

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

Carey Nieuwhof: Well, hey, everybody, and welcome to Episode 241 of the podcast. My name is Carey Nieuwhof and I hope our time together today helps you lead like never before. I have been very excited about this episode. I spent pretty much all of 2018 with friends of mine saying, hey, where are you on the Enneagram? And you know what, most of my friends guessed a three or a seven. And I thought, yeah, I got to do the Enneagram. And then late in 2018, I finally picked up Ian Morgan Cron's book, and I'm like, oh my goodness, I'm an eight. And I was fascinated by his book. It was so good. And I could finally see, you know, sometimes stuff is overhyped and you're like, really, are we going to do the Enneagram. When I read the book, I'm like, oh yeah, I got to get him on the podcast.

Carey Nieuwhof: So within a few weeks, we had the interview scheduled. And here we are early in 2019 and I've got Ian Cron and this book has helped, I think it's sold over 200,000 copies. It's called The Road Back To You. And it is the talk among a lot of leaders at least in certain circles about what's your Enneagram number. And if you're a corporate leader, this can help you immensely. Ian talks about, you know, an office he visited where everybody changed their office doors to include their Enneagram number because if you're a leader, you're trying to manage people. And you may have noticed if you've done this for more than 10 minutes that you can't manage everybody the same way and you can't lead everybody the same way. So anyway, this is fascinating self awareness. We do a deep dive into my weird personality type and talk about the difference between a healthy person and an unhealthy person. I've also got some blog posts I wrote on the Enneagram that we will link to in the show notes. So yeah, I also write a blog.

Carey Nieuwhof: But anyway, it's going to be a fascinating episode. Ian Morgan Cron is originally an Anglican priest, and he has been an author for the last 10 years. And this by far has become a runaway bestseller. So really excited for this episode.

Carey Nieuwhof: Hey, I know that you probably are trying to do a better job on your social media platform. Actually, that's one of my personal goals for 2019. You know what, you probably don't have the staff to do it. And there is a solution in fact there's a new service called Pro Media Fire and you because you listen to this podcast can get it on the ground floor. It's a cloud based church creative team and they provide unlimited graphic design services, unlimited custom church videos for a monthly flat fee that is a fraction of what you would pay any staff member. They've got over 30 years combined experience working for ministry. So these guys are truly pros.

Carey Nieuwhof: So they have a limited launch special that expires soon this month, as in not many days left. 10% off all plans for life and 40% off for the media bundle for life with unlimited graphic design and video services. So go to day to promediafire.com/carey. That's promediafire.com/carey, C-A-R-E-Y, to save 10 to 40% off.

Carey Nieuwhof: Hey, also, what are you doing in terms of conferences this year? You know, in my view, the best leaders invest in themselves. I think one of the premier investment opportunities you've got for conferences this year or really, I mean, conference is a bit of an exaggeration. Let's just call it an event. It's ReThink Leadership. It's happening in early May. You can check it out at rethinkleadership.com. And this year we have an incredible lineup. So we've got Facebook's Nona Jones coming. Dharius Daniels will be there. Eliot Crowther, one of the founders of PushPay. Danielle Strickland, Kara Powell, Brad Lomenick, Jon Acuff, myself and many more will be there. And we are super excited for this year's ReThink Leadership.

Carey Nieuwhof: So it's a little bit different than other events you've been to because here's the problem in the age we live in. You probably have heard whatever somebody who's going to say before you got to the conference thanks to the internet. Well, first of all, we ask everybody who's there to write a brand new talk, but you're like, yeah, yeah, yeah, but six months later, I'm going to hear that talk somewhere else. True. But what you won't have is access. This is a limited attendance event. We limit it to 500 leaders, it sells out every year, and we have a green room but we encourage speakers not to use it. And we don't have breakouts, we have affinity conversation. So, we allow people to speak for 15 minutes, presenters to speak for 15 minutes then it's all Q&A. You walk out of there with community, with your questions answered and so much more. ReThink Leadership happening in early May. Head on over to rethinkleadership.com to get the very latest and get in while the rates are still good. I would love to see you there. I am hosting. You're getting a \$40 discount if you register now.

Carey Nieuwhof: And people who register at this point will also receive a \$50 credit towards any Orange curriculum, first look 252 kids. the high school stuff, middle school stuff. And that credit is limited to \$100 per group but it's pretty incredible and that is the curriculum we use at the church where I serve, Connexus Church. So join me this year at ReThink Leadership. We can't wait to see you. Head on over to rethinkleadership.com for more information and to register today.

Carey Nieuwhof: And now without any further ado, what's your Enneagram number? You may be able to figure it out in part by the end of this interview with Ian Cron.

Carey Nieuwhof: Ian, welcome to the podcast. It's so good to have you.

Ian M Cron: It's my delight. Thanks.

Carey Nieuwhof: Hey, your book as we were talking about before we hit record really spun me around. Well written, funny, like, I really value humor and I loved it. To be honest with you because it's been out for a couple years, I thought it might have been overhyped, you know, when just all your friends are telling you about a book. Not at all. I went out and bought 10 or 12 copies after I finished reading it and gave them to all my friends for Christmas and family and staff and that kind of stuff. But, for the uninitiated who hasn't heard about The Road Back To You or the Enneagram, there must be three people left on the planet, can you give us a brief overview of what the Enneagram is and why you and your colleague Suzanne wrote The Road Back To You.

Ian M Cron: So the Enneagram is an ancient personality typing system that teaches there are nine basic personality types in the world, one of which we all gravitate toward and adopt in childhood as a way of coping and navigating this big world of relationships. And each of those nine types has an underlying motivation that powerfully influences the way that type thinks, acts and feels. And it describes each of those types. Our accounts for each of those types of world views. And it's a very powerful tool for developing self understanding and self awareness. And Suzanne and I both felt like it was time for a primer, an introduction to the Enneagram because most of the books about it are content rich but very dense and very long. We thought how do we make this accessible to a person, you know, who doesn't have time to, they don't have to quit their day job in order to figure this out? How do we put it out there in a way that's simple and easy to access? It was a difficult task but we got through it.

Carey Nieuwhof: Well, mission accomplished. I mean, it's readable, understandable. What got you and Suzanne interested in the Enneagram? Is this been something that's been part of your ministry, life for decades?

Ian M Cron: Yeah. I actually was first introduced the Enneagram in seminary in the 1990s. I attended a few workshops. I've read some books on it. My life was going in a million different directions and I didn't have the time to throw myself into it. When I became an empty nester, you know, and my life was expanding in different directions, I returned to it and I realized at one point, gosh, no one has written on this topic for a long time, particularly in the faith based sphere. And I thought, man, we got to throw our hat in that ring, because everywhere I went, I kept hearing people talk about their Enneagram numbers and I kept thinking, there's no book. Off we went.

