

[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.

[Carey Nieuwhof:](#) Oh, hey, everybody, and welcome to episode 257 of the podcast. My name is Carey Nieuwhof, and I hope our time together today helps you lead like never before. Well, we've had some incredible episodes lately, and I just want to say thank you for sharing. Man, I heard from so many of you who were sharing, couple of recent episodes come to mind, the one with Kevin Queen a few weeks ago, and then Kadi Cole. You guys blew up the Internet. I mean, thank you for sharing on social, thank you for emailing your team, thanks for posting about it, and thanks for just spreading the love. I mean, it's incredible what you do. I'm so grateful for you.

[Carey Nieuwhof:](#) I just got back actually as I'm recording this, from the United Kingdom. I was in England for the very first time and I had a great time working with ... I don't know how many were there, 400 or 500 of really all the leading churches in England and in Europe were there in the room. It's an incredible gathering called the European Learning Community. And man, I just met hundreds of you who are podcast listeners, was able to have dinner with a bunch of you and just connect. It was a lot of fun being able to speak there and to see what God is doing in the Church in Europe. So I know there are many of you internationally who listen. Just thanks for getting the word out there. Really, really grateful for you guys.

[Carey Nieuwhof:](#) Listen, if you haven't subscribed yet to this podcast, it's free, and that way you never miss an episode. But I want to tell you about something else today that I just frankly never talk about. So our podcast is doing well. We're pushing, I think we'll hit eight million downloads by the time you listen to this, which is incredible, but actually what's strange and what a lot of people don't know is more people actually access my written content than even this podcast. Yeah. I write a blog and I also send out emails multiple times a week with some content, things I'm thinking about, latest insights, and also this podcast. So when an episode goes live, you hear about it in your inbox, it lets you know whether you want to listen in or not.

[Carey Nieuwhof:](#) Join over 40,000 leaders who get that email by simply going to leadlikeneverbefore.com. And when you show up there, you'll see a little dialog box that says, "Hey, you want to join the newsletter?" Or whatever it says. I should actually know, shouldn't I? Yes, I should. But anyway, head on over there, put in your email and then we'll stay in touch even more. And so, I would love for you to do that if you haven't done that.

[Carey Nieuwhof:](#) One are the problems that a lot of leaders are trying to solve these days is staffing. We don't know where the economy is going, but right now we're in pretty much a full employment economy in North America. That is, everybody

who wants to work has a job, and it can get harder and harder to get great people. In fact, that's one of the questions I get over and over again. When I was in England, I had a number of meals with leaders and they're like, "Man, let's talk about young leaders." I want to tell you a source where I've gotten numerous members from my team that I am really, really impressed with. And that is BELAY. BELAY is a virtual staffing company, entirely virtual company, which is great. Whether you have a physical presence or you're virtual, my company is virtual, they can help you.

[Carey Nieuwhof:](#)

I was having numerous conversations last week with leaders who are like, "We're trying to figure this out. People don't want to show up at an office anymore and they want to work at coffee shops and remotely and everything." And here's what I'm convinced of, that sometimes you get a more productive virtual team than you do in in-person team. That's been my experience. And BELAY has helped me staff my company. As this podcast, blog, writing books, speaking have grown, I have turned to BELAY again, and again, and again.

[Carey Nieuwhof:](#)

Here's what I love about BELAY, because the real hassle in hiring people is you've got to wade through 100, 200, 300 profiles, resumes, to get to that one person that you hopefully, maybe possibly want. That's a lot of time, that's a lot of energy, but BELAY does all of that for you. In fact, something like 96% or 98% of the people who apply to be with BELAY don't make the cut. And so when you engage BELAY, they give you the top 2% of all candidates, and they come up and they recommend someone that will be a great fit with your organization, and they're good at it. And so I've had a number of team members who have come from BELAY, absolutely love their services, and it's done-for-you.

[Carey Nieuwhof:](#)

So if you're looking for staff members, and you know the other reason that I think it's so good, it's so many leaders struggle with delegation and you're like, "Well, I don't really want to bring someone on whole time." Well, you can start at 10 hours a week, and I'll tell you, they're incredible.

[Carey Nieuwhof:](#)

So what I'd love for you to do if you're looking to grow your team or just become more efficient as a leader, is head on over to this site. Go to belaysolutions.com/carey, C-A-R-E-Y. You'll see a little welcome video I did and everything like that, and you'll see why I turned to BELAY and why thousands of leaders like Michael Hyatt, Daymond Jones, so many others, have turned to BELAY for help. So if you need a staffing solution, they're my choice, go to belaysolutions.com/carey today and learn how you can get started right away with top quality candidates pretty much overnight.

[Carey Nieuwhof:](#)

Anyway, hey, today I am so excited to have Tyler Reagin on the podcast. He is the president of Catalyst. So many of you know Catalyst. They are a leadership development organization in the church and business space. They serve over 100,000 leaders from around the world who connect with them every year. They've got a great podcast and so many more. And Tyler and I know each other from way back at North Point, and we talk about, well, what it's like to lead

when you're not a detailed person and so many other things. So here is my conversation with Catalyst President, Tyler Reagin.

[Carey Nieuwhof](#): Tyler, welcome to the podcast. It's good to have you, man.

[Tyler Reagin](#): Hey, Carey. Good to see you.

[Carey Nieuwhof](#): It's been a long time coming.

[Tyler Reagin](#): I know. We've been talking about it. Sorry, I had to reschedule that one time.

[Carey Nieuwhof](#): Wow, that's all right. That's all right. It's absolutely worth the wait. So you've led Catalyst for how many years now?

[Tyler Reagin](#): Oh, see, I took over from Brad. So it's been about five and a half years.

[Carey Nieuwhof](#): Wow, time flies, man.

[Tyler Reagin](#): I know.

[Carey Nieuwhof](#): So you are a part of a premier leadership organization, and you are the point leader. What are you learning about leadership in this sort of rocket ride you've been on over the last five years?

[Tyler Reagin](#): Wow. You know the crazy thing, you think about five years and you go, "What am I learning now? What have I learned on the journey?" There's so many layers to that. We were talking even before we started recording, one of the big things that I've been studying and thinking about writing down and journaling is what have I learned while waiting? Because there's some things that in leadership when you're waiting on the Lord, you're waiting on certain things to happen, but one of the things I feel like I've learned while waiting is that nothing instant is great. You know what I mean? I think I always feel like when you're praying for something for a long time, there's going to be an instant payoff somewhere. And what I've learned is I don't want the instant payoff because it's not as good as the good payoff, like the real thing. You know what I mean? But we live in an instant society. And so I want relief even if that's not as good as what it could be.

