

# **Global Leadership Summit 2022**

## **Notes from #GLS22**

Notes by Trey McClain  
[treymcclain.com](http://treymcclain.com)

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# Session 1: Craig Groeschel

## Introduction

- Your leadership matters because everyone wins when the leader gets better.
- Have you ever met a leader or business where they seemed to have IT? What about a business or leader that didn't seem to have IT?
- We were building and expanding. The building looked the same. The worship was the same. All the contributing inputs were the same but the outcomes were different.
- What is IT and what contributes to IT?
- Releasing an expanded version, [Lead Like It Matters](#).
- What is IT? The answer: I'm not sure.
- IT is not a result of a model or program.
- There are things you can lead toward IT and there are things that can kill IT.
- One leader cannot necessarily make IT happen but one leader can kill IT.
- Bad news: Just because you have IT doesn't mean you will keep IT.
- Good news: If you don't have IT, you can get IT.

## Leadership Extremes

- Every leader that has IT has very extreme qualities. I don't want well-rounded people. I want people who are extremely talented in little areas.
- Greatness is found in the extremes.
- I looked at Jesus and thought he was extreme. He was fully-God, fully-man. He is the Lion and the Lamb. He is Alpha and Omega, first and last. If you want to find your life, you have to lose your life. If you want to be great, you have to serve.
- Leaders who have IT have extremes that seem in conflict but are not.
- Leadership paradox: Contradictory leadership qualities, that together, create a synergy of undeniable leadership impact.
- Grow in your extremes or opposing extremes.

**Confident + Humble**

**Driven + Healthy**

**Focused + Flexible**

**Optimistic + Realistic**

**Direct + Kind**

**Empowering + Controlling**

**Urgent + Patient**

**Frugal + Abundant**

- Choose the one that best applies to you.
- We're going to look at three today and the rest you can hear on the Craig Groeschel Leadership Podcast.

**Leaders that have IT are both CONFIDENT and HUMBLE.**

- For some of us, we have too much confidence.

- There are many of you that are strong and talented, capable, chosen and you are still hesitant because you do not know the greatness within you.
- The leaders that have IT are growing in both of these at the same time.
- I want to introduce you to my best friend, Amy. She's Gigi. This young girl who has been drinking came up to us in the pool and said, "You look amazing. I told my boyfriend that I want to look like you when I get really old." Confidence and humility.
- Push yourself to the point of "leadership discomfort."
- A growing leader is in a constant place of discomfort.
- I felt stuck. I was losing confidence and I was losing humility. I went to a performance psychologist. He said to grow you need to take on something new. I took up jiu jitsu and am getting my private pilot license. At the very same time, I am getting better and I'm realizing that there are people that are much more dangerous than me.
- I was overconfident. I had significantly misdiagnosed the state of our organization. As COVID season lessened, I went back to normal. These are not normal times. This is leading out of a crisis and it is an entirely different mindset. I told my staff that I missed it entirely.

#### **Leaders that have it are both DRIVEN and HEALTHY.**

- If you are not driven, you are never going to get IT. If you are driven but not healthy, you'll never keep IT.
- There is nobody coming to rescue you.
- You are doing too much. You are doing too many things. You need to get help, reprioritize. If you're too controlling, you're either too proud or you need to learn to delegate.
- You may not be recovering well. You may not be tired, you are depleted. If you are depleted, you do not need a nap. You need to refill.
- You need to raise your tolerance for work and stress. 40 hours is not too much. It may take 50 hours to accomplish what you need to get done.
- Those who have IT, work a lot but not at the expense of family.
- You have to fix it. You need to be both DRIVEN and HEALTHY.

#### **Leaders that have it are both FOCUSED and FLEXIBLE.**

- If we are not focused, we won't get IT. If we're not flexible, we won't keep IT.
- In our church, we went in a direction opposite of most churches in my country. We were growing and we decided to focus on just five things. We were ruthlessly, unapologetically focused. We took it too far. We loosened our focus and became more flexible.
- What is one of the greatest enemies to your success? I think it is a lack of focus.
- Episode 79 of the Craig Groeschel Leadership Podcast - the four tiers of effectiveness
  - Tier 1 - Absolutely mission critical
  - Tier 2 - Very important and strategic
  - Tier 3 - Meaningful, but not essential. The vast majority of what you have absorbed into your culture is tier 3.
  - Tier 4 - Externally initiated and often a lower priority. You never change the world in tier 4.

- If there are 800 things in your tier 2, those are not tier 2.
- Be focused on what really matters and be flexible when we need to change.
- The essence of great leadership is choosing what not to do.
- Some of you need to create a TO DON'T list.
- Do you have IT? If you're spending too much time in tier 3 or tier 4 things, I want to give you a question: If you started over today, would you take on this project? If not, why are doing it?
- We don't change the world by doing the most things, but by doing the best things.
- Do you have IT? Do you want IT?
- In 2008, I had IT. Somewhere along the way, I lost IT. I found I was praying more publicly than I was privately. I was more concerned about what people thought about me than what God thought of me. I had become a full-time pastor, part-time follower of Christ. I got help. It's not weakness to get help; it's wisdom.
- I can have IT but I will lose IT if I don't take care of my body, mind, health.
- Be weird. Be all-in.
- Step across the third line. Line 1: I'm a leader and let me play. Line 2: I'm a leader and I'll help some. Line 3: You know it when you're over it and you know it when you're not. I exist for someone else. I exist to empower other leaders. Step across the third line. Give your whole heart to it.
- We're going to get better. Which is your area that you need to get better in?
- You are a leader, step into it. Fall in love with it; let it consume you. Solve problems. Make a difference. Meet needs. Serve people. Leaders get better. Leaders give it away because that is what great leaders do and that is what you are.