Carey Nieuwhof: Well done. So just for those who may be fairly new to it, dissect me for a second. So all of my friends who started getting into this, yeah, free cheap therapy. Okay Ian? Deal?

Ian M Cron: Sure. Yeah.

Carey Nieuwhof: All right. All my friends who have been getting into this before me, I was a late adopter, they're like Nieuwhof, you're a three or a seven. That's just who you

are, you're a three or a seven. So performer, or what's a seven called again? You've got that down.

Ian M Cron: Yeah, sure. So yeah, they're called the Enthusiasts and you eights are called the Challengers.

Carey Nieuwhof: Yeah. So, when I took the test, I came out as an 8. And when I read the book, I'm like, oh my gosh, I'm an eight. And I had my close staff, the people who have worked with me for a long time are texting me going, you're definitely an eight, you're an eight. Which was interesting because it felt a little bit like a report card where I might get in trouble at home, when I came out as an eight, not the fun loving seven, or the performer who's a three. But if you can explain, just like what is a person like me? What are we like? What's an eight? And then we'll do a brief overview of all of the personality types.

Ian M Cron: Sure. Well, eights are called the challengers because they, they're often blunt, notoriously blunt. Forceful. Domineering. Authoritative people who are larger than life presences when they walk into a room. I mean, you guys just radiate power and strength and really gusto for life. That's the best word I would get for it. You just have a lot of gusto.

Ian M Cron: Eights often don't realize, however, that they are as intimidating to other people as they are. They don't really know how big their guns are. And so, part of the journey for them is learning to monitor and self regulate all that power. And when it's used in the right way at the right time for the right reasons, that power is awesome and wonderful. When it's not, it's best to keep the kids away from people like you.

Carey Nieuwhof: Exactly. It's funny, as I was reading through the chapter, I'm resonating with every line, including some weird stuff I'd never heard anybody say before. So, you know, the thing about the not being aware of your own presence or your power or the air changing when you walk into your room, took me back to a conversation that I hadn't thought about in decades. When I was 19 or 20, I was in college in university, undergrad, liberal arts. And I remember sitting around with some friends of mine at the time and they said, Carey, when you walk in the room the atmosphere changes. I'm like, what.

Ian M Cron: Oh yeah, the balance of power shifts. They used to say about Frank Sinatra who was an eight. And he was a little guy. And by the way, my mom is an eight, my mother is an eight, and my daughter is an eight. So I have a lot of experience with eights. They used to say about Sinatra, that you could, they said, you could feel Frank walk into a room 15 minutes before he got there.

Carey Nieuwhof: Wow. What is that?

Ian M Cron: Well, I mean, part of it is, you know, a bit of a defensive strategy, right? Every type as I mentioned has an underlying motivation. So for the eight it's to assert

power and strength over the environment and people in order to mask vulnerability and weakness that really lays at the center of their person, and really at the center of all of us, right? But an eight worries about betrayal and about others controlling them and so in a preemptive way, their messaging don't mess with me, I'm in control. If you're aware of that, you can mitigate some of the problems that could come with it. If you're not, you're on autopilot and just out there operating without enough self awareness to prevent yourself from banging guardrail to guardrail through people's lives.

Carey Nieuwhof: Isn't that interesting and of course we'll get into this as the conversation continues, but there's a difference between a healthy eight, what you call an average eight and an unhealthy eight, and then the case of eight that's as radically different as, you know, healthy eight could be Martin Luther King Jr. and an unhealthy one would be Stalin. Like liberating people or murdering people. Like that is a difference between health and ill health. And I think that's the thing I love so much about the Enneagram because I'm passionate about self awareness emotional intelligence, but like, one of the great puzzles for me about 10, 15 years ago was I kept having team members around me say man, you can be so intimidating. I think of myself as I'm just one of the crew. And one of the nicknames of the woman who then our executive director of operation, she gave me the nickname bam, bam. Remember the Flintstones?

Ian M Cron: Oh yeah, yeah.

Carey Nieuwhof: And she said, you don't know your own strength. Like to me it's just a point. It's like I just made a point. No, you just steamrolled over everybody in the meeting and I'm like no, I didn't. I just said a few words but apparently killed everybody.

Ian M Cron: So I think the big gift of the Enneagram is self understanding and that's a prerequisite for self awareness which I would define as the ability to see in real time the effect your personality has on other people and to observe and then to use this word again regulate your personality so that you're able to communicate and function in the world at the healthiest level. To be this the best expression of yourself.

Carey Nieuwhof: You open up the book with with that quote from Augustine, "Grant, Lord, that I may know myself, that I may know thee." So a variation of what Calvin said, "Without knowledge of God, there's no knowledge of self. Without knowledge of self, there's no knowledge of God."

Ian M Cron: Yes, and of course, you know, sadly, the church and at large has largely forgotten that teaching. And so, one of the things that I have been most excited about is seeing a revival of people wanting to understand themselves better, not in a way that's navel gazing but really that's in service to advancing the program, the redemption program of God in the world. And so, that to me is thrilling.

Carey Nieuwhof: Well, I wanted one of the other things, then we'll move on to some other things. But you know, as an eight, the only line I recall you saying, what did you say? You would listen to Nickelback every single day for a year if you would reread this line and it was simply eights do not need to be in control. They simply don't want to be controlled. And I thought, oh my gosh, you have been inside my head for most of my life because I've said that in meetings and with people and I've thought about moves I had to make. And actually as somebody who is not the lead pastor anymore, three years ago we navigated the succession. If there is one thing my successor and I had to work on over and over and over again, and Jeff did this extremely well, but I just realized that was the dynamic underneath. It's like, I don't need to be in control, I just don't want to be controlled. And he has done a masterful job of leading me and giving me the freedom I need to continue to teach at the church without being a destructive force, but hopefully a constructive one.

Carey Nieuwhof: But I thought, man, that, it was just so perceptive. And I've had, you know, like many people listening to this podcast, I've had many, many personality assessments done. That was the first one to name that. I thought you phrased it really well.

Ian M Cron: Oh, that's good. I'm glad to hear it. I think, my experience with eights is that the idea of being at the mercy of somebody else, to be underneath the power of another is just anathema. I mean, they just don't, they just resist it to the max. You push against authority all the time to make sure that they know that, you know, you're here, you're in charge or if they want to be in charge, they better earn it. And so, you guys are wonderful. I mean, eights can be the most, when they're healthy, I think the most popular number of all types.

Carey Nieuwhof: Really, what do you mean by that?

