattern. Does it matter? Yes. Three years into the study, those with flat patterns had 18% improvement in morbidity over hierarchical. What explains the difference?
- This is not just a front line employee phenomenon. This happens at the very top of organizations. I studied a global electronics company. On their team was a new CFO who had grave concerns about a takeover. He held back. Fast forward six months and this acquisition is a fiasco. The team reviews what contributed to this failure. The newcomer got emotional. "I let you down. I had concerns and didn't share them. I didn't want to be the skunk at the picnic." Strategic decision making is not a picnic.
- Doesn't fear motivate? Yes but no. Fear of missing a deadline. Fear of competition: motivating. Fear of each other: not motivating.
- Google released a study on why some teams outperform others. Nothing predicted team performance until they found psychological safety. NY Times 2015: When Rozovsky encountered psychological safety, everything else fell into place.
- You can have psychological safety and high standards at the same time.

- Low standards, low safety: apathy zone.
- Low standards, high safety: comfort zone.
- High standards, low safety: anxiety zone. This is where Rodney Rocha worked. The respiratory therapists at low performing ICU.
- High standards, high safety: learning zone. In a VUCA world, this is where high performance happens.
- Are people speaking up when something goes wrong? When they disagree (especially with the boss)?
- How do you do it?
- Failure is not all bad? In fact, some are very good. It's how we learn and innovate.
- Thomas Edison - "I have not failed. I have found 10,000 ways that do not work."
- Three types of failures: preventable (where we know how we should do it right; this is not good news); complex failures (a set of factors combine in novel way to produce undesired outcomes in familiar contexts); intelligent failures (undesired results of thoughtful forays into novel territory)
- Intelligent failures: opportunity explored is significant; the outcome will be informative; the cost and scope are relatively small; key assumptions are challenged.
- Fail well: reduce preventable failures; anticipate and mitigate complex failures; promote intelligent failures.
- Frame the work. We have cognitive frames that shape how we see things. We need to help reframe the work. Christa Quarles, CEO Open Table - get something out there and we can make it work.
- Frames that kill psychological safety: employees are self-interested and untrustworthy; unity, agreement, consensus are essential. . Replace with: employees are trustworthy; everyone has access to information and ideas; Agreement, consensus are dangerous in a VUCA world.
- Invite dissent - Alfred P Sloan "My years at General Motors" - "postpone until we have dissent..."
- Ed Catmull - As leaders we have to go first. We have to talk about our own mistakes because it makes it safe for others.
- What are good questions? What do others think? What options are we missing? Who has a different perspective? What concerns do you have?
- Good questions focus on what matters, invite careful thought, and give people room to respond. Good questions make silence awkward.
- Allen Mullaley, Ford - what's not going well? Everybody was afraid when someone raised his hand and spoke up. Instead, Mullaley applauded.
- Frame the work: Humility; Invite engagement: Curiosity; Respond productively

Session 5: Michael Todd

- The pace of your leadership.
- When the leader gets better, everything gets better.
- The rhythm, tempo of your leadership.
- The pace of my leadership almost took me out. Humble, Open, Transparent. Share it HOT.
- Many people, your pace is too fast. You're going at a pace that is unsustainable. We're at a cosmic slowdown.
- How do you feel? Many of us would not be as successful internally as we look outwardly.
- December 2017: I was doing everything I knew to do. I heard this instruction from the inside that I needed to slow down. I needed to change the pace. If you looked at the leadership qualities of Jesus, Jesus did everything that was spoke about him in three years and you never see him running to his next appointment.
- Three years from start-up to world-renowned brand that would last 2000 years.
- Stride - to walk in long decisive steps in a specific direction.
- I hated this. The pace of walking lasts longer. You can further with this.
- In December 2017, I cancelled a bunch of things we were about to do.
- The pace of grace - the sweet spot between great results and genuine rest. Fine line between hard work and health and wholeness. Between stats and success.
- True leadership that will last has to have the right pace.
- Is everything moving at the same pace? Is everything working together in harmony?
- Drumming as an example: right hand, left hand, right foot, left foot. We make music when we all start working at the same pace. There needs to be cohesion and unity.
- The pace is not fast or slow. When you find the right pace, it's easy for others to follow you.
- When you find the pace of grace, when everything gets the measure of attention it needs, everything changes.
- I made a decision privately that changed the direction of my life publicly. I am a living witness when your leadership pace gets alignment all around.
- "Relationship Goals" - 15 days later, it went viral. I gained influence in that time.
- Our organization acquired a huge piece of property that no one thought we could acquire. We started in a grocery store. We purchased and paid off this venue in 5 months. It was a result of the right pace.
- Our budget went up 1000%.
- I wrote a book. That's a miracle in itself if you know me. I wrote a book called "Relationship Goals." It went NYT Best Seller for three weeks and on the list for 14 weeks.
- What have you been called to do? What are you burdened with? Stay on that thing with the level of pace that will allow you to sustain. We need leaders for a long time. We need leaders that will be here for generation after generation.

