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Table of Contents

Session 1: Craig Groeschel.....	2
Session 1: Michelle Poler.....	5
Session 2: Gen. Stanley McChrystal.....	7
Session 2: Jamie Kern Lima.....	9
Session 2: Shola Richards.....	11
Session 3: Ibukun Awosika.....	13
Session 3: Interview with Jerry Lorenzo.....	15
Session 4: Rich Wilkerson Jr.....	17
Session 4: Dr. Henry Cloud.....	19
Session 5: Dr. Francesca Gino.....	23
Session 5: Richard Montañez.....	25
Session 6: A. R. Bernard.....	27
Session 6: Juliet Funt.....	30
Session 7: Bianca Juárez Olthoff.....	32
Session 7: Malcolm Gladwell.....	34
Session 7: Albert Tate.....	36
Leadership Short: Charles Duhigg.....	38
Leadership Short: Jason Jagger.....	39
Leadership Short: Liz Wiseman.....	40
Leadership Short: Edgar Sandoval, Sr.....	41
Leadership Short: Carla Harris.....	42
Leadership Short: Fredrik Hären.....	42

Session 1: Craig Groeschel

Growing in Your Capacity for PUC

- Everyone wins when the leader gets better. Are you ready to grow in your leadership?
- The next time we endure a global pandemic, all the unrest, you will have experience.
- The one word that describes the essence of what every growing leader must endure. I couldn't find the word I was looking for so I made up a word: puc.
- I like it because it sounds unpleasant. It is memorable.
- You must grow in your capacity to handle Pain, Uncertainty, Chaos (PUC).

Chaos

- How many control freaks do we have? As leaders, we want simplicity, healthy systems. In order to grow, we must be able to endure chaos.
- Anything that grows will have a little bit of chaos.
- You can have control or you can have growth, but you can't have both.
- Too much control stifles growth. Some of you are in a bureaucratic nightmare. Rules, policies, procedures are organizational scar tissue.
- When someone is dumb, manage dumb. Lead them; don't make another rule.
- I was trying to manage everything and I had a leader in my organization come and tell me that I was getting in the way of progress.
- If we're always controlling, we rob them of the chance to grow.
- I don't interview like I used to. I endure significant seasons of chaos so other leaders could grow and become excellent talent spotters.
- We kept them by enabling them to lead. You get there by trusting, empowering and enduring chaos.
- The best leaders don't obsess about controlling outcomes. The best leaders obsess about empowering leaders.
- The mark of great leadership isn't measured by how much you control, but by the leaders you empower.
- **Application: What are you controlling that you need to let go?**
- If you don't know, ask the person that works for you or around you. They will be happy to contribute to your education.
- If you want to grow, you have to let go.

Uncertainty

- The only thing that we know for certain is that the future is uncertain.
- "Uncertainty is not an indication of poor leadership; it underscores the need for leadership." - Andy Stanley

- Because our world is uncertain, a good leader plans for unforeseen challenges. A great leader also plans for unexpected opportunities. Wherever there is uncertainty, there is always opportunity.
- The most significant and impactful things that we have done were born in uncertain times and were things we never planned to do.
- 2001 - we pioneered the multisite movement. 2006 - we created a church online platform. We didn't plan it. In 2020, we gave it away to 45,000 churches. We didn't plan on giving away the YouVersion Bible app to billions. We didn't plan on a podcast.
- Create margin for opportunities that you cannot predict. Create margin today for opportunities coming tomorrow.
- We didn't just see the idea. We were able to execute because we had the margin.
- If you have margins, you can seize the opportunity.
- "Embrace uncertainty. Some of the most beautiful chapters in our lives won't have a title until later." - Bob Goff
- What's the problem? The world is incredibly uncertain, and I feel it.
- In uncertain times, leaders often have a goal to not fail. It's a bad goal. The cost of inaction is almost always greater than the cost of a mistake.
- We were about to break ground in Colorado Springs, Colorado in the middle of the pandemic. We had to decide if we were going to break ground or if we were going to retreat. We got together and asked difficult questions. I told our team, "If we're going to make mistakes, I want to make aggressive mistakes. I want to make mistakes in faith rather than in fear."
- **Application: What risk do you need to take?**
- There's always risk. The world could fall apart. It just did. There is always uncertainty, which means there is always opportunity.
- What idea, theory, hunch do you have? If it is still in your heart, maybe it is for a reason.
- If you wait until you're 100% sure, you will most always be late.

Pain

- There is no pain like leadership pain.
- There is always opportunities, but always at a cost. With more influence is more resources and opportunities, but also more challenges and burdens. With more people working for you, you can accomplish more, but you get all the drama too.
- 2 Corinthians 11:23-28: I have worked harder, been put in prison more often, been whipped times without number, and faced death again and again. 24Five different times the Jewish leaders gave me thirty-nine lashes. 25Three times I was beaten with rods. Once I was stoned. Three times I was shipwrecked. Once I spent a whole night and a day adrift at sea. 26I have traveled on many long journeys. I have faced danger from rivers and from robbers. I have faced danger from my own people, the Jews, as well as from the Gentiles. I have faced danger in the cities, in the deserts, and on the seas. And I have faced danger from men who claim to be believers but are not. 27I have worked hard and long, enduring many sleepless nights. I have been hungry and thirsty and have often

gone without food. I have shivered in the cold, without enough clothing to keep me warm. 28Then, besides all this, I have the daily burden of my concern for all the churches.

- In the early days of our church, we had two small groups. The other leader started teaching something that I thought was dangerous. I asked him to stop teaching. He took about half of the church. I was devastated. Even though it was painful and costly, I made the right decision.
- The difference between where you are and where you could be is often the painful decision you are unwilling to make.
- There is a leader here that needs to step into the pain.
- **Application: What painful decision have you been avoiding that it's time to make?**
- Some it is removing a toxic employee who is polluting your team. It might be shutting down a department or ministry. One of you need to break up with a bad boyfriend.
- Your capacity toward the future is determined by your ability to endure pain today.
- Are you ready to grow? If so, you have to grow in your capacity for PUC.
- The way to grow is always through, not up. We don't grow when we play it safe.

The Application

- What are you controlling that you need to let go?
- What risk do you need to take?
- What painful decision have you been avoiding that it's time to make?
- When things are uncertain, what's most important becomes clear.
- When you see the world grow darker, the light shines brighter.
- PUC-er up! Accept the chaos. Embrace the uncertainty. Suffer the pain. You can throw in the towel or pick it up, wipe the sweat off and re-engage. PUC-er up. If you're not dead, you're not done.

Session 1: Michelle Poler

Our Fears and Our Comfort Zones

- Do you remember your earliest fears? Was it clowns? The dark?
- Our comfort zone is unique to each of us.
- They can change, expand as we face our fears or contract.
- To me, life felt like a checklist that I had to do for society. But was the checklist making me happy?
- There was an obstacle keeping me from moving forward: fear.