Ian M Cron: You're just a blast. I mean, you're unedited. You're loud and fun and you just ... Think of it this way, you know, most numbers on the Enneagram run on 120 volts. We got that normal little plug with the two prongs, right?

Carey Nieuwhof: Yeah.

Ian M Cron: And you guys have, you know that plug behind your dryer with the big-

Carey Nieuwhof: The giant one.

Ian M Cron: Every time you plug it in you're like, okay kids, get out of the house, I'm not sure what's going to happen. That's 240 volts. That's what you guys run on. You just have this, you have more energy than any other number on the Enneagram. More by far.

Carey Nieuwhof: Isn't that interesting? And that's been true my life. I had like three jobs in high school and multiple careers and like I'm interested in everything. And the

healthier I become, my last book, Didn't See It Coming, is all about sort of the journey to health, as a leader, as a human being. But the healthier I've become, the more fun I've become. But definitely, the people around me would know the destructive side of an eight to particularly my younger years.

Ian M Cron: Yeah. I mean, again, what the Enneagram teaches and we can hit on this when we perhaps talk about the sort of the spiritual side of the Enneagram, which is that what's best about you is what's worst about you and what's worst about you is what's best about you. It just all depends on which side of the coin you want to play. So you have to, you know, I'm always reminded, to develop that inner witness that can watch what you're doing as you're doing it, right? So, that you're able to go, oh oh, you're able to see the red flags that you're beginning to deteriorate in your health and awareness. And when that happens, all bets are off. And that's true for every number. You just start devolving into the worst expression of who you are slowly over time.

Ian M Cron: And by the way, you know when we talk about average healthy unhealthy that in the course of a day, you're going like this. You're spiking up and down. So, at any given moment, I can have a call, like right now, I think I'm probably in an average space I'm guessing. I could get a call and an hour from now and makes me plummet, you know, under the worst side to me. And in two hours, you know, I could have an interaction or something I read could spike me way up into the healthy range.

Ian M Cron: It's all about real time monitoring and regulating and to the point that eventually you don't have to really think about it as much. You're just in the right space, and the spikes and the roller coaster ride becomes less intense and a little bit more no evenly plained.

Carey Nieuwhof: I think that's extremely helpful and very accurate. I have an advantage over many listeners, I've lived a couple more decades. But for me, the more aware I am of the blunt force of my wiring, the more I can regulate it. And the more I've craved over the decades, just people close to me who can say, hey, Carey, can I talk to you, you were way out of line in a that meeting, or you should have said more. Today, you were a little bit blunted, where was that spark? You seemed disengaged. That's been really helpful to me.

Carey Nieuwhof: Well, so people can find themselves in the story. Can you give us a thumbnail of the nine numbers so that people will recognize the people they love or maybe themselves in it? And by the way, we'll link to this in the show notes but I blogged on this a month ago, and I know when when we were recording this, but we've had thousands of listeners and leaders already take the free assessment that you have on your site. So, we'll link to that so you can do this in detail and it was a really helpful assessment. What was it, exploreyourtype.com?

Ian M Cron: Yes. Yes. And actually, by the time this releases, I'm not sure if that will still be up because we've just inked a deal with a company for an assessment that's far more comprehensive and gives a much longer, it gives a 44 page report. It's pretty comprehensive and we're using it a lot with corporate clients as well as faith based clients. But it's a good little tool, but I will say that the best way to really learn your number is not through an assessment but by reading a book or attending a workshop. Because the problem with self report assessments is that they can't tell whether or not the person taking it is self aware enough to give accurate answers.

Carey Nieuwhof: Right.

Ian M Cron: Right?

Carey Nieuwhof: When the people you've worked with for a decade are texting you going you're an eight, you're an eight, you're an eight, you're probably an eight and when you read it and you read does resonate with every line in the book, you're like yep, I'm an eight.

Ian M Cron: By the way, eights are one of those numbers that it's fairly easy for them to know they're eights. You know what I'm saying? Like they've had a long history of being an eight. But there are other numbers where it's less clear or or when people have passed through seasons of suffering or they've just gotten older, some of the edges of those personality styles blur a little bit, takes a little bit longer. They soften. They're less stark. And so, for many types, myself included, it took me 10 months to figure out my type, and I'm a trained therapist. I've taken a lot of personality inventories and I'm trained in them. With the Enneagram it took 10 months. However, it was well worth the wait and the study because what it yielded was the kind of accurate, uncannily accurate description of by interior world far better than any other assessment that I know.

Carey Nieuwhof: And if I remember correctly, you're four. Is that right?

Ian M Cron: That's right.

Carey Nieuwhof: Yeah, yeah. Yeah. Okay, well, let's start at the beginning. One.

Ian M Cron: Sure. The perfectionist are ones. These are people who are meticulous, hard working and reliable people who are motivated by a need to perfect themselves, others and the world.

Ian M Cron: Twos are warm, caring and giving people and they're motivated by a need to be needed and loved by others.

Ian M Cron: Threes are the performers or the achievers depending on who you talk to. These people are success oriented, image conscious. They have memorized David

Allen's book, Getting Things Done, you know what I'm saying? They are productivity hounds. They're motivated by a need to succeed or to appear successful and to avoid failure at all costs.

Ian M Cron: Fours, they're the romantics, sometimes the individualists are called. Creative, sensitive, temperamental. They're motivated by a need to be unique and special. Lots of, I'd say a disproportionate number of artists and creatives fall into that space.

Ian M Cron: Fives, the investigators. Analytical. The most analytical number on the Enneagram. They are somewhat detached and very private. They're motivated by a need to gain knowledge to conserve energy and avoid relying on other people.

Ian M Cron: Sixes are called the loyalists. We think there are more sixes in the world than any other type. That's speculation,

Carey Nieuwhof: Isn't it like half the population?

Ian M Cron: Again, it's speculative, but I think there's evidence to suggest that there are more sixes than any other type in the world. They're committed, they're practical, they're down to earth. They are also worst case scenario thinkers who are motivated by fear and the need to feel safe and secure in otherwise unpredictable world.

Ian M Cron: Sevens are the enthusiasts. I got a son, he's a seven. I love them. They're fun, they're spontaneous and adventurous. They're motivated by a need to be happy, right? To plan and actually to really, this is the word, to plan and execute in their pursuit of stimulating experiences and new ideas. And the idea of an unlimited future. And it's all in service to avoiding uncomfortable feelings or pain.

Ian M Cron: Eights, challengers, I already said this, commanding, intense, confrontational. They're motivated by need to be strong and to assert control over the environment and others to avoid revealing weakness or vulnerability.

Ian M Cron: And then finally nines are, they're called the sweethearts of the Enneagram. I'm married to a nine. They're pleasant, they're laid back, accommodating, go with the flow, don't rock the boat types who are motivated by a need to keep the peace, to merge with the agenda and programs of another person or of a group. And the big one here is to avoid conflict at all costs.

