

New Speaker:

Carey Nieuwhof: Well, hey everybody and welcome to episode 219 of the podcast. My name is Carey Nieuwhof and I hope our time together today helps you lead like never before. Well, I got to thank you for an incredible September, can't believe we're into October already. Some of you love fall, it's your favorite season, mine for the record is summer. Man, we had a great September though. I got to tell you. Thank you to everybody who made the launch of my new book, *Didn't See It Coming*, so amazing. It is still a number one bestseller a month later, which is incredible and you can learn more at *Didn't See It Coming* book and just thank you so much for sharing your stories. The book seems to have a huge impact on people emotionally and spiritually and that is what I was praying for. So you can check it out at didn'tseeitcomingbook.com.

Carey Nieuwhof: Man, I'm excited about today's guests and the month ahead. We have Scott Harrison, he is the CEO and founder of Charity: Water. He's my guest today and we recorded this podcast live in Charlotte, this summer at the Pushpay one day summit. It's an incredible conversation. Scott's a fascinating individual, he's been recognized in Fortune magazine's 40 under 40 list, he's on Forbes magazine's impact 30 list and recently was voted number 10 on fast company's 100 most creative people in business, which is fascinating, you'll see why. We talk about how to court high capacity donors, a novel model for charities in terms of funding and a lot about his personal journey so you're gonna love it. He's got a brand new book out called *Thirst*, which releases today. We'll have links to all of that in the show notes and hey, I want to welcome a couple of brand new partners onto the podcast today.

Carey Nieuwhof: We are going to hear from Pushpay, already mentioned them and then healthcare costs are really out of control and so over this month I'm going to be bringing you conversations with the co founder and the president of Remodel Health, Justin Clements and we're gonna talk about how you can actually as an individual and then you as an organization can save money on healthcare costs. So here's the interview number one with Justin and I asked him, healthcare costs seem totally out of control, what are some things that someone with a deductible can do if they want to save some money? Here's his answer.

Justin Clements: If you can keep from hitting your deductible, then you win. So trying to shop for health care services and using consumer sources and talking to your doctor, asking you if you can pay cash with maybe an HSA card, doing those type of things and just asking good questions and doing research. So, hitting your deductible doesn't have to be the path. You just don't go in and get whatever service and just say, "Man, I hope that didn't cost too much."

Carey Nieuwhof: We're going to drill down deeper on some specifics that you can do in upcoming episodes but if you want to learn more, I want to encourage you to head on over to remodelhealth.com. They are a partner, a trusted partner of Brotherhood Mutual and Medi-share, and they save their clients an average of

34% annually on your payroll healthcare costs, that's crazy. Imagine what can be done with those savings reinvested into your mission, so visit remodelhealth.com/caruy, C-A-R-U-Y to find out more and you'll receive a free quote and a buying guide today. So remodelhealth.com/caruy, find out more, you get a free quote, free buying guide and save up to 34% annually. And speaking of savings, what are you doing for mobile giving? Did you know that the average American spends about four hours a day on their cell phone?

Carey Nieuwhof: I had a coaching call recently with a couple of young church planners, they've got an incredible church and I asked them, "Hey, what percentage of your church, which is almost all 20 somethings, is giving digitally?" And you know what the answer was? Less than 50%. I'm like, "Guys, that's why you have a cash crisis, you get that right, like that's why you're out of money." Your church is missing out if you're not thinking about a mobile strategy to reach members online and on their phones, and that's exactly what Pushpay does. It provides mobile apps and enables digital giving that helps you engage your audience all week long, not just on Sundays and they're experts at this technology.

Carey Nieuwhof: Pushpay has the largest customer base in the entire industry, they're working with more than 7,000 churches around the world. Last year, get this, they facilitated 3 billion, that's with a B, dollars in contributions. It's no wonder so many organizations trust Pushpay. You can visit pushpay.com to learn more and see what everyone's talking about. Talk to an expert and tell them I sent you, so just head on over to pushpay.com and you'll probably discover that your church increases giving when you go mobile. Well, in the meantime, let's jump into my conversation with the founder of Charity: Water recorded live at the Pushpay one day summit in Charlotte, North Carolina this summer. Here's my conversation with Scott Harrison.

Scott Harrison: I thought he was kidding about the knee and the mouth.

Carey Nieuwhof: No, no, they were real, they were real. Hey Scott, it's great to be with you. I want to just drill down a little bit on your story, but I want to start way back when? When you sort of started the story. You've accomplished an awful lot, but it started with some pain. As you said, your family was completely normal until all of a sudden it wasn't, your mom got sick and your roles reversed. Can you tell us, like, as you look back on that now, how did that impact you as a kid? Because when I read biographies and I talk to a lot of leaders, I see that often there's pain in a childhood that does something. It just seems to be a recurring pattern in a lot of leaders who go on to accomplish significant things so I'm curious whether that played a role for you or if it did, how did it play a role for you?

Scott Harrison: Yeah, I don't really remember mom being well except through photo albums. It happened when I was four and it's interesting in those photo albums, she was like supermom. She would take me to the Franklin Institute in the zoo and there were all of these active mom and me moments. So I really only remember her

being sick and I remember these kind of glimpses of just how weird the disease was because carbon oxide attack, it didn't kill her, but it killed her immune system, but it wasn't something that was really medically proven. So they were people that thought she was just crazy, this was in her head.

Scott Harrison: So she would wear these masks and I remember we prepared a special room for her, it was a tile bathroom and my dad and I got tinfoil and we covered everything because there might be some varnish left on the door and she slept in an army cot that was washed in baking soda 20 times. I remember she used to love to read because she was a journalist and as a child from this point on, I would have to bake her books in the oven to try to get the smell of the print, you know, that new ink smell out or we would put them all out in the backyard. There's this photo I just came across 100 books in the backyard in the sun kind of airing out.

Scott Harrison: I just remember feeling bad for her as a kid in the early days and wanting to be a doctor. If you'd asked me growing up, I wanted to be a doctor to help mom get well and help people become well. Then I think I started to move towards the resentful, cynical camp and ... I just have spent 18 months writing a book and it's caused me to go to some uncomfortable places. There's a moment as a teenager where electromagnetic waves made her sick and I'm like, come on. Radio, TV, you just don't want me to watch TV. This was like a great excuse not to have a TV in the room. I remember one night, I kind of creep up to her, the outside of her door, of her little bathroom and I have a ... she's gone to sleep and I put a radio and I faced her and I turn the volume all the way down and I just blast or all night with a boombox and she wakes up deathly sick the next morning.

Scott Harrison: So I had this moment that okay, she would have never known. I felt awful obviously, but it wasn't in her head, this is actually real. I think it morphed from really feeling sad for her, questioning the illness and then just being kind of resentful because my life wasn't like other kids' lives and my mom couldn't do what other moms did and my parents were pretty strict. I think that later led to a rebellion but I wasn't thinking how hard things were at the time. It was just the normal course of life, you don't know anyone else's life. It was really later that I said, "Oh wow, I've suffered." My teenage years weren't normal.

Carey Nieuwhof: So you slid into a period of rebellion when you were a teenager or into your early 20s you have that whole decade. A lot of pastors, a lot of church leaders sitting here and listening as well when we broadcast this and they've got kids like you sitting in their church right now.