[Tyler Reagin](#): Let's say you're praying through something that's very painful or very hard. I just want relief or you just want relief and we want that instant wait to be over, even if we're willing to give it up. My wife and I were talking how our house has been on the market for three days. We've had 15 showings, we had our first offer, and what you find is these people came in, of course they're going to negotiate the price down, they're trying, but it's been on the market three days. And so you go, "Am I willing to wait for the right thing, the right value?" So that's one of the things that's been stirring in me a little bit of just this

understanding of, if it finishes the best it can, it usually very rarely finishes quickly. It's one of those things that half the time you're waiting on something, you look back and you pay attention, you go, "Oh, half of it it's already here. I didn't even see it. God's already done this for me." Do you know what I mean?

[Carey Nieuwhof](#): Yeah, yeah. So you're learning to wait. So one example, your house is for sale, so you're going to wait on that. What are some examples from leadership where you're like, "We're just waiting."

[Tyler Reagin](#): Yeah, I think there's ... I've said this for the last few years at Catalyst, I feel like we're pouring new wine into old wineskins, and so we've got these models for 20 years. This is our 20-year anniversary. So for 17 of these years, we've at the Gwinnett Arena or the Infinite Energy Arena. Well, that's what most people know Catalyst as, 11 years at Mariners Church at West Coast, right? What if that's not the model for the next 20 years? What if that wineskin of the big event at the arena ... Now, very well, could be, Carey, and I'm great with it if it is, but I feel like for three years it's been, Lord, just help us see, help us figure out what are the new wineskins for Gen Z? I don't know that Gen Z wants to do that. Well, if they do, fantastic, but we can't just keep doing what we always do. Was it Craig that says, "It's called crazy when you keep doing what you always have done and hope for a different result."? And so, that's something I've learned in this waiting piece.

[Tyler Reagin](#): I think the other big piece for me, Carey, it just has been more of a continued confirmation that no matter what, if you choose to bring life to people, if you choose to care for people, you'll always have a team around you. And no matter what's going on in your world, no matter how good you are at content, how good you are at preaching, how good you are at executive pastoring, how good you are at CEO in terms of the technical parts of that job, if you don't figure out or know how to love people well, that's really to me what emotional intelligence is all about, is I have to know how to be emotionally intelligent to take care of these people. And now it's the first time [inaudible 00:10:19] saying, "The best leaders in the world love people best." They lead people best. And so, if I've ever doubted that emotional intelligence matters, this last season I feel like I've walked through, has given me such confirmation to go even double down on emotional intelligent leadership.

[Carey Nieuwhof](#): Yeah, I agree. The more I lead, the more I do, the more I come to the conclusion that it's not what you do, it's who you do it with.

[Tyler Reagin](#): Yeah.

[Carey Nieuwhof](#): And to some extent, how you do it when you're with them. So it's the team, it's the people, it's the culture, it's character. Because at the end of the day, the top is empty. You get there and you realize, "Oh, this is it. Okay." So-

[Tyler Reagin](#): Where is everybody?

[Carey Nieuwhof](#): Where is ... And you've stepped all over people to get there. It's not a whole lot of fun, right?

[Tyler Reagin](#): Yeah.

[Carey Nieuwhof](#): So, yeah, totally.

[Tyler Reagin](#): I needed somebody else to carry that with me. Wait a second, where'd they go?

[Carey Nieuwhof](#): Yeah, 100%. Now, you deal with ... literally, you talk to thousands of young leaders every year at events and just in the work that you do. What would you say some of the top issues are that young leaders are struggling with today?

[Tyler Reagin](#): Yeah, just was with Southeasterners. I see your good looking Southeastern sweatshirt there.

[Carey Nieuwhof](#): Yeah, yeah.

[Tyler Reagin](#): And you look really good in that.

[Carey Nieuwhof](#): If this was a video podcast, you would see my Southeastern swag on today.

[Tyler Reagin](#): That's right. But-

[Carey Nieuwhof](#): Thank you Justin Lathrop.

[Tyler Reagin](#): I was just with a bunch of students there, and I heard Tim Elmore a few weeks ago, our friend Tim Elmore, talk about how generations tend to go from cautious to confident, from cautious to confident. He talked about how the boomers came out of the busters, who were very cautious because of the depression and war world war II, and then it went to the boomers who are the other side of that, like there's confidence, let's go, like we're taking ... Then our generation, my generation, the Gen X, like we were more cautious. We were a little bit like, because it was more uncertain.

[Carey Nieuwhof](#): It's actually true, you know?

[Tyler Reagin](#): Yup. And then the next generation, the millennials, pretty confident generation. Now you're looking at Gen Z who aren't. And a lot of people refer to Gen Z as homelander generation, because 2001 to 2019, 2001 is when Homeland Security started. And so it's defined by uncertainty and disconnected and fear, and so it's definitely a cautious generation. And so, one of the things I'm realizing is, I think that's playing into faith too, right? It's less of just being like, yeah, that works. Let's go do this. And in some of this I'm processing with you out loud, I don't know that I've put a whole bunch of research [crosstalk 00:13:03]-

[Carey Nieuwhof](#): No, but this is interesting.

[Tyler Reagin](#): Yeah. I'm just going with what I feel as seeing, there's just an uncertainty. But what I think is drawing them into the church, and by the church, I don't necessarily mean an institution, I'm talking about community and being like ... is there's a steadiness to God's spirit, there's a steadiness to God's faithfulness, there's a steadiness to the presence of God that almost kind of counteracts this uncertainty that's going on in environment. And you're seeing a lot, I've talked about this before, you're seen a lot of movement towards a Pentecostal or charismatic swing in some ways. I think a lot of that it's 'cause it's going, wow, pointing people to the glory of God, to the bigness of God, to the sovereignty of God, that feels very secure. It feels very real. I don't know. I'm curious if that's a piece of it, you know?

[Carey Nieuwhof](#): Yeah, yeah. I want to get to that, too, the whole change in the church landscape. So those are some things you're seeing them struggling with. How is leadership itself changing? I thought I'd want to talk to the leadership guru about that. What's changing?

[Tyler Reagin](#): A leadership guru about that. Here's the one thing I know doesn't change, what we already talked about, is that leadership matters because people matter. Until you can embrace the fact that when you as a believer, when you're standing eyeball to eyeball with another person, you are eyeball to eyeball with someone made in an image of God, I heard Miles McPherson when he talks about the third option, he says that the reason people allow the ... even believers have allowed themselves to be a racist, to be a ... fill in the blank, is because they've allowed someone, somehow they've demoted them below their neighbor. They've taken them below that understanding that, oh ... They've almost discounted them being truly their neighbor, and now I can treat them however I want. Now I can do ... because now they're outside of the scope of what God told me I've got to love, right?

