

Announcer: Welcome to the Carey Nieuwhof Leadership Podcast. A podcast all about leadership, change and personal growth. The goal? To help you lead like never before, in your church or in your business. And now your host, Carey Nieuwhof.

Carey Nieuwhof: Hey, everybody and welcome to episode 227 of the podcast. My name is Carey Nieuwhof. I hope our time together today helps you lead like never before. I don't know how you listen to your podcasts. I listen via my iPhone. Actually, the stats tell me that's how most of you listen. Although, I know there are some android people out there and some of you listen on Spotify, Google Play, TuneIn, Stitcher, whatever.

Carey Nieuwhof: Here's what I want to tell you about. You know what's true for me, and maybe you're listening to this episode randomly or whatever. I only ever regularly listen to the podcasts I subscribe to. Sometimes, I hear about something on social, I'm like, "Oh, I got to go look at that." Then, it's not on my phone when I go to play podcasts so I don't listen to it. If you happen to be randomly listening to this and some of these episodes have benefited you and you haven't subscribed yet. Would you do that today?

Carey Nieuwhof: That also really helps us get the word out when you subscribe and when you share. If you found some of these episodes helpful and we have two for you this week, we have one today with Terry Smith who's going to talk about becoming a hospitable leader. It's a powerful interview that I think is going to surprise you. Because you're probably like, "Yeah, I got hospitality nailed, Carey, we're really good at guest services."

Carey Nieuwhof: No, no, no, that's not what we're talking about. We're talking about something much deeper. An idea so powerful, actually, that Jack Welch, yeah, the Jack Welch pulled him aside and said, "I want to know more," and they became friends over some of the ideas that we're sharing. Then, in a couple of days, on Thursday, we got another episode coming out this week with Craig Groeschel and, man, I got to tell you, Craig was so honest and so open about the pain of leadership. On the outside it all looks great, but on the inside, yeah, he's got the same struggles that you do.

Carey Nieuwhof: We go back to his early days as a rookie leader where he made a lot of mistakes and talks about the pain of self-inflicted wounds in leadership and how you get through that. I think you're going to love it. If you love that kind of stuff, subscribe. What you could do if you find any episode helpful is take a screenshot, tag me and tag some friends and just share it on your social. That would be amazing.

Carey Nieuwhof: In the meantime, everybody is talking about church attendance and as we've shared before in this podcast and in some of my other writings, I think we live in the age where the key to growing attendance is deepening engagement. The question for you is, what are you doing about engagement during the week? Every single church ministry today, if you're going to have strong leadership

needs a strong engagement strategy. We have more opportunity than ever before. How are you going beyond Sunday?

Carey Nieuwhof: Believe it or not, a mobile strategy is critical to that and the industry leader in that is Pushpay. Pushpay not only enables mobile giving, which is so important. I mean, who carries around checks anymore other than being in the supermarket line behind that one person left in the world that's trying to pay by check. Other than that, most people, particularly younger people, they're doing everything online and your church, if you don't have a mobile strategy for that, you are missing out on giving.

Carey Nieuwhof: Plus, Pushpay can go way beyond that and help you actually engage with your congregation because they're at the cutting edge of technology. Last year, they helped more than 7,000 clients process billions, yup, that's with a B, of dollars in generosity. They've got a special offer for podcast listeners. Go to [pushpay.com/Carey - C-A-R-E-Y](https://pushpay.com/Carey-C-A-R-E-Y). You can sign up to talk to a representative who has a special offer just for listeners of this podcast. No obligation but just a chance to talk to an expert and ask questions about technology. I hope you'll check them out.

Carey Nieuwhof: Speaking of technology, because this is almost 2019, are you a senior or exec pastor trying to figure out how to fund your next big growth project? I mean, it is budget season. Maybe you're trying to hire a new staff but you can't really afford it. Remodel Health is a new technology solution and an affiliate of Brotherhood Mutual and they offer a unique health insurance benefits platform that saves most churches, get this, 30 to 50% on their health insurance cost. Yeah, that's actually found money.

Carey Nieuwhof: On average, what that translates in to for the average church, 60 to \$100,000 per year to repurpose toward projects that can help you do more in your ministry, whether that's hire staff, do something with your facility, launch a new program. If you want to know more about that, we've got a special page for you as well. Visit [remodelhealth.com/carey - C-A-R-E-Y](https://remodelhealth.com/carey-C-A-R-E-Y), to find out more and receive a free quote and buying guide today. That's [remodelhealth.com/carey](https://remodelhealth.com/carey). I hope you head on over and check them out today.

Carey Nieuwhof: In the meantime, let's jump into my conversation today with Terry Smith. Terry is the lead pastor of the Life Christian Church Metropolitan, New York City. Actually, it's kind of fun because they're in Jersey. We talked about the lack of hospitality culture that he faced when he got there and how he created one. He's a bestselling author, he speaks all over the world and I think you're going to love this conversation with Terry Smith.

Carey Nieuwhof: Terry, welcome to the podcast, it's really, really good to have you.

Terry Smith: Thank you so much, Carey. It is a tremendous privilege to be with you. Thank you.

Carey Nieuwhof: Yeah. We met, what, about a year ago I guess, in the office you're sitting in now.

Terry Smith: We did. You were here speaking at the Collyde Summit, which we were pleased to host that year. It was great to connect with you.

Carey Nieuwhof: That was a lot of fun. Yeah, that was a power green room, man, Mark Batterson was there, Ann Voskamp was there. That was the first time we actually connected face-to-face. It was with many others. It was a lot of fun.

Terry Smith: It was. Congratulations to you, Carey, for your success. Your podcast is amazing. Frankly, I didn't start listening until I met you a year ago.

Carey Nieuwhof: That's the way it goes. Nobody listens until they met me.

Terry Smith: It has made such a positive impact on my life, on my staff team and then I've just started reading through "Didn't See it Coming". It's amazing. It's amazing to watch God's grace on your life and ministry. It's fun to watch somebody like you have so much success.