The 100-Day Project

- 100-Day Project: do anything for 100 days in a row that help me grow
- I decided to face 100 days without fear and documented it all on YouTube.
- If you think that was scary, uploading the videos was really scary. 40 days in, my face showed up all over the internet. I soon received messages from all over the world that people were inspired to go after their own fears.
- The difference between fearless and brave. I had a fearless boss and then a fearful one. What I needed was a brave boss. Someone who in spite of fear was willing to take action.
- At the end of the day, I cannot be fearless. I can be brave.
- The best way is not to hide fears, insecurities. It's facing the fear and acting.
- The last fear: #100. I was offered by a big brand the chance to rappel down Rockefeller Center. I declined the offer and instead faced my fear of public speaking...at TEDx Houston.
- What's the worst that can happen? It's the worst question. I flipped the question. What's the best that could happen? It allowed me to see the possibility that existed. I felt no more fear, only excitement. I got my first standing ovation and the rest is history.

Understanding Fear

- I felt the end goal was to eliminate fear. I realized fear is an ally. When we keep fear in its place, it allows us to grow.
- Now I see every fear not as an obstacle, but an opportunity.
- I divided fear into three categories: universal fears (no matter where you are born), cultural fears (revolve around our need for belonging and to be loved), personal fears (keep us from disappointing ourselves)
- If we are not careful, our need to fit in may hurt our authenticity. When I was speaking at ESPN, I was comparing myself to the speaker in front of me. My imposter syndrome was making me think that I needed to be someone else, instead of myself.

- "Our job in this lifetime is not to shape ourselves into some idea we've imagined that we ought to be, but to find out who we already are and become it." - Steven Pressfield
- The enemy of success is not failure, it's comfort. Comfort keeps us from innovating. Comfort begs us to look down at our phones rather than sparking a conversation with the person next us.

What Comes Next

- Day 101, now what? My husband asked, "What if you can inspire people for a living?"
- Behavioral Inhibition System (BIS) - keeps us from acting
- Behavioral Activation System (BAS) - tied to reward, encourages you
- How do you put growth into motion? You have to focus on the reward. I started asking myself, "What's the best that can happen?"
- Say Hello to your fears!
- How would you feel if you faced your fears?
- I checked all of my boxes. Start writing your own boxes. What do you want to accomplish?
- What would you get uncomfortable for?

Session 2: Gen. Stanley McChrystal

We have a risk problem

- If anyone struggles with humility, I recommend marriage. If that doesn't work, try grandchildren.
- We have a risk problem.
- In 1979, the Iran hostage crisis occurred. President Carter worked feverishly to get the release of our citizens. He then authorized a rescue attempt, "Operation Eagle Claw." The plan was complicated. There were 10 steps in the process.
- It's hard to assess risk. If you look at each phase, they had about a 90% chance of success. Over the course of all 10 steps, it makes the total plan about 2.5% chance of success. The mission failed.
- The rest of my career was impacted. We cannot let the nation down again. We need to mitigate every risk.
- We have a risk problem. What do leaders do about it? Leaders can't make risk go away, but they can think about it differently.

Experience at JSOC

- In 2003, I became leader of JSOC (Joint Special Operations Command). It's different from most military forces. The average age is 35. Everyone has a family, been in combat before. You get a high probability for success because of the resources that you put at it.
- It gets harder at scale. It gets riskier at scale.
- I was leading a pyramid-shaped hierarchy against Al-Qaeda in Iraq. They were different. It was a constantly changing network. They were wickedly fast, lethal, learning very fast. In this environment, this A-Typical thing was beating us.
- As we were performing well in the narrow sense, the overall situation in Iraq was getting worse. We tried doing more. It only got better when we started connecting missions. JSOC almost changed its DNA. It started functioning like the human brain. It made us faster and more effective.
- We were building an immune system. Immune system detects threats, assesses them, responds to and learns from them.
- Risk immune system: narrative, structure, diversity, timing, adaptability, action, technology, bias. All connected by communication. All inspired by leadership.

Action - Do Something

- How often are we sitting around saying, "Someone ought to do something?" and yet no one moves.
- How do you overcome inertia? In JSOC, we had so many policies. We had a wall of policies around our organization. I asked, "What fool's policy are those?" The leader of

Seal Team 6 said, "It's yours." I changed the policy: it can't be immoral or illegal. Otherwise, act.

Structure

- We have to empower people to act. The structure has to enable the people who actually have to do it to act.
- We kept structure for logistics, etc. We changed it for information. Information could flow in any direction.
- We pushed decision-making down. Push decision-making down until you're uncomfortable and then push it down one more level.

Communication

- We leveraged video conferences and opened up to people. 7500 people for 90 minutes a day.
- You didn't have to tell people what to do. They could figure it out. They knew the context.
- October 2003: 1 raid per week; August 2004: 18 raids per month; August 2006: 300 raids per month (kept that pace up for 2.5 years).
- The difference was how we communicated and made decisions.

Dr Martin Luther King's Leadership

- You can get everything else right but if leadership is wrong you're always stuttering.
- The Montgomery Bus Boycott - it was a leadership effort of the community, not just Dr. King.
- In August 1963, Dr. King went to give a different speech. People were listening but not reacting. A friend says, "Martin, tell them about the dream." He shifts and changed American oratory history.
- He leveraged technology.
- He knew the structure needed diversity.
- He knew you needed to adapt (the Selma march).
- People believe in stories. He was arrested and put in jail 12 times. Every time it was to strengthen the narrative.
- Leadership - he knew he had to keep people moving forward.
- "If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving."
- We have a risk problem, but we can fix it. It's up to us.

Session 2: Jamie Kern Lima

Her Story through Rejection

- My real journey is learning to overcome self-doubt, constant rejection, how to build lessons around resiliency.
- I'm here today to tell you that you are not alone. Every single one of us deals with self-doubt. When we change our relationship with self-doubt, it can change our life.
- In 2007, I was anchoring the news in Portland, OR. I had developed a skin condition called rosacea. This started a season of self-doubt.
- The things that we think are our biggest setbacks are God's biggest set-ups.
- In 2007, on our honeymoon flight to South Africa, we wrote a business plan for a cosmetic company.
- Knowing when to let go of a dream is as important to knowing when to go in.
- What if I could shift the definition of beauty for every little girl who is starting to doubt herself and every woman who still does?
- We created a product that worked but no money to hire anyone.
- It was rejection, rejection, rejection. It was over 300 Nos. It was years. I kept feeling like I was supposed to keep going. We went straight to consumer. All day, no orders. Days, weeks and no orders. Sephora said no. How we handle those moments changes our lives.
- I got a call from QVC and Alan Burke. He said it was a unanimous no and they were not a fit for QVC or their customers.
- The biggest thing I did was get still and pray.

Turn Down the Volume of the Nos

- How do I turn down the volume of rejection and how do I turn up the volume of the knowing?
- I got a call from a huge private equity company. We did down to meeting after meeting. They said no. I asked for a why. He said, "I just don't think that women will buy makeup from someone that looks like you with your body and your weight."
- Every single one of us has had someone tell us that we are not enough. Sometimes it is ourselves talking to ourselves.
- We need to look fear straight in the eye. We need to remember that our mission and calling is bigger than the fear. It's the most moments that with God, grace and grit that you get up and keep going.
- He gave me a no, but He (God) gave me a knowing. Which one do we listen to, the no or the knowing?
- At the end of the day, we each have a knowing if we get still and listen.
- Learn to volume on all those Nos and listen to the knowing. He (God) has a different answer.