[Tyler Reagin](#): Well, that's a big deal. It's a big deal that as leaders we have to recognize that that's not true. There's nobody I come eyeball to eyeball with that doesn't have inherent value. That doesn't matter. That's not just a number. And I think that's not changing in leadership, that is leadership, is recognize, like you said, you've got to ... This is for people. We tell our team at Catalyst when we do events, people are not an interruption to our day. They are why we do what we do. And I think what's hard is if you're in ministry, you don't make the time, you'll go a Sunday, a full Sunday and probably not talk to maybe two to three people, like truly talk to because you're doing ministry, but you missed ministry because you were doing ministry. Your to-do list is overriding the people that your to-do list exist for. And so there's just an important focus on leadership.

[Tyler Reagin](#): I think the other thing is going into like, man, there's not a lot of great examples of great leadership in our current society when it comes to ... I mean, it's hard. And so when you stand in front of people and try to cast a vision for why

leadership matters, half of the next generation doesn't even want to be a leader. I'm making up that number, but like, they don't even know if ... I did a social media question one day, I said, "How many of you," and I said the word "leader", "think of someone else? And like 65% thought of somebody else. They didn't think of themselves.

[Tyler Reagin:](#)

Well, let's go back to the fact that John Maxwell and many others have said leadership is influence. Okay? So really all leadership is, is stewarding your influence. So if you've got two people, that's your leadership journey. I got to take care of those two. That is my influence. Everybody has influence with somebody, Carey. So what does it look like to steward that. Our job is to make sure we give them tools to even steward just for the two, or the 20, or the 2000.

[Tyler Reagin:](#)

So again, don't you kind of feel like leadership is leadership? There's just new cultural norms, there's new political situations, there's new church models and expectations. But at the end of the day, leadership is going, how do I steward the influence I have right now in a way that brings glory and honor to God? And again, I'm very aware we're talking in a faith based conversation. If you're a business leader, that's still the case. I've heard in a series that Louie Giglio has been doing around passion and purpose, and his thing is from 1 Colossians 3:17 that simply says, basically our purpose is to know God and to make Him known. So if you're a CEO of a great business, that's still your purpose. And it's the same as you and I in the ministry, in churches, is to know God and to make Him known to the people.

[Tyler Reagin:](#)

So that's really what we're trying to do even at catalyst is how do we ... I've always said I want two things to happen at our events. I want leaders to go away with something to make them better on Monday. In other words, how do we train them or equip them to help make Him known. But on top of that, we want them to meet with their heavenly father because you're out serving all the time. When' is the last time you sat in a place where you weren't in charge, or you didn't have a responsibility, or name the situation, where you just sat and met with your heavenly father? That doesn't happen with a lot of leaders, it just doesn't. And that's the know God part.

[Tyler Reagin:](#)

That was a lot of circling, but it's just a few things that are on my mind when it comes to leadership. But at the end of the day, there is not a cultural change, there is not an environmental change, there's not a political landscape change that changes the simple fact that leadership is about leading people. And when we get away from that, and Simon Sinek always wrote about how in the '80s we kinda got away from that for a little bit as a world going, people are a number, shareholders matter, people don't matter, there are a number, they're an asset. And he used to say that we started feeling for numbers in thinking about people, and his whole thing was that is not okay. That is not okay. We have to think about numbers and feel for people. That right there is the soapbox that I will climb up on every single time.

[Carey Nieuwhof](#): Tell me a little bit about what you said, because I saw myself in it. Some Sundays, I'm sure you've had a moment or two there where you can end up doing a whole Sunday of ministry or a key day of ministry and only talked to like two or three people. That's not that hard to have happen, particularly if you lead a larger church or organization. Why do you think that happens? Why do you think that's an occupational hazard?

[Tyler Reagin](#): I think some of this depends on the size of the church, for one.

[Carey Nieuwhof](#): Yeah. If you have 50 people, you're going to talk to people.

[Tyler Reagin](#): You're going to talk to everybody.

[Carey Nieuwhof](#): I get it. I've led at that level, I know. There's no escape, there's no green room.

[Tyler Reagin](#): But when you get into the 400, 500, 1000 people churches, when you start hiring people, you're not just hiring a "pastor", You're hiring a specialist in a space. When I was at North Point or Browns Bridge, I got to hire six people on my service programming team. Well, I had a lighting specialist and I had an audio specialist, like these specific jobs. And if we're not careful, we'll quickly remove the DNA of pastor and plug in the DNA of expert.

[Tyler Reagin](#): I remember when Julie Arnold hired me, I told her, I said, "Julie," and Julia was one of the six people that started North Point. She was in charge. She created service programming for all of us. And I remember telling her, I was like, "Juliet, I love to do that job, but I just need to clarify something. I'm a pastor first, and then I'll be a service programming director. Are you okay with that?" You know? And she was like, "Of course I'm okay with that." But the truth is, Carey, there's a lot of churches that might not be because they're going, "No, but your job is to produce the events." Okay, but I want to do it from an understanding that I'm equally responsible to love on this congregation, that I'm equally responsible to care for them, that I'm equally responsible to pastor the seven people God's entrusted to me on a team.

[Tyler Reagin](#): Now granted, I have a pastoral call on my life. I've felt that my whole life, and then in college I felt very clear and I went to seminary for it, and those kinds of things. That's not the case all across support, and I get that. I just don't want to lose from the church what it is the church is called to do because we're so excellent at our programs. You can be so excellent, you've heard me talked about this and I learned it in our world years ago, but a good product with a bad process is a counterfeit-win, okay? So we might have the best produced service on Sunday, but if the process of getting there is not like serving people, it's not loving people, and your team can't be in the room together on Monday, that's counterfeit. That is not a win, you know?

[Tyler Reagin](#): So that's what I believe is we have to be careful as we grow. Yes, we need to hire specialists in certain areas. Even the specialists need vision of why it is they

do what they do, and that they do what they do for the people that they're serving. And so, I think it's an easy mission drift. It's pretty easy for that to happen.

[Carey Nieuwhof](#): How do you manage that tension? Because it's pretty clear to me that if you have to err in one direction, you would err on the side of love, you would err on the side of people, but how do you-

[Tyler Reagin](#): Just a little bit.