Scott Harrison: Or kids of their own.

Carey Nieuwhof: Yeah, or kids of their own, exactly, who are in the process of like going down that path. Do you remember what tipped you in that direction because you

were involved it's not like you quit going when you were 10, you were involved, but you it was a slippery slope?

Scott Harrison: I think my childhood was ... it was so strict and I just wasn't allowed to do anything. I think actually now as a father, it was the element of fun that was missing. So church felt as I grew older, really like a downer, these set of rules, you can't do all these things. But it wasn't replaced with, "Hey, let's jump on a plane and go hike Zion National Park." There was no sense of wholesome adventure maybe, it was just, "Oh, you can't do that. Your friends watching R-Rated movies, you can do that." I remember R-Rated movies were out, PG 13 was out, there was this whole list of everything that was out and these were the things that my friends were doing, the things I wanted to do and because mom was sick, there was just no fun.

Scott Harrison: So I think I really started to explore fun but in a not a wholesome way because I had never known what fun was and the fun of the culture when I went to public school was drugs and drinking and partying and sleeping around and that's what everybody was doing for fun and that's really when I started to rebel. My parents sent me to ... I started out in public school in elementary and then I went to a Christian school and when we moved to the country to really try and get her some fresh air, they put me in a Christian school with nine students and this was in the basement of an Assemblies of God church and they couldn't afford teachers, they wheeled out our teachers on these VHS carts. You guys remember those carts that had a rubber mats and they'd pop in VHS and that was science and we had to wear uniforms.

Scott Harrison: I was so desperate for any individuality, that I bought matching ... The uniform was this kind of really almost urine colored yellow shirt, and these really bad green, just poorly fitting trousers. So I went and forced them to buy me green and white, but at least I bought them from another store, I just couldn't give the uniform company that satisfaction of taking our money. I eventually, the end of that year said, "I'm going to run away from home, if this is my education, if VHS is my education." It was boring, it was easy and the alternative was a 4,000 person high school and they saw it coming. They were like well, okay. And the minute I jumped into that high school, I was surrounded by a whole new set and just didn't have the strength or the foundation to really resist the peer pressure and I just ... I dove into the new life.

Carey Nieuwhof: I think you said in your story that 18 was a pivotal year for you, when you turned 18 and that's where you really kind of ran away from everything you grew up with, you got into the whole nightclub scene and just really dove into the deep end. Do you want to talk to us about like, I mean some of us, that's our story but again, this is the very thing that we're trying to help kids through. Walk us through your interior dialogue and talk about what let you just go down that road. Why was that so attractive to you? You've hinted at it already and why did you just jump in headlong and leave your faith and how you were raised behind?

Scott Harrison: I don't know that I actually left my faith. I just put all obedience to the side or any shred of following faith-

Carey Nieuwhof: I'm familiar with that.

Scott Harrison: Went to the side. Somebody took me out to a nightclub in New York City when I was 18 and three years before I was even allowed in the nightclub and it was just something so other about it, so decadent, so prohibited. It was the thing that I could have never done and there was a sea of 3,000 people partying, it just felt like I was home in some strange way, having no party really for 18 years and here are people celebrating now. They were celebrating, you could argue, very wrong things, drinking and drugs and promiscuity but I just ... when I moved to New York City, the plan was actually to make my band rich and famous. So I had hair down to my shoulder, it was bad luck. The band broke up immediately and then I had just stumbled into this nightclub profession and I just couldn't believe that you could actually get paid to drink alcohol.

Scott Harrison: From someone that wasn't allowed to drink, I basically became a professional drinker. There was a point in nightlife where I was getting paid \$4,000 a month to drink Bacardi in public, my partner and I, and another \$4,000-

Carey Nieuwhof: Like an endorsement deal.

Scott Harrison: Yeah, like ... And another \$4,000 by Budweiser to have Budweiser on our table in our nightclubs, thinking that other people would want to drink Bud if we were drinking Bud. So I mean from the outset, this is the life, right?

Carey Nieuwhof: Yeah.

Scott Harrison: Your friends drink for free, you're drinking, you're partying. Over time ... it's so much I think like my story follows so many biblical cliches. It was really like the prodigal son story, like I'm gonna try my own way and I'm going to start running in the other direction and I wound up 10 years later in the proverbial pig pen and wanted to come home. And I realized that even though I drove a BMW and even though my girlfriend was on the cover of Elle magazine or vogue or even though I had the Rolex watch and went to all the best parties and flew around and fashion week, I had become this soulless, rotten sycophantic spiritually and morally bankrupt person and I had betrayed the morality and spirituality of my youth.

Scott Harrison: The foundation was still there, I think the faith piece was still there. I just needed to explore the exact opposite to then come back. What's great about that story is you get the sense in that parable that he was so far from home, like the other side of the world. Like if there's like 180 degrees and then he just starts walking back home, almost in the same direction so that's what happened for me. It just happened very quickly and I said, "I want to come back." And I want it to be my faith and not the faith of my parents, not to faith that's been

force fed to me because I realized there would never be enough. There would never be enough girls, there'd never be enough money, there'd never be enough status.

Scott Harrison: Somebody would always have more, a better watch, a better car, planes. It was this insatiable desire and I just ... it was like the veil was lifted at this 10 year mark in South America on this vacation. It was almost like the game of musical chairs where the music stopped and I had nowhere to sit for the first time in my life. And I was like, where am I? I felt lost and I want to go find my seat and my seat isn't here anymore, it's all the way back home.

Carey Nieuwhof: It's not automatic that you would come back to faith. First of all, there's a lot of people in their 40s and 50s still living the life you describe. There's a lot of people who were raised in a Christian environment, maybe went off the rails for a decade or whatever, maybe cleaned up their life but didn't end up with Jesus, didn't end up as a Christian. I'm just curious, it's not just like, oh, I ran away and now I'm back, why did you not explore other options?

Scott Harrison: I think I had just started reading the New Testament around this time and I just discovered Jesus with fresh eyes and it was different than I had remembered. He was less religious, he was more against, I'm a very like engramme eight so there's need to be against and I think I found a new way of discovering him that fit differently than the rules and religiosity and even some of the hypocrisy that I saw growing up. I mean, he was the ultimate anti hypocrite and then there was something around the way that he cared so much for the poor that I really latched onto and I had done nothing for the poor in 10 years, I had done nothing to give or to serve. It's funny, I read about this ... there's a book which I'd completely forgotten about going through old emails, I had actually thrown a one party in a nightclub for a charity and I used the charity to market the nightclub and I said, "We'll give a percentage of the proceeds."

Scott Harrison: We gave 1%, and I'm not sure we even gave 1%, not sure we even followed up so that was my old approach. I think Jesus felt so radical and so other and so opposite to the way that I had been living my life and I'm such an extreme person so if the opposite of all of these vices was virtue than Jesus embodied those virtues. He was not looking for better watches and better cars and social status, I found that really interesting.

Carey Nieuwhof: I've got to ask you the question, it's a bit of a weird question, but you were pretty successful as a nightclub promoter. What leadership lessons did you learn from the dark side?