- I was in a beauty expo in New York. QVC was there. We got a yes from them. We were going to get one shot for 10 minutes. We had to sell 6,000 units or we wouldn't get another shot. 22 banks said no the loans. One said yes.
- Sometimes when you are so committed to your vision, you still struggle. Sometimes the right thing is not the easy thing.
- At the end of the 10 minutes, a sold-out sign goes across the screen. That one airing eventually grew to 250 shows. We are now the biggest cosmetic brand in QVC. We got yeses from Ulta, Sephora. We are the largest luxury makeup company in the country.

How Big Your Dream Can Be

- No one can tell you how big your dream can be.
- Remember Alan Burke? He became one of the greatest mentors in my life. After he retired from QVC, we hired him on our Advisory Board. The guy who rejected me was now working for me.
- In 2016, L' Oreal made an offer to buy the company. They ended up buying for \$1.2 billion cash.
- How do you go from underestimated to unstoppable?
- When you are someone with dreams on your heart and your brave to step into a position of leadership, we shouldn't be surprised when other people don't get it.
- No one can tell you how big your dream can be.

Session 2: Shola Richards

The Need for Civility

- We are defined by how we treat each other.
- There are two types of people in this world: those who make you feel good when they walk into the room and those that make you feel good when they walk out of the room. The difference is civility.
- People follow you because they choose to or because they have to.
- Incivility are the behaviors that make you lose faith in humanity.
- Georgetown study - 25% take out frustrations on customers, 48% intentional decreased their work effort, 78% commitment to organization declined
- What we allow is what will continue.
- I worked at a work environment that could only be called soul-destroying. I said I was done. I made the decision to take my own life. I didn't just think about suicide; I attempted it. I'm a suicide survivor.
- We are defined by how we treat each other.

How to Lead Others with Civility

- Brennan Manning - "In every encounter, you either give life or drain it. There is no neutral exchange."
- There are a lot of leaders that are unaware of how their words and actions impact others.
- You need to connect to your hire self when you come to work. You remember the person you said you were when you interviewed, that's the person.
- Kindness is what we need from our leaders. Holding people accountable, standing up to bigotry and racism. Giving loving to someone who is suicidal.
- I am a kindness-extremist. People call me "Brother Theresa."
- Five Values for Leading Others
 - Value their Ideas (Work) - respect the wisdom of the people closest to the work. What tools can I give you to make sure you serve them better?
 - Value Their Roles - appreciate the importance of everyone's unique contribution. We all play a role. Is the shortstop more important than the left fielder?
 - Value Their Time - Consistently honor their most precious resource. Start and end your one-on-one meetings on time. Put your phone away and just focus on the person.
 - Value Their Skills - Demonstrate that you trust them and their ability to get the job done. The highest respect you can give someone is to trust them. You can love someone and not trust them.
 - Value Their Humanity - connect personally, recognize their effort, and show them grace. All bad behavior is an unskilled expression of an unmet need.
- We are defined by how we treat each other.

How to Lead Self with Civility

- My dad gave me a lesson on leading self. He pulled me aside, "I need you to be the buffalo, not the cow. When a storm comes, the cow turns away from the storm and prolongs the suffering. But the buffalo turns to the storm and goes into the storm. His time in the storm is shorter and because he has done what is hard, he is made better. Lead yourself through the storm."
- "The difference between where you are and where you could be is the amount of pain you are willing to endure." - Craig Groeschel
- Leadership is really hard. Be aware of the words that weaken us. Don't self-sabotage. "I'm not good enough." "I don't matter." "I am unlovable."
- You need a self-civility statement. Here's mine: "I belong in any room that I walk into."
- Leading self with civility through actions. Maintaining healthy boundaries. Removing yourself from toxic relationship. Asking for help. Forgiving others. Reach out to a therapist.
- You're born looking like your daddy. You die looking like your decisions.
- Some people in your life need to be loved from a distance.
- We are defined by how we treat others and it starts with how we treat ourselves.
- Commitment is doing what you said you were going to do long after the mood you said it in has left you.

How to Leave a Legacy of Civility

- If your leaders did not have their authority over you, would you still choose to follow them anyway?
- Your legacy is not about titles and degrees. Your legacy is defined by how you treat others. That is civility.
- When someone passes away, you don't sit around and talk about cars, degrees. What you're doing instead is remembering how you treated you.
- "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
- Lead with civility. The world needs it more than ever. Your decision to do so will be your legacy.

Session 3: Ibukun Awosika

Only You Can Choose

- As a people, we sometimes we have the power of choice, that we get to choose who we are, what we become and what we do.
- Only you, ultimately, make the choice. Every choice you make every day has consequences.
- Only You Can Choose: How far you want to go in life > How you want to accomplish your life goals > How you want to impact society > What value system will guide your journey.
- I made two choices: (1) I would never sleep with a man to get a job; (2) I would never pay a bribe to get a job.
- To thyself be true!
- We look at the mirror every day. What do you see? What is covering up your real view of you? What are the inner thoughts, ambitions, that you have that you cannot express because you are trying to conform to other's views?
- At the center of each of us is a core. The core of who you are should not be destroyed or replaced by being a wife or mother. For men, it is the same.
- What is key to understanding how to able to make the right choices for ourselves?

Reflective Exercise

- Where are you right now? (in the context of your ambition for your life)
- Who do you think you are?
- Where do you think you are going? You can't get to somewhere if you don't know where you are going. Are you on a journey that will take you to where you really want to go?
- Bonus Question: How do you picture your life at 70? 80? 90? What do you want your legacy to be? How do you want your life to end? If you have a picture of how you want to finish, you can go back and do an analysis about where you are and where you want to be. It's about living more deliberately and intentionally, rather than accidentally.
- There are follower-leaders. Leaders without vision, just following along. What is your vision?
- Yesterday may be gone, but it's not too late as long as there is a today or tomorrow.

Making the Right Choice

- Your choice is driven by your values, goals and your ambitions.
- If you don't have an agenda set, you don't know why which choice is best for you.
- There are many moments in time when you find yourself at a crossroads. How do you make decisions at that time?
- Do you consider common good or just personal good?

- Common good always turns out to be personal good. When communities work good, they work for everyone.
- How do you take the right decisions? What guides those decisions? What is the backbone of the value system?
- Faith as a backbone for our value system

Gandhi's Seven Social Sins

- The list: wealth without work; pleasure without conscience; knowledge without character; commerce without morality; science without humanity; religion without sacrifice; politics without principle.
- Be a man of character, civility, diligence. Let your handshake be good.
- Bottom line is good for all businesses. But bottom line at any cost is not good for anyone.
- Love your neighbor as yourself. We must be able to behave in a way that we can actually reach our neighbor.
- We play corporate politics. It's a short-term game. It always falls apart.
- 8th added by Gandhi's grandson: Rights without responsibility
- When we build a better world, it will come into our home, better corporate organizations, communities.
- Too much plus too little equals enough.

Session 3: Interview with Jerry Lorenzo

Growing in Creativity

- I operate from a place of conviction and a place of obedience. I have a conviction for my vision for the future.
- A lot of creativity comes from problem solving and creating solutions.
- Starting at the problem is a great way to direct the creativity.