# Session 1: Vanessa Van Edwards

## Introduction

- August 5, 2010 deep in the Chilean desert. Men were trapped underground for 69 days. Luis Urzua. He designed a way to involve all the men in escape experiments. He prayed with each man every day. He designed escape experiments where they worked together as a team. He went up the shaft last. "It's been a bit of a long shift."
- Do leaders think differently?

## Brain Patterns of Leaders

- Research found with a 92% ability to predict if you can lead effectively based
- Great leaders excelled at emotions. Good leaders focus on planning, metrics, revenue. Great leaders focus on those things but they focus on connection, emotions.
- Leaders can get trapped in logistics, small talk, metrics.
- How do leaders connect?

## Three Levels of Human Connection

- Researcher Dan McAdams - found that each of us as humans use three levels of connection.

### Level 1 - General Traits

- Occupation, home town, family status.
- What do you do? Where are you from?
- Our brain goes into a social script.
- It's impossible to connect on autopilot.

### Level 2 - Personal Concerns

- Goals, worries, values, motivations, personality traits.
- You know what keeps them up at night and what gets them up in the morning.
- Science of People did an experiment where we took 500 speed networkers. We gave everyone 6 conversation starters. We asked them to track their connection.
- Lowest ranking questions were: how are you? What do you do?
- On a chemical level, they did not work either. Dopamine is the chemical that makes us feel good and it makes you more memorable. It makes you want to act. It gives you energy. It creates a mental post-it note.
- Highest ranking questions: what was the highlight of your day? What personal passion project are you working on? Have anything exciting coming up in your life?
- The first challenge for today: I want us to go on a "What do you do?" diet. Be a leader with the very first question that you ask. You are gifting people when you ask good questions.
- What's your story? It almost broke my data. People either rated it a 5 or rated it as a 0. It revealed if you were an introvert or extrovert. It feels personal. It starts to dip to level 3.

### **Level 3 - Self-Narrative**

- Our self-narrative is the story we tell ourselves about ourselves.
- It creates how we make sense of our journey and purpose through life.
- I'm fascinated by self-narrative.
- Three common self-narratives: hero, healer, victim
  - Hero - think of them as obstacles, mistakes that with hard work they can overcome.
  - Healer - Dedicated themselves to a life of service. They are giving, compassionate. They tend to pick professions with their self-narratives. Doctors, teachers, nurses, homemakers.
  - Your self-narrative can create the same mistakes over and over again. Healer self-narrative can suffer from burnout since they put themselves second.
  - Victim - They have faced obstacles, challenges but have not been able to overcome them. They don't think they can overcome it. They struggle to get out.
- First question to discover your self-narrative: Are you lucky?
- Dr. Richard Wiseman - if your belief in your own luck could change your luck. Handed them a newspaper. Count every image in the newspaper. Every lucky person saw the trick. Almost none of the unlucky people saw the trick. Your own perception of your luck changes your luck. They create more opportunities for themselves.
- Self-narratives are self-creating.
- List the names of the five people you interact with most. What level are you at with them? Circle one name. The person you most want to level up with.

### **Questions for Level 1**

- What was the highlight of your day?
- What personal passion project are you working on?
- Have anything exciting coming up in your life?
- Have any fun plans coming up this weekend/vacation/holiday?
- How's (hobby/family member/project)? \*moment that lit them up in the past. Great leaders remember the light up moments.
- Problem: We often get stuck in autopilot with our families.
- Swan effect: Swan going across the lake looks smooth. Underneath they are furiously paddling. Most of us struggle with the swan effect. On the surface we are calm, cool, collected. Underneath the surface, it is dark and murky. We don't show people the hustle.

### **Questions for Level 2**

- What's your biggest goal right now?
- Are you learning anything right now? (When we ask this, we trigger growth in people.)
- What book, tv, or movie character is most like you? (You are asking how they identify. We're getting close to level 3.)
- What's weighing on your heart or mind? And can I help you with anything?
- What's your story? (It's the construction of their self-narrative.)

### Questions for Level 3

- Level 3 questions break autopilot
- We can ask great questions but we must listen. Mandarin character for listen made up of characters of you, eyes,
- How do you feel most misunderstood?
- What's something most people don't know about you?
- What forces shaped your personality and made you who you are?
- Who's your hero?
- What's the proudest moment of your life?
- Part of my self-narrative is that I'm a recovering socially awkward person. I have social anxiety. I struggle with imposter syndrome. I have a fear of failure.
- Behind every success I have had is a failure. The more I talk about the dark, the lighter it feels.
- It takes courage to both ask and answer these questions.
- Make a commitment to ask level 2 and level 3 questions.
- Don't just plan. Connect.