[Carey Nieuwhof](#): Just a little bit, just a little bit, Tyler. I picked that up. I'm pretty sensitive to that stuff. Anyway, but my question is, because a lot of people would say you're either good at one or the other, either do people really well, or you really do task well. And I think you see that polarity in the church and sometimes you see it in business as well where, yeah, we're really not very good at what we do, but we sure love a lot of people, or we are awesome, like that was the best production or the best thing ever, but everybody hates each other, or everyone goes home miserable. We don't hate each other, but we go home miserable because it just about killed us to get there. How do you navigate that tension in a way ... Is it possible to produce excellence and also love people?

[Tyler Reagin](#): 100%. That's the point. We gotta find...it's that thin space, that thin line of excellent world class and yet loving. Honestly, one of the greatest compliments I've been paid in probably the last three or four years, our heartbeat has always been to be world class in what we do. The faith-based community is always known as world class in what we do. I don't know if you know that or not, Carey-

[Carey Nieuwhof](#): Really? Okay, keep talking.

[Tyler Reagin](#): ... but I'm going to break that news to all the listeners. I wouldn't say the faith-based community gets this five stars on everything we do. I'm not saying it's bad, you know what I mean. And catalyst has always been passionate about that, is we want to be great, not just great, but like world class in what we do.

[Tyler Reagin](#): Two years ago, I think it was Dan Pink who was a New York Times bestseller. I don't know his faith journey, I don't know where he stands with Jesus or anything like that, but he speaks all over the world. I mean, this is what he does for a living. And he was so happy when we had our speaker call, and he was just super engaged. And then he gets on site, he kept saying, "Tyler, I just love being here. I've been here a few times. I love Catalyst." And Chrissy, our VP of events, she drove him in the golf cart after he had talked, and she said, "Dan, how's it going?" He didn't know she was the VP and these kinds of things. He goes, "You know, this is what I do for a living." And he said, "In a lot of places I go have great organization and no vibe." That was the word he used, no vibe. "Then I go to some places that have great vibe, they feel fantastic, but there's so unorganized, it's ridiculous." He said, "Catalyst is one of ..." And he paused, he goes, "No, it's the best event I attend because it does both incredibly well."

[Carey Nieuwhof](#): Wow.

[Tyler Reagin](#): That to me might be one of the greatest compliments I've ever been paid because it's the thin line we're talking about.

[Carey Nieuwhof](#): Yeah, yeah.

[Tyler Reagin](#): There's the heart there, there's the passion there, there's the spirit there. We didn't run from that. We're not hiding that because we ... but we also want it to be created in a world class space, in a world class environment, a world class experience. So I don't think it has to be one of the other. The trick is though, Carey, is if you're talking about just Tyler, you look at RightPath personality assessments, eight out of the 16 profiles are result-oriented profiles, four in the middle, and then four are relationship. Now, the percentages still breakout pretty 50/50-ish, but my point is, result-oriented people are desperately needed in the Christian space. Are you kidding me?

[Tyler Reagin](#): I am so passionate about making sure that people around me help turn my talk into action, but what I've learned too is for years, I felt inadequate culturally because I'm not a detailed person. I'm not a results-oriented person. And when people are, they see people who, like me, who are unstructured, who don't have a lot of internal drive to achieve just because we want to achieve. I don't have that in me. What I do have is a drive to help others achieve. That's where I get fired up and I come to life. But what I realized over the years was, man, I feel inadequate because I'm not detailed, because our culture loves executors, people that get it done, people that take the bull by the horns. I do that when a need to. I can do it, but it's not my natural place. It's not what I love.

[Tyler Reagin](#): So what does it look like to find balance? And that's why, for me, I know we'll get to the book at some point. I don't mean to keep bringing it back, that's why the most life giving leaders I know have learned their truer self. Who am I? Who has God uniquely made me to be? That's the person I want to live out day to day because I bet if we believe that God is as good as He is, if we believe Psalm 139 that He knit me together in my mother's womb while looking at the breadth of my life, I would bet if I choose to align up with the calling and the wiring He put in me, I bet it's going to be better than if I don't. You know what I mean?

[Carey Nieuwhof](#): I do. No, and I appreciate you sharing that story about Dan Pink. He's been a guest on this podcast. And my impression of him not only in reading his books, but also even in the level of engagement during the interview, that guy takes his trade and his craft so seriously.

[Tyler Reagin](#): He's incredible.

[Carey Nieuwhof](#): Yeah, yeah, and to give you that. So now I got to ask you as a relational person, Catalyst does do a killer job in terms of production details. I mean, you don't get world class speakers like Dan Pink by saying, "Oh, sorry, we thought you were

on Thursday. We didn't know it was Friday." They don't come back if that's the level of organization you've got. So if you're not really a detailed person, how have you led through that? How have you led the people who maybe are on the other side of the personality perspective or personality profile who can derive those details? How do you get along with them? Because I totally agree with you, the church and, frankly, any endeavor needs both.

[Tyler Reagin:](#)

Yes, it has to. I would say higher, but I think there's so many people that this has to be a recruiting thing for volunteers too because some of the people we're going to talk to, they're in a church of 50, or they're in a business of 10, or whatever that is. A perfect example, I mentioned Chrissy a minute ago. She was our VP of events. When she came, the year I took over, our director of operations who had been there for eight years, she worked with Brad, right-hand person for Brad, and her and I ... I remember telling her, I was like, "Hey, I love you. Here's the culture that I believe in, that I'm going to try to fight for and create. I want you to pray about that. But the biggest thing is I want you to pray about the fact that I'll never be Brad, good and bad. I'm just a different leader." And she felt like it was time to move on to something else.

[Tyler Reagin:](#)

Well, I knew, Carey, that in any event business specifically, there are two positions on the Catalyst team or any event team that are going to dictate the DNA and the culture all the way down to the very last attendee. And that's me, and that's my director of operations. So if the two of us live and have a DNA of stress, guess who's going to feel it? Everybody. If we have a DNA and a feeling of anxiety or a fast pace, or whatever those DNA things are, you're going to feel that all the way down to the last attendee. I used to tell my volunteers at Browns bridge, how you respond on a Sunday morning is going to dictate the experience for the attendees of our church. And so if your camera goes off and you get crazy, everybody's going to feel that. It just matters how you carry yourself.

[Tyler Reagin:](#)

And so, we had Catalyst Atlanta coming up and Chrissy came and interviewed, and she was five months pregnant. Well, Catalyst Atlanta was coming up in three months, and the timing wasn't working so good.

[Carey Nieuwhof:](#)

Perfect timing thee, Tyler.

