

---

# Global Leadership Summit 2017

---

**Planting Seeds, Civility, Succession .....2**  
 Bill Hybels

**Lean In, Trauma .....3**  
 Sheryl Sandberg

**Getting it Done: Connect and Relate .....3**  
 Marcus Lemonis

**Creative Leadership .....4**  
 Fredrik Haren

**Leading through the Uncomfortable .....4**  
 Bryan Stevenson

**Uniquely Better .....5**  
 Andy Stanley

**Transform How You Live and Lead .....6**  
 Laszlo Bock

**The Strategic Pause .....6**  
 Juliet Funt

**Reinventing Performance Management .....7**  
 Marcus Buckingham

**Leading from the Inside Out .....8**  
 Sam Adeyemi

**The Act of Forgiveness .....9**  
 Immaculee Ilibagiza

**Grit: The Power of Passion and Perseverance ..9**  
 Angela Duckworth

**Leaders: Do Not Be Afraid .....10**  
 Gary Haugen

*Themes*

Developing talent:	Sam Adeyemi Marcus Buckingham
Creative problem-solving:	Fredrik Haren Juliet Funt
Assembling a great team:	Laszlo Bock Marcus Lemonis
Developing Grit:	Angela Duckworth Sheryl Sanberg
Exercising Fearless:	Gary Haugen Immaculee Ilibagiza Bryan Stevenson

*Comedy is about the set up and the punch line. As a leader, your set up is about what God has given you. Your job as a leader is to deliver the punch line.*  
 -Michael Jr., comedian

# Planting Seeds, Civility, Succession

## Bill Hybels

Founder & Senior Pastor, Willow Creek Community Church

Everyone wins when a leader gets better. Our troubled world cries out for a better brand of leadership. Armed with enough humility, leaders can learn from anyone.

### Planting Seeds

Who do you owe the most for calling leadership out of you as a young person? Who gave you opportunities and challenges to grow? We owe a huge debt to those people. We all need to have someone express belief in us.

Bill's challenges to us:

1. Reflect on those whose belief in you changed everything. Write each one a note of thanks.
2. Commit to notice and encourage younger leaders. Plant seeds of leadership.

### Civility

How do you lead in an era of divisiveness and disrespect? Christine Porroth, in *Mastering Civility*, claims that the costs of incivility are high. Performance decreases 50% for those treated with disrespect. People treated poorly tend to take it out on others, including customers

The solution begins with each leader. Who are you? How do you behave? How do you insist that others behave? We are all created in God's image and deserve respect from one another. **1Pet 2:17**

10 Rules of Respect for Leaders:

1. Set the example of how to differ with others without demonizing them.
2. Be an example of how to have spirited conversations without it getting personal.
3. Do not dominate the conversation.
4. Limit your dominance levels and do not use incendiary language or belittling terms.
5. Be courteous in word and deed.
6. Never stereotype.
7. Apologize when you are wrong.

8. Form opinions carefully and be open to new data.
9. Show up when you say you will and do what you say you will do.
10. Set rules of respect and enforce them relentlessly. (written code of respect/conduct)

Tolerating is cowardly. Instead, seek to understand one another. When is the last time you reflected on your convictions about respecting others?

Bill's challenge to us: As a leadership team, build a civility code and hold one another accountable.

### Succession

- **Who:** Who will make the decision? (you, the board?)
- **When:** When will you leave your position?
- **How:** How will the transition process work?

Planning >	Internal >	External >	Transition
transition document	look for internal candidates first	look external if necessary	set the new person up to win

Bill's Lessons Learned about Succession:

- Having a well-thought-through plan helps.
- Bathe the process in prayer. Keep politics out of it.
- Try to keep the process short.
- A long process takes a toll on the current vision. The organization knows a change is coming. They will resist changes until the new person is in place.
- It can take an emotional toll as you live in limbo, knowing you are leaving, but not knowing who will become the new leader.
- If the staff and board do independent processes, it can cause disruption. Communication must be continual and unified.
- When you get frustrated, seek wise counsel. **Pro 11:14**
- Transition is difficult.
- Develop a communication plan to announce it.