- It allowed me to be available to lead my family, the Todd Squad. In the midst of all this success, our only son was diagnosed with autism. If I had been operating at the pace I wanted to go, I would have missed the opportunity to lead my family through the biggest challenge of our lives.
- Everything I have achieved does not matter because I can enjoy what I have.
- There is another way to lead if you find the right leadership pace. I'm bargaining for somebody's life. It doesn't matter if your business is successful, if your children don't know you. You need to find a pace that is sustainable for mind, health, emotion.
- Poor pace provides missed moments, missed meaning, missed miracles.
- Running in life is overrated. You'll miss the moments that are supposed to bring you joy. You'll miss the miracles.
- Some of you are discontent because of the pace you are running at. If you get the right pace, it allows you to be present. And the present is a gift to you.
- Many of us wake up looking ahead and miss the gift of the present.
- Some of you have been on the treadmill. Set a sustainable pace.
- How do I set a new leadership pace?
- Get a vision. Get a vision of yourself rested, whole. Vision is what you see when your eyes are closed. Without vision, people cast off restraint.
- Make it visual. Write down a goal. Next month, my pace will be...
- Be verbal. Tell somebody. I'm changing my pace up.
- The results are going to come and you'll have added value.
- Pace directly affects peace and peace is true prosperity.
- Success is not just where you end up, it's how you get there.

Session 6: Dr. Tomas Chamorro-Premuzic

- One of the questions asked a lot is do we need a different type of leadership needed to navigate a crisis.
- The success of a leader is partly and sometimes largely in the context of the situation that the leader is in.
- Some leaders are bad in every situation. The context doesn't matter for them.
- Case study: Winston Churchill, great war-time Prime Minister but useless in peaceful times. He was too aggressive, too bold to preside when times were good.
- What type of leader do we need in high stakes, unprecedented time? What are the key traits?

Intelligence

- learn quickly, reason abstractly, make rational data driven decisions
- You need smart leaders to guide others through dramatic transitions.
- You don't have to be the smartest person in the room. You do need to have the intelligence to hire intelligent people.
- David Ogilvy - his only onboarding protocol was to gift them a Russian doll. If you hire people that are smarter, bigger than you, we'll be a company of giants. If you only hire people smaller, less intelligent than you, we'll be a company of dwarves.
- Nobel Prize for Economics, Amos Tversky - Tversky intelligence test

Curiosity

- If you have someone who is curious, they can get better.
- Ability to have high levels of learnability, experiencing a sense of discomfort when you know that you don't know something
- It's not questions like are Lady Gaga and Bradley Cooper going out. It's more about asking why, looking under the surface.
- Curiosity does continue to change as we grow older. We tend to get less curious as we age.
- Go against the full tendency we have to understand the world in a certain way. Go outside your comfort zone and ask uncomfortable questions. Go outside your own filtered bubble.
- We blame Facebook, social media for the filtered bubble as if algorithms are to blame.
- Don't just hire for culture fit. Embrace people who are cognitively diverse. This is how you avoid groupthink and systemic bias when everyone thinks the same way.
- When you go to a new place, you develop your curiosity.

