



## **2<sup>nd</sup> Quarter Educational Session**

May 24, 2018, Junior League of Houston

***Guest Speaker: Jonathan Fanning***

### **“LEADERSHIP GAME-CHANGERS”**

The keynote speaker, Jonathan Fanning, author of “Who are you becoming?” is well known for his training workshops and coaching. Jonathan works to create excellence within companies, teams and organizations that are not willing to settle for “good enough.” Jonathan started with stating a challenge for the audience:

Can I give you a very simple challenge? I don’t know if you’ll take it. That’s completely up to you. The simple challenge is this - look for a game-changer for the way you lead.

Right out of college, I went through a leadership program. Every year this company is voted in the top five in the world at developing leaders. They’ve got about 30 CEOs that went through this program that are CEOs of Fortune 500 companies today. But I just want to tell you, honestly, one honest perspective from that time. Half the people in my program half of the time were not looking for a leadership game-changer for themselves. Why not? Because they thought they were pretty good... Half of us, half the time, we’re not looking for game-changers. That’s my simple challenge for you... Your game-changers have to be big, complicated things... do they? Do they have to be big, complicated things?

A number of years ago I was traveling, and I went to Costa Rica with my wife. I meet this guy at the hotel and I looked at this guy and I thought, “This guy is a little weird.” He’s a little different. He’s got a long ponytail dyed purple. And he got this handlebar moustache. He’s got an earring that’s a fork dangling from his ear. He was wearing silk pajamas with butterflies in purple. And I looked at him and I thought, “I’ve got to meet this guy. He doesn’t look like he kind of belongs here.” I walked up, I introduce myself. He said, “I feel like I don’t really belong here.” And I just went like, “Yeah.” And I didn’t say another word. So the next day I saw him at the swim-up bar and I went to talk to him and I said, “So tell me, what do you do?” He said, “I’m Patch Adams.” And I said, “Oh, you mean like the guy in the movie? You do that kind of work?” And the person on the other side of him said, “Wow.” And I thought that he’s not really Patch Adams. He’s just saying he does that kind of work. And Patch Adams responds, he says, “Since the movie came out, it has changed some of our work.” And then Patch Adams and I have a four-hour conversation about role models. He said this one phrase to me that stuck in my head for over a decade now. He said, “You tell me who your role models are and I’ll tell you what kind of a person you’re becoming.” He said, “You tell me who the role models are for an organization, a university or a healthcare center or a hospital group or a family or a school, you tell me who your role models are and I’ll tell you what kind of an organization or a person or a family you are becoming.” Game-changer.



You want it simple? Game-changer. Before the end of this month, get one new role model that makes you a little bit uncomfortable. If you did that before the end of the month, that would be a game-changer for you this year if you did that. Get one more role model that makes you uncomfortable.

I want to tell you a couple of stories. One is about big game-changer for me in my career. I was consulting for a car company, helping them in their turnaround, worked with the leadership teams and I was traveling all over the country. And on one of my trips, I don't know if you've ever done this but I was traveling from two places that you can't fly. I was driving 550 miles. It was March -- beginning of March, warm day, cold night, raining during the day. Night time, 8 o'clock at night, Sunday night I'm heading out to Detroit, Michigan - blackouts. But my car hits the guardrail and spins into the middle of the road. Two tractor trailers played hockey with my car at 70 miles per hour. Guardrail on both sides of the road, Western Pennsylvania Interstate 80; and my car just hit the guardrail, hit the other guardrail as one of the tractor trailers put a big chunk out of one of the guardrails. First tractor trailer hit the back left, second tractor trailer hit my door. I was in the passenger seat. I watched it hit my door. When I regained consciousness, my car was still on the highway. I kicked the door a bunch of times trying to get out. If you saw pictures of the car, there was almost nothing left of the car. I get out and I stand next to the car and I find out -- I realized my car stopped in the left lane and there's still traffic coming at 70 miles an hour. I see this white full-sized van that's about to go through me in the right lane and I stare for a split second and then I decide to run out of the way. I run to get out of the way, I get near the guardrail on the side of the road. I get near that and I have this thought. It's dark, I can't see. Then I go, "Look, maybe there's a hill. I don't want to roll down the hill." I'm starting to tremble from the impact. And I grabbed the guardrail and I swing my feet over. And then I find out I'm hanging off of a bridge 106 feet above the ground, the guardrail is the side of a bridge - Clarion, Western Pennsylvania, mile marker 58. And I'm hanging there. Van slides by, a couple of cars slide by. I pulled myself back over the guardrail and I stumbled back to the car. I passed out on the side of the road.

