

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 278 of the podcast. My name is Carey Nieuwhof and I hope our time together today helps you lead like never before. Well this was a fun one. Ian Morgan Cron is back on my podcast. I interviewed him before. In fact, the backstory to this is I had heard all about the Enneagram and I was kind of suspicious and I'm like I'm not going to do the Enneagram. And then I read *The Road Back to You*, drank the Kool-Aid like everybody else, went out and bought copies for everyone in my family, for my entire staff. Went through all the assessments for our entire team. It's amazing. And then had Ian on the podcast within a month of me reading the book. So that was kind of fun. And then we hit it off and he said, "Hey, why don't you come on my podcast?"

Carey Nieuwhof: And what happened was he wanted to talk about my last book, *Didn't See It Coming* and he started to analyze it through the lens of the Enneagram. And even though I was a guest on his podcast, we kind of flip the tables and I ended up interviewing him on his show. So there you go, once an interviewer, always an interviewer. And he loved it and I said, "Hey, do you mind if I share this with my listeners too?" By the way, if you haven't subscribed to Ian's top rated podcast, one of the biggest on the Internet, it's called *Typology* and it's a great podcast. So we'll link to that in the show notes. Anyway, Ian, welcome back and fun to be able to do this with you and honored to be a guest on your podcast as well. So with all that in mind, you're going to have a lot of fun with Ian Cron and *The Road Back to You* is a fantastic book.

Carey Nieuwhof: If you haven't yet explored the Enneagram, well make up your own mind. But I was surprised how helpful it's been to me and to my team and I just want to say thank you so much for all of your support, all of your encouragement for everybody who shares this on social. For all of you who write us little notes. I mean we read them as a team every single week and you guys are so encouraging, we're just here to help you try to lead better. To thrive in life and leadership. That's what we're trying to do. And one of the ways you can do that is by actually checking out what our partners have to offer you. We carefully vet our partners. I can't tell you how many times I've said no to people who have wanted to be on the podcast and honestly walked away from potentially some very lucrative opportunities because I want to make sure that when you click through to one of our partners, you feel 100% served well.

Carey Nieuwhof: And so one of our long time partners here has been TrainedUp of ServeHQ and fall's busy season, ministry leaders are busy, volunteers are busy, you're busy, you've got a ton of things planned for fall, and you need your team to get on there A game to pull it off with excellence. Well, the key to a great plan is execution. And that can only happen with great communication. So how do you

communicate with your church? HuddleUp is a brand new communication tool designed to help you communicate with your team in a simple all in one platform. So it's Kind of like an app where you can take texting and video and email and just forget all the different channels and just have one. You can use video on it. And as you switch from fall planning to execution, why don't you head on over to servehq.church and sign up for HuddleUp their communication app with a 14 day free trial just to see whether it actually makes communicating with your team members easier.

Carey Nieuwhof: I think you'll be blown away. So head on over to servehq.church, 14 Day free trial for HuddleUp. And then what is your turnkey solution for your database? A lot of churches, I know this is a subject of discussion among lead pastors and executive pastors. When my friends over at Church Community Builder creates software that gives you everything you need to engage your congregation and grow disciples. So 20 years ago when they started, the founder realized that very few people at his church who are baptized actually stuck around in the long run. So he built Church Community Builder to solve that problem. So what does it do? Well, it helps you welcome people, get them plugged into community, prevents them from slipping through the cracks or out the back door and their software handles everything from children's check-in to volunteer management, giving events, facility scheduling forms right down to worship planning.

Carey Nieuwhof: It's the only tool you really need for that kind of ministry. They even have a mobile app to give you and your leaders information about people notes, other tools on the go. If you care about engagement and discipleship, Church Community Builder is a must have. So to celebrate 20 years of serving the church, they are offering 20% off to listeners of this podcast. You guys, I mean people are so kind to us, aren't they? So you can go to churchcommunitybuilder.com/carey to get started. That is the only website that you will get this discount at. So let them know I sent you by going to churchcommunitybuilder.com/carey. So thank you so much to our partners who continue to allow this show to come to you for free. And with that in mind, let's head on over to my conversation with Ian Morgan Cron. This is a double podcast. This was originally broadcast on his Typology podcast. So here we go.

Ian Morgan Cron: Carey my dear friend, welcome to Typology.