Yield your plans to God's plans. Pay attention to when God is writing an end to your current story. Allow Him to personally release you from your current story. Endings matter too. (Necessary Endings, Henry Cloud)

Challenges from Bill:

1. **Chair time:** Spend 15 minutes to read, pray, and reflect on your life. Are you fully surrendered?
2. **Grander Vision:** Decide to not only serve a business need. Partner with a social organization to help the community. Mere financial success is not enough. Our souls need to contribute meaningfully.
3. **Culture:** Measure your organization's cultural health.
4. **Personal Betterment Plan:** As a leader, have a year-round plan for improving your leadership. Do what it takes to be better (reading, podcasts, journaling).
5. **Homefront:** Lead on the home front as well as you lead on the work front.

## Lean In, Trauma

### *Sheryl Sandberg*

Chief Operating Officer, Facebook

- What we see ourselves becoming is often what we become.
- Hire big = Hire those with unbelievable skills, those you will need even if you don't need them now. Hire skills more than experience.
- Fire if they break a key rule or if they don't fit. Otherwise, work to develop them.
- Be direct and candid.
- Focus on results, not face time. Putting in effort is not enough. Results are key.
- Learn from failure.
- Lean in Movement = equal opportunity regardless of gender or race. Small groups get together to support one another to be ambitious. Have equal roles in the home. Pay attention to the little biases. The world will be a better place when we provide equal opportunity.

We need to learn how to help others who are suffering. (book, Option B)

Issues in Dealing with Trauma:

1. Personalization: We think we are responsible and blame ourselves even if it's not our fault.
2. Pervasiveness: We think our struggle in one area overshadows everything.
3. Permanence: We think it will never get better.

Tips When Suffering from Trauma:

- Find reasons to be grateful.
- Understand that there can be post traumatic growth after a trauma.
- Don't sweat the small things.
- Understand that people may treat you differently.
- Give yourself permission to be happy.
- At the end of each day, write down 3 small moments of joy.

Tips for Helping Others Suffering from Trauma:

- Let the person know you are available if they want to talk.
- Let the person know how they are contributing. If you insist they stay away, it may make them think they have lost their usefulness. It's a balance of allowing time away and letting them know you need them.
- When someone is struggling, offer to do a specific task, not just say, "let me know if I can help."

Thoughts on Leadership Development:

- Leadership development is an investment.
- Make it easy for people to give you real feedback.
- Whose responsibility is it to do leadership development? Both the individual and the organization are responsible.

## Getting it Done: Connect and Relate

### *Marcus Lemonis*

Star of CNBC's, The Profit, CEO of Camping World and Good Sam

If you don't have emotion and passion, then you shouldn't be in business. Money is a by-product not the purpose. The key to business isn't being smarter or wealthier. It's being able to connect to people and relate to them.

Begin by understanding yourself and what drives you. Then seek to share some of your backstory with people. This will give them an opening to share their story with you.

Think about what you've been through in life. Success is about vulnerability. It's about making a connection. The most important thing is about being

transparent and vulnerable. If you unlock other people's hearts, you can do business with them.

Leadership is about taking a chance on yourself first, but not just to help yourself.

Leaders are responsible for being stewards of their people. It is your duty to make sure that everyone in your organization is as successful as possible. Be willing to walk a day in other people's shoes. Teach others to do the same. Give a person a chance. Provide leadership with respect even if it's firm.

How can you take what you are capable of doing and find people with similar interests that you can help?

What is your purpose and what is your role in that purpose?

## Creative Leadership

### *Fredrik Haren*

Author; Business Creativity Expert

Three Questions:

1. Is being creative important in your job? (most people say yes)
2. Are you creative? (45% say yes)
3. Is your organization doing enough to encourage creativity? (most people say no)

**Idea** = combining two formerly known things and making something new.

- Just because people don't see genius in an idea, doesn't mean it's not creative.
- At least listen to why it might be a good idea.