Humility

- If leaders do not have humility, they will not develop curiosity.
- Ability to be aware of your limitations, not automatically underestimate others and overestimate yourself.

- There are not enough leaders with reputations for modesty and humility. We seem to prefer a magnetic, charismatic personality. We tend toward the self-importance end of the spectrum.
- Born in Argentina where we are pre-wired for arrogance. Moved to the UK. There we are wired to fake like we have humility. In the US, it's faking confidence even if there is not data or feedback to back it up.
- Your long term success depends on your ability to cultivate your humility.
- Know your limitations. Being aware of limitations is not a sign of weakness.
- One of the best ways to cultivate humility is to pay attention to constructive negative feedback. You need to harness psychological safety in your organization.
- Ask questions that encourage them to provide you with critical feedback. What are the two or three things that I could have done better?

Resilience

- In the old days, this was called emotional stability. You don't have a Buddhist monk or zen-like. You have to work with what you have got. All of your emotions are amplified in a crisis.
- Crisis cultivates resilience.
- The ability to cultivate emotional stability; the muscle of mental toughness.
- What are you going to do to cultivate resilience when times are good? We have a tendency to get complacent and be happy. It's easy to learn from failure. Experience is what you get when you did not get what you wanted to get. The harder thing is to learn from your successes.

Empathy

- Humans are capable of logic and rationality, but influenced by emotions.
- We need leaders who can make data-driven decisions but do not feel like a robot.
- The ability to understand and care about what other people are thinking and feeling.
- The hardest thing for managers in this crisis has been managing via Zoom, Google, etc.
- Check in on people as often as possible.

Integrity

- If you don't have this, all the other categories don't matter or worse are dangerous.
- The ability to control your short-term temptations, your impulses, and make decisions for the benefit of others, other than yourself.
- Your reputation for integrity has to be harnessed on a daily basis.
- Practice what you preach. Be consistent, clear, transparent, fair.
- Hold yourself accountable even when others don't.

Conclusion

- These six qualities are not just exclusive to leading in a crisis. If we need a crisis to remind us of this, it is because our leaders don't have these qualities.
- How could you have better prepared for this crisis?

- How are you and your team going to emerge stronger? There is a shock-absorption stage. The second stage is to leverage the crisis to emerge stronger.
- How are you going to improve and increase the six critical leadership qualities in yourself and others? The fundamental goal of leadership is not just to improve yourself, but to make others better.

Session 6: Lysa TerKeurst

- My session today is on the most surprising hindrance to your innovation.
- Innovation is a matter of survival. What is innovation? Innovation is the mystery someone on your team is dying to solve, if only you'll make them feel safe enough to do so.
- When people feel safe, they'll take risks. When people feel unsafe, they tuck it in and say maybe one day. If only the leader knew the power of one surprising word.
- In a world with so much fear, anger, offense, this word changes everything. People feel safer. Their hearts feel braver. Teams that have been divided by competition and offense suddenly come together. Finally, innovation can happen.
- What is this word? Forgiveness.
- When it comes to companies and leaders wanting to have teams to take responsible risk, forgiveness becomes more important.
- Forbes Magazine - "Forgiveness as a Business Tool" - "Truly transformational leaders are acutely aware of the cost of animosity." People who do not make mistakes do not do anything.
- Forbes - "Forgiveness: The Secret to Innovation" -- your organization can become risk-confident rather than risk-averse.
- Inc.com - "Forgiveness: A Key Tool for Business Success" - rank on integrity, responsibility, compassion and forgiveness. It's tied to the bottom line. Average return on assets of 5x higher than CEOs with low character leadership.
- Forgiveness is not a message that I wanted to give because it is not a message I ever wanted to have to learn, to live. We desperately need to give it. Not just for our teams, our dreams. The real payoff of forgiveness is you deserve to stop suffering because of what other people have done to you. Your team deserves to know that instead of holding grudges will hold space for grace. The hurt you've experienced will not turn to hate, you turned it into deeper compassion. You traded pain for perspective. You exchanged that wounding for wisdom.
- While you are driven, determined, you are also reasonable and responsible. You see people and care about their needs. You give them a safe place where they can become risk competent.
- How did this message of forgiveness find me? My journey with forgiveness has made a difference in my heart, my humanity.
- In 2016, life was going pretty amazing. My ministry was doing better than I could ever imagine. We were reaching people all around the world. My books and Bible studies were going into places I never imagined, reaching millions. Three of my five kids were getting married. I asked God to prepare my heart. He sees what's coming, He wants to prepare us for the good and the not so good. "Lysa, trust my timing and love your husband." Two weeks later, I found out my husband/my best friend was being unfaithful. It didn't just break my heart; it shattered my world. I remember thinking, "I don't know how to survive this."