Scott Harrison: Yeah, it's funny. I think storytelling. I'm a promoter and I like throwing parties. I like people celebrating. In fact our whole team does strengthsfinder and one of my strengths is an includer. I love this kind of like, let's bring everybody together. I'd be the guy up in the DJ booth that would see the couple of people not having fun at the party and we'd go buy them a drink or somebody would

try to bring them in. So for 10 years I was promoting a narrative that said, if you come to our club, if you join a sea of people outside, if you get past the velvet rope, if you're beautiful enough or significant enough, if you come inside and you spend all of your money on alcohol and drugs, then your life has meaning and I make a lot of money.

Scott Harrison: That was really the narrative. And to keep that going, we had to be really creative because it's so easy to get bored. Imagine working at nightclub, the DJ is playing the same song, the same people turning up. So we would throw these elaborate pool parties and themes, I would go get a thousand beach balls and we would build lifeguard stands in the club and try and create these themes. We'd do pajama parties and make 500 people come in their pajamas in the middle of New York City just trying to keep it new, keep it fresh so that we don't fall into, oh, it's just another party. We tried to be unexpected. I think that was one was learning A, that I am a really good promoter and B, it required a lot of creativity to keep the thing interesting for 10 years. I worked at 40 different nightclubs.

Scott Harrison: Imagine just having the same conversation over and over, yelling over the DJ. It was pretty painful, it required some creativity.

Carey Nieuwhof: I haven't been to Charity: Water's head office in New York, but I don't know what the pajama parties or what have you taken anything from your nightclub era to what you're doing now?

Scott Harrison: Beautiful design. When we were promoting the clubs, we wanted these invitations that went out. They're actually all these themes that, I'd never written a book before and I'm starting to kind of find these through lines, this word invitation is a big word for me and it's certainly in Charity: Water's narrative, but we would invite people to come to the party and we would spend extraordinary amounts on these invitations trying to make them look really special. So we would carve them out of wood, we would print in metal and these would get mailed out. We thought if the invitation looked special, people would think the party was actually special.

Scott Harrison: Most people were just doing generic flyers or 5X7 Kinko's versions and we always wanted to say, no, no, this is different. When you come into our world, it's going to be more special and come, come, come, come, it's just an invitation. So I think now we get to invite people to a very different party of generosity and compassion and empathy and inviting them to bring clean drinking water to the whole world. But I'm still throwing parties and I'm still inviting people every single day just in a completely opposite sphere.

Carey Nieuwhof: How did you learn that? Like how did you learn the importance of design standing out? I'm just interested in the journey that took you to that place because I mean churches are pretty famous for doing a mediocre job, right? It's like, well we'll save money and we can print in black and white and nobody's

really going to notice and it's fine and that paper is cheaper than this paper. I'm just curious how you figured that stuff out.

Scott Harrison: New York City really helped, living in New York City. It's a city of excellence or you don't live there. Companies can't thrive there unless they're performing at a high level, and then in fashion. Many of our parties were in fashion so fashion companies get design, the east to the world and these are companies that value the aesthetic. Fashion companies will invite you to a store opening with a \$40 invitation that is unboxed and there's just this kind of ... there's this grandness to it all. So I think I just appreciated that, I valued it, I loved beautiful things. As I later came to Charity: Water, that became a core piece.

Scott Harrison: I came across a piece in the New York Times where Nick Kristoff the journalist said, "Today, toothpaste is being peddled with far more sophistication than all the world's life saving charities." And I think that stub in church, right? Toothpaste is being peddled with more sophistication than all the world's churches. It's certainly not as bad now, certainly for charities or churches as it was when I started 11 years ago, but when we looked at other charities, their websites were terrible. I mean, animated blinking gifs, nothing was mobile optimized, I read a study once of a huge global charity and I won't pick on them, but charities used to communicate using white papers, 3D statistics about our problems and they looked at this huge charity and they found that of all the PDFs and white papers published, 70% had not a single download. 70% of all their work was seen by zero people and if that was the old way, I think branding and design and storytelling and images and video would be our way or would be the new way.

Carey Nieuwhof: Let's talk about founding Charity: Water and you did some things differently from the very beginning. I mean you did directed donor reporting, you let people live track where their gifts were going, you have the hybrid funding model which we're going to get into, but what were some distinctives? When you look back now on over a decade at Charity: Water, what were some things that you're like, wow, that was a great call and this was different and this helped us bring clean water to millions more than we would have if we had a bad strategy?

Scott Harrison: I think in ... if you go back to that day one, in so many ways, on paper I would be uniquely unqualified to ever do this. No charitable background, no institutional philanthropy knowledge, no hydrology or water knowledge and you know, I'd run around Africa with a group of doctors for two years taking pictures. In other ways I think I was uniquely qualified to actually get people excited around a movement of clean water because of the decade of promoting and all the things that I've learned and actually the guest list that I built. One of the cool things was when I went to Mercy Ships, I took 15,000 emails with me and back then open rates were 100%. Everybody would read everything you sent them and they went actually from getting ... They went from getting invitations to the

Prada Mega store opening in Soho, New York City to some of the pictures you saw on that video.

Scott Harrison: Like Alfred is suffocating to death on his own faith with the tumor, click here to read more. Some people unsubscribed of course, and said, "I did not sign up for the leprosy party or the tumor party." But I learned there that was a really pivotal learning that these stories and these images moved most people to curiosity, an empathetic and compassionate response, and then a desire to act. So the emails that would come back was, "I had no idea this was going on 3,000 miles away. I had no idea the doctors like Dr. Gary Parker were giving up their vacation time and operating for free. I mean, they should be on vacation in the Caribbean. They have the money to do that and I had no idea that these clefts and these tumors and these problems existed. How can I help?" So I kept hearing a version of how can I help, how can I give? How can I help, how can I give? How can I join you on the ship?

Scott Harrison: I brought that into charity water and said, okay, when stories are told, when people feel connected to problems and solutions, they actually do want to help, they need that guide, they need that bridge. I think kind of uniquely qualified in some ways because the thing that turned out to be the greatest power is the full lack of experience because I didn't know how a charity was supposed to run. I sat with a white piece of paper and I asked a bunch of everyday people why they weren't giving to charity and what they would want a charity look like, what would win them over, what would a charity they could trust look like?

Carey Nieuwhof: So what did you hear?

Scott Harrison: I heard that, we were talking about this backstage, 42% of Americans distrust charities, this shocked people. No one is more generous than Americans, we have this cultural heritage of generosity and philanthropy but almost half the people in the country don't trust the system. NYU did a recent poll and found 70% of Americans believe charities waste money or badly waste money, 30% said they did the right thing with money. Less than a third think charities are good stewards of their donations. So that was the huge market opportunity for me. I wasn't going to go and Poach World Vision donors or Samaritan's purse donors or Save the Children, I wanted to reach out to this disenfranchised cynical demographic who didn't trust and who wasn't giving and the biggest problem just kept coming back to money, money, money, and I said, "All right, well what if we could solve this problem by promising them that 100% of their money, without exception, would always directly go to water projects.

