

Global Leadership Summit Highlights '13

Notes by Morgan Young OakbrookChurch.com



Session 1, Courageous Leadership, Bill Hybels

Joshua 1:9

Vision: a picture of the future that creates passion.

Fear grips us and we secretly abandon the vision--telling no one...No one knows these visions are being aborted...

(when things are a mess in the culture/church) Should we blame God? Or the leaders who have aborted God-given visions?!

You must know where you are:

- 1. Trending down**
- 2. Status quo**
- 3. Trending up**

Agreeing where we are is often the hardest part.

It take **courage** to build a fantastic flourishing culture.

People join organizations; they leave managers.

(meaning: they take a job based on the company. They leave because of a person who isn't leading them well.)

The senior leader must drive the staff culture. The staff culture will only be as healthy as the sr leader wants it to be.

There comes a time when a vision must become an inviable value! (e.g. Willow: women in leadership, cultural diversity, poverty)

It takes courage to transfer the vision to a value.

If you lead an organization long enough you'll have to retool it.

Some of the most rewarding moments God reserves for later in the marathon.



Session 2, It Worked for Me, [Colin Powell](#)

Leadership is getting more out of people than science says you can.

You get nowhere without followers. Give them a sense of purpose. WHY are we doing this?

My model is about followership.

When Reagan was staring off into the Rose Garden he was saying in essence, ""I love you and I'll sit here as long as you want listening to *your* problem."

Always empower; give people a *zone of operations*--a span in which they can and are responsible for making decisions without you.

Trust is the **glue** and **lubricant** of the organization.

If you want to be a great leader: *take care of your troops* and have a *destination*.

Yes, failure IS an option.

When interacting with wounded soldiers I never say I'm sorry. They don't want my pity;

they want respect. So I ask, "*Were you a good soldier?...tell me about it.*" They want dignity. I say, "*I know it had to be tough--thank you.*"

(On racism) We all have a responsibility to reach down, and across, to help someone else.

Personal axioms:

1. "*It will look different in the morning.*"

Go to bed thinking that it'll be better--it's an attitude, a choice. We will be better, make it better. Infect your people with your positive attitude.

2. "*Look for force multipliers.*"

Show them perpetual optimism.

3. "*Get mad, then get over it.*"

Getting mad is human, normal. Give people space to express it then we can all move forward.

Q: When do you know when to fire v give someone a 2nd chance?

A: When I can't get them to buy in to my purpose or vision. If you don't fire the right person you risk your own credibility with the rest of the team.

Q. What's a red flag with an emerging leader?

A. (quickly) *Ego*. No one taught them humility. They think they turned the sun on this morning.

Everyone needs to know when it's time to get off the train--sometimes you have to throw them ;-)

4. "*Tell me early.*"

Don't try to fix it before you bring me a problem. Create an environment where this happens.

Q. What would you say to pastors?

A. Tell us how our faith makes us more relevant to the culture. Challenge people.



Session 3, How to Lose Your Best People, [Patrick Lencioni](#)

[Lencioni on YouTube](#)

Leaders are CROs: Chief Reminding Officers

3 things cause job misery:

1. anonymity

It's our job to get to know and care about our people. (Dr. Tremble story) "*Get to know that orderly and get back with me.*"

(On exit interview)

Q. What could they have done to keep you?

A. *Anything!*

When we don't pay attention to our people, we just flush money down the drain.

Try taking an interest in the person *above* you.

2. irrelevance

If what we're doing doesn't make some one's life better, we can't love our work. I think Adolf Hitler was born and raised in an airport ;-)

Relevance is a reason to perform. This is hard for administrative people so celebrate it when they help us--thank them.

3. immeasurment (made-up word)

Everyone needs to know their stats. Feedback.

Everyone wants to know if anyone recognized what they did well.

It's not always a metric--could be *qualitative* not quantitative.

Measure the right thing. The measurement must be something the employee can control.

(E.g. the drive thru window kid counts how many people he got to laugh.)

Money is a *satisfier*; these 3 points are *drivers*.

Management is a *ministry*.



Session 4, The Multiplier Effect, [Liz Wiseman](#)

[YouTube talks on Multipliers](#)

Multiplier: uses intelligence and skill to amplify, multiply people around you. People get smarter around you.

Difference between pressure and stress?

In the story of William Tell (father shooting apple off son's head with a crossbow from across the town square) the father feels *pressure*; the son feels *stress*.

Multipliers believe their team is smart and will figure it out together and seeks to use the collective brainpower.