Carey Nieuwhof: And we thought, I thought my wife might have been a nine when we were talking about this back and forth, and she's deep into the book right now.

Ian M Cron: Okay, so let me guess. If she's not a nine, she confused herself with being a two.

Carey Nieuwhof: Almost. She turns out to, she thinks she's a five. She has read through the five. Yeah. We've been together almost 30 years, married 28, dating 30. And she is still mysterious. There are layers, you tell the story of your good friend who's a five in the book, who like, you know, all of a sudden, you're 20 years into the relationship, you learn he has a sister he's never talked about, right? Now, that's not my wife's case but there are parts of her I'm still learning and she really identifies with that, which is interesting.

Ian M Cron: So this actually raises a great point and that is, we're all nine numbers. You contain all nine numbers, right? So if you try to determine your type on the basis of characteristic traits or behaviors as they're described, you're going to be utterly confused. This is a mistake that most people make, which is, oh, I do this or I don't do that. And so, here's the mantra I always tell people. It's not what you do that matters, it's why you do it. Which means you have to really read through all those underlying motivations I just articulated and figure out which one of those you most identify with. Because it's the underlying motivation driving the traits and the characteristics above the waterline, right? It's under the waterline operating, the operating theme underneath the waterline that is responsible for what's happening above it.

Ian M Cron: So you got to figure out what's underneath it, not what's above. Base it on those underlying motivations or you'll get lost in a, just an ocean of all these characteristics and traits at each different type and you'll relate to all of them. You'll get utterly confused, go right to the underlying motivations and figure it out from there.

Carey Nieuwhof: That's good to know because even the perfectionist thing, that line in your book about a perfectionist is somebody who looks into a dishwasher someone else loaded and thought, how on earth can any human being have done this? It's 100% me. I would say if there's another thing that I score half the points on or whatever, it could be perfectionist. But I think you're right, there's a dominant style. And one of the points I really appreciate you making your approach to the Enneagram is you think a lot of this gets formed in childhood in response to either making sense of the world or like out of a wound or whatever. Can you talk more about that?

Ian M Cron: Yeah. Well, personality theory is very complicated. It is hotly debated in all the different schools of psychology. There's not a lot of agreement about personality theory in the world of psychology. You're born with a certain temperament and disposition. It's genetics and biology. You came into this world, my daughter, who is an eight, she came into this world, you could just tell. I mean, this kid was an eight, I mean, just had all that energy and forcefulness and drive and all those characteristic features of an eight. So disposition, temperament. That is never changing. It is immutable. You will never not have that disposition and temperament. No, that's not going to change.

Ian M Cron: However, your personality is also made up of the responses that you had to environmental forces, family forces, cultural influences, etc. So, we're a complicated soup really of things. And much of our personality is really made up of the adaptive stratagems that we came up with to get our basic needs met in life early on. We read the expectations that important people had of us and we complied. So, all of that is in the mix here.

Carey Nieuwhof: Let's put some legs on it. You know, type three. So, someone who would be, is it the performer is type three? The performer, your dad was a three if I remember correctly in the book, and lots of my friends are threes. So a lot of people who put a microphone on the weekend or to speak, they find themselves in that position, which is why I think a lot of my friends thought I was a three. So the question then is, what would happen in, like, what are the things below the waterline that would drive a three?

Ian M Cron: Sure. Well, there is this fundamental need to succeed in order really, if you get down to it, we all want to be loved, we all want to experience belonging. In the mind of a three, they believe that the world only values others for what they do rather than for who they are inside, right? So, when you have a belief like that floating around in your ecosystem, you're going to act upon it. You're going to say, what do I have to do to secure the love and the belongingness that I really want. My very basic needs. And you'll just start being a high achiever because you're thinking, I got to be successful or appear successful if I want to be loved and get my needs met. So man, your life program, your happiness program becomes the achiever style in the world. And that's all very contextual, right? So it's not like every three wants to be a CEO of an investment bank or a well known writer or speaker that's lauded on stage and receives a lot of praise and recognition.

Ian M Cron: You could be, grow up in a family, a mafia family and for you, success would be becoming the don of the family, right?

Carey Nieuwhof: Right.

Ian M Cron: So it's very contextual, it's not stereotypical. People tend to stereotype rather than type. So, it's not thinking, you know, you necessarily want to be Don Draper Mad Men, sort of an iconic three. It can give expression to itself in very, very different ways.

Carey Nieuwhof: How does this show up in, let's start with work. I know you did great podcast with Donald Miller, which we'll link to where you kind of talk about all the different personality types. So if you want to go deeper on that, I think you spent about five minutes on each personality type there and just kind of worked through them. But, this can really make you a better leader, a better manager. And then we'll talk about it at home too in marriage. But talk about how this shows up at work.

Ian M Cron: Yeah, in fact, you know, more and more, when I first began work on the Enneagram, I did a lot of faith based sort of speaking engagements and I loved them, they're fantastic, right? But as of late, I've spent a lot more time doing corporate work, helping teams become more aware of the different gifts, the diverse range of talents that exists within their group based on each individual's type and also helping CEOs and leaders more understand the people who work for them to keep them engaged etc.

Ian M Cron: Every number on the Enneagram has a different communication style, they have a different work style. They have different assets and liabilities, one which has to be cultivated and the other one which has to be mitigated. So, it's a very powerful tool, and I'll tell you, the response from corporate work that I'm doing has been overwhelmingly positive. Let me give you an example of this. I did a workshop at a Fortune 500 company and I came back a few months later and I was in the hallway walking toward the HR person's office, it was a follow up meeting. And I noticed that all the doors in the hallway had numbers that made no sense. Like I couldn't figure out where her office was because her office number, it was like, and then later she told me, "Oh, those aren't the numbers of the office, those are their Enneagram numbers." And she said, "We put them up on all of our doors so that when people came in, they would be reminded, hey, this person doesn't see the world the way that I do. They're coming to this conversation with a whole different lens." And to take that into account, to bake it into your calculations when you're meeting with them.

Ian M Cron: And she said, "It has reduced conflict enormously. It has given people a new appreciation for what they bring to the table. It's helped us in placement, it's helped us with engagement." The list goes on and on. And it is because, and I love things like the Myers Briggs, I love the Strong Campbell Inventory. I could give you a disk, you know, all that stuff. I love it, they all have a lot. But I don't know a more accessible and accurate or more accurate instrument than the Enneagram for helping people right out the gate figure this stuff out. I like for example, the Myers Briggs, I was trained in the Myers Briggs in graduate school. I still don't actually know what it is.