[Tyler Reagin:](#)

And I didn't have a director of operations. But here's what I knew. I had 10 candidates and she was the right one because she carried the DNA all the way down. She stays calm. I've never met an operations director that stays is calm as Chrissy does. I knew that's the culture I wanted to create so that everybody ... And we hear this from people all the time. They'll see us at an event, they're like, "You seem so calm. Well, we are. Rorke Denver, Navy ... Oh, shoot, Navy SEAL, he always said he heard from a commander, calm is contagious. Well, it is, and I knew it was really critical for me that her and I would dictate the tone for the entire conference by our DNA, our natural wiring, not learned behavior, but who we are at the core.

[Tyler Reagin:](#) Now, the great thing is, if you read her RightPath, she's more of in the network, so she's almost middle range, but she's driven and she's got this desire to make sure details are done, but it's not her king. She doesn't ... like details are critical, processes, critical, but it doesn't drive everything about her. Does that make sense?

[Carey Nieuwhof:](#) Yeah, it does.

[Tyler Reagin:](#) So I waited on her, literally. She said she got in the car, she drove home crying, called her husband, goes, "That's my job, but there's no way they're going to hire me." Sure enough, I called her and I said, "Hey, I want you to have this job. I know you won't be here for four months or five months, so we'll figure it out, but you're the one we want on this job." And Carey, I have not regretted that decision one ounce. And so to say that, to say the key is going, what's the ultimate cultural goal, What's the ultimate way we want to be perceived, what is our reputation, what do we want it to be, now, I've got to recruit volunteer help or hire the right types of team. And that's going back to self-awareness and emotional intelligence.

[Carey Nieuwhof:](#) I think there's a really good principal in it, Tyler, that you kind of highlighted in when you said, the two critical positions are you and the director of operations. So I think instinctively, people can make the translation into their organization. And I think about when our church [inaudible 00:32:42], when I was a senior leader was at its best, it was always because I had a director of operations that there was just ... it didn't matter what the issue was, we'd figure it out and there was a symmetry. It's almost like in a family dynamic, mom and dad are going to be okay. If mom and dad are okay, if the marriage is strong, kids are going to be fine. If the marriage is wobbly or there's a lot of fighting, everybody pays a price. Is that what you're talking about? Like that kind of dynamic?

[Tyler Reagin:](#) Well, it's different at different positions, different businesses. Like if you're a financial institution, let me tell you what you better have, a really good CFO, a really good financial analyst. It's just critical for what you're doing. But what I know is that if we don't create a great experience, we have no business, we have no organization. So it depends on ... What I'm not saying is, and I'm not discounting the other 15 people on the team-

[Carey Nieuwhof:](#) No, no. But I'm almost thinking like a second in charge, right? Whoever your second in charge happens to be in your structure, the importance of that chemistry, and confidence, even the calm-

[Tyler Reagin:](#) And trust.

[Carey Nieuwhof:](#) ... that radiates from the top and the trust, that does percolate through the entire organization, whether that's 10 people or 1000 people.

[Tyler Reagin:](#) That's right. It's a big deal, and it's big deal, but I know that I don't have to worry what's being said, done or decided upon when I'm not in the room. That's so important to that.

[Carey Nieuwhof:](#) That's good. Okay, emotional journey of leadership. And then I want to get into your book before we wrap up today. But leadership's and emotional journey and you've been in leadership for a while, but now you're in the top seat. What has that been like over the last five and a half years for you?

[Tyler Reagin:](#) Man, our theme this year has been fully alive and it's the idea that we want to create whole, healthy leaders, healthy physically, relationally, spiritually, and emotionally. I went to, I've been open about this, but I went to Onsite in Nashville about a year ago, specifically around what I grew up with, financial insecurity and how emotionally connected I was to it, and then how much it, when you're a freshman in college, and you go through bankruptcy, and they come take your car from the parking lot. Well, that does something to you emotionally.

[Carey Nieuwhof:](#) Was that your story?

[Tyler Reagin:](#) Yeah. Yeah.

[Carey Nieuwhof:](#) I didn't know that.

[Tyler Reagin:](#) And so, one of the things that I learned, Carey, is that even at Onsite, is when it comes to emotion, the goal is not to numb or excuse away emotion, is to feel.

[Carey Nieuwhof:](#) And what is Onsite, just so people know?

[Tyler Reagin:](#) So onsite it's a therapeutic retreat center. It's right outside of Nashville. One of my best friends, Miles Adcox runs it. Basically, it's about a week long therapeutic retreat, and you have small group therapists and this kind of thing. They say it's about a year's worth of therapy in a week. And again, one of the great things is a lot of people that go really need a reset. They need a 2.0, like it's time to start over. And I went not for ... And there's a big group of people that go for a 1.1, a 1.2, I just want to get better, you know?

[Carey Nieuwhof:](#) Right.

[Tyler Reagin:](#) But I kept tripping over the emotion of financial insecurity. Like anytime it would come up in our own family, Carrie would just look at me like, here it comes again, he's going to get defensive. It becomes deep, and it's deep.

[Carey Nieuwhof:](#) All right. Was it a trigger for you, so to speak?

[Tyler Reagin:](#) Oh, absolutely. But what I learned, even as we talk about emotion, is emotion's not a bad thing. It's actually helping us understand. It's an indicator of something deeper. It's an indicator there's something stirring in me that's hurting or positive or whatever those are. But what we find in our life is we want to medicate those things away. We want to numb those things away if they're painful. And so they talk about how you'll jump over the pain box just to try to get solutions, but until you go into the pain box, until you go in and just, wow, this hurts. Okay, but why? What's going on?

[Tyler Reagin:](#) Leadership, I mean, if you do it for any length of time, any, you're going to have some emotional reactions, you're going to have some emotional things. I literally in the last two days, Carey, I've talked to two specific leaders who taught [inaudible 00:36:50] caring from leaders, board members, whatever, who literally set out to take them out.

[Carey Nieuwhof:](#) Wow.

[Tyler Reagin:](#) To remove them from an organization, to take them out of the spot because they didn't like what they were choosing to lead and how they were leading. And if you're in leadership any length of time, you're going to deal with pain like that, you're going to deal with the fact of portrayal. You're going to deal with the fact of ... but you're also going to deal with the wins. When you look at that person, that young leader that you brought on as a risk, and then you invested in them, and all of a sudden, they just got this amazing opportunity. Well, you know what's great about an amazing opportunity and what stinks about it? It's the double-edged sword of leadership. You raise him up so that they can go kill it, but you raise them up and they leave, and now you've got to do it again. And that stinks, man, that hurts. It's very painful.