Multipliers had a vision, listened, communicated, trusted and let people weigh-in.

Diminishers: empire builder, tyrant (stress creator), know-it-all, decision maker, micro-manager.

After being stressed it takes our brain 18 minutes to reset.

Multipliers: talent magnet, liberator, investor, debate-maker, create *owners* v hirelings.

Multiplier world is *exhausting* yet exhilarating

Diminisher world is *frustrating*, exhausting

Secret diminishers:

- 1. Idea guy:** because nothing gets done, we start chasing new ideas all the time.
- 2. Always-on guy:** engaged, lots of energy. But after a while we hear them as Charlie Brown's teacher.
- 3. Rescuer:** people don't learn because he/she is always saving the day.
- 4. Pace-setter:** Loses people in the dust, creates watchers.
- 5. Rapid-responder:** People tune out because you've got it, as usual.
- 6. Optimist:** not realistic, glosses over the very real struggle.

E.g. of getting her kids into bed by simply *asking them questions* through the whole process ("What do we do first? Now what do we do?..."): is an example that with teams you don't have to keep telling them what to do.

The top of the hierarchy is the *genius-maker*, not the genius.



Session 5, Right Title...Wrong Kingdom, [Chris Brown](#)

[Brown on YouTube](#)

First shall be last...it's *not* about greatness...it's about the "towel" not the title.

Are you asking me to give away my title or position?! No. Jesus is...

[Mark 10:42-45](#)

(Sorry, limited notes here--had to tend to some issues during this session.)



And the very funny Michael Jr. was there. Click on the image for a little comedy taste.

[Michael Jr. on YouTube](#)



Session 6, Love Takes Action, [Bob Goff](#)

(The presentation of this guy was off the hook! His exuberance and energy are unlike anyone I've seen before. [Here's some of a story he told on YouTube.](#))

I'm emotionally incontinent ;-)

I realized I was just stalking Jesus really...

In [1 John 3:16](#) when it says "lay down our life"...it means to love with action and truth, not words and speech.

I want to move from *agreeing* with Jesus to DOING things.

I didn't want a son-in-law I wanted a friend, that's why we built a chapel together.

Live a life of the calling YOU received...we tend to think we're just a big mistake.

"It's good to see you." See people for who they are *becoming*.

Every Thurs I quit something. If you'll make space, God will put amazing things in there.

([Story of a mamer of children named Cabi](#))

"Cabi comes to Christ...*Really?* And gives the gospel message to 3,000 men on death row...and says to me, 'I'm going to die in here because of you but I forgive you.'

Really?!"

Land the plane.

Be awesome.



Session 7, interview, [Mark Burnett](#)

"(the TV show)The Bible is the biggest mistake you'll ever make." (Told to him by so many people in the industry.) "It was a calling."

You eventually have to get your ass off the couch and *do something*.

You have to get this man (Hybels) into pop culture a little! (Didn't know what *The Voice* was)

(Hybels inspirational words to Burnett when he was rather demoralized from industry criticism of *The Bible*) Stop apologizing. You love it. Get off the defensive. Be offensive.

The Bible series had *100 million viewers*, #1 cable show ever. Why?

"The Holy Spirit. We prayed so hard and found time to be still and listen to God...we even beat hockey in Canada...#1 in Spain, Portugal, Columbia."

It's hard to talk about the Bible. It's easy to talk about *The Bible* series; it's a conversation starter.

Choose your companions before you choose your road.

Don't keep the energy suckers.

Team-up creative people with financial people and force them to work together; they can't win without the other.

Making a Christian show doesn't give you permission to make it crappy.

Be watching for the movie [Little Boy](#) coming out soon.



Session 8, Mastering Influence, [Joseph Grenny](#)

[Grenny on YouTube](#)

2007 61% of people said religion was losing influence in the culture.
80% of people know a Christian; 15% see any difference in Christians v others.
We have an influence problem.

Jane in Nairobi: selling her body for 25 cents. 800,000 "Janes" in Nairobi.

How to influence:

1. personal motivation

Help the good stuff feel good (pic of Batman with an apple; "What would Batman eat?")
Influencers can shape how people feel.
Don't just teach principles, connect to values.
Help people frame daily decisions in godly ways.
People will save more \$\$ if you call it a "*new roof account*" v savings account. (the right words matter.)

2. personal ability

Start with people's ability and move to motivation. Joshua worked with Moses 40 yrs. before he stepped out.

The practice setting must approximate the real world. Help them practice and give immediate feedback.