Breaking through Creative Barriers

- When I'm stuck, I fall back.
- I'm constantly feeding myself. I'm very conscious of what I'm watching on television. I'm conscious of what I'm listening to. It has the potential to feed me what the solution may be.
- When feeling stuck, fall back and take time away from the problem to feed yourself ideas.

Values-Shaped Leadership

- As the company grows and I feel over my head, I can remember that I was once there before. It's a day-by-day thing. As long as I apply myself and am obedient to the call on my life, I have confidence that those answers are going to come.
- By being the same person consistently 100% of the time, I am consistently open to solutions for the purpose and plan for my life.
- Strive to be the same person in every area of your life.

What's Holding Back Your Leadership?

- It's easy to get caught in the prison of other people's perceptions of who you are.
- TD Jakes said, "The quickest way to leave your history is to run after your destiny."
- In order to run after your destiny, what is the inventory I need to take of my personal life?
- It's easier to make decisions because you know where you are going. You're focused on your destiny. You're no longer focused on the opinions of others. You're no longer focused on the shame of your past or the shame of your present.
- Vision provides a roadmap for where you want to go.
- Discipline is choosing what you want most over what you want now.

Dealing with Insecurity

- I put the pressures on the one who made me and take them off my back. I'm going to be a mirror to the light. I'm going to be an echo to the voice. When things get heavy, I shift my focus.

- When you feel insecure, shift your focus.
- Your best ideas come from outside of you.
- When you get into a creative rut, ask yourself: what is the problem?

The Ability to Collaborate

- To be a great leader, you have to collaborate.
- When collaborating, do you both see the future the same way?
- Relationships are not built in how you gaze into each other but how you look into the future in the same direction.
- When you hit a stuck point in collaborating, start with humility.
- This is me trying to serve you in the best way I know how.
- If needed, step back and reconsider ideas that have been presented to you.

Hiring for Vision

- When hiring, ask: do they believe in what you are doing? Do they believe in the vision? If it's something they believe in, it will take them past their competency.
- When you make a hiring just based on expertise, the conversation is boxed in and you may miss the bigger picture.
- Don't look down the road. You're not carrying that weight right now. Focus on the things that are in front of you.

Session 4: Rich Wilkerson Jr.

The Reality of the Grind

- Outlook will determine the outcome.
- Great outcomes don't happen overnight; they happen over time.
- From here to there is a big space and it's filled with one word: the grind. The grind is laborious work.
- So much of what you do is unheard, unseen and unthanked.
- Jesus healed 10 men of leprosy but only one came back to say "thank you." 90% of what you do in leadership will go unthanked.
- A great marriage, family, career is a grind. In order to see a dream come to past, you'll have to grind through it.
- So many leaders are not lost in some epic battle; it's the monotony.
- How I steward the mundane moments will create the great moments.

Rename the Grind

- Names brings about an identity.
- No one has ever changed the world with an office, but headquarters...
- Identity brings about purpose.
- Everything you are facing in this season is preparing you for the next season. Rename it; call it preparation. Maybe it's boring; call it research & development. Maybe you're stressed out, rename it to stretch.
- God won't multiply what you fail to maximize. Every season you're in has a purpose.
- Everybody's goal is the same: BIG. We think bigger is better. We must remember that everything big used to be small. Big is a state of mind.
- I'm letting my purpose dictate my feelings.

Reframe the Grind

- If you don't see what you're doing differently, you'll get tired.
- We don't see things as they are; we see things as we are. We have a poisoned perspective which prevents progress.
- The healthiest mindset a leader can take on is a mindset of gratitude. Things you appreciate tend to get better. Things you don't, tend to get worse.
- We live in a comparison culture. We're comparing our story to someone else's story. It stops us and robs us of gratitude.
- Instagram is a lie. We're not posting our bad days.
- Perfectionism robs us. We don't just want to be good; we want to be the best. It robs us of seeing the beauty of where we are right now.

- The Silver Medal Syndrome - Bronze medal winners are happier in life than silver medal winners. Silver medal winners are so consumed with the gold. The bronze medal winner is so aware that it could have been worse.

Remain in the Grind

- What you're doing is so meaningful, it matters.
- This is a season about posture. After everything you've done to stand, stand firm.
- Make up your mind before Monday, I'm going to remain in the grind.
- My dad would throw us into situations where he knew we would fail. It's not about what would happen to you in life, but how you responded to what happened to you.
- He would take us door-to-door. Somewhere between the 3rd and 4th house, things change.
- Even when you face failure, rejection, you decide, I'm going to remain in the grind.

Resilience

- When you choose rename, reframe, remain, we develop resilience.
- The righteous man falls seven times but he gets back up.

Session 4: Dr. Henry Cloud

The Current Mental Health Crisis

- What can I do to help people in my community or organization who are struggling with a mental health issue? How can I help leaders?
- Normally, the number of individuals struggling with mental health problem is in the high teens (15-17%). Now, after COVID, it's over 40% Americans would be diagnosable with mental health or addiction.
- The diagnostic categories: Have you felt any of these? Mood problems or depression; Anxiety; Stressors or trauma; Sleep struggles; Addiction or substance issues
- I want to normalize this. These are not extremes.

Becoming Aware

- The first step is becoming aware in ourselves or others.
- You can be a high performer and still have a next growth step that you need to be aware to move into it.
- It helps to have a framework. I'm going to give you a framework, four buckets to attack.
- As spiritual leaders, there are people hurting in your community and your faith is needed. Ultimately what the faith is about is to seek and to heal what is broken.
- The Big Four: What are those injuries and how do you deal with them?

Connection vs Emotional Isolation

- I've never met a leader that is physically isolated. They're surrounded by people all the time.
- There is a quality to those relationships where you are on output; they are depending on you.
- You can be isolated from a part of your heart.
- Example: story of famous heart surgeon who was dealing with fallout of an affair. He developed a plan for how he was going to grow and be better. "Everything you are doing is output. There's nothing coming in. When did you learn to not depend on anything from the outside coming in to help you?"
- A baby comes into the world searching for connection. From the womb to the tomb that never goes away.
- The more I could say what I was struggling with others would do the same and relationships would get better, not worse.
- Some of the symptoms of disconnection: Depression/Mood; Anxiety/Fear; Acting out/Impulse problems; Addictions; Distorted thinking (negative/worrisome)
- **What do we do about it?**

- Realize the need. God is the only self-sustaining person. He's the Creator, the rest of us are creatures.
- Be vulnerable.
- Find a safe place with safe others. You need someone who is not a stakeholder.
- Move others toward a safe place.

Freedom vs Loss of Control

- Once we're in relationships, it's easy to sense that we lose our sense of freedom.
- The other aspect is limit-setting, where you say no to people who are hurting you.
- Example: story of family that had son/brother with problems. He had drug problem, had flunked out of three colleges. He was in Vail skiing. I told them he didn't have a problem. The dad had the problems. He had owned them.
- Boundaries will effect you in your leadership and in your personal life.
- Symptoms of lack of boundaries or limits: Depression; Anxiety; Co-dependency/Enabling; Powerlessness/Blaming; Addictions
- One of the first treatments is getting people to take control of what they can control and let go of things they can't control.
- **What does it look like to get boundaries?**
 - Develop the "no" muscle.
 - Take extreme ownership and responsibility.
 - Set limits on bad behavior, control and manipulation. Sometimes it requires a necessary ending. You are a steward of the mission.
 - Respect others' freedom.