- I found an amazing Christian counselor. “Lysa, do you want to heal?” Then today’s a great day to work on forgiveness. It felt much too early for that to me.
- Most of us think it is too early for forgiveness. Then someday it feels too late for forgiveness. There never seems to be the right time to forgive.
- I would hit my sister. My sister would cry. My mom, the great judge, would come in and say you need to say sorry. My sister would then be forced to say she forgives.
- As I grew up and walked into very adult situations, I carried a childish view of forgiveness. I kept waiting for the judge to show up.
- Forgiveness is a command by God. Reconciliation is very conditional.
- Forgiveness is a decision and a process. It is not giving permission to continue to hurt you. Forgiveness is not even for the other person. Forgiveness is the only way to sever the suffering.
- If you’re waiting for them to make a decision, you are tying your healing to a decision that they may never make.
- Forgiveness is my decision that I can make. It’s not tied to another person.
- Counselor gave me a stack of 3x5 cards and asked me to write out each way that I have been hurt, traumatized, and pained. When I got all the pain expressed and out of me, it felt so empowering. My counselor gave witness to the pain that I had been in. There is something so powerful about someone else saying “I see the pain you’ve been in. It was wrong what happened to you.”
- Then he had me go card by card and say, “I forgive Art for...” It’s often the feelings that are the last thing to sign on to forgiveness.
- God’s forgiveness flowed to me now I just need to allow that forgiveness to flow through me.
- We deserve to stop suffering because of what other people have done to us.
- Matthew 6:9-13 - Jesus teaches us how to pray. The human heart was not created to carry the weight of unforgiveness.
- Part of our prayer needs to be confession and then forgiveness as we let his love flow through us. Confession quiets the chaos within me. Forgiveness quiets the chaos between us.
- Years ago at Proverbs 31 Ministries, we created some family values that created a culture. “Getting off the blank page is worthy work.” (Every idea is worthy work.) “We give grace because we desperately need it.” “This is a safe place for imperfect progress.”
- We were separated for two and a half years but Art eventually came home. Sometimes God rescues out of relationships. Sometimes He restores us in relationships. Forgiveness paves the way wherever we go.
- A quick story about a girl named Melissa. She was our receptionist. We do things called “Dream and Determine.” Her idea was an online Bible study. This was 2010. Her goal was 100 people. She wound up with 2500 people who signed up for the first online study. She ran another last year. That one had 126K people participating. Needless to say, Melissa is no longer the receptionist. She’s one of our executives.
- The best time to forgive is before we are ever offended. The next best time is right now.