Carey Nieuwhof: I know. Everyone's like an ENFP, I'm an INTJ. It's like, good for you, what do I do with that, I don't know.

Ian M Cron: Right. And so the Enneagram is so descriptive and so narrative in the way that it describes people that it's easy, it's accurate. Frankly, it's fun. It's incredibly revealing, sometimes to the point of being uncomfortable in the way that it paints a picture of who we are. I'm just so excited about how it's changing corporate cultures when I'm going in. And so, each type, as I said, different ways of communicating and different ways of operating in workspaces. So, I can go through the numbers, it would take a little bit.

Carey Nieuwhof: Yeah, we've got time, we got time.

Ian M Cron: One of the things that I try and do with leaders is talk them through the do's and don'ts of managing each of these types.

Carey Nieuwhof: I was just going to say, are there certain types that shouldn't work together but let's take your track instead. I think that's a good one.

Ian M Cron: No. Let me just answer that question. The answer is no. It's the same answer I give to people when they ask, are there certain types that shouldn't marry each other?

Carey Nieuwhof: Yeah, that was the next question. It's like, hey, twos and eights, it's over.

Ian M Cron: Nope. It really depends on the health of each of those numbers. So if you have two healthy four and a healthy eight, they can be dynamite together to the degree that there's a gap between health and unhealthy in those two numbers. The greater that gap becomes, the greater the problems become, right?

Carey Nieuwhof: But unhealthy people always create problems regardless of your number, right?

Ian M Cron: Totally, totally. So if both types are healthy and are helping each other be healthy by the way because they had this language of the Enneagram now to talk and recognize unhealth and then talk about it when they see it evidenced in another person, well, you know, talk about efficiencies getting greater and a happier more harmonious work environment. It's fantastic, right?

Carey Nieuwhof: So walk through those numbers talk because I think this will be interesting. There's so many leaders, so many workplace people here whether it's in the faith space or the business space who are like, okay, I'm an eight working with a one. What does that look like? Or, you know, a six.

Ian M Cron: Right. I'll walk you through some do's and don'ts. So if you're working with a one, leverage their incredible talent for, I mean, these people can, they're the first people to spot the mistake.

Carey Nieuwhof: These are perfectionists? So yeah.

Ian M Cron: When they're really healthy, you could call them the improvers, they can improve on anything. And so, they value clarity, you need to keep this in mind. They they want to know exactly how a job should be done and they need deadlines and structure. They like protocols. They like rules. They don't like people who bend the rules, right? Don't ask them to cut a corner. So, you don't want to allow a one, when a one's not in a good space, they'll procrastinate. They'll start putting off projects for fear they won't do them perfectly from the outset. So, it's like, if they write a book, you get around a one who's a writer, they get stuck on the first sentence forever because it doesn't sound like William Faulkner. You know what I'm saying? They want it to be that from word go, they don't believe in a rough draft. It's got to be perfect. And they

procrastinate then or get stuck. So you have to keep reminding them, it's okay if you make mistakes. It's okay. That's how we all work and, you know, that gives them some oxygen.

Ian M Cron: For twos, these are the most interpersonal relational people on the Enneagram, and so, you need to put them in places where they get a lot of people contact. And these mainly are customer service people. You want to have a frontline too around there somewhere. But they also have trouble saying no to people. They can sometimes, they're the ones who wander the hallways and are in conversation with every single person that they come across. Sometimes you got to tell them, I want you to keep doing that because that is your work style. But at the same time, at some point you got to sit down and write the report. You just can't be walking around socializing with people even though that's their superpower. You want to put that to work. You definitely do not want to put a two in a back office for they have no contact with people. They'll dry up and die and blow away.

Ian M Cron: Threes, you want to, these are people who have to win and they desperately want to win and cross that finish line first. You have to give them rewards, you got to offer promotions, you got to give them clear performance targets and success measurements. They don't like this feeling that I'm not quite sure what success looks like in this job. They want it to be clear. But you got to be careful with them because in order to win, sometimes they'll cut corners and sacrifice quality. If they're very unhealthy, they may do things that are borderline unethical or downright unethical in order to secure the win or appear like a winner. And like an eight, see, this is probably where they confuse you with three, that often happens, is they'll run over coworkers on the way to the goal line, you know what I mean? And they'll just knock people down because they're like, the goal line is like throwing a dog for a bone. It's going to knock over the lawn furniture in order to get to it.

Ian M Cron: So, fours, you know, honestly-

Carey Nieuwhof: Those are the romantics.

Ian M Cron: They're the romantics. And again, as I said, disproportionately represented in the artistic community. I just did a corporate event or corporate training for a large, one of the largest record labels in the world. There were only a very small number of fours in the room. I meet very, very few fours in corporate settings really, unless it's in the creative world.

Carey Nieuwhof: So writers, artists, that kind of thing.

Ian M Cron: Yeah, writers, artists, dancers, floral arrangers. I mean, these are people who have just an amazing amount of feeling and a sense of aesthetics, it's really, that's their superpower, right? So, we need these people. They're the poets and the songwriters in the world. I meet a lot of fours in Nashville, Tennessee where

I live, or three who dress like fours because they think that's what an artist should look like.

Carey Nieuwhof: But they're performers.

Ian M Cron: Yeah, exactly. For them, they need an environment where they can express all that creativity and that aesthetic sensibility, their distinct style. They need to know that you understand and respect the unique way they have of seeing the world. They just need to know that you hear them and you're listening to what they're offering and they'll be okay if you decide you don't want to go in their direction so long as they know you heard them and understood them. I'm just giving you just a, these are little teeny-

Carey Nieuwhof: No, but it's good.

Ian M Cron: These are just aspects of each of these personalities, but they're not, this is in no way comprehensive, right? With fives, good Lord, just-

Carey Nieuwhof: My wife, the investigator, also another longtime associate of mine is a five.

Ian M Cron: The best thing to do if you're let's say managing or working with a five, you give them a project, tell them when it's due, and let them get it done however and wherever they want to do it, right? Recently I told a company and you can't make this stuff up. So I'm at the label. I go, how many fives do I have? Three or four people raise their hand. And I said, let me guess, you're in research and analytics, aren't you? And they all went, they all nodded.

Carey Nieuwhof: My wife's a pharmacist and a solicitor. Loves the thought process.

Ian M Cron: You can't make this stuff up. If you had told me that your wife was like in some other field, I mean, sometimes you can really almost name the fields that they gravitate towards.

Carey Nieuwhof: So you're not surprised a pharmacist and a lawyer who basically loves contracts.

Ian M Cron: Oh no. But now I would also say, I meet a lot of pharmacists and contract lawyers who are ones. And if you think about it, you'd like to have your pharmacist or your heart surgeon be a five or one.