Acceptance vs Denial of the Imperfection

- In the Garden of the Eden, it was perfect. In the imperfect, we can see glimpses or portions of what the ideal looks like. The reality is there is a gap between the ideal and how I really am.
- How we deal with the gap is the difference between thriving and not thriving.
- What lives in the gap? Pain and shame, guilt.
- Ed Catmull, Disney/Pixar. He said he had to change the culture. He normalized that we can always get better.
- In 1996, in the airline industry there was 1 crash for every 2 million flights, 350 people died in that year. In the past 12 years, we have had 8 billion passengers fly without one fatal crash. Now it's 1 fatality for every 120 million departures.
- When we are safe to get curious and learn from our mistakes, we do get better.
- Symptoms of lack of acceptance: Perfectionism/critical attitude; Depression/anxiety; Unresolved grief and pain; Lack of emotional regulations; Addictions
- **What does it look like to get to acceptance?**
 - Embrace vulnerability. Confess your faults to one another.

- Process your pain and grief.
- Develop a growth mindset.
- Monitor the tone with which you address imperfection to yourself and others.
- Forgive, forgive, forgive.
- People of faith: what is the good news of the gospel? You have been accepted and forgiven for all the bad stuff.
- You need a place to go do that. Take the sting out of the gap.

Adulthood vs Remaining a Child

- We have to become an equal adult psychology. If we don't, we begin to people please and keeps you from performing at your best.
- Story of woman who learned to challenge others. She was an equal adult and really started to grow.
- Symptoms of lack of adulthood: Feelings of inferiority, people pleasing or needs for approval; Anxiety/Depression; Black and white thinking; Comparing yourself to others; Addictions
- You have to address the issue, the feeling of being one down.
- **What does it look like to gain adulthood?**
 - Own your opinion and disagree with authority. You can identify who it is you're afraid to speak your mind to.
 - Take people off pedestals and stop comparisons.
 - Try, fail and learn process. Adults increase their expertise over time.
 - See yourself and others as different but equal. It does not diminish you because someone is smarter, faster.

Reflect

- What are you being prompted to go focus on and work on first?
- Which one or two areas are calling out to you?
- What is your next step going to be?

Applying What We've Learned

- If you can identify with one of these areas, go find a safe place to process it.
- Addressing the issue does not always have to be formal. It is a continuum. Get the appropriate level of help you need.
- Leaders, you can do this for your people. Make space for connection.
- Church leaders, we have a mental health crisis. You're on the front lines of communities. The gospel is the good news for people in these areas of pain. Reconnecting with God

and communities that care. Its the gospel of regain self-control. Gospel of confessing and learning that they are forgiven. Gospel to grow up and use their gifts and abilities.

- This is the calling of Jesus: "I came to seek and to save the lost." This is in your mission.

Session 5: Dr. Francesca Gino

Rebel Talent

- Osteria Francescana, the best restaurant in 2016 and 2018. A family of four made a reservation to dine. The father ordered fancy tasting dishes. The boys asked for pizza. The maître d' went and ordered a pizza for the boys. He went against the rules of the restaurant to create a moment. That's rebel talent.
- There are rebels that break rules constructively because they are focused on the mission.
- Maurice Cheeks, basketball coach - girl singing national anthem. She falters. He walks over puts his hand on her and sings with her. His voice was terrible, but in doing what he did, he embraced vulnerability.
- When others see vulnerability, they give respect.

Rebels have a talent for authenticity.

- When entrepreneurs were genuine and authentic, they were three times more likely to get funds from VC.
- In India, company was spending lots of money on training. Most of the employees were leaving after 60 days. Began asking employees what made them feel authentic. We came back and those who were acting authentically were more productive, had greater satisfaction and more willing to stay with the organization longer.
- Authenticity pays big dividends.

Rebels have a talent for perspective.

- Capt. Sullenberger landed a plane in the Hudson River. He didn't go into tunnel vision. He had a broader perspective. By the time the accident happened, he was an expert. He was an avid student of accidents on planes. He used that experience differently. He used that as a signal that there was more to learn. He would ask, "What can I learn today?"
- Experience can lead to perspective.

Rebels have a talent for curiosity.

- As little kids, we have a sense of awe and wonder. It comes from a willingness to discover, rather than just be judged.
- Tart fell on the floor. "I have an idea for a new dessert. " It's now the most popular dish on the menu. It's called Oops, I Dropped the Lemon Tart.
- Embrace curiosity. Keep asking a lot of questions.

How to Cultivate Rebel Talent

- I call them rebels because it goes against human nature. We tend to conform rather than stand. We sit with what's comfortable rather than come in with curiosity.
- Captains of pirate ships in the 16th century. It was the most diverse organization in the planet. They were getting crew based on commitment to the mission. They were incredibly democratically organized. The crew could elect a captain of the ship and they could remove the captain. They got respect through their actions.
- Am I the captain that my crew would choose as its leader today?
- When we do this, we are more likely to act as a rebel and create a place where others are willing to embrace their inner rebel.

Session 5: Richard Montañez

Leadership According to Richard Montañez

- I learned my leadership from the hood, the ghetto.
- I learned leadership from women. I will take the leadership of a women any day. I believe that when God created women, He was showing off.
- I want to inspire you, to encourage you. and remind you who you are.
- Stay away from people that discourage you. Hang out with people that encourage you.
- Leadership of a Pharaoh - someone who takes everyone captive to build everything in their image.
- Leadership of the Deliverer - they come into your life to help you become all you were meant to be.

Three levels of Leadership

- Pioneer - someone who has big feet, they map new territories and bring settlers.
- Settler - they build communities.
- Purposeful Leader - they help other leaders find their purpose.

My story

- All you need is one revelation to create a revolution. A revelation is something that is always there that is revealed to you.
- I was born in a migrant river camp. I didn't want to go to school because I could barely speak English. I had to ride a green bus. I was eating a burrito at lunch. I didn't want to stand out.
- As much as I wanted to fit in, I was never created to fit in. We were all created to stand out.
- I quit school at a young age. I worked at a chicken ranch. I worked at a car wash. I got a job at the Frito Lay factory. "You make sure when you mop that floor, it shines so well that they can tell that a Montañez mopped it."
- A new CEO put a video out and said, "I'm empowering all of you to act like an owner." I went to a salesperson and followed him on my day off.
- Don't become such an expert that you can't see anymore.
- As a janitor, I called the CEO. The executive assistant put the call through. The leadership of a woman.
- There was always someone who will try and steal your idea. Don't let them.
- I made 100 bags and we got a presentation ready. My wife inspired, encouraged and reminded me.
- I had something inside of me that was greater than fear.
- There is a cookie that has been baked for you. Get out of the line and get the cookie.

- I was hungry for a change in my life.
- Many times, greatness will come in ridiculous form.
- Flamin' Hot Cheetos is now \$2 billion/year. All from being hungry and being ridiculous.
- It's okay if they mistake you for a worker. I'm okay if you think I'm a gardener. It means I still look like I'm willing to work.

Session 6: A. R. Bernard

Why is bridge building important?