My older brother was in the car with me. The first tractor trailer launched his head into the pillar in between the front and backdoor of the car, shattered the left side of his skull. He was airlifted to Pittsburgh to work on his skull, and his brain, and the swelling. And I got to call my parents and say that we might get him back, but it probably won't be him... If you meet my brother, he's actually working in New York now. You wouldn't know it happened. You wouldn't see it. He designs transmissions in the auto industry. His brain works fine.

And after this accident, I want to talk about game-changers. I share this... and you have all had experiences like this. Maybe it was a family member, it was a friend, and you've had experiences like this, yes? The crazy thing is they can be game-changers... but we don't have to let them be game-changers. Aren't you and I amazingly gifted at ignoring lessons in life? I'm great at like having something happen, wake up call, and then a year later, "Oh." Yes, time does go fast. And you see that same expression again, "Oh, yeah." You know, relationships with those closest to you, you know, they're worth nurturing. "Oh, yeah, yeah, yeah." I had that thought last year around this time... four years ago.



Game-changer after that accident, two big ones. The first one is this -- we thanked two surgeons and two nurses. My whole family was like, well, you guys -- you were amazing, two nurses, you were amazing, thank you. And two surgeons that did most of the work. But how many people really were involved? How many people were really involved in this? Hundreds, yes? Hundreds. Helicopter crew, maintenance crew behind the helicopter crew. There's probably somebody involved in fundraising somewhere in that process... software people, administration people, maintenance people, healthcare engineering... There were people in that world involved, weren't there? But do they all get thanked genuinely, sincerely?

I want you to honestly answer this question. How many of you in your life right now feel like you get thanked too often? These people are letting you know how much they appreciate you and it's like, "Stop, I got it. I understand you appreciating me. We've gone through this." How many of you get that too often? Look around the room. Let's just for a second, just for a second be brutally honest. The people in your life are like that, too, aren't they?

Game-changer. Between now and next week, let one person in your world know how much of a difference they make or made or are making. Let's say you do that every Friday, I mean game-changers, see, they don't have to be big, complicated things. Very rarely are they big, complicated things. Usually they're little tiny things that we start actually doing something about. If you just Friday night went home and jotted down one person's name; and some time over the next week, you bought that person something.

A woman in San Francisco sent me a little note not long ago, a little tiny note. She said her sister passed away and the note was in her jewelry box for 75 years, a little tiny note. It said -- very simple, it said, "Margaret, every man should be so fortunate as to have a staff as loyal, encouraging, imaginative as you. My sincere thanks." Signed 75 years ago by Winston Churchill. Margaret was one of many assistants to Churchill during World War II. Margaret told her sister, she said, "That man was a master at letting people know they mattered." See, game-changers could be tiny things.

Imagine if you just pick one week -- just one week a year, just one week a year or one day a month, I don't care how you do it, just one day a month, one week a year, and you say, "I will be, for that day, for that week, for that hour, I'll be a master at letting people know in my life that they matter." Whose life would that change, yours or other people? Both.

Game-changers don't have to be big, complicated things... I was working with a healthcare group in New England. They were in the middle of a turnaround, they were acquiring everybody in the world. This sounds familiar to you or no? You know, and they brought in a woman, we'll call her Pam to protect the innocent. We'll change -- oh, no she's not innocent but we'll change her name anyway. They bring this woman, Pam, who played Division I sports in a military college. And Pam comes on board and Pam would sit down with the leadership team. She had 2,200 people in her facility. She'd sit down with her leadership team and when she was done with you, she'd just stare at you and sort of like try to get you to just leave. Everyone could feel it... And I sat down with Pam one day and I said, "Pam, I love your degrees. I love that you talk about every business model and organizational theory on the planet. I love that your history is that you get results." I said, "But Pam, can I tell you something? Pam, look, people don't like you." And she just stared at me like,



“Is that all? Are you done? Please leave.” You know what I mean? Have you ever met a leader, a person in a leadership role with a leadership title and graduate degree in leadership that people don’t want to get in an elevator with?