Solving the problem of people cheating in the carpool lane?

A sign: "Report HOV Violators call 921-HERO." Offenses dropped 80% in 3 weeks.

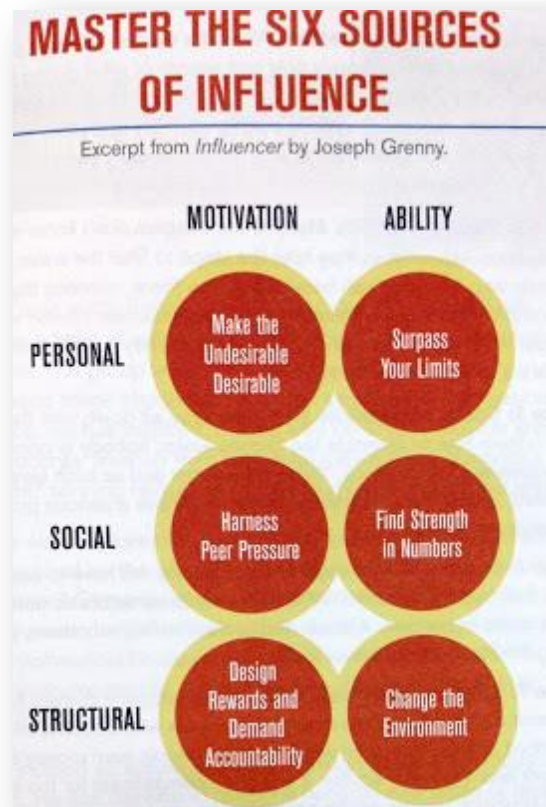
Section leaders at church adds social capital.

How to get more people to take the stairs next to escalator?

A sign: "Want to burn 7 calories?"

Structural ability

Why do kids watch TV/video games? Look at how your house is designed--one room is all about watching a screen. Is there cool space for reading?



When all 6 sources of influence are used, results go up 10x!

Takeaway: intentional influence is highly effective.



Session 9, [Vijay Gavindarajin](#)

[Vijay on YouTube](#)

He used the example of the history of the high jump. For a long time the kind of jump was called "[scissors](#)." Legs kicked over first with a scissor motion. That worked until the innovation of the [Fosbury Flop](#): head first, backwards.

A point was that the team who maintains scissors is probably not the team who comes up with the Fosbury Flop. So in this example our strategy should be: ***how do we innovate the future while managing the present?***

Scissors is an example of dominant logic, or your current way of operating. Dominant logic determines the kind of people you attract, kind of facility you have etc. i.e. the way you do church today (scissors) determines the kind of people you hire, your facility etc.

Innovation is not just ideas. People mistake innovation as creativity. Innovation is *implementing creativity*. And it's very much 1% innovation 99% perspiration.

Innovative leaders need to be humble to harness great possibilities. We need humility to remain a great country.



The 3 boxes (diagram) need different people and different plans. Managing the present and creating the future are two different things; scissors are totally different from Fosbury Flop.

Take away: Leadership is *taking people from here to there*. You have to manage *here* while figuring out what *there* is.



Session 10, Daring Greatly, [Dr. Brené Brown](#)

[Brown on YouTube](#)

I thought they were "sea level" people, ordinary people, not "C-level" people (CEO,CFO etc.) ;-)

I don't study leaders I study *people* ;-)

We all have 2 irreducible needs, non-negotiable:

- 1. love**
- 2. belonging**

We all have 3 basic needs:

- 1. *be seen and loved***
- 2. *to belong***
- 3. *to be brave***

Love is messy, hard, troublesome "[a cold and broken hallelujah](#)"

Love can exist only when there's self-love in *both* parties.

We can't give what we don't have:
courage, sense of belonging, permission to ask for grace, help etc.

When you judge yourself for asking for help, you also judge others when people ask you for help.

I was blatantly judging but I was deriving self-worth by helping.

Professing v practicing

Love is a practice. Professing love has very little value.

The space between what we say and what we practice is where we lose people: the disengagement gap.

What kills love kills organizations:

shame, blame, disrespect, withholding.

In Silicon Valley common employee evaluation question is "How many times did you fail? How quickly did you fix it and what did you learn?"

If you've never given a sermon and wanted to leave town, you aren't trying hard enough.

Blame: the simple dispensing of pain and discomfort.

Disrespect

#1 reason people left orgs? Lack of feedback, which is lack of respect, lack of honest conversations with people.