- We are social beings. We are meant to be together; nothing can be accomplished apart. We need each other.
- Building bridges is finding common ground, finding the place of agreement.
- Agreement is a place of power. Disagreement is the place of powerlessness.
- Common ground creates pathway for communication.

How do you go about bridge building?

- It begins with attitude. You need an attitude of humility. Jesus said to assume the lower place.
- Humility takes empathy. Empathy is about understanding the state of the other's existence.
- The basics of debate are about knowing the other side.
- Hebrews - remember those in prison as if you were one of them. Put yourself in the place of the other person.
- Moral courage - the willingness to take moral action in spite of the risk or consequences.

What's the mindset going into meetings with opposing leaders?

- I live and thrive at the intersection of faith and culture. Culture is the attitudes, disposition of society, customs and practice, institutions, language.
- As a person of faith, my responsibility is to urge culture, especially those in power, to measure themselves against God's perspective for society.
- It's about trust. Every relationship is based on trust. You build trust by consistency, integrity, reputation.

Working with NYC Mayors

- I see my role as salt and light. To speak to individuals in power and help them rethink.
- I have 275 members of NYPD that are members of my congregation.
- The situation between de Blasio and NYPD had gotten very ugly. I was able to adjust his lens enough that he was able to adjust.
- You have to build trust. Relationship is a network for life.
- The shooting of Sean Bell - how Bloomberg responded stopped it from escalating.

Rebuilding Trust

- You begin by giving hope toward some future goal or objective that you can all agree on.
- It's about keeping your word, integrity.
- When you don't know where to start, find something you have in common. There's more that unites us than divides us.
- The climate in our culture has people taking sides. When you have the proliferation of the extremes, it expands the middle.
- The only way to move forward in a divided society is to have conversations.
- The voice of the people is not necessarily the mind of the people. The voice has been hijacked by the media, special interest groups, political parties, even the clergy.
- There is a greater division in Washington than there is among the people. Let's find common ground and build bridges of relationship.
- You're not going to convince everybody. You just have to convince enough of the right people if you're going to affect change.

Working with Leaders of Other Faiths

- Society requires civil order and a moral value consensus. Religion brings that to society.
- I look to engage other faiths. I can do that because I'm secure in my faith.
- My conversion did not come by way of the institution. It came by way of a person, Jesus Christ.
- I grew up in two contexts. I learned how to build relationships in both contexts. Jesus was comfortable as a Jew even though he knew his mission was beyond that.
- I thought God, truth and life were synonymous.
- I heard a voice: "I'm the God you are looking for. I and my Word are one." It took me to Scripture. I met Jesus in his Word.

Tension and Conflict

- Those of us who believe in and participate in the kingdom of God are immediately put into a tension.
- Jesus said they were in the world but not of the world. That creates tension.
- It puts me in a tension between separation and assimilation. I'm living between the need to be different and the need to be a part of the culture I live in.
- It raises questions. How much do I adjust to the culture without losing my identity? Should I get involved in politics?
- This tension has existed since the inception of Christianity in the Roman world.
- Jeremiah - "Settle down. Plant gardens. Pray for the peace and prosperity of the city."

The Most Difficult Bridge

- They all have their challenges.
- The most difficult has been to change the image of Christianity in the mind of those who have been hurt by it or see it as the enemies.

Advice to New Leaders

- Managing continuity and change.
- Change is the only constant in life. It is the essence of maturation. It's movement from one stage to another. It can move you from comfort to discomfort.
- Truth is the only agent that effects true change.
- All truth is confrontational. It confronts our attitudes, choices.
- The Bible reveals the purposes and plans of God. It also is a book with patterns, principles, precepts that work for successful life.
- Knowing what to change and what to continue is the challenge. If you change what you should continue, you lose your identity. If you continue what you should change, you become irrelevant.
- The past becomes the foundation for imagining what can be in the future.

Session 6: Juliet Funt

The Need for Space

- When you start a fire, layers are best. It's the space between the combustibles that fire cannot live without. The space is what makes the flames ignite and stay burning.
- We try to bring our best spark everyday but there is no oxygen to feed the fire.
- I call this missing space, White Space. The name came from looking at white spaces on a paper calendar, the indication of how much possibility that day could hold.
- How do you access it? You take a strategic pause.

The Window of Opportunity

- We are in the most unique window of opportunity for thoughtfulness that we have ever experienced.
- The WHERE question is the second most important topic about the next normal. The single most essential discussion to have is the HOW.
- This reboot is giving us a chance for behavioral redesign.
- In what ways can we transform work so it's no longer the hardest part of people's lives?
- Leaders need to stop, think, ponder, envision the future of the HOW that they want to build in the new WHERE.
- You can take a pause to recuperate, reflect, reduce, construct.

Using the Pause to Recuperate

- This is when we use white space to reboot our exhausted brains and bodies.
- We need a daily reprieve. Design your new hows with recovery and recuperation in the work flow.
- The Tool: The Wedge; a small portion of open time inserted between two activities.
- The wedge always has bookends and is typically short.
- Rest brings up emotions (guilt, shame, self-consciousness). We must eradicate the shame of rest and replace it with the pride of self-care.
- We must take ownership of our exhaustion. We need to give ourselves the permission to change.
- Questions for teams: How and when can we clock out each day? What are the times before and after which we don't take calls? What is our official agreement about taking disconnected vacations and PTO days? Are we as leaders modeling these replenishing behaviors?

Using the Pause to Reflect

- Using the pause to reflect gives us the time for objective and to take ideas to the next level.
- Phil Knight had a special chair in his living room only to be used for daydreaming.
- Leaders need to remove the power distance that interferes with honesty.
- Ask our teams: What part of the current HOW gets in the way of their best work and what can we do to change it?
- Imagine the legacy you would want and then work backwards.
- Legacy is a story about you yet to be written, a tale with which you hold the pen.
- Write legacy letters to yourself.

Using the Pause to Reduce

- Take time to reduce the waste work on your plate. Let go of the unnecessary.
- Research shows low value work costs \$1 Million in misused talent time.
- Applying to meetings: meeting waste was bonkers before the pandemic. It's been a tragedy and a comedy.
- Use SBH (Shouldn't Be Here) to track boredom.
- Boredom may be valuable evidence that you are in the wrong place in that moment.
- Ask questions: Why am I bored? Am I the wrong person to be here? Am I redundant with other peers in the room? Is all of the content something I could have just read?
- As you hear the SBH message, it will spur action. We hear more wins from this than any other meeting habit.

Using the Pause to Construct

- Using the pause to construct is thoughtfulness as a generative business tool.
- By pausing, we experience what scientists call beneficial forgetting.
- John Cleese (of Monty Python fame) identified two types of work: the open mode, the closed mode. Cleese would set aside ideas and then pursue it.
- Set aside your good thoughts to see if a great one follows.

The Power of Thinking Together

- Story of her family being hijacked while passengers were convinced it was a Candid Camera bit.
- When people think together, it is hard to pull them off the path. It's directable.
- Slow down and take a minute to think. You can believe any story you want to think about the next HOW.