Scott Harrison: Then if we have two bank accounts, one for the overhead and one for the public funding, then actually money's not fungible either. So we could use technology to track these dollars and \$6 and \$19 and show people where they went?" Part of it was just good timing, we started at the same year as Google Earth and Google maps, so Google basically built this free place where we could put every water point up and build the most hyper transparent charity from day one. If we

had 100 wells, anyone in the public could buy a Garmin GPS device for 50 bucks at best buy and go see all 100, or a thousand, or 10,000, or now 28,000, so we've made all that data public. It was kind of 100%, then proof, then we brought in this branding piece. Okay, well it also needs to look good and I talk about the branding. So many charities use guilt and shame to manipulate people into giving. I'm 42 so some of you guys around my age might remember The Sally Struthers commercials from the '80s, they were masterful in their manipulation.

Scott Harrison: The child in slow motion looks up, locks eyes with the camera, flies are perfectly landing on the face and then the 800 number stripes up. It works, you give but you don't want to wear the T-shirt of that charity, you don't want to tell your friends about that charity, you want to turn off the TV and run. If I thought of that, the brands that I respected and admired, let's use Nike as an example. If Nike was a traditional charity, it would be like Nike saying, "Hey America, you are so fat and lazy. Turn off the stupid TV. Put away the Doritos, go for a run, won't you?" Do you think that would work?

Carey Nieuwhof: Some days, yes.

Scott Harrison: Thankfully that's not what Nike's done.

Carey Nieuwhof: I know exactly what you mean. Point well taken.

Scott Harrison: Nike said there's greatness within you, you can overcome impossible odds. If you don't have legs you can run a marathon, if you have lost an arm you can feel when the shot put competition and they tell these stories and then they make people-

Carey Nieuwhof: It makes you believe you can do it.

Scott Harrison: Yeah, greatness is within you. And then people want to turn off the TV and they want to go try it, and then they want to wear that symbol of a company that believes in them. We're the same way except the greatness is in the form of empathy and generosity. We believe you care deeply, we believe when you see suffering thousands of miles away, that you do connect, those are our brothers and sisters and, and that you do want to reach out and you just need a guide. You need something, a vehicle you can trust to make sure if you give, it's actually going to meet that need, it's actually going to alleviate that suffering, that's really what we tried to do.

Scott Harrison: And the last thing is we just wouldn't send anybody to look like me over to Africa to drill wells. I'd seen some well intentioned westerners go and try and do it themselves, we just believed for any of this work to be sustainable it has to be led by the locals. It had to be Ethiopians in Ethiopia, Cambodians in Cambodia, they were the ones actually leading their communities and their countries forward. Our role would be to get people to care about an issue that does not

affect them, move them deeply to compassion and empathy, get them to give as generously as they're able to and then give all that money to the locals and raise up their organization.

Scott Harrison: Over the years we've bought drilling rigs, we've bought hundreds of trucks, we've helped hire hydrologists, we want our local partners to get the credit. Success is Charity: Water spending \$100 million in a country and me going and no one had any idea who I am or the organization, but knowing and celebrating our local partner, we really mean that.

Carey Nieuwhof: How did you or how have you broken down the suspicion, the cynicism that floats around because that's huge. I mean 42% of Americans don't trust charities and basically if I understand your story right, you're like, we're not going to try to poach people from other charities, we're actually going to try to reach the non givers. How did you break down that suspicion with them?

Scott Harrison: The 100% model really helped. Just being able to say, this is the bank account where your money's going, KPMG audits 100% model every year. I remember on day one, and this is, I think I can say this in this group, but day one was a party in a nightclub because I had no better idea what to do and I got some friends to donate in a nightclub and I threw my 31st birthday party. I gave everyone open bar for only one hour, they came in and everybody toss 20 bucks in this big Plexi Cube. And I remember that night a drug dealer, the guy who sold marijuana comes to that party any puts \$500 in and he says to me, "This is the first charitable gift I've made in my lifetime, but I know where this money is going." And to us like that's not my market.

Scott Harrison: It was like, wow, we're onto something. We've discovered something in this package that water was an issue that move this guy and he knew where that money was going and that took him from jaded and cynical to trust. We just kept seeing that over and over again and every time ... that's why closing the loop was so important, this last piece of proof of showing people where their money went. If people could see that it actually had gone and done something, we wound up creating this virtuous cycle where they became a little less cynical, "Oh well, I'll try that again." And they would give more not just to us, but to other organizations, they would trust more organizations.

Carey Nieuwhof: What's really fascinating to me is you've got dual funding methods, so if Joe Public gives you \$10, \$100, \$1,000.

Scott Harrison: All those spring members, 100%

Carey Nieuwhof: 100% goes overseas but clearly you have an office. Your headquarters is in New York, you have a whole separate stream for funding your overhead. Can you break that down?

Scott Harrison: Well, I'll go back to the origins of it. It was really, really hard in the beginning because effectively you're starting two churches or two competing organizations and I was living on a closet floor in New York City at the time. I had no money because I'd given all the money to Mercy Ships and the people I've met along the way and nightclub promoters are not good at saving money so I just was really starting at a kind of negative. I was starting at -30,000, I actually came back to a tax bill as well because my partner had. Long story but it was a really bad time to start a charity, homeless, in debt, but I just had this vision. I was going to work for the rest of my life to build a movement of generosity and compassion and get these people excited about giving and redeem them the act of giving and bring clean water to the entire world and actually see a day on earth when every human had clean water to drink regardless of where they're born.

Scott Harrison: So in the beginning I'm running around with his laptop and I had the advantage of taking 50,000 photos over those two years in Africa so I was showing, not telling. It's one thing if I just told you guys, "Hey, there's this doctor called Gary Parker and he helps kids with big tumors." You're like, "I've never seen a kid with a big tumor. It's not I'd see it." It's another if I talk about dirty water, it's another to see a child drinking brown viscous mud and then throwing up on herself when she does it, it's a different visceral kind of disruption. So I had the advantage of all these photos, I had the advantage of being an eyewitness, I wasn't working for your organization and taking your photos and then trying to go out and sell them.

Scott Harrison: I was there, I was in this village, here's what she told me. And the power of that was really ... I don't think I knew how powerful it was at the time because my friends are just going to club working at Chanel and Gucci, and here I was in Liberia, living with this suffering and bringing back the stories. So I had to determine in every possible donor meeting, is Carie cynical, or does he want to pay for my overhead? I'm literally just making a different ask, will you help me pay for employee number one or oh Kerry, I've got this great model, 100% is going to go straight to the projects. Do you want help someone?

Scott Harrison: So, I'm constantly trading. You can imagine which bank account grew faster. We wound up a year and a half in, we'd raised a couple of million dollars just in our first 18 months and we had a moment a year and a half in. We had gotten up to a handful of employees, I think we had eight or nine employees and we had \$881,000 in the bank account for water projects, and we were about to miss payroll in the other account. We had missed payroll before, I'd skipped my check and said, "Hey guys, don't cash it yet. Hold onto those checks it's got to clear."

Carey Nieuwhof: A couple more days, couple more days.

Scott Harrison: Basically the business model wasn't working and people had told me it wasn't going to work. When I told him about this business model they said, "That is the

stupidest thing we've ever heard. Separate your bank accounts? Who wants to pay for your overhead, dude?" They were right at this moment and what was interesting was having a bank account with no money in it and then \$881,000. We had a few weeks left to funding but the advice I was getting from people was, go borrow against the 881 grand, the water project money. You've got to pay your people, these people have left for profit jobs to work for you, just write an IOU, money's fungible this happens all the time.