## Session 2: Sahar Hashemi

### Startup Mindset

- We look at Elon Musk, Mark Zuckerberg, the Google guys, Richard Branson. We think I'm not like them. We discount ourselves. We shut off the entrepreneur within us.
- Within you lies a dormant startup mindset. We need to switch it on.
- The will to create is in our DNA. We were born with a will to create.
- One trip to New York changed my entire life trajectory. I got up with terrible jet lag and went looking for a cup of coffee. America wasn't known for great coffee. I walked into New World Coffee. I fell in love with it. I got back to London and I missed it.
- I couldn't understand why I had to provide a solution to my own problem.
- I bought a ticket for the Circle Line and I learned that there was a gap in the market. My brain was fearful. I was clueless about everything in the business. We have no experience. We just immerse ourselves in this world. We ate and drank ourselves through it.
- All I got was rejection after rejection. Our friends said we were crazy. We interviewed with 20 bank managers. 19 rejected us. One said yes to us.
- We did all kinds of bootstrapping. We opened the UK's first coffee bar. No one came in. Our break even sales were 700 pounds. We were only selling 200 pounds per day.
- People talk about overnight success. I don't believe it. It takes 15 years to become an overnight success.
- Slowly we grew sales until we got to break even. Then we grew from there. In five years we grew from one store to 110 stores. Then something changed. The startup spirit we had in the beginning just went.
- The startup spirit is not about starting a business. It's just tiny shifts in behavior. These tiny shifts have an outsized, really deep impact on how you live your life.

### Step into Customer's Shoes

- Me wanting to scratch my own itch is what activated the passionate entrepreneurship within me. I didn't want to grab market share. I just wanted a skinny cappuccino.
- Think about your ideas from the end user perspective.
- We are all looking for purpose. We are rethinking about work and the role it has in our life. You find that in your customers, your clients.
- We can all think inside out, rather than outside in.

### Get Out

- Focus groups, market research don't do enough. Your eyes need to see it. Your ears need to hear it.

### The Importance of Being Clueless

- I thought being clueless was our biggest disadvantage; it was our advantage.
- The naivete was helpful. It allowed us to explore.
- The right mindset is giving yourself the license to ask really stupid questions.
- Be a big kid. If you're spiritual, be as little children.

- As we became bigger, it was almost corporate bullying. “We don’t do it that way.”
- Be like a tourist. Observe everything. See what needs to be changed.
- I bet all of you have had an amazing idea. We sit on it. We think on it. We ask experts about it.

### **Start Bootstrapping**

- Bootstrapping is somehow making  $2+2=5$ . You find a way somehow.
- Bootstrapping is about the power of little, tiny steps. The first phone call. The first email. The first meeting.
- It’s not just enough to have an idea. Take the first step.
- Anything worth doing is worth doing badly. Perfection is an excuse to sit back and do nothing.

### **Think of a ‘NO’ as a Badge of Honor**

- We got 39 Nos from bank managers. Howard Schultz of Starbucks got 275 Nos.
- Change your attitude to rejection.
- I welcome Nos. Factor in that people will say no.
- The only way to avoid a no is to do nothing.
- I have the same fear that you all have. It is not the absence of fear. It is just doing something.
- Momentum is really powerful. It is just a process of discovery,. It is messy but eventually you are moving it along.

### **100% You**

- If you embrace these steps, the reward is 100% you.
- What I’ve learned about the startup mindset is that you learn about yourself.
- I found out things about myself that I wouldn’t have learned otherwise. That adventure is priceless.
- There is a place for each of us. There is somewhere that we will shine, where we belong.
- The transformation will be extraordinary. The amount of fun you have will be extraordinary. You will find your sense of purpose.
- Purpose is knowing that every day we go to work we make a difference in someone.
- It’s not about self-belief. You build self-belief. The more you try stuff, the more your self-belief builds.

## Session 2: Johnny C. Taylor, Jr.

### Introduction

- We have a real empathy problem.
- Why is this HR guy talking about empathy?
- I'm a CEO and a recovering lawyer. I spent the beginning of my law career practicing global labor law. I thought all I do everyday is fix problems rather than getting out in front of them. It was what I did, but it was not who I was.
- While I loved my role as a lawyer, I realized that I could be more effective in Human Resources, emphasis on Human.
- I was sitting in my office at Blockbuster. I got a call from the principal. He called to ask me about taking on the VP of HR. I called Grandma to tell her. She went silent. Then she said, "Why would you do that?"
- We could be a profession with the unique ability to do good for others.
- First couple of weeks on the job, I asked, "Why is everyone so angry?" There was a rise of apathy and a decline of empathy. It was going to create a problem for our society.

### Apathy

- I read the heart-wrenching story of Sheila. She died in her apartment at 58. Her body was not discovered for 2.5 years after she died. No one made it a point of going into the apartment to check on her. She was forgotten. Everyone failed to "join the dots." This was full apathy on display.
- This was mankind at its worst.
- There are many more Sheilas amongst us at work, in malls. They are unseen, unheard, unconnected.
- COVID-19 exposed a major issue that has spread around the globe. People have lost faith in our oldest institutions. Our public trust is broken. Witnesses use their phone not to help you but to record for social media.

### Empathy-Deficit

- We have an empathy-deficit. We have given up on understanding the hearts of fellow human beings.
- How did we arrive at this empathy-gap?
- We have set up a ME vs YOU rivalry.
- We are at once more diverse and more divided than we have ever been.
- We can curate messages. We don't have to know what the other side thinks. As long as it is different, it is wrong.
- Deep down, don't we want all the same thing? The problem is that we want to each do it our own way. We are conditioned to think only about ourselves, the polar opposite of empathy.
- We used to be grounded in a notion of the common good and collective responsibility.
- As humans, we want to know and understand each other. It's not something we need to learn; it's something we have to use.