Carey Nieuwhof: I appreciate that. As you said, it is a grace. I think that's an Australian, New Zealand term. I've heard a few of my friends from that part of the world use it. There's just a grace where you can't fully explain what happened. Here we are and I'm really, really delighted that you're going to be contributing to the podcast and not just listening. You got a brand new book, it's called "The Hospitable Leader: Create Environments Where People and Dreams Flourish". Endorsed by Jack and Suzy Welch.

Carey Nieuwhof: I got to ask you, how did you swing that? That's not everyday. Are they like your next door neighbors?

Terry Smith: No. It's crazy because Jack Welch famously doesn't endorse books, so I'm really blessed by his endorsement and Suzy's endorsement and their friendship.

Carey Nieuwhof: Neither do I. Neither do I, Terry. Wait, there's my endorsement in your book. I'm kidding. I'm kidding.

Terry Smith: Thank you, Carey. Jack and Suzy heard me speak at a church in New York City. I had no idea they were in the audience. I was on a book tour for my first book called "Live Ten". They got fascinated with an idea of mine that I talked about that day and that I talk about in "The Hospital Leader" called Area of Destiny. They invited me to their home, in fact, I've been to a couple of their homes. They wrote a chapter about it in their last book. They just have been really gracious to me. It's crazy but Jack and Suzy have become friends based on an idea they heard me talk about.

Carey Nieuwhof: Talk about grace, right, seriously. Obviously, they hear a lot of people and they're not doing that for everybody. That's incredible. I didn't know the

background to that. I got to ask you a question because there's a lot of leaders listening here who are like, "Gosh, I wonder how that would feel if that ever happened to me." How did that make you feel?

Terry Smith: The thing that's so nuts is that I was in a middle of a teaching series here at the Life Christian Church in New Jersey where I pastor. I actually had told a Jack Welch illustration a week before from his book "Winning". I am a huge Jack Welch fan in the leadership space. I've been reading his book. I've been talking about him. I'm standing up there speaking at this church in Manhattan, I had no idea they attended there some. I looked out there and saw somebody that looks like Jack Welch and I thought, "I'm losing my mind. I think I see Jack Welch in the crowd."

Carey Nieuwhof: You were thinking of a body double, right, hey, you have a doppelganger.

Terry Smith: Then, he walked up to me after the service, he approached me. I'm dying to meet him. He approached me and I just released this book and he was so excited for me. This speaks to a certain kind of leadership. Some of these larger than life figures, there is a reason why they are who they are. You would have thought I was the only author Jack had ever met in his life. He was so excited for me. So excited he said, "You're getting ready to go sign books. It's one of the most enjoyable things you'll ever do. I hope you enjoy it. I just love signing books."

Terry Smith: Later that day, I get an email from them and lo and behold, I've learned that that's just the way that he is. You sit at lunch with him. I haven't spent a lot of time with him. The only occasions I spend time with him, you sit in lunch with him. It's like you're the only person in the world. It's the most interesting conversation that ever happened. Truly, I would say a lunch I had with Jack Welch is the most interesting conversation I've ever had in my life because he's just an amazing human being.

Carey Nieuwhof: Okay. I know we're going to talk about a lot of stuff today, but you've got me absolutely hooked. That is a characteristic of many high capacity leaders. I've never met Jack Welch or Richard Branson but the people who I know who have have similar reports that they're just focused. I would say this of me or anybody, but like, it's not like he needed you. He's not using you to get something. Jack Welch doesn't have any needs that you might be able. What do you think that is? Have you seen that? We're talking about the hospitable leader, do you see that in other high capacity leaders? I just want to drill down on that a minute more.

Terry Smith: I do, especially in that level of leader that gets elected President of the United States or something. That level of person has an ability to engage you on a human level that most people simply don't have. The passion, the energy, their ability to listen is one of the things that's so engaging. I'll say by the way that

Suzy Welch is a powerhouse in her own right. She's the former editor of the Harvard Business Review.

Carey Nieuwhof: I didn't know that. I didn't know that. Wow.

Terry Smith: She is. She's the career expert on the Today show and she's spoken in our church. Again, this idea I have which is in a major part of "The Hospitable Leader" though there's a chapter on it called "Area of Destiny". She called that one of the best career ideas that she had ever heard. It's interesting that they were captivated by an idea and that led them to want to develop some level of relationship with me and to be good to me. I'm grateful.

Carey Nieuwhof: This is probably out of sequence but can you go there? You've got everyone's curiosity peaked, what is your Area of Destiny?

Terry Smith: Area of Destiny, that was not one of your questions that you sent me, Carey.

Carey Nieuwhof: No, but let's go there. No. I think you've listened long enough. You told me you've listened long enough that 90% of the time I don't ask any of the questions I send people ahead of time. Isn't that all the best conversations? Jack Welch didn't come with 17 questions to meet you off stage that day.

Terry Smith: I had some questions for him though, but anyway.

Carey Nieuwhof: Yes.

Terry Smith: Area of Destiny is the God-destined framework for our life. It's what God made our life to be about. It is the intersect of mission, passion, and gifting. I spent a lot of time talking about, as Paul referred to it in the Corinthians, he talked about the sphere of influence that God has assigned him and he said that he wouldn't boast outside of that. I don't believe that anybody can be anything they want to be, anywhere they want to be. I believe that possibility exists for us within our area of destiny, what God made our life to be about.

Terry Smith: Within that place, and I think there are boundaries to that place, within that place, there is limitless possibility.

Carey Nieuwhof: Is it like a Venn diagram, three circles converging around gifting, mission and passion? Did I get the three right?

Terry Smith: Yes. There's a Venn diagram and area of destiny is the intersect of mission, passion and gifting. Gifting which needs to be worked on and developed into skill so we can make a unique contribution. It's asking, how is what I'm doing connected to God's mission in the world? What meaningful thing do I love to do? Or things do I love to do? What am I uniquely gifted to do? Somewhere in there, I find what my life is supposed to be about and I fully invest there.