**Idea-Perception:** ability to realize that the world has changed. The problem is that we don't handle change well.

**Create!** We get stuck in the way we are doing things. Teach people to be creative by doing creative things yourself. It will inspire others to be creative.

What creative thing could I do as a leader?

## Leading through the Uncomfortable

### *Bryan Stevenson*

Founder & Executive Director, Equal Justice Initiative

1. **Proximity:** To be effective leaders, we must be proximate to the people we are serving. We must be close to the problem. Those we are serving must believe that we are with them.
2. **Narrative:** Change the narrative that has sustained the problem that we created. We have been led by the politics of fear and anger. True narrative change is freeing.
3. **Hopefulness:** Hopefulness is critical for leadership. You're either hopeful or part of the problem. Hopefulness is affirming. It takes courage to stay hopeful in the face of daunting situations.
4. **Uncomfortable Things:** We must choose to do something uncomfortable to be great leaders. Sometimes you have to position yourself in uncomfortable places.
  - Do what you do because you know how broken you are. In brokenness, we begin to transcend.
  - The opposite of poverty is justice.
  - Don't judge people by how they treat the rich and powerful. Judge them by how they treat the helpless and poor.
  - Your income is not a measure of your capacity to lead.

Always do the right thing even when the right thing is the hard thing. Your cuts and your bruises are your medals of honor.

# Uniquely Better

## Andy Stanley

Leadership Author; Communicator; Pastor

### *Autopsy on Success*

If we had it to do all over again, what would we do all over again? What really worked? Do an autopsy on your success. If you don't know why it's working when it's working, you'll never be able to fix it when it breaks.

Why did their organization grow so fast? They had a uniquely better product. No one was doing church the way they were doing it. They created an engaging church experience, especially for the men. This attracted people.

Uniquely better means to do something better than the competition.

### *Assumptions - Prevailing Models*

Every industry has a prevailing model with shared assumptions. Assumptions get you in trouble. Every industry is therefore stuck. Discovering uniquely better is virtually impossible. What is possible is to recognize it and capitalize on it. Somebody, somewhere, is messing with the rules to the prevailing model. Someone may have stumbled on a uniquely better method.

Uniquely better is often the byproduct of circumstances while looking for a solution to a problem. For example, multisite churches. Multisite began as a solution to a problem for some churches. Now, we look at it as a uniquely better approach.

### *Recognize, Don't Resist*

The more successful your organization, the less likely you will recognize the appeal of a uniquely better solution. You won't see the need.

Our best hope and responsibility as leaders is to create organizational cultures to recognize rather than resist uniquely-better. Make sure that your culture is open. The earlier you recognize uniquely-better, the more successful you will be.

To Establish an Open Culture:

1. Be a student, not a critic. Study something before criticizing it. We naturally resist things we don't understand or can't control. You must overcome that tendency. When you criticize, you stop learning. When you stop learning, you stop leading.
2. Keep your eyes and your mind wide open. Listen to outsiders (those outside of your industry, those who don't know what you do). Outsiders are not bound by your assumptions. Their ignorance could be your ticket to the next generation idea. If you shut your eyes and mind, you will shut the eyes and mind of those around you.
  - ▶ How do you respond to staff who make suggestions based on what they have observed in other organizations?
  - ▶ When was the last time the organization embraced a big idea that wasn't your idea?
  - ▶ When was the last time you weren't sure about an idea and you embraced it anyway?
  - ▶ We must pay attention to the frontiers of our ignorance. (-Andy Stanley quoting Sam Harris) Uniquely better dwells on the frontiers of your ignorance.
3. Replace HOW? with WOW! When you say how, it shuts down the person's creativity. It costs nothing to say wow. Wow ideas to life. Don't how them to death. We fuel innovation or shut it down by our response. You gain nothing by not knowing what your people are dreaming about.
4. Ask uniquely better questions.
  - ▶ Is this unique?
  - ▶ What would make this unique?
  - ▶ Is it better?
  - ▶ Is it better...really?