- Empathy is a muscle. It is our responsibility to strengthen empathy in society, to reverse the deficit.

### **What Can I Do to Infuse Empathy**

- Pat's performance has declined steadily over the past year. Pat says "I'm fine." Pat has always met deadlines. Pat is going through a divorce. Her kids are failing school. Their spouse has moved out and refuses to give support. Pat's dependents include her teenagers and 70 year old parents. Pat's mom was just diagnosed with an aggressive cancer. Pat's life is a life that is running out of margin.
- How many Pats do you have?
- As leaders, we are positioned to help all the Pats on our team by leaning into and focusing on them.
- Sometimes the most important thing you can do for someone is to try and understand them. We call that empathy.
- Global leaders, we must lead. The word lead is more than just a word, it's a verb.
- We must start with ourselves. The people in your organization need us. As leaders we must practice empathy daily. We must live it. We must demonstrate it.
- **Engage in discussions, not debates.**
  - Be an extreme listener.
  - We are born with two ears, one mouth. We were born to be quick to listen, slow to speak.
  - We must be present and observe.
- **Embrace diversity.**
  - We have a lot more in common than we have in different.
  - Celebrate, not denigrate, our differences.
  - Receiving people with honor does not mean you're condoning their opinion.
  - Instead of judging, ask yourself, "What led them to this point?"
  - Meet people where they are and understand how they got there before you can help take them somewhere else.
- **Be kinder.**
  - Kindness does not need to be grandiose or flamboyant.
  - Kindness is in short supply today.
  - Let people see that you see them.
  - Kindness is contagious, better caught than taught.
  - Kindness has an immeasurable ROI.
- Give civility, respect, love.
- Something written by an 85 year old woman dying in Kentucky. "If I Had My Life to Live Over Again" by Nadine Stairs.

## Session 3: Deb Liu

### Introduction

- Take a look at the word: power. What's the first thing that comes to mind when you read it? You probably are not thinking about yourself.
- We think power makes us look greedy, narcissistic.
- Let's talk about power. Power is not a dirty word.
- Power is the ability to influence the events around you.
- Power is not the problem. It's the infatuation with power. It's a common misconception.

### Chart Your Own Course

- I got invited to interview for a CEO of a publicly traded company. I had an image of a CEO who was white, male, 60 years old. The typical Hollywood stereotype.
- I met with the director of the search firm. "But why me?" He replied, "Why not you?"
- Finding the you-shaped hole in the world.
- I didn't get that job. But a year later I became the CEO of Ancestry.
- Chuck Swindoll, "Life is 10% what happens to me and 90% how I respond to it."
- When you hear no, it opens up the opportunity for someone else to say yes.

### Seek Out Allies

- Sometimes the opportunity of a lifetime comes down to a single person willing to take a risk on you.
- Mike observed me in a Facebook leadership meeting. He asked why I didn't speak. He noticed when I did, people
- Ecclesiastes 4 - one can be overpowered, two can defend themselves, a chord of three strands is not easily broken.
- Mentor - give you advice
- Sponsors - opens doors for you. Provides access to opportunities. They'll put their reputation on the line for you to be successful.
- Team - make a joint vision a reality. Skills compliment together.
- Circle - their lives intersect with yours

### Learn to Forgive.

- Mike was going to resign and I would have to report to Boz. I thought I would have to resign as well. When I opened up to him, he apologized and I forgave him.
- Forgiveness does not always lead to reconciliation. Forgiveness is freedom.
- They call it holding a grudge for a reason. You are the one holding it. You are the one bearing the weight.
- You are not weak for letting go.

### **Find Your Voice**

- Going to premarital counseling and was told that going to graduate school was wrong. My fiancée told me that my name was Deborah. He reminded me of the Proverbs 31 woman. He taught me that my voice mattered.
- What would you do if you were not afraid?
- Who does God want you to be? Who is your true authentic self? Who did God create you to be?

### **Make Your Mark**

- At Stanford, my first assignment was to write their own obituary.
- The truth is that we have such a limited time to make our mark on the world.
- What would you like to be remembered for? Whatever legacy you want to leave behind, start forging it today.
- I want to leave people better for having met me.
- When I changed roles in 2021, over 1000 people reached out to me. I didn't remember the things I had said, but they remembered.
- Power is not just having influence. It means making a lasting impact on the world.

## Session 3: Judah Smith

### Introduction

- We're talking about leading with pain.
- I play this game with my wife: "Would you have married me if..."
- We need to celebrate the little things.
- I thought leaders walked a certain way. I grew up in a church where the pastors sat on the stage. I thought leaders walked a certain way, act a certain way.
- I started to subscribe to fake it until you make it. I thought faith and fake were synonyms.
- There was a disparity between who people thought I was and who I really was. I couldn't keep up with the delta.

### Integrity & Integration

- Integrity's root word is integration. It is integrating your whole self into all you do.
- I'm still young enough and dumb enough to tell you the truth about me. I have an anger problem.
- A lot of my pain is an unwillingness to walk a certain way for you.
- What you really live and you really believe, let it carry over to what you live.
- You only lead to the level you live and not the level you look.
- We have to be honest with how we walk through life as leaders.