Game-changers don’t have to be big, complicated things. One of my clients over in England, he emailed me earlier this week. He says, “Jonathan, we’ve grown a little big,” and they doubled their business last couple of years. I said, “That’s great.” I said, “Ken, what are you working on and how’s it going?” And Ken said, “I’m working on getting my team to actually make decisions and own them. And on a scale of 1 to 10, it’s like a 3.” I said, “Okay, okay.” See, Pam, if she just worked on actually liking people, game-changer her whole career because she was unbelievably disciplined, unbelievably focused, unbelievably clear. She knew what she was trying to get done, great with strategy.

Here’s the note that Churchill wrote to Margaret. I want to talk about this little picture. We’ll talk about what I call the simplest and most effective leadership development plan. After this accident, I had one of these wake-up calls like, “Jonathan, don’t live the same year over and over and over again.” Mark Twain, he said a resume is the greatest lie ever told. He wouldn’t say that today. He would say the LinkedIn profile is the greatest lie. Have you ever interviewed somebody and you’re like, “It looks great but I don’t know if you have 17 years of experience. It seems like you’ve got one but you’ve repeated it 17 times.”

Can I ask a question you won’t like? How many of you have been going to a meeting for 17 years or so and it’s run the same way? And it’s not run that well. Interesting. See, I’m going to talk about this idea, it’s called the simplest and most effective leadership development plan because we need something simple that actually works, don’t we? We need something simple that actually works.

This picture is a bridge over Hudson River. This bridge is between where I live in New York across the Hudson River, four miles wide to Tarrytown, Sleepy Hollow, that part of the world. New York City, Manhattan is 20 miles south of here. They’re rebuilding, the bridge. And for years I would take my kids to this park right by the bridge. And we’d look -- I think my kids like someday they’ll be like, “Oh, I remember when they rebuilt that bridge.” And Maya one day, she says, “Daddy, like when are they going to get started?” Because for two years, you know what they did? Nothing... Well, not really nothing. They pounded the pillars into the ground under the Hudson River for two years. They pounded into the ground for two years 1,000 pillars. And then they put the bridge on top of it.

The challenge in the world of leadership development, of you becoming -- say a year from now, you’ll be more patient than you are right now, or not. You’ll be better at engaging a group of people or getting them to take ownership, or not. The challenge in the world of leadership development is if you don’t take a pillar, to make a change you’re no different as a leader a year from now or five years from now than you are right now. If you don’t pick a pillar, there’s very little chance a year from now that you’re a better leader or that your organization has made progress as people.



Secondly, you have to do something on a daily basis to drive them into your life. It's that simple. The challenge is when you pick one, will you do something about it on a daily basis? I'll give you an example. This guy, Jerry Seinfeld turned 64 a couple of weeks ago. When he was 20, he decides he wants to be a comedian, he wants to be funny. So what he did every single day, every single day, "I want to be funny. That's my pillar. That's my pillar." How many of you go to a meeting that's kind of boring? How many of you have ever facilitated a meeting that some people might think is not that engaging... So Jerry Seinfeld says, "I want to be humorous. I want to be funny." Most of the greatest leaders I've met in my life, they have ways to liven up their meetings when they get boring. Jerry Seinfeld said every single day, "I'll write down at least one new joke. I'll create one new joke." In your world, maybe you need to have more humor in your business... Can your business be difficult? Do you need some cheerfulness now and then? Study Lincoln on that one. You want one role model that will make you very uncomfortable? That man was a master at balancing what's going on with levity. Master at it. He said he needed to be or he would have lost his mind. But Jerry Seinfeld, every single day for 44 years writes down a new joke.

Imagine if you took one little piece of leadership pillar like asking great questions. The challenge is will you pick a pillar, and then will you find a way to do something about it on a regular basis? You don't need a fancy leadership development program. You don't.