Carey Nieuwhof: Hey, it's great to be here. What an honor. Thanks for having me, Ian.

Ian Morgan Cron: Well, I mean, I've been looking forward to this because I have been spending a lot of time with leaders lately. I spoke at Leadercast and then I recently spoke at Catalyst. And so you got rooms full of leaders and they're trying to understand themselves and the world in which they live so they can be optimal in their various roles. And so you are the leader dude.

Carey Nieuwhof: Well I don't know about that, but I've spent a lot of time thinking about leaders too. And when you start things, you get to be a leader, right? Because you just

create something and then you say, "Hey, guess what? I'm the leader." So that's been my story for 25 years.

Ian Morgan Cron: And you are an Enneagram eight leader.

Carey Nieuwhof: I am.

Ian Morgan Cron: Natural leaders.

Carey Nieuwhof: Yeah. It's interesting.

Ian Morgan Cron: Natural leader. Probably your whole life, right? Your whole life you've been a leader probably?

Carey Nieuwhof: Since I was a kid. And it's one of those things is so interesting because as I've shared on my podcast, I've had you as a guest. I was late to the party. I've only been into the Enneagram thing toward the end of 2018 and I had some of my staff and friends texting me with like, "I think you're a three or a seven or an eight." And then the closer people got to me, the more they knew me. They're like, "You're totally an eight." And then when my long term assistant who's worked with me for a decade emailed me, she and her husband, she's like, "You are so eight, it's ridiculous."

Carey Nieuwhof: And then I finally took this when I'm like, oh yeah, I'm an eight. Okay. My wife is like, "Yes you are. And that's not always good news as you know." You know you can be an unhealthy eight or a healthy eight and as a healthy eight you save the world as an unhealthy eight, you destroy it. So yeah, there's all that.

Ian Morgan Cron: Well, yes of course you guys are forces of nature and those forces can be positive or they can be negative. And I'm glad in your case that it's positive leadership.

Carey Nieuwhof: We are in the process of redemption, shall we say that? That's a nice way to say it.

Ian Morgan Cron: Man, that's a good word for it. That's a really good word for it. All right, so I'm excited because I want to talk about your book, Didn't See It Coming. And the reason I'm excited to talk about it is when I first saw it, I thought that is the name or the title I could have used for a book introducing the Enneagram to people.

Carey Nieuwhof: It's true, isn't it? It's about self-awareness. It's all these things that you didn't know were at play that are at play. And you're like, "Oh, that's what that is." I mean, that's how I felt when I read The Road Back to You. It's like, of course, and I mean like laughing out loud at certain pages and almost crying at others.

Ian Morgan Cron: So as you think about the Enneagram and leadership, why should a leader know the Enneagram and their Enneagram type?

Carey Nieuwhof: What fascinates me about it Ian, and again, I'm fairly new to the party, but I've been at this a couple of decades and I've been leading teams for a long time and I've run people through Myers-Briggs, I've run them through StrengthsFinder, I've run them through other assessments, like RightPath and so on and so forth. And they've all got a role, they're all helpful.

Carey Nieuwhof: And I'm a firm believer in assessments and self-assessments and 360s and the whole deal. But the Enneagram, I mean particularly the way you have described it, it entered the vocabulary immediately. The challenge with a lot of other assessments is that you do them and you even have to go back into your files to remind yourself, what did we pay for again? Or what did we learn? And with the Enneagram, I mean it shows up in our weekly staff meetings where my team is like, "Hey, this is like totally one of me, but just so you know or hey the nine in me wants to like, I don't know why it's so memorable and so portable, but it is." And it's very, very accurate and it helps us understand each other a lot better. And then for myself, I mean that line in your book about, I think it's the one you told people to read twice and underline and if they memorized it, you give them points or something.

Carey Nieuwhof: It was an eight doesn't need to be in control an eight just doesn't want to be controlled. That describes my entire life. So much became clear in that moment where I'm like, oh yeah, that's exactly it. Because I've always said, well, I don't have to be the senior leader, but oh my gosh, I'm not going to work for that guy. Or don't make me come into the office at such and such a time. Or there's just this like, almost like someone's trying to tie you up and you're just kind of breaking free and you're like, "No, I'm not going to get tied down that way." And that just so perfectly described my life and my team is they've gone through it and continue to go through it. They're saying this is so accurate in helping me understand myself and helping the team figure it out. So to me it lays at the gift level, is just a gift. And so it's really helped me lead others better and it's helping me lead myself better.