### Leading with Pain

- Leading with a limp.
- We are not just talking to your leadership, but to those who will learn leadership from you. If you don't limp, if you don't show your humanity, they will learn to fake it too.
- We want to know the real person. Church, we should lead the way.
- One of the reasons we like to focus on performance, character, morality is that it gives us the appearance of control. You are the story of grace.
- Your gifts do not come because you repent a lot. Your gifts were given before you repented one time.

### Luke 8

- Luke 8 starts with Jesus on a ministry tour.
- Twelve is the number of divine government. The government is on his shoulders. He is in charge. Justice flows freely from his throne. He sits on the throne.
- The woman with an issue with blood - what a horrible title - she has a name, we just don't know it.
- Luke 8 stands for you to know that he is totally in control.
- A man named Jairus has a daughter dying and she's twelve. And he's interrupted by a woman bleeding for 12 years.
- This whole passage is so that you know that God is in control over it all.
- You think you are an exception. How far we have fallen from the gospel of grace.
- "He has the whole world in His hands."

- Jesus forgives sin. Jesus ministers with forgiveness and resurrection.
- She was sneaking. No one ever told me that God could use sneaky people. I thought Jesus would reprimand her. She was hiding. She didn't want to be discovered.
- Are you hiding, leader?
- She touches the hem of his garment and she's healed. Don't cling to the principle, cling to the person. It's not the robe or the tassel. It's the person. It's not the law that healed the woman, it's the fulfiller of the law that heals the woman.
- He asks a question because the woman needed to know something. When she realized she couldn't hide, she came trembling to his feet. "When I touched you, I was healed instantly."
- "Oh daughter, I stopped the whole proceeding, you were not on the program. I choose you. Your faith has made you well." What he means is the source of your faith has healed you.
- Let us return again to the feet of Jesus. Are you weak, weary, burned out? Come to me, I'll teach you rest.
- Your shaky, sneaky self at the feet of Jesus has the opportunity to change the world.



## Session 4: Dr. Heidi Grant

### Introduction

- I thought that ability was a DNA lottery. In the US, we have an expression, “I’m not a math person.”
- We talk about genius like it is innate.
- I chose motivation and achievement as my area of research. The story I had told myself about myself my whole life was wrong.
- I did well in school because I put in the work and used the right strategies. I did the things that needed to be done to succeed in that environment.
- The single most powerful thing you can do to achieve any goal: the idea of your mindset.

### Fixed Mindset

- When operating from a fixed mindset, the point of what you are doing is to prove your ability. It is the background story.
- When we think this way, we are really focused on comparing ourselves to others.
- The problem with this mindset is that it makes you vulnerable when things don’t go well. When things don’t go well, you begin to doubt your ability.
- Anxiety has effects on the brain that creates a self-fulfilling prophecy.
- We close off whole areas that we might have been successful in, found rewarding, because we’re just not that type of person.

### Growth Mindset

- It’s not about proving your ability, but about improving your ability. We’re trying to develop our skills rather than demonstrate them. We are focused more on comparing against our growth rather than against another person.
- Growth mindset benefits: increased interest & enjoyment, more engaged, stretch goals, think more deeply, more creative and innovative, more likely to be gritty, persistent, resilient.
- You can see the impact on mindset on the brain level. Researchers at Columbia. Fixed mindset saw lots of activity in areas of the brain for negative emotion, little in long term learning. Growth mindset was completely opposite.
- Three strategies to change your mindset.

### Notice, Then Shift

- The key to changing your mindset is to notice when you’re operating with a fixed mindset.
- Strong feelings of anxiety, dejection are signs that you are operating with a fixed mindset.
- What are you saying in the back of your mind: “I’m not good at this...” “I don’t think I can...” “This isn’t easy for me.” all clues to fixed mindset.
- The best way to shift your mindset and reorient: Carol Dweck - she adds the word YET. “I’m not good at this YET.”

- “It’s not about being good, it’s about getting better.” When you say this, the first thing that I feel is a ton of anxiety and tension roll off of me. It is reorienting to growth.
- If you do this enough, it becomes a habit.
- I cannot tell you, because no one can, how long it takes to make a habit. The way to do it is to keep repeating it.

### **Change Your Language**

- Priming words for growth mindset: grow, progress, improve, become, develop, over time.
- I want to have healthy habits. → I want to **develop** healthy habits.
- I want to be a successful leader. → I want **to become** a successful leader.
- Research shows that when people operate with a growth mindset that they set more challenging goals for themselves.

### **Focus on Progress**

- Snapshot thinking: where are you now? What are you thinking now?
- Instead, use the rule of three: Where were you? Where are you now? Where do you want to be?
- Where was I a year ago? Where am I now? Where do I want to be a year from now?
- Growth mindset is very contagious.

### **How to Encourage Growth Mindset**

- Draw attention to your mistakes. That is the last thing that most leaders want to do. You give others the permission to make mistakes.
- Share stories of your past challenges.
- Focus on rewarding progress and persistence. Celebrate improvement. The person who went from terrible to okay needs to be celebrated.
- It is the most impactful thing you can do with your leadership.

## Session 4: Interview with Ron Howard

### Identifying a Great Story

- I always bet on my own curiosity. I test the idea with other people.
- I have to believe that I have something to contribute. Audiences sense it when something is a bit more personal.
- I love finding stories where people are being tested in extraordinary circumstances.
- Most stories end up being more than just an event, but about relationships.
- I look for what's relatable.