Scott Harrison: And I remember just being so outraged by that idea. If we borrowed one penny, our integrity would be compromised, there'd be a crack in the foundation, we could never be trusted again. We might as well hang our heads in shame and all just quit. So I was just gonna wind the organization down, send out all \$881,000 and build as many water projects that we could and then say, "Hey, it didn't work." At that moment I was praying and I was praying with ... if I'm honest with very little faith and at that time a complete stranger walks into the office and he was an internet entrepreneur and fits with me and he was British, let me know that he was an atheist, which I thought was interesting and he was super cynical and he said, "I don't give to charities and I don't trust charities."

Scott Harrison: And I'm like, "Michael yes, you're my demographic. This is exactly what I am doing is trying to win people like you. Here's the business model." I remember just being really transparent with what was working, what wasn't like I'm running out of rope here, we've run out of rope. And he said, "Well, let me think about your problem." A couple of days later, it's midnight, I remember working and I am on my laptop and I get this email and he said, "Hey, I really enjoyed meeting you. Check your account I just wired a million dollars into your overhead account."

Scott Harrison: We went from completely insolvent to over a year worth of capital and he said, "I believe in you, you need more time." And with that extra time ... there would be no charity water with that. By the way, I talk everybody out of the hundred percent model that I can. I am not suggesting that this was right for us and the problem that we're trying to solve. That said, I am mentoring a couple of social entrepreneurs who are making this work with the playbook but it was incredibly difficult. With that extra time as much as it was the money, it was the fact that he believed in me and he believed in the model and I was so energized by that, that I went out and I was much more boldly asking other people for overhead. So today in the two bank accounts, 130 families pay for the overhead. 80 staff in New York, the office, all the flights and a million donors are getting a pure play for 100% that's going out.

Scott Harrison: In that group of 130 families, it's the founders of Facebook and Twitter and Spotify and WordPress and Pandora. It's executives at Apple Computer, it's venture capitalists, it's depeche mode pays for our overhead, it's football quarterbacks and actors. It's kind of this Motley Group of friends and business leaders and entrepreneurs who say, "We don't actually want to fund water

projects, we want to fund your staff. They could be making more money, they're making sacrifices." It really works.

Carey Nieuwhof: I want to talk about that group because most of us in this room, you don't have the founders of Twitter or Facebook sitting in your church, but you got some people who have done well in business or in the marketplace and a lot of pastors don't feel particularly well equipped. Frankly, a lot of leaders don't feel particularly well equipped on how they can actually go and court that kind of favor. And if you were to give us the names of some of those investors, I don't know whether it's private or public, we would know their names. They are big, big players in silicon valley and the global economy, but they seem to love to say, "Yeah, other people pay for water. We are going to build this amazing organization." What are some guidelines that you have or what are some insights you have on what motivates people like that to buy in?

Scott Harrison: There's one word, excellence. They are attracted to excellence. So the people in all of these companies have gotten to where they are by hyper valuing excellence.

Carey Nieuwhof: So the very thing-

Scott Harrison: And they will say this, they will say [crosstalk 00:42:30].

Carey Nieuwhof: Yeah, yeah. I just want to tease this out for a second and let you go deep. So the very thing that a charity would normally be criticized for-

Scott Harrison: Oh, our office can't look too big.

Carey Nieuwhof: Your office is too big, you have too many TVs, how much of those TVs costs? Wait a minute, what kind of flight did you take or you not flying at the back like at the lowest rate? The very thing that the donors would criticize is exactly what these people want to fund.

Scott Harrison: Sort of.

Carey Nieuwhof: Go there.

Scott Harrison: They still want us flying in the back of the plane. It's interesting, Charity: Water has raised a third of a billion dollars now, we've never bought a business class ticket for myself or anyone else so that value of stewardship actually is really important to people. Now believe me, I'm letting companies fly me business class. If Google is flying me to Europe on their dime, I have no problem lying in a bed but I didn't want to use ... I actually don't want to use those. I'll also use air miles from a donor so I'll have a donor in that 1:30, he's like, "I've got 6 million American miles, you need a bed, call me up." So I'm happy doing it outside of the organization. So there is ... we're talking about this backstage, this is fascinating like I could drive a \$60,000 Volvo but not a \$20,000 Mercedes,

\$65,000 Acura or Toyota, not a \$23,000 BMW, so it's real. We are in the rebranding of charity, that is actually still a sensitivity today.

Carey Nieuwhof: Where do they want to see excellence then?

Scott Harrison: It's actually trickier than this because our office is unbelievable in New York City. People walk into our office and say it's nicer than Facebook's. We have 23,000 square feet, we have regenerative landlord who came to Ethiopia, took us under his wing 11 years ago and we pay a fraction of what we would but in the build out of the office, it was going to be about \$2 million to take a raw, huge shell and turn it into our headquarters, all glass TVs. We couldn't just spend the 2 million even if we had it, so I went out and I pitched contractors, plumbers, architects, Samsung who did \$50,000 of TVs, we work who gave us furniture, so we put this group together of 30 people who donated over 1.2 million for the build out.

Scott Harrison: So when someone walks into our office, every person is given a card that says, looks Nice, Huh? Looks really nice. Here are the 30 companies that contributed. So we go immediately to this kind of Robin Hood. Charity: Water is happy for us to have giant flat screen TVs as long as Samsung paid for it, we're happy to have tons and tons of glass and the best steel case furniture as long as somebody else subsidized or gave us. I'll give you a funny example, we have this gorgeous shuffleboard court in our office, like one of the shuffleboard tables and then a pool and the ping pong table and there's this company in New York called Blatt billiards that's been around since the 1800s. I'm like, call them up and ask them to donate. I bet no charity has ever asked for a pool table before, in our multi hundred year history. And they wound up giving it to us like thirty cents in the dollar for our staff.

Scott Harrison: You kind of have to do both, you can't just spend money. I think it's so gray and so nuanced. There's a poverty mentality that is pervasive in so many charities that is wrong, but you also can't ... Andy Stanley gave a talk once at catalyst called the tension is good, you know, so you also can't spend all of this money and then be seen as a bad steward. So you kind of have to live in that middle of trying to build and design really beautiful things, but without spending a ton of money on it.

Carey Nieuwhof: So even though some of these investors are worth hundreds of millions and probably a few billions, they're still looking for that kind of accountability and that kind of responsibility in the-

Scott Harrison: It's scrappiness because all the businesses were like that. When LinkedIn started or when Apple started, there was a scrappiness, people were building computers in garages, so they want that and I want that. 11 years in, we don't want to take that for granted, I'll pitch alright an email to save \$1,261 on software and I'll actually ... you could argue that's not a good use of my time, but now it involves a new company and I think that's worth our time to

constantly be pitching and asking people to donate not only money but also their products or their services.

Carey Nieuwhof: I want you to hear this the right way, how did you get into those circles? I mean, meeting the CEO of Spotify, the founder of LinkedIn, people like that. That is not easy to do, it doesn't happen to everybody, how did you get into those circles?