[Tyler Reagin:](#) So until you can start recognizing that ... I mean, Carey, I don't know about you, I don't want to work for a leader who doesn't have emotion, who's not connected to things, who's not real in that. The trick is how real can we be? How authentic can we be without crossing the line to be, I'm just being authentic to be authentic? I want you to know that I'm bleeding like you do. Okay, great. Be yourself. Be real. But, man, I'll tell you, this is by far been the most emotional experience in the last year that I've probably ever had. And that say a lot, because I'm a pretty emotional guy, and mainly because I'm so results driven.

[Carey Nieuwhof:](#) Hey, I got to ask you, and I don't ask every guest this, but you had him speak at the last Catalyst in Atlanta, your Enneagram number? Ian Morgan Cron. Do you know that?

[Tyler Reagin:](#) Oh, I'm a seven.

[Carey Nieuwhof:](#) You're a seven? Okay.

[Tyler Reagin:](#) Yeah.

[Carey Nieuwhof:](#) So you're kind of free spirit, fun.

[Tyler Reagin:](#) You know what's funny though? I'm also really strong too, and so-

[Carey Nieuwhof:](#) Ah, helper.

[Tyler Reagin:](#) ... I've got that helper, big time helper in me. I remember Bob Goff said at one time before I'd taken it, he said, "If you're not a seven, the test is wrong." What's interesting about it though, because I think a lot of people think sevens are just ... They are. A lot of true, true sevens-

[Carey Nieuwhof:](#) They're like Bob Goff, right? Like Donald Miller says, Bob is the quintessential seven and-

[Tyler Reagin:](#) He's the seven. It's jumped first and we'll figure it out later. I'm not wired that way. That's what's unique about me. I am all about fun. That is probably the highest priority in my life. If it's not fun, I don't want to be a part, which obviously has its own emotional connection to it. But for me, I'm less of a risk taker than a normal seven. I'm more of a experience based. Okay, let's just look at this a little bit. As long as I feel comfortable, it's going to be fun. But if I feel like it's too risky or it's too this, I'm a little less open to the funness of it.

[Carey Nieuwhof:](#) Okay. We talked a lot about personality types, so I just had to ask.

[Tyler Reagin:](#) What are you?

[Carey Nieuwhof:](#) I'm actually an eight with a seven wing, 'cause you're wing six or eight, do you know [crosstalk 00:39:40]?

[Tyler Reagin:](#) I don't know.

[Carey Nieuwhof:](#) Yeah. No, I'm an eight. So I'm a challenger, but on my good days I'm fun.

[Tyler Reagin:](#) Not an eight. Yup.

[Carey Nieuwhof:](#) My Enneagram reads like a report card you want to hide from your parents, but ... Actually, I was at Bob Goff's birthday party last week and ran into Ian Cron. So it was a lot of fun to actually catch up with him in person.

[Tyler Reagin:](#) Yeah, he'll be with us in Catalyst West in a few weeks.

[Carey Nieuwhof:](#) Yeah, yeah. He's fantastic. So you got a brand new book, well, brand new, but came out within our books, came out within weeks of each other, Life-Giving Leader. Tell me why you wrote it, 'cause, I mean, I hear your heartbeat, I see it in the book that you want leadership to be life-giving, but tell us the reason behind the book.

[Tyler Reagin:](#) Yeah. You know I made a 420 on SAT in English, Carey, so it wasn't like writing a book was going to be ... it didn't seem to be in the career path. And I think that was one of the sweetest things for me when I got this opportunity to do this with Waterbrook, and I love that we get to do this together. I couldn't believe it. Honestly, I still can't believe it. But I always knew that if I ever got to write a book, it was not going to be because I wrote this eloquent proposal. It's going to be 'cause I live something that people believed, if I put that on paper, that it would help other people.

[Tyler Reagin:](#) The couple of hurdles for me that I had to get over was, one, my team really pushed me, going, "You've got to write this because you've been teaching this stuff and it works and we believe in it, and we've seen you live it out and we believe that matters." I went home to my wife one day, I was like, "Hey, I think I'm supposed to write a book." And she goes, "Yeah, I know. When are you going to do it. Where's that pen? I got insight for you." But the third one was what I just mentioned, man, you could've told me when I was 15 I'd be an astronaut. I'd been like, "Yeah, maybe," but write a leadership book? I never wanted anyone ... it's probably not the right motivation, but I never wanted anybody to think I came to Catalyst to write a book. And so it actually took me a good bit longer than it probably could have.

[Carey Nieuwhof:](#) So to you it wasn't an inevitable part of the job description.

[Tyler Reagin:](#) No, not at all. And I live in that world. I don't love all parts of it.

[Carey Nieuwhof:](#) And pretty much everybody you ever have speak, Brad wrote some books, so-

[Tyler Reagin:](#) That's right.

[Carey Nieuwhof:](#) ... it would almost seem like an inevitability that it was part of the job description, right?

[Tyler Reagin:](#) Yeah.

[Carey Nieuwhof:](#) But you didn't feel that way.

[Tyler Reagin:](#) No. And I felt like if I did, it had to be something that meant something to me and it was helpful. I don't want to add to the clutter, I want it to be helpful. And so, I had a good friend who's a ghost writer. He helped me just kind of think through my life, because he really believes that everybody has a book in them, but it needs help kind of figuring out what is that point? The original title was called The Color of Your Leadership: painting Who You Are And How You Lead. And it really is back to that true self thing, like it's the why, it's the coaching in me, it's that RightPath, Enneagram, that kind of thing. That ended up being a chapter, and just really fell in love.

[Tyler Reagin:](#) We always say at Catalyst, we want life and grace to flow from our stage, not be required for our stage. So in other words, there's a proper flow of life and grace when it comes to that kind of thing. In other words, let's be so good at what we do and let's make sure that everything we're doing is pouring and loving on the people in the room, not taking from them. It doesn't mean we can't push, It doesn't mean we can't challenge, let's do it in a loving, grace-filled way. And I realized that's really great leadership too, right? That life is flowing in that direction. Now, if I stink at leadership, the flow of life goes the wrong direction. It's being required for me. I'm taking from people. I'm not taking their physical life. It could eventually, right? Because of how much I take from them emotionally and all these other things, they just leave because they're like, "You've taken too much from me."

[Tyler Reagin:](#) What's beautiful about that flow is there are going to be days, Carey, that you and I need grace and life to flow to us. The problem is, is when it's flowing that way the whole time, and then it's really hard to ask for that extra amount of grace when the direction has been wrong. So that really just kind of became the metaphor throughout the book and the ideas that what I've watched is the leaders I know who can let life flow from them to other people, they're not struggling with who they are internally. They're not sitting in this position going, "I'm not comfortable in my own skin." There's a confidence in who God's called them to be and man, they're attractive. I want to be around those kinds of leaders.