Years ago I was consulting for CertainTeed. They make roof shingles. One of the people who worked with me on the project was Matt. I said, "Matt, you interact with people so differently. You know, so you're unbelievably effective." I said, "Tell me one of your secrets." And he looked at me and he says, "Jonathan," he says, "You read a lot. I'm like, 'Yeah, I read a lot.'" He said, "I don't." "Okay, where are you going, Matt?" He said, "When I was a kid, when I was a teenager," he said, "My dad gave me this book, *How to Win Friends and Influence People*." He said, "The last section, Section 3, how to change people without arousing resentment," he said there's nine chapters in that section. He said, "For over a decade I just pick one and work on it for a couple of weeks." He picked a pillar, didn't he, and he drove it into his life. He was a master at getting other people to change and they thought it was their idea.

So game-changers don't have to be big, complicated things. Greatest leaders I've studied, they're master storytellers because people remember the stories three years later. Pick a pillar, pick a pillar, pick a pillar. My first pillar came from advice this woman gave to every US president for 40 years, every new US president for 40 years. John F. Kennedy in 1961, Ronald Reagan, 1981. Clare Boothe Luce sat down with all of them for 40 years and she said the same thing, maybe the best leadership advice ever given to a president. She said, "Greatness is one sentence." In other words, did you have clarity and simplicity? In other words she was saying, the world will try to put lots of junk on your plate. Your plate's pretty full already. If you don't decide in -- with clarity, with simplicity, what belongs there, stuff will get on it when it shouldn't and stuff that you would like to be on there will fall off. Now, tell me the truth, last year or two, give yourself a one to ten score, how are you doing on this one? Last year of your life, last few years of your life, how are you doing having clarity and simplicity? If that were a pillar that matters, you have to pick this pillar, why? Because I know every person in the field of leadership knew what was important and I very rarely meet someone who's very good at it. I very rarely meet someone who runs a meeting that understands that clarity of communication's kind of important. I very rarely get an email where it





appears, "Wow. Clarity. Simplicity." How many of you get emails that are more than five or ten words on a -- on a somewhat 'yeah.'

I started doing this when I started thinking about it... I said, "What can I do on a daily basis that will drive this pillar into my world?" One simple thing, I started telling people, I said, "If you're going to forward an email to me... if you can't think through what's important to me and why and turn it into two or three bullets, please don't forward it to me." Might be worth telling that conversation in person, not over email. Clarity and simplicity.

If this sort of habit you wanted to drive into your life, what are some things you can do? Simple one, pick one little part of your role, one little tiny part of your role, this weekend, create a sentence around this weekend. Pick one interaction or one relationship or one role that you have and write down a sentence.

This year I think I did just one New Year's resolution, because I like -- probably most of you stopped making them a few decades ago. Why? This year, I made one, just one - I want this year I spend more time on what matters most and less time on what matters least.

How you doing with that? How was this week on more time what matters most, less time what matters least? Ben Franklin at the age of 20 wrote down 13 things he would get better at and he scored himself every single day between the age of 20 and his death in his 80s scored himself. What Ben Franklin did is he dedicated one week to each character trait. Week one and then week two and all the way to 13. Week 13 was humility. Next to humility he had imitate Socrates in other words practice asking questions. Practice not being arrogant. Practice just saying, "I may be wrong and I often am, but perhaps we should consider." At the Continental Congress 1783, Ben Franklin said, "We've got some of the greatest minds in history in this room. Perhaps we should put forth our ideas in the form of questions like Socrates did because it makes them a lot easier to accept and discuss." And they voted on it. And they said, "That would be a good idea." But in Ben's life week 13, week 26, week 39, week 52, week 13, week 26, week 39, week 52 that's a year two, year three week 13. Every year, for four whole weeks Ben Franklin would dedicate the week to practicing humility. At the end of his life, his autobiography said, "When we're really getting better when people thought I was more humble."