### Secrets for Sustained Partnerships

- It's compatibility. It's the ability to grow.
- It's thinking about the other person and believing that the other person is thinking about you.
- I don't think it should be thought of as a burden.
- My wife is tremendous on so many levels. It has been an honor to watch her grow and evolve.
- Culture is changing. We're not immune to that in the Howard family. It's amazing that we found each other so young. That's why you tell true stories. It's proof that these remarkable outcomes can be achieved, not just fiction.

### The Art of Communication

- I have a team mentality and a teammate mentality.
- I enjoy trying to create an environment that brings out the best in people.
- If we can share and agree on the outcome goals, we can achieve great results.
- When you're making a film or television show, it's much more like an expedition.

### Culture of Genius

- When I was just a kid, I got a chance to direct Bette Davis. She did not like that I was directing because I was so young. I talked to my dad. He said, "She knows she needs to be directed. Do your job."
- The very best, the elite, might be quirky. But they play to win. They don't get their way all the time, but if you make yourself available, worthy collaborator, it's amazing. They are the hardest workers. They go further. They work harder. The ones that excel are the ones that really want it.

### Imposter Syndrome

- I was far more controlling, dictatorial than I am now. I have more confidence to be collaborative today.
- I was the problem. I was the limiting factor.
- The more confidence I gained, the easier it was to let go.
- When you open the door, it invites conversation and you'll have to edit ideas.
- Their suggestions become more and more valuable.

- If people know that you are willing to listen and say yes, they're much more willing to hear a No. They understand that it's not driven by ego.
- I'm postured to say yes, and when I say no I can almost explain it.

### **Culture Where People Thrive**

- It's clarity. If you can create an environment where people have the ability to contribute, it creates an environment where people are really invested.

### **New Film: Thirteen Lives**

- I think it has to do with technological shifts, economic shifts. There is a tremendous amount of insecurity. With it comes divisiveness.
- It's the story of the rescue of the boys in the caves in Thailand.
- Intense situations - put the best people in the room and let the best ideas win.
- "We Feed People" - chefs are deputized to feed people in disasters.
- It's about the difference people can make.
- [TRAILER](#)
- It's a possibility that we all share. Sometimes it takes a crisis to remind us. It was a case study in different people coming together to make something happen.

### **Faith in the Movie**

- The Golden Rule was a guiding rule.
- I had to treat it with respect. I recognized immediately that it was not something that was quaint. It was powerful and profound and moving. Their spirituality mattered.
- I wanted to honor and acknowledge it in the film in a profound way.

## Session 5: Jon Acuff

### Introduction

- I am a goal nerd. One year I read 100 books, ran 1,000 miles. I once hired a man to help me to get better at ping pong.
- A goal is the fastest path between where you are today and where you want to be tomorrow.
- Starting is fun but the future belongs to finishers.
- There is a 92% chance that New Year's resolutions will fail.

### Overthinking

- Overthinking wrecks more leaders than anything else. Example: overthinking a text message.
- Have you ever re-read an email you have already sent?
- Have you ever edited an idea before you ever even wrote it down? You know how many ideas we have lost to overthinking.
- Overthinking is the most expensive thing that companies invest in every year without realizing.
- Overthinking steals time, creativity and productivity
- Overthinking - When what you think gets in the way of what you want.
- Mike Peasley - research of 10,000 people if they struggle with overthinking - More than 99.5% of people said, "yes." We did the study in 2019 before the pandemic.
- Everything is a "thing."
- It's impossible to turn off your brain. Why would you do that? Just think good thoughts that move you forward.
- Neuroplasticity - change the composition of your brain by changing your thoughts
- If you can worry, you can wonder. If you can doubt, you can dominate.
- Imagine if we were to renew our minds (wink, wink).

### Soundtrack

- A soundtrack is a repetitive thought.
- Soundtrack changes everything. And you have a soundtrack for every part of your life: every job, every relationship. The more you listen to thoughts, they become the soundtrack to your life.
- Culture is a collection of soundtracks playing consistently at a company.
- NYU - 2 groups of college students. Make sentences out of a word bank. In one group, they gave words about aging. Then they had them walk down the hall. The students who had read about being old walked slower.
- Great thoughts lead to great actions. Great actions lead to great results.

**Great leaders retire broken soundtracks.  
They replace them with new soundtracks.  
They repeat until automatic.**

### **Retire broken soundtracks.**

- That's not how we do things around here.
- There's never been a day that turned out the way it was scheduled, so why do we talk about the schedule?
- We never reach our goals, so why do we set them? It's the soundtrack of apathy.
- Write a goal and then listen to your first thoughts. Every reaction is an education.
- Fear argues both sides of a coin. "You're too young." and "You're too old. You've missed your shot."
- Ask the loudest soundtracks three questions:
  - Is it true? One of the greatest mistakes you can make as a leader is assuming all your thoughts are true.
  - Is it helpful? When I say this again and again, does it push us forward or does it pull us back?
  - Is it kind? You're high performing. Low performing people don't attend the Global Leadership Summit. You're voluntarily taking notes, plugging in, working with your team.
  - Google wondered, "What do our most successful teams have in common?" They launched Project Aristotle. Spent millions of dollars. Measured 180 teams. Used 35 models. What did they find?
    - They had psychological safety. You can ask questions. You can suggest new ideas. You can admit you are wrong without being treated unkindly by the team.
    - You only get to fix mistakes that you can admit are wrong.
    - Leaders who cannot be questioned end up doing questionable things.