Terry Smith: I could go into lengthy scriptural underpinnings for this idea, Jack and Suzy have taken it and applied it in a very secular way in their most recent book, I believe it's called Leadership MBA. They have a chapter on it that's quite interesting from a non-biblical perspective. My view on it is really shaped by my understanding of the scripture.

Carey Nieuwhof: As the way it works out, I mean, Kim Blanchard would be in the same camp, right, where after he became a Christian, it's like so much of those is in the bible and we just take it elsewhere. What is your unique area of destiny?

Terry Smith: I believe that God called me to build a great church in the New York City metropolitan area and that I think once somebody figures out their area of destiny then everything in their life, in a way, becomes about the same thing or is organized within that context. For me, everything in my life has basically been about that. We can get into really nuanced conversations about how that affects my family for instance. In my case, I was blessed that my wife and children have bought into this idea that this is what God made my life to be about. Just everything is organized looking through that lens.

Carey Nieuwhof: How does that impact your family?

Terry Smith: One of the things I talk about in "The Hospitable Leader" when I do talk about area of destiny is the idea that a hospitable leader is hospitable to people and their dreams. That one of the most important things a leader can do is helps people find their place in this world. I describe their place in this world as area of destiny.

Terry Smith: In my relationship with my children, all three of whom are adults now. A lot of my interaction with them has been around their area of destiny, what did God make your life to be about? How can I help you achieve that? How can I cheer you on now that you're out from under my direct stewardship? I get more joy out of seeing them in their place, than probably I'd think about my own these days.

Carey Nieuwhof: Okay. We could go on so many directions. Let's back up a little bit and talk about hospitable leadership. What do you mean by that term, Terry?

Terry Smith: The technical definition of a hospitable leader is that a hospitable leader creates environments of welcome where moral leadership can more effectively influence an ever expanding diversity of people. A hospitable leader is creating environments where they can more effectively influence people. A key to that is so they can more effectively influence an ever expanding diversity of people.

Carey Nieuwhof: How is that? John Maxwell, I think, has become famous for defining leadership as influence, which I think is hard to argue with. You're saying a similar thing, but you trace it to being hospitable. Is that different from hospitality? Is it the same? Drill down a little bit on that.

Terry Smith: It is, it's clearly about hospitality. One would make a mistake to think when I talk about hospitality I'm talking about the first impressions ministry in a local church for instance.

Carey Nieuwhof: Right, you're not just talking about that was a nice steak, right, or here's a good cup of coffee.

Terry Smith: Right. That's part of it. It is in a multilayered way thinking about how to create an environment where people feel welcome. When people feel welcome, then you can exercise influence. I like to talk about hospitable leadership being a precursor to every other kind of leadership. It doesn't replace or supplant them. I have a master's degree in organizational leadership so I've had the privilege of studying from a technical perspective so many different leadership theories and methodologies, most of which have tremendous value.

Terry Smith: Let's say servant leadership for instance. I'm not making an argument that hospitable leadership replaces any kind of leadership that's effectively understood or practiced today but it's a precursor to it. Any kind of leadership can be more effectively practiced in a hospitable environment. I'm saying that we need to pay attention to the kind of environment that we create, because when we do that, we can influence people more effectively.

Carey Nieuwhof: Break that down a little bit, isn't there five areas in the book where you talk about what hospitable leadership looks like? Just to help us get our heads around it, because I think you're right. People instinctively go, "Okay. I'm really nice. I've got good social graces. We have an amazing foyer if you're in the church. We have a great lobby in the office. I'm great at entertaining. I'm an awesome hospitable leader, right? Check."

Terry Smith: I think the way to respond to that is to say that I don't think it's comprehensive enough. Let me give you an example. First of all, the hospitable leader is based on the leadership methodology of Jesus. I try to get real practical about Jesus as the most successful leader in the world and how he led from a perspective of hospitality. This could be his literal saying of himself that he came eating and drinking. I mean, when he talked about his mission or why he came, he came to seek and save the lost or to give his life as ransom for many.

Terry Smith: When he talked about how he came, he said that he came eating and drinking. When you look at his ministry from beginning to end from the wedding at Cana through his constant hanging out at dinner parties with all kinds of people to when there's not food he creates food and then uses the moment to talk about something more important than food, not bread but the bread of life, to the Last Supper to his post resurrection reconciliation breakfast with Peter. Jesus is constantly leading, exercising influence in some kind of a hospitable context. It's amazing to see how true that is when you look at the gospels through that lens.

Carey Nieuwhof: Yeah. He's not exactly standing on a stage or behind a pulpit. He is in the mix of life in the context of everyday eating and drinking.

Terry Smith: Yes. Yes. Then, it does look like there's an intentionality about it quite frequently. Let's say, for instance, and it will take me just a second to unpack this. Please interrupt me, Carey, if I go on too long with this. I look at the Last Supper as a way to answer your question about seeing hospitality and hospitable leadership in a comprehensive way. In the Last Supper, Jesus paid attention to hospitality on a number of levels physically, spiritually, emotionally, attitudinally and communicatively.

Terry Smith: He gave great attention to where the supper was going to happen. He cared about the physicality of the thing. If you remember, he sent Peter and John. Actually, in relative terms, quite a bit said about this in the synoptic gospels. He sent Peter and John to find a place. It had to be large enough. It had to be furnished in a certain way. They had to prepare the meal which was no small feat, a banquet if you please for 12 plus one. Jesus, he personally paid attention to the place this was going to happen.

Terry Smith: Then, when you think about spiritual environment. I love the fact that John's gospel talked about Jesus, knowing who he was in relationship to the father. I think a hospitable leader is personally at home with God in a way that their presence feels like home. Thirdly, in terms of emotional climate. John's gospel says in one translation that at that dinner that he showed them the full extent of this love. I think that this is something that a hospitable leader does is he finds, he or she, finds a way to convey to their followers how much they love them.