Ian Morgan Cron: Yeah. Self-leadership. I frequently say to people, you have no business leading others if you don't know how to lead yourself first.

Carey Nieuwhof: Yeah. Well that is a game. And that is the hardest level of leadership. As my friend Jeff Henderson said, "Of all the people I have to lead the most difficult by far is myself. And I would agree with that." Self-leadership never stops. It starts for me with an hour in the morning, that's really quiet, time with me and God reading the scriptures, praying, and a lot of my prayer these days, and I've started journaling again this year is just like, "Whoa, where did I screw up this time?" There's always a list. There's always the list.

Carey Nieuwhof: And why do I do that? Why am I in this space? Why did that bother me? Why did I say that? Why did I feel that way? And you're not looking at stuff that gets you jail time. But it's the question of whether or not people really want to be around you, whether you're really, you've got a marriage that's rich and deep, whether your relationships are solid or my tendency, which is just to throw myself headlong into stuff and ignore the important things in the name of things that are important. That's the fun part about church leadership is you're doing stuff really important while you're ignoring it on the side.

Ian Morgan Cron: I have been reading this little book, do you know Alain de Botton? He's a sort of a contemporary thinker. He may be a Canadian.

Carey Nieuwhof: Really? No, I don't know that name.

Ian Morgan Cron: Maybe. Yeah. Anyway, he has a little group called The School of Life.

Carey Nieuwhof: Oh wow.

Ian Morgan Cron: And check out their website, he's fantastic. But they put out these really winsome, very well written books and one of them is titled Self-knowledge. And I am handing it out to everybody, to every leader I meet. Just saying, because I'm such a big proponent as you are with leaders, you have to know yourself. So let me read you this quote because it ties right into your book. Didn't See it Coming. So listen to how he starts off the book, he says, "One of the most striking features of our minds is how little we understand them. Although we inhabit ourselves, we seldom manage to make sense of more than a fraction of who we are. It can be easier to master the dynamics of another planet than to grasp what does it play in the folds of our own brains."

Carey Nieuwhof: Wow. Yes.

Ian Morgan Cron: And you see, this is what I mean, this is a message I would have for leaders. I know it's a message you have for leaders, right? Is that you can really only, how would I say this? Effective leadership can be correlated to how much you understand what is driving your thinking, your patterns of thinking, feeling and acting, understanding other people's personality patterns as well. Because ultimately when people say to me, I didn't see it coming, I think to myself, that's because you probably assumed you knew yourself.

Carey Nieuwhof: Yeah. And it's interesting when it comes to self-awareness, which I think the Enneagram is a masterclass in self-awareness and of course understanding team dynamics. But from my research anyway and some of the wider reading I've done, two of the greatest predictors of success in leadership are one, emotional intelligence. And a big part of that is self-awareness. So self-awareness, self-regulation are two major components of emotional intelligence and it's always the emotionally intelligent leaders that seem to do the best. I mean you can look at that in Daniel Goleman's research, you look at Jim Collins and what

separates level four from level five leaders. A single quality which he didn't even want to include in the report. And that was humility. That there's this steely, steely, steely resolve like in the mission is bigger than me, but a humility, not a grandiosity, not an ego.

Carey Nieuwhof: So, I mean that is what I would call emotional intelligence, self-awareness, self-regulation. And then the second largest factor is communication skills, which is just your ability to communicate with the team, whether that is casting vision or answering emails in an appropriate way or being able to rally a team around a cause that is bigger than you. But you think about how big self-awareness, how big a role that plays in that. Because nobody likes to work for leaders who are not self-aware. The blind spot, you walk out thinking you've aced it and your team is all talking in the lunch room about how awful it was and they're making fun of you behind your back and you have no idea. Or they go home defeated and discouraged. And that's why Patrick Lencioni got into what he does today. I mean, he's literally changed the lives of hundreds of thousands of leaders.

Carey Nieuwhof: And he said, "My dad had a good job, but he had a bad boss." And his dad would come home discouraged and defeated every day. And so Pat decided, as he tells a story that he wanted to go into helping people to become much better at the people part of leadership and so that's why I become a student of the Enneagram and I'm looking forward to going even deeper in it.