### **Replace them with new soundtracks.**

- We tend to think thoughts are outside our control.
- Thoughts come by choice or chance.
- Great leaders pick thoughts ahead of time and they choose thoughts that are actionable.
- Where do I want to win this week?
- You have a soundtrack for every person in your life.
- Empathy - understanding what someone needs and acting on it.
- If you want to enrage those you lead, let them know you know what they need and don't do anything about it.
- Care about what the people you care about, care about.
- What do the people you care about, care about?
- Crisis magnifies kindness. The kind things you do are worth so much more than they used to be.
- Read less minds. Ask more questions.
- It is much better to meet a need than to invent a need.
- Bose Band Camp - got in the trenches and listened to the need.
- Bose had a huge lead on headphones but they didn't listen to people and forgot about Dre.
- When you ask someone what they need, they become visible and valuable.

- Do you see me? Do I matter?
- Once you discover the power of soundtracks, you're going to hear them everywhere.
- Individuals have soundtracks. Couples have soundtracks. Families have soundtracks.
- "Your New Playlist"
- The best leaders turn overthinking from a super problem into a super power.
- My new soundtrack is: I am a leader.

## Session 5: Interview with Lynsi Snyder

### Legacy

- Are you ever really ready? I take what God has put in front of me and say if he has put it in front of me, He will see me through it.
- Bottom line is that you have to love everyone and let God defend you.
- About grandparents: They set the bar high and I only try to raise it.
- It's not compromising. Knowing who we are is important. Being able to want to grow in healthy ways. How can we grow our family?
- We have an amazing team. That's the bottom line. We are all on the same page. We're not looking for something else. Quality is one of the most important things at In-N-Out.
- I want to maintain and carry their legacy. I want to stay true to what they want. I'm trying to align with the family going forward.

### Building Trust

- How do you build trust? You have to be together. You have to be real, open. We have a bond. In that bond, there is trust, unity, connection.
- We say and believe that customers are our most important asset.
- We don't do mobile ordering because it could compromise the customer interaction.
- The responsibility is to tell other Christian women that a female doesn't have to make that the topic. A lion doesn't walk into the Sahara and say it's a lion. All the other animals know it is a lion. We all have our own unique strengths.

### Servant Leadership

- Servant leadership is really looking to the best leader that walked this earth. How can we be more like him. There are many styles of leadership. If the goal in life is to love God and love others, how better than to serve others.
- We need to care about our people and have our people care about people.
- It takes time. I believe that the majority of us know and see that servant leadership is the best. It takes time for people to see the investment.

### Overcoming Challenges

- It goes back to your heart. God can reconcile all those things. Sometimes we are our worst enemies. He has already done the work and cleared the path and we're stuck in our thoughts.
- The enemy is always going to try and stop us.
- God's grace is bigger than any mistake or failure. His love can cover all of it. People really need to submit themselves to him.
- Shame, fear, doubt can come into your life in early childhood. Shame is a huge thing in culture today. People try so many things to cover that shame.



### **Giving Back**

- I'm not just here to run In-N-Out. That's part of it. The bigger part is people and the platform that I've been given.
- I can never pay God back for what he has done for me. Loving him and his people feels like my calling.

### **Faith and Burger Wrappers**

- My uncle kicked it off and I've been adding.
- If you're ashamed of him, he's ashamed of you.
- There is a lot of ministry that happens in stores over burgers.
- The thing that can be detrimental to people is not having people that they can open up with.

## **Session 6: Stephanie Chung**

Notes removed at request of speaker.

## Session 6: Bob Iger

### Introduction

- I get up early. It's a quiet time. It's a rich time for me to be with my thoughts.
- [Ride of a Lifetime book](#)

### Relationships in Business

- Business is about relationships. It is about interpersonal relationships with those you work for, that you work with. The better the relationships, the better the business.
- Nice guys often finish first.
- As animation went, so went the company. If we couldn't figure out a way to improve Disney Animation, I would not last very long.
- Pixar had been an important relationship for Disney but the relationship had ruptured. I felt the best path for Disney Animation was to bring Pixar into the company. Steve became a close friend. We did a deal that created trust.
- Just before the announcement of Disney's acquisition, Jobs told me that his cancer was back. He wanted to give me the opportunity to get out of the deal. I asked him, "Please tell me more." The moments that are supposed to be the best of times are typically accompanied with something that is the exact opposite.

### Acquisitions and Building Trust

- When you think of strong relationships, trust should be on everyone's list for attributes.
- All of the discussions for all the acquisitions started with two people: myself and the other principal.

### Failure and Risk-Taking

- Big risks equal big wins.
- Being timid does not get you anywhere. Change is everywhere and radical.
- You have to be able to contend with change and have to be willing to take risks.
- You have to be a believer in what you're doing.
- Status quo is not a winning strategy.
- All the analysis in the world often comes down to one person's instinct on how to apply that analysis. Every deal comes down to a person's instinct. It doesn't mean that I don't collect all the data and do the homework, but I believe in going on instinct.
- Twitter was a great solution to our needs. But I realized after the board said yes, that I was overvaluing the solution and underestimating the challenges. I sent an email explaining that I had cold feet. The board agreed.
- Rupert Murdoch sold 21st Century Fox to Disney. He was worried if they could compete at scale. By selling, he thought it would give Disney more assets to compete at scale. I think he was right on both accounts.