Terry Smith: This is a soft leadership skill but it's incredibly important. There's academic work behind that by the way and that's true of each of these things. Rodney Ferris, for instance, did marvelous work around organizational love, how that a leader who's wise creates an environment where the people in the organization know how much they're loved. Jesus provided an emotional climate where people felt the full extent of his love.

Terry Smith: He provided an attitudinal climate by wrapping himself in the towel as a servant and posturing himself in a way where he was serving the needs of the people who are following him. Then, in terms of communication, when you create that kind of environment, people are going to listen to you. They're going to hang on to every word you say. If you look at what Jesus said at the Last Supper in terms of a leadership talk, it is amazing. He makes covenant, brings his followers into a new agreement with him, he cast vision for their preferred future. He tells them that he's going to coach them as they move forward, the comforter, the counselor is going to come.

Terry Smith: He engages in extreme team building. People go in retreats now and do trust falls. He said, "You're going to have to lay down your life for each other." He

demanded that there were results. He expected this is a results-oriented way of leading. He said, "I chose you so you'd go and bear fruit." When I talk about hospitable leadership, I'm talking about the whole spectrum of what it feels like to create an environment where people are more inclined to receive your effort to influence them toward some good and beautiful thing.

Carey Nieuwhof: Yeah. That's a lot more than just, hey, how do you like our foyer? We cleaned the tiles. That's a lot more than that.

Terry Smith: That's part of it. That's part of it. It's just part of it.

Carey Nieuwhof: It's so much deeper than that. How did you learn this? This is not like, I'm going to write a book. This is obviously something you've lived and something you've learned. What's the back story behind it, Terry?

Terry Smith: When my wife and I came to West Orange, New Jersey, a suburb of New York City. I'm sitting right now in our campus where you've been, 13 miles from Times Square. We came here 27 years ago, we were invited by 54 people, we didn't have a building, we didn't have any money, we didn't have much of anything, but those 54 people were beautiful. It so happened, over 50% of them were first generation immigrants. I had to ask the question, being a guy from the Bible Belt showing up here in the New York City metropolitan area. How in the world do I grow a church here?

Terry Smith: New Jersey is not known for its hospitality, right? When people talk about southern hospitality, they're not talking about the South Bronx and they're not talking about South Jersey.

Carey Nieuwhof: Yeah, you got the Sopranos, right, I mean, you're literally in Sopranos' country, correct?

Terry Smith: Yup, absolutely. Here we are in this environment and everything that I knew about how to grow a church didn't work here. Now, Carey, you can name some great churches in the Metropolitan area, 27 years ago, there was a very small group of churches that weren't really having any level of success. It's a post Christian culture and we set about trying to figure out how to create an environment where people didn't want to go to church would want to go to church.

Terry Smith: In my town, in West Orange, New Jersey, my town has 50,000 there were maybe three, for lack of a better word, evangelical churches. The largest one was 100 people maybe. I knew that this was my area of destiny. This is what God had made my life to be about. We had to figure out how to grow a church here. Over the last 27 years, it's grown to be a significant church for which I'm very grateful. One of the things that we're best known for, pardon the long and rambling answer, but one of the things we're best known for is our diversity.

Terry Smith: This is probably what we're best known for. We do not have a dominant racial group in our church. We have lots of ethnicity people from a lot of different nations. We are diverse socioeconomically. We are diverse baby boomers, millennials, people from every imaginable Christian denomination. Lots and lots of unchurched people, Jewish people who've confessed their faith in Jesus and so on.

Terry Smith: I think "The Hospitable Leader" and I'm finally getting to the answer to the question you asked, I think "The Hospitable Leader" is my attempt to explain what's happened here over the last 27 years. How do you build a church like that in a place like this? This is my theory around how you create environments of welcome where you exercise influence to an ever expanding diversity of people.

Carey Nieuwhof: It's interesting because you, like me, are Caucasian male, right, white male.

Terry Smith: Yup.

Carey Nieuwhof: It's not like you could even standup and say, "Look at me, I'm diverse myself." That's very unusual. Was it that you figured out early that hospitality, the way you describe it, that being able to love, direct, embrace, listen like Jesus style, was it that you discovered that was a universal language? When you look back on that, because a lot of churches are trying to become multiethnic, trying to become multigenerational and not doing a good job at it. Was it hospitality or the hospitable leader idea that really, you think, has helped bridge the gap or how do you trace that out?

Terry Smith: Yeah. I think so. I wouldn't have been able to speak to this the way I am now 20 years ago or 10 years ago, maybe five years ago I was starting to put words to what we had experienced. A lot of it we experienced just by God's grace and accident, success and failure and all of that. Some of my own learnings about my personal need to become a more hospitable leader. I learned that when you create an environment where people genuinely feel welcomed, that they will listen, they will give you an opportunity to say what you have to say and that they will be more inclined to give you permission to lead them somewhere.

Carey Nieuwhof: That alone, it's almost like people saying, that's a universal language.

Terry Smith: Yeah. I should probably have a more sophisticated answer, but the fact is I don't really know how else to explain what has happened here.

Carey Nieuwhof: That's good.

Terry Smith: It is just people feel invited, they feel welcomed and then I mean we have certain values now that we've developed as a consequence of what we've learned that are still shaping us today about loving the stranger for instance,

which is one of the welcomes in "The Hospitable Leader". You asked me a minute ago about the five welcomes in "The Hospitable Leader" ...

Carey Nieuwhof:

Yeah. Let's talk about that.

Terry Smith:

Yeah. The first welcome is home and that's where I discuss how a leader needs to figure out a way to create a sense of home, whatever their leadership context is, and that home is where the heart is warm. When people's hearts are warm they're more open to being led, soft leadership skills. They do bring hard results.

Terry Smith:

Secondly, the second welcome is called strangers. This is really big to this idea of diversity. I think it speaks to a lot of the issues we're having in our society here in the states now at least. I think you guys in Canada are probably doing a better job around some of this, but the writer of the Hebrews said that Hebrews 13:1 that we need to keep on loving each other's brothers and sisters, brotherly love, Philadelphia.