Scott Harrison: Our first tech investor who gave us a million dollars was from silicon valley, so that helped open up a couple doors. They were just these really fortunate connections, I knew a photographer for national geographic who happened to know someone who was high up at Google, came in the office, sat with me. Imagine me on a laptop giving somewhere between five and 10,000 presentations, I do 18 presentations today, so I'm just clicking next, next, next, and this google exec said, "Well, why don't I sponsor you at Ted?" So then I go to Ted and I'm sponsored because I couldn't afford an eight or \$10,000 ticket. Then there was one guy at a bar once at Ted and someone said, "You needed to go tell him about your charity."

Scott Harrison: So I walk up to this guy and I had an Ipad touch at the time with our new PSA and headphones and at the bar I get them to put on my headphones and watch our 62nd PSA. And he puts it down and he said, "That's one of the most amazing things." So the next thing I know I'm speaking at Google and then I met someone from Twitter and then I invited myself to speak at twitter when they were 28 employees of the company. Then I built some of those relationships early and I invited myself to speak at Facebook on university avenue. Hey, can I come and tell the story?

Carey Nieuwhof: How did you invite yourself?

Scott Harrison: You just say, "Hey, I just got back from-"

Carey Nieuwhof: So you're talking to Jack Dorsey and you're like-

Scott Harrison: Can I come talk to your employees? Sorry if you're Jack Dorsey, you want stimulating outside speakers. I have speakers coming to Charity: Water all the time that have nothing to do with philanthropy. Simon Sinek will come in or Brenae Brown will come in or Adam Grant, I'm fortunate enough to know some of these people in the speaking circuit, but they're not talking about water, they're not talking about philanthropy. I actually once the infusion of creativity so when I could come in to Square or Twitter or Google or LinkedIn and give a talk, I'm actually doing them a favor. I'm exposing them to a different way of disruptive thinking or a new business model, it's out of the box thinking. Then also giving people a chance to be generous and to give, so I don't think of that as my handout, "Hey, can I please, please come speak?"

Scott Harrison: I'm like, I'm going to come tell a great story and I'm going to try and make everybody at Twitter cry and make them feel something, and they feel something really deeply and want to help us.

Carey Nieuwhof: What turns groups of people other than misspending because we all have one or two people who probably have done disproportionately well, who could do a lot more than they're doing in our organizations, in our churches. What rubs them the wrong way other than misspending?

Scott Harrison: Well, they don't like false humility at all.

Carey Nieuwhof: Define that. What do you mean by false humility?

Scott Harrison: They don't like subserviency. When you're, oh, I'm just the pastor, I'm just the charity guy, that you're so much better than me. They want to be giving to peers and it's ... you can be humble, but you can also crush it and you can have excellence in your business. So when I'm meeting these people, it doesn't feel like it's a handout, I'm inviting them to join us and sometimes they say no. It's funny, I was with someone worth a few billion dollars last night in San Francisco and it was my fourth time with him and he finally said he would join the 129 families last night. He's just been watching us, it hadn't been the right time.

Scott Harrison: If A, I think you play a long game and I never grovelled I'm just ... I was like, "Hey, we're still doing it."

Carey Nieuwhof: So pitch me, go ahead pitch me. I won't say who it was, but he was a hero of mine. I know that, pitch me.

Scott Harrison: Well, I didn't have to, it was just story telling. I was just catching up with here's where the organization is and we had eight up years and we had a down year and I was just talking to him like a business peer and then we started doing a pivot and now we're finding growth again and here are the challenges. It's not, hey, could ... I'm not flipping through a proposal with them, it's just, and here's my biggest challenge at the moment, which I said is my water, the spring, the waterside is growing faster again than the overhead side, so I'm allocating more and more of my time from growing 130 families to 140 families, 150 families to which he said, "I'll be your next family." It's kind of that organic, he had some awareness of this, he'd been watching us, it just hasn't been the right time.

Carey Nieuwhof: But it's the long game.

Scott Harrison: That's the other thing, I think you have to be really careful not to write people off. I have been so surprised. I've gotten a lot of no's, in the early days 90% of the meetings were no's because it just wasn't real, it wasn't safe. People like to be safe and I've written so many people off early on, like, oh, it's a no, it's a forever no, it's not a forever. No. A lot of people it's just a not now or I need to see you do a little more, I need to see if you're still doing this. So many people

now in year 12 will tell me they thought I'd be working at Facebook by now, they thought I'd be taking the jobs, starting and trying to get rich and start the billion dollar company and just now they're like, this dude is still driving a Kia Sorento and he's still in a 1200 square foot apartment with his two kids and he's still flying coach, we actually want to help him now because there's just a growing credibility.

Scott Harrison: It's like the long obedience in the same direction, you just pick up more and more people the more you stay the course and the more you don't compromise your values or your integrity. I assume every no is potentially a later.

Carey Nieuwhof: You've scaled massively if you look at, and we'll talk about the blip in a few. 2015 was not a great year for you personally, not a great year for charity. Well, it was in retrospect and feel that way. What have been some keys to scaling as you've seen this kind of growth?

Scott Harrison: You guys know Don Miller and his stuff. He put language to what we've been doing intuitively for a long time. This idea of movements grow when people feel like they really own the movement and they're not owned by the organization, let's say. For years I had been saying Charity: Water's not our story, it's their story. Then I would talk about our volunteers, I would talk about our donors, I would talk about our local partners, I would talk about our fundraisers, nine-year-olds giving up their birthdays, strangers moved by the act of a nine year old giving up their birthday, so it was always look at them, look at them and look at them, look at them, never look at us.

Scott Harrison: Don has given language to this he said, "You're the guide. You're not the hero in the story." And I'm like, that's exactly what ... we've been the guide for 11 years and we are celebrating all the heroes around us, the 800 people that work for charity water in 20 countries now leading their communities forward. They're the real heroes, so we are so intentional to never position Charity: Water like y'all, we're awesome, we're drilling wells, we're saving lives. We're like, no, no. Our community of a million generous supporters are resisting the apathy that would be so easy to come to you with an issue like this and they are giving of their time and their talent and their money and their birthdays. Look at them, be inspired by that and then that money is going to our local partners in Ethiopia.

Scott Harrison: Our drilling partners in Ethiopia work 29 out of 30 days every month. There's eight and a half months of the year where you can drill and the rest is the rainy season when they can't, so they maximize. They take one day off every month to maximize the amount of people they can help when it's eight months and it's not raining. We tell those stories all the time and really see our role as the guide. I think that has been ... I think that's actually fundamentally different than how most organizations just instinctively behave.

Carey Nieuwhof: That they are the hero.

Scott Harrison: They look at donors have the means to the end. I'll talk to charity CEOs, if they had one donor who was reliable, they'd rather get rid of everybody else and donors are a pain in the butt. We love our donors, the mission is engaging people, winning back their trust, bringing them to the table of generosity and then allowing them to be redeemed in the process and living more unselfish lives that have more purpose and meaning.

Carey Nieuwhof: The end of that video you cast a huge video or a huge vision for the future like the day when every single human being on earth has got clean water. The challenge with that of course is it's going to require scale and you've been experimenting with the Spring and monthly or annual recurring revenue. That's a big challenge for churches as well. Tell us about that and the difference that like how do you cultivate repeat donors because that's a challenge for all of us?