How would your communication have changed if you practice that for just one week? I was thinking about this pillar and I decided to read some of Socrates dialogues and practice having conversations with people only using questions. It's amazing. You can actually discuss things that we don't discuss in our culture if you use questions. It's amazing. There like two things we don't discuss - politics and religion... A lot of people got on boats, came over, and they wanted religious and political freedom... But you could discuss amazing things if you come from a humble place, if you come from 'I don't know the answer. I'm not sure. Well, let's look for it together. What are the angles of this?' Martin Luther King by the way was a master at this. One of his pillars was studying human nature until the day he died. His widow said, "He never thought he was good enough to do what he did and that kept him humble, kept him a student studying human nature." He loved to study especially Plato and Socrates because they were Masters at humbly asking questions challenging thought processes.



Albert Einstein was asked once, "if you have a solid, a really complicated problem you have one hour to do it." Einstein said, "I spend the first 55 minutes mapping out what questions I should be asking and the last five asking and answering those questions." Most of us flip it around. I absolutely flip it around.

Sal Khan is flipping over the world of education right now. Sal Khan asks a very powerful question, "In the world of creativity the questions we pursue radically impact our creativity." Sal Khan says, "Is the job of the teacher to teach or to help students learn?" What's the answer? Sometimes it's to teach but ultimately it is to help students learn, right? How many of you had some teachers that thought their job was just to teach?

Is the job of a leader to engage people or to make sure they're engaged? Is a job of a leader to cast and communicate a vision or to make sure that there's a vision that people are pursuing? Oh, they're different things. John F. Kennedy stopped casting the vision in 1963. He stopped talking about going to the moon in November that year same day Aldous Huxley and C.S. Lewis died. Stopped casting the vision then but the vision stuck, didn't it?

Is the job of the leader to cast the vision or make sure the vision is cast? Spend some time with the questions you are pursuing. That's the point.

Study Gandhi's life and ask yourself the question, did Gandhi say, "I don't know one person not eating can influence 350 million people," that was the population of India at the time. Did he say that? It's a good thing he didn't isn't it? What Gandhi said is this, he said, "The person is a center of a circle. The circumference is determined by self-imposed limitations."

One pillar in creativity is the question you pursue. Play around with better questions. Sometimes your questions can narrow things. Sometimes they can open things. Mark Victor Hansen and Jack Canfield wrote *Chicken Soup for the Soul*. One question they asked one day was, "How do we sell a million books in one day?"

I want my kids to stay creative because I know that the culture all of our world reduces creativity dramatically. So one thing I do constantly is I get them just think different questions. My 11-year-old daughter says, "Daddy, do I have to go to college?" I said, "Well, I don't know. Why do people go to college?" She said, "I guess learn stuff." She said, "But I could learn stuff like on the phone or on the computer." "Okay, that's a good point." Actually, let's practice learning. I said, "Ella, I'd like you to buy me a boat, but I don't want you to put any money into it. I'd like you to buy me a boat with other people's money." So Ella came up with 77 ways other people would pay for our boat. Interesting some amazing stuff in there. Amazing stuff in there and that comes from a very simple thing. I said, "How do I keep my kids creative? How do I keep thinking what's possible? How about keep thinking what's possible?"

Great leaders, great communicators change things. They affect things. Great leaders, great communicator they happen to the world. They affect engagement.



Bill Bratton was hired to turn around New York City's police force; and then he was hired by LA to do the same thing; and then in the country of England to do the same thing. When he started in New York City, the first thing he did was he got the seven Commissioners that reported to him together and talk to him about some changes. And then one-on-one he asked them a question. One-on-one. He said, "Do you think we can dramatically reduce crime in New York City?" Five of them said they didn't think he could. Bill Bratton fired those five. He said, "You can't lead if you don't think we can try to accomplish possible."

See, a leader job is always to affect the things, is always to happen to the world. If you don't think that happening is possible you have stopped believing. There are two things I want to tell you right now that should bother you. That's one. The other one is this - if you stop caring about the people you're trying to lead, please stop leading them because you're manipulating them. You could be the greatest leader on the planet, but if you stopped caring about the people in your world you instantly go into manipulating, using them for what you want. Think about it... You've got five people in your little world 10, 20, 100 I don't know, a thousand some of them you care about more than others. The ones you've stopped caring about fix that because otherwise you're manipulating those people.