Terry Smith:

Hebrews 13:2 says, "Don't forget to be hospitable to strangers, because when you're hospitable to strangers you might be entertaining an angel from God." We've talked about how we have to intentionally take care of Philadelphia or home, love each other's brothers and sisters which is hard enough to do sometimes. We have to get that right. Then, we have to move to philoxenia. Philoxenia is the Greek word which means to love a stranger or to be hospitable to a stranger or to entertain a stranger.

Terry Smith:

We have to love loving strangers and when we do, we often find out that those people who are strange to us are messengers from God, angels that we're entertaining them unaware. We hold up this value in our church. I just spoke about it a couple weeks ago. I speak about this usually around all the elections because our church is so diverse, I don't get to operate with the assumptions of so many pastors in the Bible Belt that people are thinking and voting and assuming the same way. That's not true in our context.

Terry Smith:

I define a stranger as anyone who seem strange to you or to whom you seem strange. That can have to do with denominational background. That can have to do with politics. That can have to do with lifestyle choices. That can have to do with anything.

Carey Nieuwhof:

Which is right where all of the cultural divide is right now. It's like we're becoming so tribal. It's like I can only talk to people who look like me, believe like me, think like me, behave like me and if you're different, you're my enemy. That's happening in the Christian world left, right and center.

Terry Smith:

It breaks my heart. I think this is maybe one of the most important things that I want to say through "The Hospitable Leader" is that we have to love loving strangers. That when love strangers we often find out that they become God's messenger in our life. I have experienced that over and over and over.

Carey Nieuwhof: Okay. Let's talk about that because you are diverse where you are, but there are republicans listening who hate democrats and democrats listening who hate republicans. I'm sure we've got a few listeners who are like, "You know what, if you don't have my skin color or my background or my socioeconomic status, we are not going to be friends." That is a tough message to swallow.

Terry Smith: We have a mandate from God to love the stranger. I really don't think we, as a followers of Jesus, get to choose whether or not to do that. Not only to love them but to show them hospitality. When we do that, then we're joining with Jesus in breaking down the dividing walls of hostility. Henri Nouwen said in his really seminal work on hospitality I believe it's called "Reaching In Reaching Out" it's marvelous. He said that we have to move from hostility to hospitality. In the church that I'm pastoring people have to love sitting in a small group with people who are not like them.

Terry Smith: You're sitting with someone from a different set of life experiences concerning race or someone who you watch Fox and they watch MSNBC. I mean that's like the biggest divide in the United States right now. You could explain a lot of society just by that. You have to love that. In our congregation you have to want to do that or you're not going to be happy in our service.

Carey Nieuwhof: I hear the have to. I think what's fascinating to me is you have 132 distinct communities in your church is that number accurate roughly.

Terry Smith: Yes, yes.

Carey Nieuwhof: What you've been able to look at. That's like diverse, diverse that's the United Nations. You clearly have democrats who hate republicans and republicans who hate democrats, just leave it at that level plus all the racial stuff going on. How is that playing out? How do you get somebody who's like, "I only like my tribe" to love a stranger. What are some of the stories you've seen. What are some of the ways that you've practically helped people do that because clearly that appears to be happening at your church?

Terry Smith: I'll share a really personal illustration of my own journey. As a Canadian? Do you remember everything around the O. J. Simpson trial?

Carey Nieuwhof: Oh, yeah a lot of it. I was in seminary at the time and 85% of the audience is American maybe higher. They all know.

Terry Smith: This may be an editable part of the podcast because I haven't tried to tell the story on a podcast before. I very carefully tell it in the book.

Carey Nieuwhof: I'm listening.

Terry Smith: During the O. J. Simpson trial, which exposed all kinds of racial division in our society, I was watching it just like everybody else was. My longtime associate

pastor, an African-American man by name of Andrew McLisse and I watched the verdict together. Obviously, he was declared innocent and when he was declared innocent I was apoplectic. I just couldn't believe it. I was yelling at the television because to me it was so obvious. I looked over at my buddy for all these years, Andrew, and he was sitting there not happy by any stretch of the imagination but certainly not upset.

Terry Smith: I asked him, "You know what, how can you not be upset et cetera, et cetera." He and I had never talked about the trial during its entirety unless I had just shared my opinion at some point. Finally, he said, he felt the same way that 95% of African-Americans felt about the verdict, which was whether or not he was guilty, the fact that race had been introduced by someone in law enforcement, who in the past had uttered a racial epithet and so on and the way that black men had been treated in America, they questioned the justice of the whole system.

Terry Smith: I turned anyway. I got ahead of my story, but I turned the television off. I sat there and said, "Andrew, talk to me, what am I missing here?" He said, "You know what, you have no idea what it's like to be a black man in America." I said, "Clearly, I don't, please help me understand what I'm not understanding." He said, "I still drive," and this broke my heart. It makes me teary-eyed saying it all these years later. He said, "I still drive through some towns in New Jersey afraid to be pulled over by a cop because I'm afraid of how I will be treated as a black man, the assumptions that will be made about me."

Terry Smith: When I look at O.J. Simpson, I don't know whether he's innocent or guilty, but I know what it's like to be a black man in America. That moment, Carey, was one of many moments that I've had over the last 27 years where someone strange to me in some way became a messenger from God to me and helped me understand something I never would have understood before.

Terry Smith: Let me say, I think most people in law enforcement in this country do a great job and I'm grateful for them. I don't want to make any big societal statement except to say that that kind of journey is the kind of journey that our congregation is on, both white people, black people, brown people, Asian people, poor people, rich people when you're doing life with people who are coming from a different life experience than you are, it is challenging and it is expanding and it's terrible and it's wonderful.

Carey Nieuwhof: I really appreciate you telling that story. When was the O.J. Simpson trial 1995?

Terry Smith: Twenty years ago. I think.

Carey Nieuwhof: Yeah, it was a long time ago, a long time ago. I've had similar conversations this year in 2018 with African-American friends of mine who are telling me what it's like to not be a Caucasian male. You know what? You need those conversations to really, first of all ... I think at the heart of it, is empathy at the heart of this?