Scott Harrison: I'll go back, we have little time for this, I'll go back and just the story. We had eight years of consecutive growth, two six, nine, 16, 23, 28, 35, 45.

Carey Nieuwhof: Million.

Scott Harrison: Yeah, each year. And in that \$45 million a year, we gave 1 million people clean water in that year alone, I think it works out to 2,800 people every day of the year. The next year we were down nine million, we did 35 or 36 and we helped 800,000 people get clean water and what happened, part of it was economy related. We had two huge donors that didn't repeat, one company laid off 10,000 employees, the other donor stock tanked 40% and just said, you know, we like, you guys were just going to pause this year. So I go through this existential crisis, I try and quit, I call up all my board members and say, "I've tapped out, you know, I've reached the limit. I was unable to lead us to nine consecutive years of growth and I'll stay with the organization. I'll just reinvent my role let's hire a professional CEO."

Scott Harrison: So we start interviewing CEO firms, funny thing is I tell my exec team this and we're going into Q4 and they're like, dude, get back to work, stop whining. There's no way we're going to let you do this in Q4. And actually my chief water officer said, "Dude, you're burned out. Why don't you take a month off in January with your family and see how you feel and we'll support you if you want to come back." So I wound up, a donor gave us this beautiful house, a high above Shasta Lake in California, like a 10 bedroom retreat house that miraculously nobody was booking for the month of January. He's like, well, you can have it, you, your wife and your kid. We get out there, day two my wife finds out we're pregnant with our second so she's super grumpy because she was looking forward to drinking wine throughout the whole month.

Scott Harrison: It then rains so hard that month in California, rains more than it had in two decades. We're in our own weather system, so it's hailing where we are. We can't see the beautiful lake at the bottom, there's no inhale, the house starts leaking, we're running around with buckets in this beautiful place, it was like a

metaphor for how I was feeling and I just remember being ... it was three and a half weeks we talked about this backstage because you had your own moment. I just the board and I didn't know what was next and I had enough time to think through the problem and think to actually try and solve the problem and I said, you know what, what got us here won't get us there. It's some version of crossing the chasm or finding your next kind of S curve up or pivoting.

Scott Harrison: And I said, the problem is we've built a one time non repeatable donation revenue business and the birthdays are great, guys. I mean, you saw it's an inspiring idea and you should all give up a birthday if you can, it's fantastic. I've done eight birthdays. The works people love giving your birthday, but the average person does one. I think we saw 2% of people repeat a birthday. You do your birthday and you're like, okay, great. I built my, well when I raised my few hundred bucks, people actually were taking the birthday idea and doing it for education the next year or a justice issue or a health issue. So the birthday idea was going viral but not benefiting us, not The repeat, so I would just have to keep doing more speeches and we would have to just keep finding more and more birthdays and churning them. Same thing with one time donation.

Scott Harrison: Somebody hears about Charity: Water goes online and gives 100 bucks, so that's great. You got to go replace that person and then add on that to grow. As I looked at the businesses that I really admired and were succeeding, it was the Netfixes of the world, it was the Spotifys of the world, it was the Dropboxes, I learned that the average American has 10 subscriptions and we pay for these things because we receive value. We're watching Netflix, we're storing our images with a Dropbox, we're listening to music on Spotify and I just thought up in the mountain what if we could create a subscription program for pure good where 100% of whatever people could give, gets directly passed on to those in need, and then we'll have to figure out how to innovate to keep that community engaged to story tell. That's really all I had.

Scott Harrison: As you guys know, the sponsor, a child model has been around for a long time, but we never had that. We never had that cute kid who could write you letters over eight years because really we're going into a bunch of new countries. We're funding \$65 bio sand filters in Cambodia and \$280,000 gravity fed systems in Rwanda and \$12,000 wells in Ethiopia so we had new people getting clean water. So we come back and we launched that video which is a 20 minute video and I was actually the only person in the entire organization that thought it was a good idea.

Carey Nieuwhof: Talk about the push back, you got-

Scott Harrison: The attention span of people is like a bumblebee these days. You're going to release a 20 minute web video and I'm like, well it takes that long to tell the story and to move people into any sort of ... I can't do it in three minutes. I can't move people into any meaningful emotional connection or even understand what Charity: Water is about in three minutes. So we do this, we made the thing

for 50 grants, it was all just archival footage, and we released it and it just works. People started sharing it, what was crazy is people were joining the spring at minute eight, but we don't even talk about water I think until minute nine.

Carey Nieuwhof: And how many views now two years later?

Scott Harrison: Over 10 million.

Carey Nieuwhof: 10 million views.

Scott Harrison: That turned out to be the beginning of the spring and then it started spreading around the world and it was cool seeing people in Africa start giving to the spring and people in Bulgarian. Last week we added our hundredth country in the community. So that pivot to subscription, that next year when we built it we were up like 3%. Last year, our first year of spring we were up 37% so we did 50 million last year. This year we think we're gonna do over 70 million. Sixty five or \$70 million powered by that community of people showing up month in, month out, and the average is actually 30 bucks. So we have people giving \$100 a month, we have a bunch of college students giving 10 and the stories that come in of people in their '90s giving their pension is amazing.

Scott Harrison: We hear people canceling HBO, they're like, "You know what? I'd rather give you the money every month than HBO." So we're hearing people cancel these valuable premium brands to be in the spring. What we've started doing is creating unique content just for that community, so we're sending camera crews and camera crews meaning two people around the world, to highlight the work that spring members are funding. So you might go into the gravel and sand factory in Cambodia and learn how biosand filter is made or go out with the drilling team in Ethiopia and meet the people who are actually getting these thirties and fifties a months and putting them to work.

Scott Harrison: I think that's been transformative to the business. I basically never left because I got so busy building that and trying to pivot the entire model that now I'm in year 12 and enjoying it a lot.

Carey Nieuwhof: You told me you recovered from burnout and three and a half feeds, which is enviable. I wish I had.

Scott Harrison: I think the big learning there was I had way too much of my identity in the numbers and it's even a little trickier maybe than a for profit CEO because our numbers ... my salary doesn't change if we do 30 million or 50 million or 70 million. I don't drive a nicer car, it's the people out there that get clean water so I really did feel like I had let people down by my inability to grow the organization and continue impacting more lives so I took that pretty hard. I had a conversation with my dad and he's like, "Son, I've been in business 30 years. It

doesn't always go up into the right." Think of any business that has a linear graph up into the right, it just doesn't have any.

Scott Harrison: He said, "Did you compromise any of your values?" No. "Did you have integrity as an organization?" I'm like, yeah. I said that outside of the numbers are down here was actually the best year for programs and sustainability and all this other innovative stuff that just didn't translate to in that way to people getting directly clean water and he's like, "Well, let's go back to work."

Carey Nieuwhof: There you go. All right. Any of you are burning out, let's go back to work. Some habits, rhythms and disciplines in your personal life that maybe are different in the last few years.