*The next generation product almost never comes from the previous generation. -Al Ries*

Be looking everywhere for the uniquely better. Keep your heart, mind, and heart wide-open.

# Transform How You Live and Lead

## **Laszlo Bock**

Senior Advisor at Google; Best-selling Author

Humans have more in common than they have differences. Treat your people right and they will come through for you.



Laszlo has developed some Work Rules to help us find, grow, and keep people.

### *1-Give Your Work Meaning*

If you want to attract the most talented people, you need to craft a mission that inspires them. Amy Wrzesniewski and Adam Grant have shown that this increases both productivity and happiness. We need to help people remember the joy, not just the duty.

#### DRIVING PERFORMANCE

- Figure out why you are doing the work you are doing. (meaningfulness, the money, sense of accomplishment)
- Ask people why they are doing the work. Create testimonials from those who are doing the work because it is meaningful to them.
- Have people come in to tell how what you are doing has meaningfully affected them. People like to hear stories that show what they do matters.
- Do it repeatedly.

### *2-Trust Your People*

Encourage people to think and act like owners. When you treat people with trust and respect, they will repay you with improved productivity.

Richard Locke and Kamal Birdi conducted studies which indicate that people are more productive when they have the freedom to find out the best ways to do things. To improve performance, give people more autonomy. Stretch yourself by giving them more freedom than is comfortable for you. Let the team figure out how to fix problems.

### *3-Hire People Who Are Better Than You*

By looking for a commonality, people form an assessment of a job candidate within 10 seconds. If they find a commonality, they are biased in favor of the candidate. During the remainder of the time, they try to justify their assessment. To avoid bias, it's better to split the duties of interviewing and hiring.

When hiring, don't choose people because they share your interests. Hire those who are better in some aspect than you are.

#### *Other Work Rules from Laszlo*

(from his book, not mentioned in the session)

4. Don't confuse development with managing performance. Separate those conversations.
5. Focus on the worst and the best. Help the worst learn or find new roles. Study what makes the best succeed so you can replicate it.
6. Be frugal and generous. The most meaningful things are free.
7. Pay "unfairly." Your best people are worth more pay than your average people.
8. Nudge. Small signals can cause large changes in behavior.
9. Manage rising expectations. You'll never please everyone. Experiment to balance expectations.
10. Enjoy, then go back to #1. Start again. Building a great culture requires constant learning.

Find the thing that drives you. Connect to it. Find out what drives others. Help them connect to what drives them.

## **The Strategic Pause**

### **Juliet Funt**

CEO, Whitespace at Work

#### *Uncomfortable Pause*

People are getting less comfortable with the pause. This is unfortunate since the pause is a source of power, a place where we innovate. We've squeezed the pause out of our schedule by the tyranny of the urgent. We're in the mode of 100% exertion and 100% thoughtless.

## Reasons for Overload

- We are too busy to become less busy.
- We don't examine the cost (bottom line suffers, lack of break though ideas, people burnout).

If we want to do something about it, we can put some whitespace on our schedule.

Whitespace is not:

- Meditation= trying to empty your mind
- Mind-wandering = slipping away without your permission
- Mindfulness = focusing on one thing

Whitespace is a strategic pause between activities. When you lace whitespaces throughout the day, they reboot your brain and body. They increase creativity.

Whitespace has no rules or goals. It gives you permission to play and create.

## Factors in Overload

Overuse of these business drivers factors into overload.

Drive	➤	Overdrive
Excellence	➤	Perfectionism
Information	➤	Information Overload
Activity	➤	Frenzy

hedonic treadmill = the observed tendency of humans to quickly return to a relatively stable level of happiness.

We will adapt to whatever we have and eventually want more.

*Beware of the lollipop of mediocrity. Lick it once and you'll suck forever.*  
-Brian Wilson

We tend to be prone to overdo at least one of the business drivers. What can we do to avoid this?

1. Notice when you are overdoing one of the business factors and call yourself on it.
2. Use mental filters. Ask these questions:
  - ▶ Is there anything I can let go?
  - ▶ Where is good enough good enough?