Terry Smith: In that regard, yes. Absolutely.

Carey Nieuwhof: I guess the question is and it's a short one, but like can you be a hospitable leader without having empathy?

Terry Smith: No, absolutely not, because one thing that a hospitable leader has to learn to do is to practice empathetic listening. That doesn't mean that you agree with someone. Listen, I'm sure there are a lot of white men hearing me who have their own story to tell right now about the way some of us are being made to feel in the societal discussion, which I think is unfair. I'm not saying that I necessarily agree with everything the stranger thinks, feels, says or that I'm assigning truth to it, but I'm understanding that their truth is something that I need to get inside and try as best as I can to understand.

Carey Nieuwhof: That goes far beyond black and white, beyond male and female. We're starting to almost quote scripture here in Christ there is no slave or free, male or female, et cetera, et cetera. I think that breaks down the barrier in really meaningful ways. Okay, that was number three, there is a fourth and fifth, right. That was a really good tangent.

Terry Smith: Yeah. The first welcome is home, the second welcome is strangers. The third welcome actually is dreams.

Carey Nieuwhof: Oh, there you go. We're only at number two.

Terry Smith: Yeah. This is actually my favorite part of the book because I spend a lot of time talking about how a hospitable leader is hospitable to people and their dreams. This is where the area of destiny discussion happens in the book. A lot of leaders probably unintentionally cause people to feel like the reason everyone is there is to make the leader's dreams come true or to fulfill the dreams of the organization and that is inhospitable leadership.

Terry Smith: I talk about how Jesus in John 10:10 in the message says that the Good Shepherd promises people more and better life than they ever dreamed off. A hospitable leader is not a taker, they're a giver. They do not strive to accomplish organizational mission and certainly not their dreams at the expense of their followers. Somehow or another, they find the ability to get up everyday and focus on helping the dreams of their followers come true, while at the same time, coalescing everyone around organizational mission so that the dreams of the organization could come true. It's not either or but it's both and. A hospitable leader is hospitable to people's dreams.

Carey Nieuwhof: Wow. You see that a lot in people. Even to a certain extent, you look at going right back to the beginning. Jack Welch and Suzy Welch, that's their attitude toward you, it's not about them, it's about how do we create a relationship where your dreams get honored. That's really cool, using your power to serve others or your influence to serve others.

Terry Smith: What happens is when you do that, when the people in your organization know that you get up everyday to help them see their dreams come true, they typically fall all over themselves to help your dreams come true.

Carey Nieuwhof: Yeah. That's fascinating. Number four.

Terry Smith: Number four is communication. I don't think it does any good to welcome people into an environment where truth isn't spoken. A lot of times, when people are talking about invitation and welcome, they do not imagine that in that environment truth will actually be spoken. I believe, with all my heart, that if you love someone you speak the truth to them because it's the truth that sets people free. Whether this is small-t truth, whether this is in a marriage and a lot of the book is really applicable to marriage, a lot of stuff about parenting in the book because I think parents are the most important leaders in our society.

Terry Smith: Or if this is true in a business, you got to be able to speak truth to one another or no one's growing and it's not loving do not speak truth. Then of course, in a Christian context, what good ultimately does it do to create an environment for people to feel welcome if we don't speak truth as in capital-T truth. I spend a lot of time talking about hospitable communication. How do you communicate truth in a way that people are willing to hear it even if they don't agree with you, they're willing to hear it. Then, possibly, receive your influence effort and be transformed by it.

Carey Nieuwhof: That's an example, Terry, where the guy listening to it, it's like, "Oh, finally truth, okay, yeah. I'm capital-T truth. I speak in all caps on my social media. Let me give you some truth." That's not where you're coming from at all is it?

Terry Smith: No. I'm talking about saying to people what they need to hear and communicating the truth of the gospel in a way that brings people more and better life than ever dreamed of.

Carey Nieuwhof: Wow. It's got to be life giving which ultimately the truth is.

Terry Smith: Absolutely.

Carey Nieuwhof: It really is. Wow. Okay finally, number five.

Terry Smith: Number five is the fifth welcome is called feast. Part of the way is a metaphor I guess I use to describe hospitable leadership and I get into this early in the book and I'm just coming back to it at the end is that Jesus said that one way the kingdom of God could be described is as a feast that a father threw for his son.

Terry Smith: I've wondered what would it be like for our leadership domain, our fear of influence to feel like a feast for our followers? Whether that's our children or our congregants or our employees or our customers our stockholders. What would it be like to create an environment that feels like a feast?

Terry Smith: By the way, God has been trying to create that kind of environment for humanity since the very beginning when he created this banquet of possibility for humanity in terms of physical food and everything else. It's the way history is going to end. As Isaiah said, "When it's all said and done, he prepares a banquet where all people sit with the finest of wine and the finest of food." I mean God is that kind of God. One way the kingdom of the God can be described is as a feast. I encourage leaders to think about their leadership domain in that way.

Terry Smith: At the end of the book, I come back to the idea that if you're going to throw a feast for your followers, you have to live the feast. I talk about the inner state of the hospitable leader, if you're going to create home for someone you have to be at home. I talk about cultivating high hope levels, which by the way, I think, that your work in "Didn't See It Coming" around cynicism and hope as the antidote, as an antidote for cynicism is so incredibly important. You can't throw a feast for people if you're not hopeful and happy.

Carey Nieuwhof: Yeah. I love the way you put it. If you're going to throw a feast, you have to live a feast, is that what you said?

Terry Smith: Yup.

Carey Nieuwhof: That's awesome. What does that mean? Okay. How do you live a feast because people are like, oh, huge expense account, right? That's where my brain, my little tiny pea-size brain immediately goes, but I'm sure that's not what you mean. I mean yeah, being generous that's got to be a part of it, but I know what you mean.