Scott Harrison: I'm taking more time. I am taking more time off. I'm trying to go ... I have two kids now two and four so I'm trying to travel less. I'm starting to take my four year old with me and I just put him in a ... gave church talk in Sacramento a couple of months ago. I flew him out there and he's almost four and I put him in the middle of the crowd I'm like, you have to be really quiet. Okay for 30 minutes and 10 minutes in I hear, "Daddy." So, so I think that's actually one ... I would hope again in the sense of fun and adventure that maybe I didn't have, I would have hoped to just bring my kids along. I mean, it's amazing.

Scott Harrison: I've been to Ethiopia 30 times, I've been to 69 countries now, the experiences that Charity: Water has really afforded me have been so rich and I want to pass that onto my kids. Vic, my wife has been to Ethiopia 12 times, she's been to many of these countries with me. So I think that's one rhythm that I'm excited to is they're a little older is actually to take them with me. Not because I need him to be a Charity CEO or pass it down, but I just want to give him a love of adventure and travel and fun and you can have good, clean, fun, experiencing new things around the world. I live really close to the office so I live in a much smaller place because of proximity, but I walk to work in seven minutes.

Scott Harrison: So with the travel, I'm home in the morning and night whenever I'm in New York. Sometimes I'll schedule like 9:00, dinner after the kids go to bed in the neighborhood but that's family time. I love, I love being there every morning, I love taking them to school, picking them up. I live so close to work that sometimes a lunch meeting will cancel on me. At 11:45 when I have a noon lunch and I'm on the playground at noon. So I'm just like where are you guys? I'll meet you, and I can run out and use that hour or hour and a half block to be with family. So that really helps take some of the burden away from the travel.

Carey Nieuwhof: You also mentioned that you've released a lot more, that a lot was landing on your desk now it's not anymore. Can you give us, just walk us through how and maybe an example of some things that you're no longer doing?

Scott Harrison: We were talking about this backstage. The tendency is to both ... I think so many leaders are both at 30,000 feet, some spending so much of my time, five and 10

years out and what giving looks like, what storytelling looks like. Then there's a burned out light bulb that I get really upset about in the office. And I get how am I the one that needs to see this? There's 80 people, no one else saw the light bulb? It's burned out for three days now, I'm just you know. You kind of go or like the leg on that chair is broken. I still kind of live in, you know, because of the excellence I want ... I'm thinking about a visitor coming in and looking at a burned out light bulb, that's symbolic to me.

Scott Harrison: People are going to walk by a burned out light bulb, what else might be wrong in the organization. So I'm always trying to just put that ... like instill that value culturally, you know, constantly instill excellence. Excellence actually is a value at Charity: Water and it's one of our isms so, yeah, that's one. What was the question again?

Carey Nieuwhof: Other things you may have let go. You said you've really empowered the team.

Scott Harrison: And I hired a ... well, I've empowered a COO who just takes so much more off the plate.

Carey Nieuwhof: And fewer reports.

Scott Harrison: Amazing, amazing woman named Lauren, she's been with me for seven years now, and she's doing the one on one. She's doing performance reviews, I'm just not great at that. Sitting in a one on one with me is bad experience for you honestly. Me too, but it's a worst experience for you, my brain just isn't really wired like that. She is and she loves it and it's a great partnership. I also have an amazing partner who's been with me for six years now. A guy called Kristoph and he runs all of the water programs in 26 countries, so he fits over that whole team. So I'm really out these days raising money to pay for it all and to pay for the staff and working on the overhead side.

Scott Harrison: Lauren's really kind of running the day to day ops and then Kristoff is running the whole team, taking this money, making sure we're doing the very best with it around the world and making sure the projects are sustainable, of high quality, auditing, making sure that the money's being spent properly. So we really have these key players where I can do more of the stuff that brings me life and that I'm better at.

Carey Nieuwhof: Any final word for the leaders who are gathered.

Scott Harrison: My favorite, I actually ended the book with this, my favorite kind of thing or quote these days is something that came back to ... 10 years ago a guy that was working with me, he was walking past the New York Bodega and he snaps his photo and it was a rabbinic texts and it says, "Do not be afraid of work that has no end." At the first time I. It didn't resonate with me at all at that point in the life cycle, and of course the work is gonna end because we are going to have a day when everybody gets clean water, but now I've really come to embrace that

because if your work is in the service of others, if it's a work of compassion and unselfishness and if you are looking actively to alleviate the suffering you see around you, it is never ending, it is a legacy like.

Scott Harrison: I would say when we solve the water crisis collectively with a bunch of great people that are all working on this around the world, we're not going to drop the mic and try and become millionaires. I don't imagine my team, however big it is, saying, "Okay, great. Now we're going to go work at Google and Facebook." I think we want to take everything we learned and focus it on a different problem. Maybe it's a justice issue, maybe it's hunger, maybe it's education, maybe it's shelter, but we would hope to take our whole community and everything we've learned and say, "Okay great, water's done. Who else is suffering that doesn't need to be?"

Scott Harrison: I really love that kind of that idea of the never ending work and the embrace of that as long as it's working in the right direction. If you're a workaholic filling up nightclubs to get people drunk, maybe a little less rewarding or less exciting to get in.

Carey Nieuwhof: Well, Scott, thank you so much. Ladies and gentlemen, Scott Harrison.

Scott Harrison: Thanks guys.

Carey Nieuwhof: Well, what do you think of live podcasts? That one was a lot of fun and I think they have an entirely different dynamic, I think I might do more of those. I'd love to hear your comments head on over to the show notes, careynieuwhoff.com/episode219. That's where you can get links to everything that we talked about in the show. Also learn more about and charity water, pick up his new book, Thirst, which is almost guaranteed to be a bestseller and I loved my time with Scott. You can also learn more about our new partners too. Pushpay actually sponsored this summit and you can learn more about digital giving and get your church online at pushpay.com, and also check out Remodel Health. Wouldn't it be great to pump back 34% in savings on your healthcare costs into the mission of your church?

Carey Nieuwhof: That would be amazing. So head on over to remodelhealth.com/caruy and find out what they can do for you. We are back next week with a fresh episode, it is a pretty exciting month to be honest with you. Who have we got? Well, next week I've got Rachel Cruz. She is just a fascinating person, I've followed her for years, she's a speaker and author, she's Dave Ramsey's daughter and she talks about what her dad taught her about money, how to teach your kids about money and the top financial issues people struggle with and as always with Rachel, it is never boring. Here's an excerpt from next week's episode,

Rachel Cruz: Having to go buy clothes for school. So let's just make this into a teachable moment and it's not this big budget camp on the weekend that you're sitting with your kids and trying to like force them to do all this crazy money stuff. It's

just part of life and they will learn it and pick up on it and I'll also say too, with parenting that more is caught than taught and so your kids are watching your habits as parents as well and how you interact with money.

Carey Nieuwhof:

Okay, so that's next week on the podcast also, this month we've got Patrick Lensioni, Levi Lusko, and then Max Lucado as well. Do you know Max has written over 120 books? Yeah, it's crazy. I talked to him about that. So it's gonna be a really, really fun fall. I'm so excited for it. Thank you guys thank you for rating the podcast, thanks for your reviews, we read every single one of them and I look forward to connecting with you this fall on the road if you're going to be in one of the cities I'm in, traveling between now and really early December. I'm looking forward to that, so thanks so much for listening and I hope our time together today has helped you lead like never before.