Session 7: Interview with Kaká

- 2005 first Champions League Final - one of the best, most unforgettable games. Winning in the first half 3-0. Liverpool tied in six minutes. It goes to penalties. We lose.
- 2007 repeat Champions League - first half score 1-0. 5 minutes left it becomes 2-1. We ended up winning.
- Football team has all types of leaders: captain, best player (give me the ball and I'll take care of it). We had leaders who inspired others. Need the attitude and confidence that it is going to be okay. We need that in our businesses and churches.
- Motivation comes from outside that is driving me to action. Inspiration is something that comes from inside connected to my purpose, passion, my focus, discipline.
- I started playing football when I was 8 with no responsibilities. At 15, I dedicated myself to becoming a professional futbol player.
- What motivated me to play was I loved the game. I still love futbol. I love to watch the game. Inspiration and passion were really the things that kept me focused and disciplined.
- Humility is essential in leadership. It follows the example of Jesus, to serve others. You must be humble to serve others. It's not to feel less than others, or diminished. It's knowing who you are. It is a very clear position in your life. Asking for forgiveness, saying "I'm sorry."
- I've seen people try to keep their faith separate but I couldn't do that. I had to learn to express myself, my decisions over time in a way people can understand. I've learned you have to decide what you want to be criticized for. Is this something I am willing to fight for. My faith is built on a solid foundation and it's worth fighting for.
- First, criticism really bothered me. I decided that until I could deal with my emotions, I wasn't going to read the papers. You give the criticism much more power than it should have.
- You're always going to get feedback from coaches. The best coach I ever had was the one with the best people management skills. He was good tactically, technically but his people management skills were the best. It was Carlos Ancelotti. He always did everything with love. Everyone understood he was doing what was best for the team.
- You always have many interests in play, in business and in football. How do you channel all those interests into the best interest for the team? That's when you have a championship team.
- Compare two styles of leadership I've encountered: negative one, leadership is based in fear. You don't play well, he quits talking to you. He sets the mood in the locker room based in fear. You perform out of fear. The risk is that this has an expiration date. You start questioning his decisions. It creates a hostile environment. Leadership that's based in love, even if I don't agree, always has our best interest in heart. It's how you handle a situation and are you consistent in how you act. Underneath it all is his love of us as human beings.

- A lack of leadership is different because without leadership there is no direction. There's a lack of focus, a lack of communication.
- The leader must harness all the personal interest into one direction.
- Good leadership helps everybody know that the common goal is better for everyone.
- World Food Programme's Ambassador. I was captivated by the way they do work. We're facing a very serious problem today., but we'll fight it so as many people as possible will have food and the minimum conditions to survive. When Jesus cured the ten lepers, only one returned to thank him. I'm going to help because it's good to help. I live in a community where I have a social responsibility.
- It doesn't matter if you have an official leadership position or not. At the minimum we lead ourselves. The most important thing is our own identity. My identity is in Christ, I'm a child of God, the child of one who really loves me. I will have professional successes and failures. That is all part of my journey but no one can take away that I'm a child of God.

Session 7: Albert Tate

- Born May 2, 1844. Elijah McCoy sent to Edinburgh, Scotland to be trained. His family settled in Michigan. He worked at Michigan Central Railroad. The locomotive could only go for a few miles before the wheels would have to be oiled. He invented the McCoy Lubricant Cup. It changed the railroad industry. Counterfeits started rising up but they weren't good. It led to people asking, "Is this a counterfeit or is this the real McCoy?"
- I find myself asking the same question. Albert, are you a counterfeit or are you the real McCoy? It's hard to see when you're at a place like this.
- You start looking at other people and others' messages and you wonder if you try to become the best version of Craig Groeschel or Mike Todd or Lysa TerKeurst that I can be. You have Mr Strong Arms and Neil Armstrong. How do you go home with all these ideas?
- Leadership isn't something outside of me that I have to grasp. It's something inside of me that I have to grow. Leadership is something we be. It needs to flow from authentically within.
- This moment demands that leaders show up to meet it. We don't have to go find it. We need to grab the authentic leadership that lies within.
- Three leadership essentials that we need to have authentically growing within us.

- Matthew - Jesus goes to the temple where people are supposed to be worshipping. They aren't worshipping; they're doing deals marked with injustice toward the poor, the marginalized. They've turned worship into a system of injustice. I love this scene because Jesus is angry. I can relate to angry Jesus. He flips over the tables. "This should be a house of prayer. You've turned it into a den of thieves. And you systematized it."
- He doesn't just turn over the tables. He turns over the whole system.

We should be "flipping tables" leaders.

- We should look for systems of injustice and turn them over.
- We should look for places where people should be at the table and they are not and we should flip the table.
- It's hard to flip a table when you are sitting comfortably at the table. Are you sitting at a table that you should be flipping?
- Who should be at your table and why are they not there?
- Bethany was learning her colors and her church songs. "They forgot purple." I'm singing a melody that has excluded a color. Let's ask the question: where's purple? Are there people that are left out?
- They may live differently than you. They may vote differently than you. Or they sit by themselves in the cafeteria. Look around. Where are those that are missing?
- Do you realize how much change we could make if everyone asked where's purple?