Carey Nieuwhof: It's like, by the time this airs, we'll be a few weeks on the other side of the passing of Eugene Peterson. I was going through images for a blog post I did. There's a lot of images of him looking like he's feasting. He's not at the table but he's got this smile on his face, this joy, this abundance of life that's coming to him. His family, in his final hours, they were hours of joy and gratitude from the accounts that I read.

Carey Nieuwhof: One of his final words according to his son was, "Let's go." As though he had already met the heavenly party and it's like, "Yeah, I'm ready, let's go." I'm getting goose bumps as I say that. What do you mean by live a feast?

Terry Smith: There are a lot of ways that could be spoken to but since you're referring to Eugene Peterson, I quote him several times in the book. I love his autobiography "The Pastor". Have you read it?

Carey Nieuwhof: No, but it's on my list now. I got to tell you.

Terry Smith: It's beautiful. There are certain types of leaders who lived and who live beautiful lives. One of the things I just happen to read something of his yesterday, sourced from "The Pastor" I believe or "Christ Plays In 10,000 Places" actually

where he talks about the incarnation and the enfleshment of Chris and the humanity of Jesus.

Terry Smith: One of the points he makes, I don't want to make too much of how he said it, but part of what I got from what I read is that Jesus enjoyed being a human being. Jesus enjoyed having a human body. Theologically, he does now still have a glorified human body, but when he was here on this planet, he enjoyed being human.

Terry Smith: In one translation he said, "The son of man came eating and drinking." One translation says, "The son of man came enjoying life." I think we miss how much he enjoyed life, relationship, eating, drinking. Then, when you look, you look at Eugene Peterson, he's big on this idea of finding pleasure in life. Then, you look at other leaders that I reference in "The Hospitable Leader" in this regard, C. S. Lewis or Dietrich Bonhoeffer, these guys knew how to have fun. They knew how to enjoy a meal. They knew how to build friendships. They enjoyed the good and beautiful things of this world.

Terry Smith: Jesus, the holiest man who ever lived, said that he came enjoying life. I think we can do the most serious work in the world, but do it better when we have a thread of feasting in our life.

Carey Nieuwhof: Yeah. What does that look like for you, Terry?

Terry Smith: Probably the way that I would speak to that personally would first of all be to say that this is something I've had to learn over the years.

Carey Nieuwhof: Speak to all the workaholics please for a moment and all the legalists for a moment please. Would you do that?

Terry Smith: I am so inclined to intensity, to overworking, to wanting to change the world yesterday if possible that I have had to learn to feast. The most important, and I tell a story in "The Hospitable Leader" that would take too long to tell now about a big moment in my life when I started realizing how that Jesus, though holy, enjoyed being human.

Terry Smith: I've had to enjoy being human to learn to enjoy life. The ways that that shows up now probably more than any other way sounds kind of obvious perhaps, but to tell you how much I enjoy my family, my relationship with my wife to whom I've been married for 35 years and our three adult kids aged 26 to 32. The fun that we have together, the pleasure of sitting around a table laden with food and drink and storytelling and sitting on a hot tub together and going on great vacations. For me, practicing the Sabbath every week has been a beautiful...

Carey Nieuwhof: What does that look like for you, sorry, it's a question because I suck at Sabbath. I feel like I build it in every day but tell me what Sabbath looks like for you?

Terry Smith: My wife and I shut it down on Monday. We try to do things that are free of work and full of pleasure. Again, it's something I've had to learn to do. I would say, for the most part, I have learned to do it. I'm in a book release period, you know how that goes and I'm probably breaking that rule a little bit right now, but I won't do it much because I've become convinced from scripture of the need to practice this feasting thing in my life.

Terry Smith: It also, for me, it's about exercise. It's about quiet time in the mornings. It's about doing things that cultivate a high hope level. I guess, you were asking about Sabbath and I went back to the whole feasting piece.

Carey Nieuwhof: No, that's good. Everybody got a different practice. I asked Eugene Peterson about that and for him, it was every Monday was his, too. He and Jen would go for a hike, kind of an old day thing. They would not say a word in the morning. It was a silent hike. Then, they would open up their knapsack and have lunch together and they would start to talk about what they had seen or heard. Then, they would hike back and that was their Sabbath. I think one of his translations was the unhurried rhythms of grace.

Terry Smith: Yeah. Take my yoke upon you, that's a beautiful place, the way that he translates that passage it's beautiful.

Carey Nieuwhof: It is. I think for a lot of us, it's just go, go, go, go, go, go, go, go all the time. That's good. Feasting. Feasting is a good metaphor. One of the questions I get because I talk about self-care a lot on the other side of burnout is what is the difference between self-care and self-indulgence? Where is that line or is there a line where feasting become self-indulgence?

Terry Smith: Without question, and I think the way that I would answer that is to say that feasting has to happen in the context of a life with purpose. If it's about the feasting, that's not the purpose of life. Again, Jesus said, he was very clear as to what his mission was. He came to seek and save people far from God and gives his life as a ransom for many. The context in which he lived was, he said that he came eating and drinking, but that wasn't his purpose.

Carey Nieuwhof: I guess the idea was he didn't sit there with his lips puckered all up tight yelling at people either. There was a joy about him that attracted, well, here's your church. People from every background, the people who didn't feel like they belonged in a religious fear loved him and the religious people got the most upset and ultimately killed him.

Terry Smith: Yeah. He welcomed people who had never been welcomed which is genius leadership because he multiplied his influence infinitely. He feasted in the context of a life of purpose. He practiced hospitable leadership in ways that I've described. It's important to remember they weren't just sitting around singing "Kumbaya." I mean these guys ended up giving their life for the cause.

Terry Smith: We can't forget what this is really all about, ultimately, we have to fulfill the mission that we've been called to fulfill.

Carey Nieuwhof: That's very true. Churches, there are some leaders who when they saw the title of this episode or whatever or title of your book are like, "Yeah, we're hospitable. We know hospitality." What are some common blind spots for leaders and for organizations where they might think, "Yeah, you know what, I'm doing pretty good on that," but you'd be like, "Take a second look."