Carey Nieuwhof: I got to tell you, she almost never makes mistakes but on the days where she thought she did, that's a tough night at home.

Ian M Cron: That's because five hate to appear incompetent or unprepared.

Carey Nieuwhof: There you go. Bingo.

Ian M Cron: And ones do for different reasons. For a different underlying motivation. That's the key. So you can see similarities there. This is why those underlying motivations are so important to dig up.

Carey Nieuwhof: This is so funny because my wife being a five, we met in law school, she went to the solicitor side, the contract side. I went immediately to the courtroom. It's like throw me in court, let me go beat someone up. Its fun.

Ian M Cron: You want to be a litigator?

Carey Nieuwhof: I do. I want to be a litigator. 100%.

Ian M Cron: I want to go out there and kick some butt.

Carey Nieuwhof: I can smell your weakness.

Ian M Cron: But you'll also meet a lot of eight, eight lawyers who might be social justice advocates, because eights are very, very concerned about the underdogs, defending the voiceless, being people that are out in the world giving a voice to those who feel marginalized and voiceless. That's just a feature of their lives. They make powerful advocates for the poor, for people that society forgets.

Carey Nieuwhof: Martin Luther King Jr was an eight.

Ian M Cron: Great example. I think he was an eight. Again, I don't know what was the underlying motivation of his behaviors but he appears to have the hallmark features of an eight.

Carey Nieuwhof: Five, we're a five. I derailed you, but thank you.

Ian M Cron: I just think with them, I told a guy in a corporate setting, I had a bunch of fives, I said, listen, you don't need to, I mean, sure, you should, but give them cash as a bonus at years end. But if you really want to make them happy, give them more autonomy. Let them work from home where they don't have to feel drained by all the relational or social demands that being in a, let's say a corporate setting would place upon them.

Ian M Cron: A three wants to be in that glass office, the corner office with the best view where everybody can see how successful they are. The five would like you to put them in an office somewhere in the basement where they're hard to find and where they can pile all their books and research and ideas and just immerse themselves in gathering and hoarding knowledge up and just sucking as much of it as they can into their bottomless really for that stuff.

Ian M Cron: So, I would say with fives, give them privacy, respect it. I'd say give them, as I said, project dates when they're due. Make sure you don't call meetings at the last second that don't have much of an agenda. They hate them. Whatever you

do, don't ask them to give a toast spontaneously at the Christmas party because they'll die. Don't feel insulted when they leave the Christmas party earlier than everybody else. It's not personal, it's just that they've run out of relationship gas. You know what I'm saying, they've just started to shut down. They just don't have as much of that, of those resources as other people do and and they need solitude and they need, because that's where they really recharge, that's where they recharge.

Ian M Cron: All right, sixes.

Carey Nieuwhof: Sixes, loyalists.

Ian M Cron: Oh, man, I tell you, what they bring to the table in a corporate setting is they're the first one to see what could go wrong in the plan, right? And so, sometimes sixes if they're not careful because they can, they have their worst case scenario thinkers, they can feel a little bit like a wet blanket for people who are like threes and sevens and eights, who have big ideas and they just want to go take the hill and they're just willing to take risks. And the six will raise their hand and go, excuse me, has anyone thought about what would happen if we pursued the course you're describing and we ran out of cash? We should wait until third quarter of next year. And everyone in the room just goes ...

Carey Nieuwhof: Yeah, all the air's out and you're like, you're fired if you're unhealthy.

Ian M Cron: But I tell people all the time and I have to tell sixes how to do it but, you know, every company needs to loyal devil's advocate.

Carey Nieuwhof: And these people are loyal. It feels disloyal if you're a certain personality but they're extremely loyal and they've actually trying to have your back. Is that the argument?

Ian M Cron: Yeah. The thing about sixes is, like I always tell married people, people who are married to sixes, I say, when they say I do, they mean it. Like, you're going to have a heck of a time to undo the I do. We all need people in our lives, particularly aggressive types, like three, sevens and eights, who can tap our breaks and say, slow down a little bit, think through the consequences of what you're proposing, you know, the broader landscape and understand that this has implications that could be dire, right? Consequences that are dire if we just go into this without a whole lot of thinking. That's fantastic. The only thing is, if you're managing one, you got to watch out for analysis paralysis. They tend to have trouble making decisions because they're thinking through all that can go wrong. And so, they can end up paralyzed by fear and anxiety.

Carey Nieuwhof: What do they do well? They're good, like insurance people, they're good analysts? Risk managers. Yeah.

Ian M Cron: How about risk management. Gosh, you know, you definitely want a six that has got their eye on what could go wrong. Forecasting. Right? I just go on and on. Again, I would say that every type could, most types could do any job when they're healthy but they'll just gravitate towards certain types of jobs or they won't last long in certain kinds of jobs if they're a mismatch with who they fundamentally are at their core, right?

Carey Nieuwhof: True.

Ian M Cron: I'm going to give you an example of that with sixes. I had a client of a big company and they had a person on their senior management team who had been there since the company's inception. And the CEO was watching this person really deteriorate in their job performance and couldn't figure out why until I helped him realize that this person was a six. And that person was incredibly loyal to that CEO to the point that they weren't able to question or push back against them in the way that they wanted that person to.

Carey Nieuwhof: Wow.

Ian M Cron: And also because sixes, you know, there's a bit of resistance to change. And so, this person wasn't able to get on board as the company moved from being analog to digital. It was wonderful to watch how this person, this CEO was an eight. His heart really went out to this person and we helped him really see that the best thing in that moment was to move on, to transition away. And they just celebrated and gifted this person going out in the most wonderful way when if they hadn't known the Enneagram, it could have been a terrible tearing away.

Carey Nieuwhof: Isn't that interesting. You know, I don't want to camp a lot on it. But as you're talking, a couple of, and this could be totally wrong headed, but having started in three very traditional churches that needed a lot of change, and I know there's thousands of leaders listening right now who are trying to transition small dying plateaued organizations, namely churches or maybe it's a company or whatever, do you find that when a church doesn't do well for a long time, it's usually the loyalists who are left? And that they're neurotic about change? I'm just thinking through my first five years of leadership going, gosh, I wonder how many sixes were in the room because what you're describing just sounds like that.

Ian M Cron: Well, remember, they have a real need to, well, a couple things. Number one, sixes are very fixated on authority figures because to feel safe and secure, they see the authority figure as the key, right? The right authority figure is going to make sure I'm safe and secure. So frankly, I see a lot of what I would say are, well, let's just say this across the board, what accounts for the rise of fundamentalism in multiple religions around the world? Well, we live in an increasingly dangerous, what feels like and is in many ways, a dangerous, unpredictable, unsettled world. And so, those people are going to look to authority figures to provide them with answers and a sense that all shall be well.