Can't be good at feedback without vulnerability: "What can we do differently?"

Belonging

#1 barrier is fitting in. You have to make a space for who they are. To be here is to be loved and respected. Belonging can't have check boxes.

Be Brave

We were born to be in love. In grief. In faith. etc.

"...[the credit belongs to the man who's actually in the area](#)..." -T. Roosevelt

If you are not also in the arena getting your butt kicked I am not open to your feedback.

My faith calls on me to be courageous every single day.

You can have courage or comfort but you can't have both.

When being brave you need clarity of values and someone who loves you who knows your flaws.



Session 11, Multiplying Your Leadership, [Oscar Muriu](#)

(Oscar is a great partner with our good friends at [Grace Community Church](#) in Noblesville.)

Here is some [free downloadable material](#) he's made available.

Jesus' first strategy was to find leaders.

He didn't throw himself into the world first, get busy, overwhelmed and then realized he needed help. He started with help.

Sign of great leadership: how many leaders have you raised up who will survive you?

How many young leaders surround you?

Live for the next generation. If you live for your generation you will die with it.

Identify **budding leaders** and build into them: we call this a *hit list*.

Instill the 5 Loves into your budding leaders from [Mark 12:30-33](#)

Never do ministry alone; always have a budding leaders around you.

Someone in the generation under you is 20 years younger than you.

Peter and John had probably [been with Jesus](#) 9,360 hours!

The more harvesters = the more harvest



Session 12, Reversing the Death Spiral of a Leader, [Dr. Henry Cloud](#)

[Cloud on YouTube](#)

A leader has to be ridiculously in charge of *him/herself*.

A study:

The "dumb" group of optimists outsold the "smart" negative group by 53%!
#1 factor in achieving = whether or not you BELIEVE it can get done!

The dummies don't take it personally so they just keep going. The smart group got sidetracked, wondered if they were missing something, rethought things, took it personally. The positive dummies kept going which created success.

the downward spiral

personal: *I suck, that's why this isn't working*

pervasive: *my whole life sucks*

permanent: *it will always be this way*

Solutions to the downward spiral:

1. Log and dispute

Write down negative thoughts and then apply truth, God's word (v our warped perception of reality)

Your life is a MOVIE not a SCENE.

2. Control, get back in

Make 2 columns: what's controllable and what is not. Work on the things you can control. Everyone has control of something. "*Therefore don't worry about tomorrow, for tomorrow will worry about itself. Each day has enough trouble of its own.*" Matthew 6:34

3. Connect

The opposite of bad is not good; *the opposite of bad is LOVE.*

Connect with people, talk about the battle. When we connect the brain changes:

E.g. of lone monkey in cage exposed to stressors: freaked out. Didn't change the stressors, just added a monkey and they chilled out. Our brain changes when we connect.

A can-do attitude will always find a way.

(Story of his daughter surfing, wanting to stay and surf--he wanted her to come home with him so she'd have a ride. "Dad, I'll find a way!" That's when he knew she'd be alright.)



Session 13, [Andy Stanley](#)

[Stanley on YouTube](#)

Message of Acts (e.g. of 1st century teaching):

YOU killed Him.

God brought Him back to life.

Say you're sorry.

The central message of the church wasn't "We believe something is true." It's "**We believe something happened.**" God has done something--raised Jesus from the dead.

If a guy can predict his death and resurrection and pulled it off--I'm in!

James (Jesus' bro) may be the best case for Christ. Think about it: what would *your brother* have to do to convince you he's the son of God?! ;-)

A band of ordinary men took Jesus' charge and ran with it--in the midst of the Roman Empire. But look what's transpired:

There's a cross in the Coliseum, over the Emperor's Gate, in a Roman Coliseum.
Could Paul have imagined when he was being led to be beheaded in the Coliseum, that there would eventually be a cross over the Emperor's Gate?

People all over the world come to see where Paul, Peter (others) were buried. And there's nothing to commemorate Nero, Rome's emperor. But people come to visit fishermen.

Could Paul have known there would come to be crosses on all kinds of buildings--a universal message that he had preached?

Could Paul have known that Caesar Augustus, the greatest emperor of the greatest nation would become nothing more than a footnote in the story of Jesus' birth?

Could Paul have known that untold numbers of people would name their children Paul, Peter, Matthew, Mark etc. and name their dogs Caesar and Nero? ;-) (credit John Ortberg, actually)

Could Paul have known that there would come to be no Roman Empire, but there would be a Church rooted in Jesus all over the World?