Terry Smith: In general, I would say that we are inhospitable to people when we are not always checking our assumptions about them. This can show up in so many ways. This can show up in terms of the signage on our property. We're assuming that they know what we know about where to go. It can have to do with the way we're crafting a sermon on a Sunday morning. If we're getting up and assuming that people are coming from the same frame of reference we are, we're making a terrible mistake. At least, we're not multiplying influence to an expanding diversity of people.

Terry Smith: I think even the conversations in our churches, people assume that other people think the same thing they do. They'll make off handed comments about something that's in the news or something going on in politics or something that they think to be true according to scripture that perhaps someone else doesn't. I just think we need to really be listening to the culture. We need to be listening to the people in our congregations. We need to be understanding better what their experiences are.

Terry Smith: I think that I would just say that one thing that I've seen churches do is just we all come to the table with the same set of assumptions and we miss so many opportunities to expand our influence.

Carey Nieuwhof: Terry, I can't believe we're already at an hour, but anything else you want to say before we go today?

Terry Smith: Other than just thank you, Carey. A lot of people are listening to you, watching you, paying attention to the things that you endorse and care about and for you to endorse "The Hospitable Leader" and invite me on your show. It's a big deal. I appreciate it.

Carey Nieuwhof: You got a great message and it's one any regular listener or reader would know. I'm pretty concerned about creating a civil dialogue. It's one of the reasons I still have comments on my blog why I still interact on social media, some days it's very frustrating. There has to be a place for the good people to go. There has to be language for people who aren't going to spend the rest of their life yelling at their neighbor to figure out, "How do I embrace that?"

Carey Nieuwhof: I think you gave us a really good template. This is not a shallow book if you're wondering guys, this is not like "I read it on a two-hour flight." It's really your life's work, isn't it, Terry, in many ways?

Terry Smith: It really is. It really is.

Carey Nieuwhof: It's a template. If it caught the attention of Jack and Suzy Welch, you would be wise to pick it up. Anyways it's called "The Hospitable Leader, Create Environments Where People and Dreams Flourish", Terry A. Smith. What does the A stand for?

Terry Smith: Allen and no one's ever asked me that before, Carey.

Carey Nieuwhof: There you go, I got to have the one question where it's like no one's ever asked me that before. There you go. That's great. Yeah. It's not like Carey Nieuwhof where you don't have a lot of competition on the internet. Terry Smith would be, there'd be a few of you out there, right.

Terry Smith: It's a lot easier to spell Smith, Carey, I think than...

Carey Nieuwhof: Nieuwhof.

Terry Smith: Nieuwhof which I've had immense trouble spelling actually in the past.

Carey Nieuwhof: Listen, when I was in kindergarten I was like, wow, this is going to be the rest of my life like it took me years to figure out how to spell it. Anyway, that's life. Terry, people are going to want to find you online where can they find the book and learn more about you?

Terry Smith: People can go to my website [terryasmith.com](http://terryasmith.com) and listeners of this podcast can go to [terryasmith.com/carey](http://terryasmith.com/carey) and learn more about the community that's growing around the idea of hospitable leadership. They can order the book there if they'd like. They can get a free preview of the book there. Of course, they could purchase the book any place books are sold. I think they'll enjoy going to [terryasmith.com/carey](http://terryasmith.com/carey), C-A-R-E-Y as if people wouldn't know how to spell your first name and my name Terry is T-E-R-R-Y. It would be fun to have people check that out and get a free preview of the book.

Carey Nieuwhof: That's great. Terry, thank you so much. I really appreciate your time today. You helped a lot of people and made a lot of us think. Thank you.

Terry Smith: Thank you, Carey.

Carey Nieuwhof: That's a lot deeper than just, "Hey, our foyer is clean and we have a great guest services team," isn't it. If you want more, you can jump into the show notes. You'll find them at [careynieuwhof.com/episode227](http://careynieuwhof.com/episode227). Just remember, if you've

subscribed and I hope you have by now, we have a new episode dropping in a couple of days with Craig Groeschel that is one of my favorites.

Carey Nieuwhof: Craig is just so honest, so vulnerable, so open, about the pain of leadership. We do talk about his new book, "Hope in the Dark" but in a really super cool way. I think you're going to love that. You don't want to miss it.

Carey Nieuwhof: Also coming up on the podcast, Larry Osborne, Pete Scazzero, Jon Thompson, Christine Birch so many more. We're really excited for that. Here's an excerpt from the next episode with Craig Groeschel.

Craig Groeschel: There's just so many moving parts and with six children recognizing the multiplication factor of we're just trying to stay on top of things right now is so hard to be in so many different places and deal with all the emotional complexities. The way that hits me, Carey, is spiritually, it seems like when I'm dealing with emotional issues, it draws on my spiritual battery and so my spiritual battery gets low.

Craig Groeschel: What it used to take to charge it, it seems to take more now. I'm working longer hours, harder hours. I'm also finding new ways to engage spiritually. I'm having to put more work in to keep the spiritual passion alive. I wish I could say it was the opposite but it's just the way it is.

Carey Nieuwhof: Yeah. That's coming up later this week on the podcast. Again, subscribers, you get that absolutely for free. If this episode has helped you, just let us know. Leave a rating or review on iTunes, share it on your social or drop us a note. We'd love to hear from you.

Carey Nieuwhof: Yeah. Remember to checkout our partners. If you need a better engagement strategy go to [pushpay.com/carey](http://pushpay.com/carey). If you would like to repurpose, let's say, 60 to \$100,000 of next year's budget back in the ministry, check out [remodelhealth.com/carey](http://remodelhealth.com/carey) as well.

Carey Nieuwhof: Guys, thank you so much. I so appreciate this wherever you are listening to this know we're with you. I'm cheering for you. I'm praying for you. We'll see you in a couple of days. I hope our time together today has helped you lead like never before.

Announcer: You've been listening to the Carey Nieuwhof Leadership Podcast. Join us next time for more insights on leadership change and personal growth to help you lead like never before.