Or political figures for that matter, without naming names. And so, they're often, they might be some of the last people left in that church and they might be the most fearful about, you know, well, that's not how we've done it before. That makes me feel less safe and secure.

Ian M Cron: Like ones, they like rules and protocols and predictable patterns of operation in the world. And so, now, once you get them on board with change, once you answer all their questions, and they'll have a million questions to the point that it'll make you want to pull your hair out. But, once you answer all of them and you've respected those questions, they're with you man, and they will be with you. They are all the way in. But, you have to be patient and move them along at the pace that they can, at a pace of change that they can sustain comfortably.

Carey Nieuwhof: So, impatient three, sevens and eights, listen up. That's a really important.

Ian M Cron: Okay, so you see how, and I know tons of pastors who are three, sevens and eights, right? A lot of church planners who are sevens too a lot of times. I would say, if you know that, it changes everything.

Carey Nieuwhof: It does.

Ian M Cron: First of all, you'll have more compassion, you'll have more empathy. You'll see a better path toward where you want to get, right? You'll create less collateral damage in the community. Inadvertent mistakes that because you thought everyone saw the world the same way you do. And I will say that I think the biggest mistakes senior pastors or CEOs make in life or everybody can make, but particularly those people is presuming that your way of seeing the world is normal.

Carey Nieuwhof: Correct.

Ian M Cron: Because if you read, for example, if you look at the Enneagram, if you run by that model, you'll understand that there are nine normal ways of seeing the world and yours is just one of them. And if you don't take into account all the other eight, you're at a great, great disadvantage.

Carey Nieuwhof: I know we're not quite running out of time but we're nearing the end of it. Sevens, eights and nines, do's and don'ts.

Ian M Cron: Yeah, yeah, sure. I'll go a little quicker. All right. So sevens, these are great starters, man. They are incredibly creative, energetic, optimistic. They're the first person you want to see when you arrive at the office every day. They can identify patterns and trends and how they overlap in a way that other people can't. You want to make sure that you give them a big job description, a wide berth. You want to make sure you don't try and keep them in the same job over the long haul because if they get bored, they just start to get in trouble. They

need a lot of spontaneity, multifaceted days and real encouragement to stay on track, otherwise they're distractible and start to flip around a little bit.

Ian M Cron: But great people to have on your team, but not always the best managers that, you know, oftentimes, this happens, let's say with the pastor or CEO, they get something going and they're awesome at it. Trust me, they're awesome. They just fire people up there. They're inspiring, right? But when people start having to report to them and their attention is all over the place and the idea of being trapped in a job where they got to give 360s over and over and over again, you know what I mean? It's just like-

Carey Nieuwhof: Yeah, yeah, yeah.

Ian M Cron: You got to move them on to another startup inside the corporation. You got to do something else now. You got three to five years in this thing and then you got to move into something new.

Ian M Cron: Eights, we've talked a lot about eights. I would just tell you, eights test authority, so you just got to be ready for it. You got to pony up and let them know who's the, if you're overseeing them, you better be strong enough to meet their energy and convince them that you are a trustworthy leader that doesn't waffle on decisions. They don't give a lot of grace to people who seem, who aren't ready to charge forward.

Carey Nieuwhof: Right, right. And blunt is okay. I mean, I've said that to my team many times, like, I want the truth. That is my love language.

Ian M Cron: Right. Okay. But, you also have to understand that the amount of calories other types have to expend to be blunt is far greater than the amount of calories it takes for you to be blunt. Right? So again, that gives you the ability then to extend compassion and patience to other people who you see as being different from you. Let's face it, we all need these inflated egos of ours to be right sized from time to time.

Carey Nieuwhof: Yes, we do.

Ian M Cron: One of the things the Enneagram does is help us realize I'm another bozo on the bus, I just have another set of glasses on, that's all. And so, my way of seeing the world is not the only way, and if someone's is different than mine, that doesn't make them dumb or at some level out of their minds, it just means that they bring a different angle of understanding to different situations and relationships that has to be taken into account.

Ian M Cron: So anyhow, let's move on to nines because we've said a lot of eights, right? Like I said, these are these wonderful laid back human beings or peacemakers. In the workspace or at home or anywhere, these are the best mediators around because they can bring all sides to the table. They can carve deals, man. They

bring harmony to a workplace that everybody needs. They tend to sell themselves short though, and they have lots of skills and they tend to undervalue them. They don't think their presence matters very much or that they can affect a lot of change in the world.

Ian M Cron: And so they tend to kind of, if they're not careful, they'll fade into the background and just begin to go along with what the group wants rather than voice their own preferences, opinions and assert themselves and make their presence known. And so, you have to encourage them to really, you know, I'll say to them all the time, what do you think? Don't mirror back to me what I think or what the group thinks. I want to know what you think because we need to hear your particular voice and take on these matters. Again, for you, no problem. With an eight I got to be like, okay, enough asserting.

Carey Nieuwhof: Thank you. Yeah, that's enough. I've heard of eights who have written on a sheet of paper, close your mouth, close your mouth, close your mouth. I say that to myself, that's my self talk. It's like you've talked enough, be quiet.

Ian M Cron: Yeah. Well, that's self awareness. That's what that is right there. That's having enough self awareness to recognize in the moment, okay, what's happening right now? Oh, I am falling into the autopilot of my personality. I'm not thinking and regulating the excesses that my personality can take on. And when you can see it, you can do something about it and everything gets better.

Carey Nieuwhof: This is so good. I feel like we could go on for a day, I really do. This is so helpful. And this won't be the end of the story for me. We're running our whole team through this and, you know, I've given it to friends and family members, the whole deal. But one of the things I really loved and it comes out in the book even more so than maybe this conversation so far. But this is a spiritual discipline too. I mean, this has its ancient roots, nobody's sure exactly where it came from. But, you know, it's been used as a spiritual discipline tool. I want to close on that. So tell us a little bit of, you know, this is not like, hey, I'm an eight, I'm large and in charge, get out of my way. It's not justification for ill health. It's spiritual progress. How does that work and do you want to say something about that?

Ian M Cron: Sure. You actually referenced it in the beginning of our conversation. That self knowledge and knowledge of God are inextricably linked to one another. So, I think the Enneagram reveals in its nine types the nature and the character of God. So let's think about this. Ones represent I think in the world the goodness of God. Twos the love of God. Threes, the glory of God. Fours, the pathos and the beauty of God. Fives, the wisdom or the omniscience of God. Sixes, the unfailing loyalty of God. Sevens, the joy of God. Eights, the power and the justice of God. And nines, the peace of God.