[Tyler Reagin:](#) I think one of the things I've always loved watching you and being your friend over the last few years is I've never felt this sense of you trying to figure out who Carey Nieuwhof is. And it might be. I mean, we struggle with that.

[Carey Nieuwhof:](#) It's been annoying. You know what, that was me in my 30s to be honest with you. In my 20s, I thought I had it all figured out. In my 30s, I'm like, "Uh-oh, uh-oh." And then in my 40s and now into my 50s, there's a piece that wasn't there before.

[Tyler Reagin:](#) Yup.

[Carey Nieuwhof:](#) And it's not a sense of having arrived, I'm growing every day. This morning on the day we are recording this interview, I'm like, "My soul needs food." So I downloaded the kindle for Eugene Peterson's, The Pastor. I'm like, "I need to go in this direction right now." I need me some Eugene Peterson, so I got some. And so I'm still learning and still growing, but yeah, I know what you mean, and you can feel it. I mean, you get around a lot of leaders like I do, you can feel it when a leader's neediness just kind of bleeds out-

[Tyler Reagin:](#) And it's not life-giving to the people around them.

[Carey Nieuwhof:](#) Oh, my gosh.

[Tyler Reagin:](#) And it's not life-giving to them either.

[Carey Nieuwhof:](#) No.

[Tyler Reagin:](#) I liken it to if he ever play a Taylor Guitar, a Taylor Acoustic Guitar, they have a patent on the neck of the guitar because it sounds a certain way.

[Carey Nieuwhof:](#) Okay.

[Tyler Reagin:](#) But what I'll do is when I'll preach sometimes, I'll bring up volunteer up who's never touched a guitar in their lives and I'll have them play a guitar. I got an acoustic guitar, I just go, "Just play whatever you want." And it's just the tension in the room, because it's so bad, and the tension in that person. And my point is, it's because this thing doesn't sound ... it's not making the sound it was designed to make because you're not playing it the way it was designed to be played.

[Tyler Reagin:](#) How many leaders and people do we know in our lives who are trying to play or make a sound that's not theirs to make? They're trying to make the sounds of all the people around them, and yet God's going, "No, no, no, no. I have a patent on the way I designed you. There's a beauty in the way I created you. Let me help you beat that person," you know?

[Carey Nieuwhof:](#) Yeah. And that shines through the whole book. And you talk about leaders becoming self-aware, self-accepting and self-confident, none of which I think are defaults in this sinful world that we're all born into. What has that journey been like for you? How have you gotten to the point ... 'cause you already started. We started this interview, you were talking about emotional intelligence, self-aware, self-accepting and self-confident, which is not, you make the point, it's not ego, it's not hubris, there's a humility in that, and yet that is a very difficult journey for a lot of people to make.

[Tyler Reagin:](#) Yeah. I think self-accepting is the hardest one. That's what I think.

[Carey Nieuwhof:](#) Ah, tell me more.

[Tyler Reagin:](#) I think most leaders stop there, because I've got to embrace the fact that I'm not structured. Who wants to do that in this day and age? But even if you look at RightPath, I know I keep going back to that, but I've studied it for years, the structured side of RightPath is precise, organize and achieving. Well, the world loves that. Are you kidding me? They love people like that. And so, if I look at this and I don't see the attributes on the left side, I just go, "Wow, I'm really low in precise and organize," like kinda institutionally low on those things, right?

[Tyler Reagin:](#) But what I love about it is there's actually attributes on the other side and it shows that I'm really high in something else. Well, you know what the other side is, even though it says unstructured, which is what it is, it's generalist,

improviser and instinct. Well, do you know what made me a great producer of events?

[Carey Nieuwhof](#): No.

[Tyler Reagin](#): It's not precise and organized, it's improviser and instinct. There's nothing, Carey, that rattles me. I come alive when a projector goes down.

[Carey Nieuwhof](#): And you're like, "Oh, we'll figure this out."

[Tyler Reagin](#): 100%. That's my best. I am at my best in those moments. But there's a culture that says that's not okay. Who highlights that? So for me to actually accept that as something that God put in me as a unique gift, that's hard to do. That's hard to do. That's hard to grab a hold of, and vice versa. The eight profiles that are results oriented, they're tired of hearing that they're not good with people, right? Well, nobody is saying that. And actually, I would push back on you a little bit when you said self-awareness, self-confidence and self-accepting are not natural. I think a lot of our culture is very self-aware.

[Carey Nieuwhof](#): Right.

[Tyler Reagin](#): But emotional intelligence, it's self-awareness leads to self-regulation. So it's not just the fact that I go ... Most people know if they talk in a way that comes off as a jerk. The trick is, how do we stop ourselves before it? I have a lot of friends, I have coached leaders on my teams who are credibly self-aware, incredibly self-aware.

[Carey Nieuwhof](#): I know I'm a jerk, but yeah.

[Tyler Reagin](#): Yeah, and they'll say something inappropriate, they'll catch themselves and apologize. That's amazing, way to go, I applaud your effort, but you still hurt their feelings, but you still went in a place that you're going to have to pull out of, you're going to have to recover from. The goal is not to just be aware that I could potentially talk like a jerk. The goal is changing behavior. The goal is self-regulation so that no longer ... So do you see what I mean?

[Carey Nieuwhof](#): Yeah.

[Tyler Reagin](#): Like I think we do have a pretty ... because we have all this opportunity, Enneagram, we have all these things right in front of us, and people fall in love with that stuff. People love reading about themselves. So there is a culture that loves the self-awareness piece of this, but there is not a culture that loves to choose going towards self-regulation, going to accepting who I uniquely am. That's hard, that's hard work, and that's admitting, maybe I'm not great at everything.

[Carey Nieuwhof:](#) So how do you self-regulate your lack of structure? Because I mean, obviously ... And I say that because you pull off numerous events that require like a 9.9 out of 10 level of organization. Like you just do it. So how do you self-regulate?

[Tyler Reagin:](#) You got to have great people. You got to have great people around you. It is unique, and I know myself enough. Obviously, this is something I ... Fran LaMattina has been my coach for years and I eat this stuff for lunch. I love this stuff from a coaching perspective. And some of that comes from a place where, and I talked about this in the book where I was told that if I wasn't successful, it's probably my personality. Well, that's a little painful, right? But what I've learned, Carey, is ... And that was someone going, we're wired differently. I have a hard time seeing you as a great leader. And yet the very things that they struggle with are the things that have made me the kind of leader that people want to be around. But that's not uncommon, right? That's one of those things.

[Tyler Reagin:](#) So for me, self-regulation is an incredibly ... I don't have to go look at an assessment. I've studied it enough. I know my wirings, I know where I'm going to like ... And what I don't do is kid myself that learned behavior is going to fix it. Now, I'm going to get better as a leader, but guess what happens when stress hits? Learned behavior goes out the window. It just does.