Session 7: Bianca Juárez Olthoff

The Inner Saboteur

- I'm comfortable with noise. Yet I wasn't comfortable with the noise of the voices in my head. That voice is the inner saboteur.
- "You don't belong here." I still struggle to define myself as able, competent. Have you been there?
- Imposter syndrome - feelings of inadequacy that persist despite evident success; a sense of intellectual fraudulence. HBR 2008
- How do I lead when I am not enough?

You Are Chosen to Lead

- Let's assume you were chosen, chosen for a reason.
- The idea of chosen has been something I've wrestled with my whole life.
- Will you lead when you are invited to?
- There are those that step into gaps against your will or your desire.
- You are chosen to lead.
- There is a mental mind shift that happens when you are chosen for something.

The Example of Gideon

- The story of Gideon - Judges 6 - Gideon's tribe was not really known for something, the least tribe.
- The first time I had a chance to go into prison to teach, I was reluctant. I felt gravely unqualified and the time was so inconvenient.
- I had to make a decision. I chose to lead. I couldn't see the direct outcome. I couldn't see the ROI. I couldn't calculate the investment. There was a seed that was planted in my soul.
- What are you missing out or who are you missing out on impacting by not saying yes to leadership?
- When leadership chooses you, you choose to lead.
- Gideon felt unqualified to lead. Even though he felt unqualified, he still led.
- Where was Gideon? He was hiding. Sometimes the best leaders are hiding. He was hiding in a winepress.
- The crisis may cause you to fear but you do not have permission to quit.
- Your crisis does not dictate your capability, competency or commitment.
- Choose to lead when inconvenient.

An Identity Shift - You Are a Mighty Warrior

- His name was Gideon. He had an identity shift. Judges 6:12 - "The Lord is with you mighty warrior."
- When we realize our identity, it moves us into action.
- My dad made the critical decision to step into the calling.
- When leadership chooses you, you choose to lead when the next generation is on the line.
- Free 15-Day Leadership Guide: www.bianacaolthoff.com/leadership
- We are all going to have moments where we feel the odds are stacked against us. This is your invitation to call those around you to rise.
- We cannot change the circumstances on the God-call on our lives. We can be nervous but we cannot hide.
- We do not cower. We do not hide. We are mighty warriors.
- Judges 6:14 - "Go in the strength you have... Am I not sending you?"
- God Almighty came and fought the battle for them.
- Lives are being impacted by your leadership. All hinging upon your leadership "Yes."
- The opposite of unqualified isn't qualified. The opposite of unqualified is chosen.

Session 7: Malcolm Gladwell

The Story of Emil Freireich and Childhood Leukemia

- The story of Emil Freireich, hematologist in America. Drafted and sent to the National Cancer Institute. He reports and is directed by his boss Gordon Zubrod, "I want you to cure childhood leukemia." It was the one of the most common causes of death for children at the point. Doctors were often unwilling to use the drugs commonly used because it just prolonged the agony.
- Freireich studies the four drugs and begins to use them together. They were highly toxic. Slowly he begins testing. In 1965, he publishes an article saying we have cured childhood leukemia. It was one of the most important medical findings of the 20th century.
- It's a classic example of a great innovation. It was operational risk-taking.

Social Risk & Urgency

- To do something truly innovative, you need to take a social risk. You have to convince others that what you are doing makes sense.
- What is at its core? Urgency.
- What Freireich was proposing to do was conduct a blind experiment on deathly ill children using four untested, horribly toxic drugs. The idea was crazy. But he was persistent.
- Up until that moment, no one had seen the problem like Freireich had seen the problem. What sets him apart is that he is in a hurry. He sees the urgency. He's willing to risk his neck out and try something new.

The Story of Xerox PARC

- Xerox PARC was right in the middle of Silicon Valley. It was started in the 70s. Xerox hired 60-70 of the greatest computer scientists of the day. They were to imagine the office of the future.
- They built the first real personal computer. They created the graphical user interface. They invented the mouse. They created the idea of windows, the ethernet, word processing, laser printer.
- In December 1979, Steve Jobs comes to visit Xerox PARC. They showed him the Alto, the personal computer. He asks, "Why haven't you brought this to market?" They working to perfect it. He runs back to his headquarters. He tells his engineers to change what they're doing. They create the Macintosh.

- Was Jobs smarter than the engineers at Xerox PARC? Was he wiser? No. But Jobs had a sense of urgency. He wanted to do it now.
- He had to admit that his own ideas were wrong and others' ideas were better. He has to convince people to take another path. That social risk-taking is what leaders have to do.

Back to Freireich

- He is introducing a new treatment with horrible side effects. He says that he is going to have to do it every month for two years. People think he is a monster. Other physicians on the ward refuse to help. They would stand in the back of the room and heckle him.
- He was not at the National Cancer Institute to make friends. We need this attitude to take risks.
- Our leaders need to learn to protect and nurture this disruptive spirit.
- The real hero of the Freireich is not Freireich; it's his boss Gordon Zubrod. Zubrod understood that his responsibility as a leader was to make his organization safe for risk-taking.
- We need more Emil Freireich in this world but we won't get them without more leaders like Gordon Zubrod.

Session 7: Albert Tate

"I'm Still Here!"

- Testimony services when I was growing up: They would regularly celebrate that I am not where I want to be, but I'm not where I was. God is good! It was an attitude of gratitude. They would stand and say, "I'm still here!"
- You're sitting around some who had the hardest year of their life. You're sitting around leaders that look like they have it together but are carrying burdens that your naked eye cannot see.
- Your attitude of gratitude will shape your perspective.
- "What if that was the lesson and this is the test?" Maybe that was the lesson to learn something and now is the test to see if we learned it.

What if This is the Test?

- I hit 1 million miles with Delta Airlines. I get first class. One of the hardest things about first class is looking humble while you all are walking by. I was so proud of my status and the pandemic hit. I got to spend more time at home and it was a blessing.
- My son started playing football. He would come over for water. I'd give him a little pep talk. It was a meaningful moment. It was the little moments that are invaluable.
- What if the falling away of the miles was the lesson and the being present for meaningful moments is the test?
- When is the last time that you created space for meaningful moments in your office, your relationships, your ministry?

Define Reality

- Exodus 16:4-5 - They are in the wilderness and they are grumbling. "At least in Egypt we had food to eat."
- They were experiencing freedom and acting as if they were in bondage. They were looking back to their bondage and thinking they were free.
- Max Dupree said one of our biggest jobs to define reality.
- One of your biggest jobs is to know the difference between bondage and reality.
- Three invitations for every leader to consider.

Opportunity to See What You've Never Seen Before

- Manna was something they've never seen before.
- There is an opportunity, an invitation.
- He tells them to get just enough. Don't Costco this.

- In this season, what if you need to take a different approach to this new opportunity.
- What if you bring a different approach to some new opportunities?
- You have to have a Whole Foods mentality.
- The issue is trust. You're grabbing more because you don't trust Him to provide enough for tomorrow.
- Where do you need to trust more? Where do you need to look for new opportunities?

Napping is the New Hustle

- An invitation to rest.
- You will end up going out in a season of abundance, you will experience scarcity because you are acting in disobedience.
- They had no idea what rest was. They were Hebrew slaves. It was the worst of the worst.
- Every time you rest, every time you stop, I'm reminding you that you are not a slave any more. Rest equals freedom.
- Take a nap. Go to sleep. That is the new hustle. Take care of yourself.
- You're not God. It can go without you. It can survive without you. Healthy leaders have healthy rhythms.
- You can't afford to not take a day off.
- Chick-fil-a. The mall owner said "You cannot make in 6 what others make in 7." He was right. They made more.
- God always provides.