- Just as I get excited about angry Jesus, he flipped over the table and not people. Sometimes we want to flip people over (or hit them with the table). He flips over systems, not people.
- John - Jesus is about to be crucified. He is hanging with all 12 of his disciples. He knows one will betray him and he's in the room where it happens. Jesus gets a towel and gets ready to wash his disciples feet. He washes everybody's feet. This act of compassion, he bestows on everyone, even the one that is about to betray him.
- I struggle with this. "John, let me wash. James, give me that piggie toe. Judas, here's a sprinkle."

You have to be a foot washing leader.

- Judas was wrong. Jesus would teach us that just because you are wrong does not mean that you are worthless. Just because you are wrong does not mean that you get cancelled. This cancel culture is not Christian. It's dangerous. If you didn't create me, how can you cancel me.
 - If Jesus didn't cancel Judas, I can't cancel you.
 - He's asking us to wash the feet of both enemies and allies, coaches and critics, those that love my ideas and those that always have something to say about my ideas.
 - Who would be surprised by your compassion if you poured it on them? If you showed them deep, loving compassion would be like "Say what?"
 - Some of you already know who I am talking about. Forgiveness. Compassion. Jesus was betrayed and still washed Judas' feet.
 - We need leaders to wash the feet of both enemies and allies, people who you get along with and people who get on your last nerve.
 - What does it mean to grow authentically within us the ability to show compassion to those we lead?
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- Genesis - There is this guy who always gets what he wants, is always winning. His name is Jacob. He wants the birthright. He wants the inheritance. It wasn't due to him but he wants it. He deceives his father and takes it. He saw this girl and loved her at first sight. A girl named Rachel. He had to work seven years to get her. She's worth it. Her dad tricked him. He had to work another seven years. He did it.
 - Book of Genesis takes a turn. His brother Esau comes. Jacob is scared. One of the worst things that can happen to you is a life of success. Success the wrong way...
 - He split his family up because he was scared. The night before, this angel, this divine being, shows up. Jacob's first response was to wrestle with him. Even with God, he's wrestling with God. He wants to do it in his own power. He had enough success to have arrogance, hubris. He had no idea what it was like to be wrong. The angel hit him in the hip but Jacob wouldn't let go. Jacob says, "I'm done, but you're not."
 - Just because you are done does not mean that God is.
 - God is not done with you. If you're on the verge of giving up, don't give up. Lift your head up, stick your chest out. If you have breath in your body, you have purpose.
 - Jacob wrestles but does not give up. He gets a new name, "One who wrestles with God."

- Jacob gets up from the fight but walks with a limp. It reminds that after he lost, God won. It was a sign of God's grace in his life.

You have to be a limping leader.

- You don't need the it factor; you need the limp factor.
- Sam Collier - "When your story meets God's story, he'll give you a greater story."
- Don't lose your limp! You need to be a limping leader.
- We need more limping leaders, leaders walking with vulnerability.
- Failure ain't fatal. It's an invitation for God's grace to show up in your life.
- Hamilton - scene where friends decide that leadership has to live beyond tonight. There may be a harvest that we do not reap. Moses would see further than he would go. Joshua would go further than he would see.
- Let's lead not for likes tonight, but legacy for tomorrow.
- We need leadership that meets the moment.
- I ran a Disney Half-Marathon a few years ago. Running is like a death in a microwave. I started running. This little old lady, "You got this." I finished and they gave me this medal. My son asked, "Did you win?" This race is different, You don't win because you come in first; you win because you finish.
- We won't get the reward for coming in first, for running the fast. You finished. You flipped, you washed and you limped to the finish.
- We will lead from a place of authenticity. We will flip tables of injustice. We washed feet of friend and foe. We limped to the finish.
- "The Story of Tonight"
- Let's give the next generation a story to tell.