Part of the -- part of this whole idea of picking a pillar and doing something to drive into your world is get some people around you to tell you the truth. Get some people around you to tell you like, "Look you are very good at what you do, but here's one, here's one spot."

I started after that accident pursuing two questions one is who are you becoming. The second one was who the people you are helping become? How many of you have somebody in your life that you wouldn't be who you are without their influence? I would not be the person I am today without their influence? How many of you have hundreds of people like that? Most of us it's only a few.

My baseball coach, when I was 12-years-old little league, said, "Until you're making a \$1 million or more as a baseball player, don't ever strike out without swinging." He said, "Don't go down without doing something about it, making an effort." In other words don't fail for lack of effort. I took that to heart. "This is the same thing holds true in entrepreneurship, in business, and in leadership. You don't know who you can influence don't throw in the towel so quickly."

So number one in this game changer around that topic is put a date in the calendar. Maybe it's the end of June. I will find one more person that will challenge me to become who I'm capable of becoming. I'll find one more person. I go out of my way to find for a year. Sometimes there were times I would call them invisible mentor. It could be like Mother Teresa and Abraham Lincoln, even people you will never meet, but there are books about them. It doesn't have to be invisible, could be somebody you meet. I went to see a guy Steve couple years ago. He's written. He sold 30 million books. I saw him speak and his books. I said, "Can we keep in touch?" This was over a decade ago. I was looking for someone that would challenge me. Now we've become friends. A couple of years ago he says -- and he said, "Jonathan, that's great that you speak all over the country. It's great. I think you make a difference." And then he said, "I bet in the next 10 years you could have 100 times the impact that you've had the last time." He didn't need to tell me anything else after that. That bothered me for the last three years. I get out of bed sometimes. This morning I





was up pretty early. I'm in the fitness center like -- thinking like, "In the next 10 years are you going to have 100 times the impact he had the last time?"

It's a lot easier to keep doing what you're doing. In our country is unbelievably easy to do fine... In our country it's unbelievably easy to do, okay, isn't it? And my friends said, "Jonathan, I bet in the next 10 years you could have 100 times the impact you've had in the last time." He said, "Jonathan, you like play causes. You get involved in causes and donating money and stuff." He said, "Do you set a goal around that?" He said, "Andrew Carnegie, when he was in 20s, said, 'I'll spend the first half of my life making a fortune, the second half of my life giving it away.'" He wrote that down when he was in his 20s. Not long ago, I put up a map on the screen, map of the United States with 2,509 dots on it because Andrew Carnegie donated the money for 2,509 libraries to be built around the country and eventually around the world. It was one of his little projects. In other words he said, "In the next 10 years I will have 100 times the impact I had in the last time." I think he made it bigger than that I think.

Get one person in your life that cares about you enough to tell you what you're capable of. Is that fair? That would be a game changer for all of us wouldn't it? And number two; be that for one more person. I start with that once a year. I said, "I'm going to... and even if they don't want it I'm going to work on becoming a mentor to someone." Maybe a family member. How many of you have at least one family member that needs some like encouraging, challenging, something? Be that for one more person. And usually I spend a lot of time thinking about that person. Because usually I don't have a relationship strong enough for me to do that yet and I got to fix that one first.

At one of Toyota visits, the client team said this to me, "Jonathan, you have a lot of meetings here. So why is your meeting is usually a half an hour, or 60 Minutes, or 90 minutes?" I said, "I don't know." I was thinking like, because that's how it works. When I book, it automatically sets them up at 60 Minutes. This team from Toyota said, "I bet by Monday you can cut out 20% of your meeting time here." In the world of creativity, in the world of you changing things you affecting things, you happening to the world, I challenge you in one meeting, one meeting, pick one meeting. Make it twice as effective and twice as engaging. I guarantee you could do that in one of your meetings. I mean if you need to make it easier give 10 minutes of the meeting, 20 minutes of the meeting, give people time back. You may have to change some stuff. You may have to work on a relationship or two before you're allowed to influence that meeting. You may have to happen to multiple things in order this to happen to the meeting. Well, my next one was this one. You'll like it but it may make you a little uncomfortable.

I decided I pick the pillar of courage. Why? They cannot fire you. You can take responsibility. But if you don't take courage very often, that takes the whole bridge down very often.