Grief & Hope Make Great Roommates

- It's okay to grieve. The grumbling came from their grieving. It disrupted their life and their system.
- It's okay to not like this season.
- "In their grieving, God responded..." God responds to their grieving and grumbling with grace.
- I want you to move hope in your house, in your spirit, into your business plan.
- If you still have breath in your body, you have purpose in your life. Don't you dare quit. Don't you dare give up.
- When you get stuck in the PUC, look for the opportunities to see where God is moving.
- In the midst of your PUC, find your rhythm. Manna in the morning, meat at night.
- Find your groove.
- In New Orleans, there is a thing called the Second Line. It's people with umbrellas behind the band. They are dancing. They do it at funerals and weddings. Melody and joy can live in hard and rough places. That's what your leadership should look like.
- Everyone wins when the leader gets better!
- Go home on fire! Go home leading like never before! PUC up and find your groove!

Leadership Short: Charles Duhigg

Why some habits matter more than others.

- Paul O’Neill, CEO of Alcoa – His number one goal is worker safety. His idea was that if they changed their worker safety habits, it would set off a chain reaction that would lead to change in other habits.
- It causes a transformation inside the firm. The only way to do work safely was if you do work well.
- He brought consultants in to find out how to make aluminum in those most productive, the most by the book way. Unions had always fought this efficiency training because it was about the pockets of the executives, not to improve the lives of the workers.
- Once habits started changing around worker safety, they started changing around everything else. He set off a chain reaction that changed communication habits, worker efficiency habits, cultural habits.
- These are known as keystone habits.
- Keystone habits become powerful when leaders get behind them. Keystone habits are powerful when they involve values and emotions.
- Keystone habits are how we change lives.
- As a leader, identifying keystone habits in your organization will set off a chain reaction that makes everything flexible and everything better.

Leadership Short: Jason Jaggard

The Intuitive Fence

- Imagine it's a year from now. What will your organization look like?
- At Novus Global, we call the intuition an intuitive fence. If our intuition says it is possible, we say it is inside the intuitive fence. If it seems impossible, we say it is outside our intuitive fence.
- The closer you get to the intuitive fence, the less possible it seems.
- Individuals don't just have an intuitive fence. Teams do as well. Each member of your teams' intuitive fences combine to create what we call an intuition ecosystem.
- Generally, the fences of leaders at the top of the organization are bigger. As you move away from the top, individual's fences get smaller.
- If someone has a bigger fence than their leader, they either: shrink their fence to fit in, get promoted, or most of the time leave.
- An organization's success will depend on how big a leader's fence is. We never accomplish goals that we are unwilling to believe is possible.

The Lies Our Intuition Tells Us

- Lie # 1: It tells us anything outside the fence does not exist.
 - When something seems impossible, it seems invisible.
 - Possibilities that you cannot see do exist. They are almost always the possibilities that are the most powerful for your future.
 - There are things for you right now that are entirely possible.
- Lie #2: It tells us that our fences are static, fixed, immovable.
 - Fences are expandable.
 - How big do we want our fences to be?
 - People on teams often want bigger fences.

Practical Application

- Introduce your team to the idea of intuitive fences.
- Create regular spaces where you can expand your fences.
- Celebrate when people accomplish things outside their intuitive fences.
- The world is longing for leaders and teams that can see the impossible.

Leadership Short: Liz Wiseman

Doing the Job that Needs to be Done

- “Do what you love and you’ll never work a day in life.” Who has heard this?
- I took a job with Oracle. After a year, I transferred to New Hire Training.
- I wanted to teach but had no desire to teach query, databases. I wanted to develop leaders and they wanted me to teach programming to a bunch of nerds. It was not the job I wanted, but it was the job that was needed.
- What about following our passion? It makes for great commencement speeches.
- When we’re on a team and follow our passion, it can take us off course.
- The real work is messy. It doesn’t fit nicely into any one person’s job.
- We can be working really hard without any real impact and feeling unappreciated.
- Worship pastor sent weekly email to his boss. He got crickets. He was pushing his own agenda rather than a higher agenda. He changed his email. Here’s what I understand to be most important and Here’s what I’m doing to advance what is most important.
- When I decided to make myself useful, I got tapped for bigger jobs, my influence grew.
- If you want your work to make a difference, figure out the job that really needs to be done and then serve where needed.
- When you partner with God, your work and your impact gets multiplied.

Leadership Short: Edgar Sandoval, Sr.

The Rush to Innovate

- Today leaders are being challenged to think and work different, to come up with break through innovations.
- Breakthrough work takes time. If the idea is powerful enough, it is worth it.
- If you need a Ferrari and put a horse out, it doesn't matter what fancy saddle you put on it, you still have a horse. Hold out for the Ferrari.

Two Breakthroughs from His Experience

- Directed the feminine division at P&G. Found that when girls hit puberty, they lost self-confidence.
- The "Like a Girl" changed the meaning of the phrase.
- World Vision's Chosen Campaign had a response rate 5 times higher than traditional sponsorship.

Three Elements Key to Innovation

- Strong decisive leadership is critical.
 - Leaders need to discern when and where a breakthrough is needed.
 - Leaders need to create the conditions for great ideas to flourish.
- The biggest enemy of breakthrough is called "Good Enough"
 - Set the bar very high.
 - Get comfortable sending the team back to the drawing board many times.
- A breakthrough idea taps into your organizational DNA.
 - "Like a Girl" was a modern expression of belief that was in P&G.
 - Once you hear it, a breakthrough idea seems obvious.
- When you're working for a breakthrough innovation, don't rush it. Look to your DNA. Never, ever lower the bar.

Leadership Short: Carla Harris

Being an Inclusive Leader

- Before COVID-19, I would travel the world to speak to leaders. I would sit with CEOs and inevitably the question would come up, “How do you show up as an inclusive leader?”
- If you would like to show up as an inclusive leader, the next four times you bring the team together. Invite each of them into the conversation by name.
- You invite them to support or refute the argument on the floor. Everybody values being heard. When you say, “I hear you,” you generate immediate currency.
- You have put everybody’s fingerprint into the blueprint.

Leadership Short: Fredrik Härén

Being an Inclusive Leader

- We have learned that the world can change quickly and we need to be open to change.
- Creativity is the ability to adopt to change and create it, the skill of making the world better by doing things different.
- How much time as leaders are we spending on being more creative?
- I’m surprised by how few leaders have an adequate understanding about how they create their best ideas.
- Every individual has their own unique creative process.
- I learned I needed to be inspired as many different people, places, cultures. I would travel 20-35 per year. I also need to be by myself in solitude. For 2-4 months, I live on a tiny island.
- The perfect creative process for you might be very different.
- Four questions to help you understand your creative process:
 - What are the best ideas you ever had in your life and when did you get those ideas?
 - In what situations do you have your very best ideas?
 - What kills your creativity?
 - What is your own creative process?
- What changes do you need to make in your life to allow yourself to be more creative?
- Invest some time to better understand your creative process.