### **Bridge-Building**

- I believe in the importance and power of bridge-building.
- I have been amazed by how much contempt there is in our world and how quickly people express contempt with those who have opposing views.
- Contempt is such a dangerous thing. We are so quick to infuse contempt into our relationship.
- The absence of bridge-building...how does that advance the cause of society in a positive way? It doesn't.

### **The Power of Optimism**

- No one wants to follow a pessimist.
- Never lose a sense of hope.
- It's optimism with a dose of realism.
- It's incredibly important to infuse a sense of hope within people. It's important that when you do it, you are a truth-teller.

## Session 7: Andy Stanley

### Introduction

- Leaders don't leave.
- The goal is to believe that you are married to the finest woman in the world. I think we live in the greatest nation in the world.

### A Different Kind of King

- When I die, I will not go to Washington, DC. When my kids got sick, I never called my congressional representative. Years ago, I swore allegiance to a King who came to establish an upside-down kingdom.
- A King who said that I did not come to be served, but to serve.
- A King who rejected the postures, slogans of the kingdoms of this world.
- One of the temptations of Jesus was the very thing that has become too tempting for people. "All the kingdoms of this world.... All this I will give you...." Jesus said, "No, I don't want it."
- It's a different kind of kingdom, because I am a different kind of king.
- A king who came to lose on purpose, with a purpose and said to you and me, "Follow me."
- When he was arrested, all of Jesus' followers unfollowed.
- On the other side of the resurrection, here is what Peter wrote. 1 Peter 2:21 - "Christ suffered for you, leaving you an example, that you should follow in his steps."
- He did not retaliate. He made no threats. Instead of fighting back, "He entrusted himself to him who judges justly" (1 Peter 2:23).
- The disciples were arguing over who would be #2 and #3. Jesus is talking about losing the whole way to Jerusalem.
- Jesus sends disciples to find housing. They come back and say there is none. James & John (the John 3:16 John; John that wrote "God is love") came up with an idea in response: "Do you want us to call fire down from heaven to destroy them?" (Luke 9:54) Jesus says, "That's so BC." Jesus rebuked them.
- They didn't get it because it is difficult to get.
- Our problem with the teachings of Jesus is that we don't think they will work.
- It wasn't until after the resurrection that the disciples understood that He was serious.
- This new kingdom would be fueled by a new covenant command. "Love one another the way that I have loved you." It dictates your actions and your reactions.
- "Have the same attitude as Christ Jesus." - Paul
- The next day he put on a demonstration of love that took their breath away and took their sin away, took your sin away.
- Jesus came back later and recruited the Apostle Paul, Saul of Tarsus. This is something entirely new.
- Will it work? It doesn't matter. He is our King.
- It wasn't the teaching of Jesus. But after the resurrection, it's like "Oh! Yes!" You hold life in your hands and you model what it means to trust life itself to the God who judges justly.

- How did they topple the Empire? By gathering on the first day of the week. By being kind to their neighbors. By being faithful in their marriages. They care for the orphans. The Old Testament didn't require it. The New Testament didn't require it. Love required it.
- For some reason, we have forgotten it.
- Too many Christians have lost their minds. We vacated the middle. We don't ask questions. We just buy in. Of all the people on the planet, we don't have an excuse. We have a King.
- The reactions revealed an ugly reality underneath our faith claims. We valued what every ideological group values: winning. And feared what every ideological group fears: losing.
- The church always looks better when we are fighting for other people's rights instead of our own. The moment we start fighting for our own rights, we have lost.
- The best way to lose our religious freedom is to pick up the weapons of this world. We are going to lose, lose, lose because we have already lost, lost, lost.
- Have we forgotten what it means to be Christian?
- "Before you demand Christianity be taught in schools, maybe you should demand it be taught in churches." - Twitter
- Actions speak louder than words. Reactions speak louder than either. Our reactions when things don't go our way say more about our confidence in God than anything else.
- We know how to act. Reactions speak louder than our words. When things don't go our way.
- Don't react like everyone else. If you want to know what it looks like, follow me for three years, follow me to Jerusalem, follow me.
- Too many Christians put their Christianity away.
- Tim Keller writes, "When the church as a whole is no longer seen as speaking to questions that transcend politics, and when it is no longer united by a common faith that transcends politics, then the world sees strong evidence that Nietzsche, Freud, and Marx were right, that religion is really just a cover for people wanting to get their way in the world."
- You know what it sounds like to follow Jesus? It sounds like Jesus. LIKE JESUS
- We are not Republicans or Democrats; we are partisans of a King.
- The first time that "Christians" was used was in Antioch. That term, "Christians", was a political term, not a religious term. They had changed allegiance. They were following a different king.
- The gods could care less how you behaved and Rome could care less who you worshiped. All of a sudden, there was one who came who changed kingdoms. They were partisans of a different king and they were known for their extraordinary behavior.
- We don't forgive because the Bible says forgive. We forgive because we were forgiven. Love others the way that God through Christ has loved you.
- When someone considers you an enemy, we are not required to return the favor. In fact, we are required to not return the favor.
- We are called to something bigger and higher.
- "Do not grumble, argue, complain...." (Philippians 2)

- “Who being in the very nature God did not consider equality with God something to be used to his own advantage” (Philippians 2:6)
- Do what’s just, not what’s justified. Do what’s moral, not what’s modeled.
- Bart Ehrman - “Christianity not only took over an empire. It was the most monumental cultural transformation our world has ever seen.”