Carey Nieuwhof: Wow.

Ian M Cron: This is why all of us contain all of these numbers or pieces of these numbers because we're made in the image of God. Right? You happen to have more strength in that realm of power and justice than I do as a four. I tend to probably be more gifted in areas of artistic expression, in beauty, in service to what God's up to in the world. Now, as a spiritual discipline for me, that means I want to make sure that my superpowers are being used in service not to the advancement of my ego and in service to my agenda, protecting myself or manipulating others to do what I want them to do for my sake, right?

Ian M Cron: And also, how do I begin to intentionally consciously rely on or tap into those other types, the gifts those other types have. How do I develop them in myself so I'm a more holistic person. I'm not just Johnny one note four. I can have access and see in this moment, I need to adopt some of the postures of a nine, or in this moment, a one or in this moment, a six. You begin to have this language and knowledge that helps you kind of move around in a way that gives you access to all these dimensions of who God is. I tell people this is crazy, I know, but if you want to know who God is, maybe one of your best primary reference tools is you because if you're made in the image of God, what better place to start to know who God is than with yourself. Right?

Carey Nieuwhof: Yeah, yeah.

Ian M Cron: To me, it's, I could go on and on about all the different ways that you can use this as a spiritual formation tool and there's so many ways. I think, again and again, it begins with self knowledge and it's not navel gazing. It's not being self absorbed. It's really learning about yourself so you can love other people better. Does that make sense?

Carey Nieuwhof: Makes a lot of sense. And I think, you know, as I've grown in this and even through the book, my assistant in the last decade is a two. And at first we were radically different styles, but I've learned so much from her, and she's learned one or two things from me along the way as well. And it's one of those things where as you begin to see the diversity, it's really a body of Christ thing. It's self awareness. Andy Stanley, I once heard him say that the self righteous are rarely self aware. I mean, I think this all links together, and it's a way for us to grow. So the book is called, The Road Back to You. It's an Enneagram journey to self discovery.

Carey Nieuwhof: Ian, this has been a great conversation. If people want to know more, where can they find out more online?

Ian M Cron: Sure, they can go to iancron.com. They can follow me on Twitter, let's say @iancron or on Instagram Ian Morgan Cron. We have a bunch of new products we have coming out, this new assessment among others in January. We're just excited, because I have to say, Carey, there are very few things in life more satisfying than being able to make your living by doing something that genuinely helps other people. I mean, seriously, like that's a gift.

Carey Nieuwhof: Yeah, yeah it is.

Ian M Cron: Holy smokes, people pay me to do this. It's like to get up in the morning and ask yourself in just an amazement that question like, oh my gosh, like, I can see that I am actually moving the needle in people's lives and I get to do that for a living. That's so exciting to me.

Carey Nieuwhof: You know, I resonate that. I pinch myself most mornings. It's like, how do I get to do this? Like, this is just the craziest thing and I actually enjoy it. It's pretty crazy.

Ian M Cron: I know man. I know most people get up in the morning, they think, oh, I got to go to work. And I think I get to go to work.

Carey Nieuwhof: Me too. Yeah. And to be able to help leaders. Well, you've helped 10s of thousands of people today with this episode and so many more even with your book. So, thank you so much. I hope this isn't the last conversation. It's been a rich one. Thanks, Ian.

Ian M Cron: Me too. Thanks for being a great a interviewer for me.

Carey Nieuwhof: Man, that was a rocket ride, wasn't it? Hey, we've got all the updated links, including potentially, I don't know whether we'll have it by the time I'm recording this intro outro, the brand new study to explore your type. When I blogged on this back in December, I think we sent over 5000, maybe closer to 10,000 leaders through to the old assessment. But I think Ian's right. This is one of those things where if you read the book you find yourself. And yeah, when I read The Thing About Enneagram Eight, I'm like, oh yeah, and the team that's worked with me the longest is like you're totally an eight. So, I hope I stay a healthy eight.

Carey Nieuwhof: Anyway, fascinating stuff. If you want more, we have show notes and transcripts. Just go to careynieuwhof.com/episode241, or head on over to Lead Like Never Before, and you can just type in the search bar, Ian Cron, C-R-O-N, and you'll find everything there including transcripts if you're interested in that.

Carey Nieuwhof: Now, have you yet checked out Pro Media Fire? They are one of the partners that brings you this podcast so you get it for free. And frankly, they can solve a problem that either you know you have or to be honest, you need to have because if you haven't got a serious digital presence in 2019, what are you doing? And if you go there right now until the end of the month, they got a launch special 10% off all plans for life, 40% off the media bundle for life, unlimited graphic design, support, video services. Their prices are already reasonable, a fraction of what you'd pay your own staff. And you can head on over to promediafire.com/carey before it's too late to save 10 to 40% on a cloud based solution for your social media needs. Wouldn't that be great to have that done already?

Carey Nieuwhof: And then ReThink Leadership is happening in May. Are you ready for that? I am. I'm excited. If you register now, you're going to get \$40 off the door price and you receive a \$50 credit towards any Orange curriculum. So that's going to be fun. That's what we use at Connexus Church. Head on over to rethinkleadership.com. Register before it sells out. And then guys, we're back tomorrow with a fresh episode because this is a really exciting week. I want to help you crush 2019. And so, we are in the last phases of this High Impact Leader launch, and the High Impact Leader course is a course that's helped thousands of leaders get their life and their leadership back. The High Impact Leader is a specific set of training skills that will help you reprogram your life so you get more done at work and you have more time at home.

Carey Nieuwhof: So, I wanted to sit down and tomorrow we have a fresh episode with probably the most productive guy I know, and I know a lot of people, my good friend Frank Bealer. Frank's one of my best friends. Also, I mean, we were on a trip together recently and we were joking that he has 25 full time jobs. And that actually is almost not an exaggeration. So, anyway, Frank Bealer is in the house tomorrow and I deconstruct his schedule. So you don't want to miss that. You absolutely don't want to miss that.

Frank Bealer: We say yes, because we're afraid the opportunity will never come around again. And that's not true for most of what we get to do. In fact, we'll say yes and actually do it poorly because we don't have time for it, and the likelihood that we get the opportunity again will decrease instead of saying yes at a time where it's better for us and them.

Carey Nieuwhof: If you subscribe, you get that automatically, you're going to love it. And remember, don't wait because price goes up on January 31. Thehighimpactleader.com is where you want to go if you want to get your life and leadership back in 2019.

Carey Nieuwhof: We got a lot of great guests coming up. We got. Rich Birch, Scott Sauls, John Ortberg, Gary Chapman, Kadi Cole, Ruth Haley Barton. So many more. Thanks so much for listening guys. I really do 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.