I decided when Maya and Ella was five. I said, "We're going to practice this pillar at home too." I have no idea how to do it. I picked the pillar though. So you pick a pillar and you find ways to drive it into your life. That's how it works. Oh, speaking I'm out in San Antonio and the Heads of Chief Learning Officer of Southwest Airlines. He says, "Jonathan, I love your pillars because that's what we do at Southwest. We have three core values and every now and then we'll do a week dedicated to just one of those core values." I said, "Wow, that's interesting. That's really



interesting." She said, "This week is dedicated to a warrior spirit." One of their core values one of their core behaviors. He said, "You know how many Fortune 500 companies I'd go into?" And they have these core values but they don't live them the people laugh at them. They repaint the walls every couple years. "Let's come up with a new group of core values because we don't leave any of those. We'll make new ones. We won't live those either, but well repaint the wall. We know we're going to do it again in seven years or 12 years, right?" And she said, "No, no, no. We picked three we try to live them. We try to drive those pillars into our lives."

I said, "I'm going to work on this one of courage, a brave and daring." I come home from traveling one week, Friday night and I'm staying up late thinking like, "How do you do brave and daring with your kids?" Next morning Ella is five and a half. I said, "Ella, we're in a brave and daring day. We're in a brave and daring day." I said, "What would you like to do, but you have to have some courage to do?" She had this light bulb moment and said, "Daddy, can we climb up the thing at the park that mommy won't let me climb?" We go down to the park and she's climbing this little tiny tree and she gets up there onto this little roof. Ella did something that day that she didn't know if she could actually do it.

As a leader you want to have more confidence do something today this week, this month, you're not actually sure you can do it. As a leader you want your people to have more confidence, don't you? Help them do something this week or this month that they weren't sure they could do last week or last month.

Ella gets up and she's pumped on top of the things. She's like, "Yeah." This boy comes running. He's probably nine. She's five and half. This boy comes running, "Could I go up there? How did you put her up there?" Now I'm looking at the kid like, "I don't think I can put you up there. I'm pretty sure I'm not allowed to." I didn't answer him. I didn't answer him because his mother was there. This boy's mother didn't just walk over and introduce herself. She didn't jog over. No. Have you ever seen a duck land on water? They come down, like they water ski. That's how she came over. She picked up her boy, her nine-year-old boy. But she told her son, her nine-year-old son she reminded him that he's afraid of heights and it's a little bit dangerous up there. Very powerful point; I hope you get this one.

If you don't pick pillars and do something about it intentionally the world will fix them for you. I don't think that mother sat down one day and said, "I like my son to be scared of most of the world." I don't think she sat down and thought that. I don't think she thought through it at all. Without thinking through it, she just went with safety. I looked at her and I didn't say it, but in my mind that like it is a part of my job is to help people become who they're capable of becoming. I was looking at this mother like, "Your son will probably not be hired by my daughter in the future." And I didn't say it.

Here's the point. The point is this - pick a pillar. Come up with one or two and start maybe do it once a week. Just one day a week working on that pillar. How many do you need to apologize to at least one person? He's waiting on the curb? Yeah, write that down put it there. How many of you need to hold someone in your world accountable? Some of us get confused. We get confused with this idea - a great friend is someone who loves me for who I am. The barista in the coffee shop does



that. A great friend is someone who cares about you enough to help you become who you're capable of becoming. Be a great friend. Have some of those courageous conversations.

You've got things you've been wanting to do, right? What are some things you've been wanting to do for years you don't even write them down anymore? Because you're like, "I don't know if that will ever happen." Maybe that's your courage jot down a few of those. Maybe it's this. Oh, here's a tough one. You won't like this one. If you pulled one of your co-workers friends mentors aside and said look, I want to be -- like over the next year I'd like to become more courageous than I currently am. I'd like to do a couple of things every day, every week that make that up with who I want. Will you hold me to it? Maybe text me one like every once a week or something or give me a call every now and then see how it's going. How many of you have immediately somebody pops into your head, who would hold you to it and someone else pops into your head who wouldn't hold you to it.

The point is this - pick a pillar.