- ▶ What do I truly need to know?
  - ▶ What deserves my attention?
3. Be reductive. For a 3-session mini-course, visit [whitespaceGLS.com](http://whitespaceGLS.com)
  4. Use whitespace **NYR** codes to indicate the true sense of urgency in an email.
    - ▶ NYR = need your response
    - ▶ NYRT = need your response today
    - ▶ NYRQ = need your response quick
    - ▶ NYR NBD = need your response next business day

Build some whitespace into your life.

## Reinventing Performance Management

### Marcus Buckingham

Best-selling Author; Founder, The Marcus Buckingham Company

### Excellence

Excellence has its own pattern. Study your successes to become more successful.

Employee engagement centers around four key areas.

Purpose	Understanding the company's mission and your role in it.
Excellence	Believing you can succeed because of your strengths and shared values.
Support	Having a team that helps you and recognizes your work.
Future	Envisioning growth for both the company and your career.

### Performance Ratings

People are not good at rating other people because they are not objective. The idiosyncratic rating effect accounts for 61% of a rating. Regardless of who they are rating, some people rate low and others rate high.

We need some type of ratings to know how to invest differently in people. What can we do to get more effective ratings?

Begin by asking people how they see things from their own experience and perspective. Example:

- I have a chance to use my strengths every day at work.
- I know what is expected of me.

### *Coaching, Not Feedback*

Good leaders practice weekly strengths-based check-ins about near-term future work.

- What are you working on this coming week?
- What are your priorities and how can I help?

People want coaching attention, not feedback. Help them get better. Only have the number of people reporting to you for whom you can have a weekly conversation of near-term future work.

What if work was about discovering and using the things you love? Work should be a place to discover our gifts and share them with the world.

## Leading from the Inside Out

### *Sam Adeyemi*

Founder & Senior Pastor, Daystar Christian Centre in Nigeria

### *The Miracle of Leadership*

In leadership, you don't attract who you want, you attract who you are. The leadership dynamic works when there is alignment between the sense of identity of the leader and the group members.

Leadership is about helping others become who they have never been before. It's a miracle of leadership: unleashing the potential of followers. God makes champions out of ordinary people. Work with the ones God gave you.

Real and sustainable change begins with a change in their sense of identity: who they are, what they have, and what they can do.

### *A Matter of the Heart*

The heart of the matter is a matter of the heart. Changing what people think of themselves is the work of leadership. Some people battle the fight of identify. They can't see who they can become. Changing people from the inside out is a true leadership challenge. How do you transform the heart of a person or group? **Mat 13:15** The change on the outside happens after the change on the inside.

What people see and hear consistently over time will enter their **hearts** and put their lives on autopilot. To change people from the inside out, change what they see and hear.

### *Changing Their Sense of Identity*

How do you help people change their sense of identity?

1. Describe your **vision** over and over so they can establish a new identity in your vision. Help them see how they can fit into that vision. Vision is an ability to see people, places, and things not just as they are but what they can be. It's important how you describe people. Describe their future selves. Treat them as if they were their future selves. It's not because you are special that they are here. It's because they are special that you are here.
2. Set up a structured **training** system. Can your training system develop the people into those your organization's vision needs?
3. Model **transformation**. People try to reach a standard they can see. **1Cor 11:1** Tell them they can do what they see you do.
4. **Reinvent** yourself over and over. You die at one level to evolve to another. You must be able to let go of your success at your current level so you can move to the next level. Train them, release them, and pray for them.

Pray that transformation happens in those around you like it did with John and Peter when they spent time around Christ (**Acts 4:13**). Embrace the destiny God has for you as a leader.

## The Act of Forgiveness

### *Immaculee Ilibagiza*

Advocate for Peace and Forgiveness; Best-selling Author

- When you can't, He can. Whatever God gives us, He is right. Act, think, and do with love.
- Be thankful of the people you have in your life.
- Fear is our worst enemy. Facing death, look at it as a chance to repent your sins and get ready to go to heaven.
- Complaining doesn't help. Looking back doesn't help. Work with what you have.