[Carey Nieuwhof:](#) And you default to whatever your basic is.

[Tyler Reagin:](#) That's right. And so what my team knows is when Tyler is in excel documents, Catalyst is losing, but that's okay. That's okay. Now, I cannot eliminate excel and budgets from my life. I can't.

[Carey Nieuwhof:](#) Yeah, yeah.

[Tyler Reagin:](#) I've got to get my taxes over to my accountant right now. I don't want to do that. It is the last thing I'd do. I'd rather literally go cut the grass and there's no grass that needs to be cut right now, but that's just not what I want to do but I know I got to do it. So what I don't want people to hear is self-assessments and self-awareness allow you, because I watch people wave that thing like a sword that says, "Oh, by the way, I'm just not good at that so I won't do it." No, no, no, no. This is not a crutch to get out of work. We got work to do. What I know is I got to get a little bit better and, again, this could be a long conversation, but I take it a little different than just the strength finders conversation, which is just do what you're best at.

[Tyler Reagin:](#) Here's what I believe. What I'm best at is relationships. If I go to event weeks and I focus a little bit on trying to get better at communication, or better at time management, or better at organizational detail that send to the right people, I am not going to forget how to do what I'm naturally wired at. I'm not going to forget to love people well. I'm not going to forget how to do these things. So for me there's this interesting balance, because a lot of people say just do what you're best at. I agree with that 90% of the time, but my team really needs to

know that I'm giving it all I got to make sure that they are cared for and loved on. I cannot just walk around the crutch going, "Guys, I'm not organized. I'm not structured well."

[Carey Nieuwhof:](#) And you got to protect your organization. I think like Andy has said before, you lead from your strengths but you hire around your weaknesses.

[Tyler Reagin:](#)

[Carey Nieuwhof:](#) Because Catalyst has got to have a good event at the end of the day.

[Tyler Reagin:](#) That's right. And the majority of my executive team and our leadership team, are process,, results oriented people.

[Carey Nieuwhof:](#) Well, I know we all want to be around more life-giving leaders, Tyler. So tell us where we can get the book, and where we can learn more about Catalyst, and even find out more about you.

[Tyler Reagin:](#) Well, not to throw Barnes and Noble under the bus, but don't go into the bookstore and find it there 'cause they keep hiding it under like eastern religions and philosophy.

[Carey Nieuwhof:](#) Well, you hear what happened here, Tyler, and that's why we're doing this intervention.

[Tyler Reagin:](#) No, no.

[Carey Nieuwhof:](#) I'm kidding. I'm kidding. Yeah. Well, get your back into ... What do they call it now? Christian living?

[Tyler Reagin:](#) Christian living. That's where it should be.

[Carey Nieuwhof:](#) That's where my book ... You should be near my book.

[Tyler Reagin:](#) We should be together.

[Carey Nieuwhof:](#) We're in the same publisher-

[Tyler Reagin:](#) We should be arm in arm.

[Carey Nieuwhof:](#) Yeah, we should be, you, me and Tim Tebow.

[Tyler Reagin:](#) You can go to tylerreagin.com. There is a website, keeps you posted on where I'm speaking and some of the stuff we're doing. Obviously to me, our heartbeat's Catalyst Leader, it's investing in the emerging generation of leaders. So catalystleader.com gives you clues. This year is our 20-year anniversary of

Catalyst, so we're trying to just go, "Hey, family, let's gather together in October and just celebrate what God's done," but really throw an anchor into the next 10 to 20 years of raising a new generation. So tylerreagin.com and Tyler Reagin on social, but you can get the book wherever books are sold.

[Carey Nieuwhof](#): We'll link to everything in the show notes. Tyler, it's been a joy. Thanks so much for joining us today.

[Tyler Reagin](#): Thanks for having me, Carey.

[Carey Nieuwhof](#): Well, if you enjoyed that conversation, which I'm sure you did, you may want more, you may want something that we talked about in the link. So head on over to the show notes. You'll find everything at carrynieuwhoff.com/episode257, and we also have transcripts there. So if you're a reader, you want to go back and you want to search something out, get a quote, whatever, you can do that with the transcripts absolutely for free.

[Carey Nieuwhof](#): Hey, if you haven't yet subscribed, please subscribe to the podcast and share this with friends if you found it helpful, because next week we're going to go somewhere that we really ... I don't think we've gone there before, but Rusty George is back on the podcast. Rusty leads Real Life Church in Valencia, California, church of over 5000 attenders on the weekend, and they had a really tough situation a few months ago where one of his campus pastors and a longtime friend took his own life, and suicide is on the rise in America. It's something that so many leaders are dealing with, and again, if you're in the corporate space or you're in the church space, it's just hard no matter how you look at it.

[Carey Nieuwhof](#): So Rusty and I drilled down on what that was like for him, how to handle it, what happens when someone on your team is suicidal or takes their life? How do you process that as a leader, so much more. Here is an excerpt from next week's conversation.

[Rusty George](#): We all have those moments. You may think that yours is at a different level, that no one knows what you feel like. And the answer is, there is somebody else that knows. And the quicker you get that secret out into the open and talk to somebody about it, the easier it will be to find healing. What does James tells us? "Confess your sins to each other so that you might be healed." And this might not even be in sin state yet, but it is our secrets that make us sick. So the quicker we can get those out and talk to somebody about these things, the quicker you realize you're not alone.

[Rusty George](#): I would tell you, I mean, in your book, you describe it so well through burnout, but for those of us that maybe we haven't even reached that level, if you have anything in your past like a history of abuse where you've been abused, you're more susceptible to this. If you have a history of mental health issues, you're more susceptible to this. If you have a history of addiction to alcohol, to

pornography, you're more susceptible to this. And all you're waiting for is an accelerant, and then quickly you move into this thing of no one else knows how I feel.

[Carey Nieuwhof](#):

So that's next week on the podcast. Also, coming up, we've got Andrew Stanley, the comedian, Mike Hyatt, Nona Jones, Horst Shulze, Les McKeown is back, Sean Cannell from YouTube. Jeremy MacDonald is going to be talking to me about church growth, and Margaret Feinberg, man, so many more coming up on the podcast, one more reason to subscribe. And again, if you haven't subscribed to my newsletter, I send emails out to over 40,000 leaders on a regular basis. You can do that at leadlikeneverbefore.com. Just give us your email and you will be on the inside circle.

[Carey Nieuwhof](#):

So we're back next week. Thank you so much for listening, and 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.