### *Forgiveness is Difficult*

Jesus calls us to forgive others as He has forgiven us ([Mat 6:12](#)). You may resist this. He will keep prompting you until you submit. Ask Him for help in forgiving.

### *We All Have Something to Forgive*

None of us knows how long God will leave us on earth. While here, we need to do whatever His plan is for us. When He removes you from earth, will He find you doing what He asks? Can you honor God in all you that you do? We all have something to forgive.

## Grit: The Power of Passion and Perseverance

### *Angela Duckworth*

Professor, University of Pennsylvania, Best-selling Author

### *What is Grit?*

All people are ambitious. People like to be good at what they do. Some have more perseverance and passion. Take the grit scale self-assessment.

<https://angeladuckworth.com/grit-scale/>

Older people today often have more grit than younger people. The cause may be The Maturity Principle: with age and experience, character strengths like grit get better. It could also be cultural factors. Either way, we can build grit.

**Grit** is sustained passion and perseverance for especially long term goals. Talent is nothing if you don't apply yourself.

Talent is how quickly your skills improve when you invest effort. Achievement is what happens when you use your acquired skills.

*"...ability alone did not bring about success in any field...ability combined with zeal and with the capacity for hard labour"  
-Sir Francis Galton, 1890s*

TALENT x effort = SKILL

SKILL x effort = ACHIEVEMENT

The single most predictive item on the grit scale is "**I finish whatever I begin.**"

### *Becoming a World Class Expert*

Anders Ericsson has determined that what creates a world class expert is **deliberate practice**.

Deliberate practice involves stepping outside your comfort zone to try activities beyond your current abilities. Deliberate practice is challenging.

- It is generally not enjoyable.
- It involves persevering through failures.
- It requires you to give up other things so you can devote yourself to becoming an expert at one thing.



Grit predicts how much deliberate practice you will do. Deliberate practice predicts your performance.

When it comes to completing any kind of difficult training, grit is better than natural ability as a predictor of who will complete the course.

*How do you develop grit?*

1. **Interests:** Develop your interests before training your weaknesses. Interest is the seed of passion.
2. **Deliberate Practice:** Know and use the science of deliberate practice. [Anders Ericsson]
3. **Beyond-self Purpose:** Know why you want to do the thing you want to do. Cultivate a purpose beyond yourself. Selfless purpose increases grit.
4. **Growth Mindset:** Believe that challenges will help you learn and grow. Growth mindset predicts grit. [Carol Dweck]

Don't let people quit on a bad day.

## Leaders: Do Not Be Afraid

**Gary Haugen**

Founder & CEO, International Justice Mission

*Fear*

- The one thing that can stand between you and doing what you have learned is FEAR.
- When Jesus called His first disciples, the first thing He told them was not to be afraid. [Luke 5:10].
- Fear is the silent destroyer of dreams. Fear destroys the love that inspires dreams and replaces it with self-preoccupation.
- You may not know what scares you most deeply. Reflect on what it is that really causes you fear.

*Suggestions for pursuing a great dream*

- Relentlessly, frequently, and rigorously inventory your own fears. Unexamined fears will incapacitate you and destroy your dreams. Sit still with God to let Him reveal your fears [Psa 46:10].
- Switch from playing defense to playing offense. Great dreams don't build on thoughts of what might go wrong. Great dreams build on thoughts of what God will do. God invites His leaders to join Him in playing offense. [Mat 16:18].
- Gates don't move. They play defense. Jesus asks us to take courage. He tells us there will be trouble; however, He has overcome the world [John 16:33].
- Forge a community of courage around yourself. Lone rangers do not make dreams come true. Pour into your people. There's power in a team serving and loving one another [John 13:12-17]. The strength of an authentic, loving community helps overcome fear. Choose to trust God and love one another. Courage, like fear, is contagious.

We are only servants on the battle field. The real soldier is Christ Himself.

God has given you everything you need to fulfill the dream He has given you. Take up the dream. Lead without fear to the glory of God and for the transformation of this world.