Ian Morgan Cron: Yeah. I was just listening to a podcast this morning with Jordan Peterson and General Stanley McChrystal.

Carey Nieuwhof: Oh, I just listened to that one last week. That's a fantastic-

Ian Morgan Cron: Did you?

Carey Nieuwhof: ... Interview. Oh my goodness. Wow.

Ian Morgan Cron: Yes. All about leadership. And, as I recall, they touch on the whole issue of humility, which I think is one of the gifts of the Enneagram, because unlike so many other personality assessments, typologies, however you want to view it, it just doesn't focus on what you're good at. It really reveals what happens when your particular personality is on autopilot and you don't see it coming.

Carey Nieuwhof: Yup. Yeah. No, that's very, very true. That is anybody who hasn't heard that that was on Jordan Peterson's podcast, was it not?

Ian Morgan Cron: Yes, it was.

Carey Nieuwhof: Yeah, it was, it was, it was really, really good.

Ian Morgan Cron: Yeah, it was.

- Carey Nieuwhof: Those two guys are genius and Jordan Peterson is a great question asker. So if you've only heard the hype, you should actually listen to what he actually says because it's fascinating.
- Ian Morgan Cron: Yes.
- Carey Nieuwhof: Yeah. No, but I agree. And you look at McChrystal and the incredibly complex task he had in leading the military and humility in military leadership don't often go hand in hand. But I think that's what in the best assessments I've read and certainly my assessment of me being an eight, it's very sobering and it's very humbling.
- Carey Nieuwhof: And as you say, all of the types are rooted in a sin. Mine happens to be lust, not in a sexual sense, but what, intensity? Human dynamos. Right? So I think you say in *The Road Back to You* if anything's worth doing, it's worth overdoing. And my wife would say, "That is absolutely correct. That so describes you, Carey and why do it a little, when you could do it a lot?" It's crazy.
- Ian Morgan Cron: Right. So let's talk about in your book, *Didn't See it Coming*. As I recall, you have seven-
- Carey Nieuwhof: Sort of challenge.
- Ian Morgan Cron: Core challenges for leaders. Am I correct?
- Carey Nieuwhof: Correct. Yeah.
- Ian Morgan Cron: Which are? Run us through them and maybe give us a sentence or two on each as to why these are challenges for leaders.
- Carey Nieuwhof: Sure. So these are the ones, what I tried to do in this one was I tried to pick unlikely candidates because it could easily be the challenges of team leadership or whatever.
- Carey Nieuwhof: But I chose the area of self-leadership and not the public things, but the private things, the things that happen inside you as a leader. So, this I knew was going to be a fun conversation because you focus on the internal, and I'm focusing on the internal a lot too because I would agree that self-leadership is the hardest thing. So these are things that I have personally experienced to one extent or another, but as I've had the privilege of working with thousands of leaders, I've seen them surface again and again and there's not a lot of content out there on these issues. So take for example, the first one I address in the book, which is cynicism and I'm naturally an optimist. I now have a reclaimed optimism I'm really excited about at this point in life.

Carey Nieuwhof: But in my 30s I kind of slid from optimism into cynicism. And I find we live in a very cynical age. A lot of leaders have grown cynical. So that's one of them. A second challenge is compromise, moral compromise. And usually the challenge with that, Ian, is we think in terms of headlines, you wake up in a bed and you're not with your wife or your spouse or you've stolen money or you do something that requires jail time. But that's not how moral compromise starts and that's not how it really expresses itself. And it's the subtle compromises and character to the point where you look at, okay, your current self, you go back a decade and you're like, "You're different, you've changed, you've compromised, you've given in, you're almost ready to give up. You've given in so much."

Carey Nieuwhof: Well, where does that come from and how does that happen? And how do you look in the mirror and no longer respect yourself? So that's compromise. The third is disconnection. The weirdest part about disconnection is we live in the most connected age in human history period, hands down yet we report feeling desperately alone. And what is that? Why is it that we live in a universe where you can have 500 friends and feel like nobody cares and you're constantly connected, but you're incredibly isolated. So I want to talk about that because isolation is a huge issue for a lot of leaders and frankly for a lot of people. And the fourth issue is irrelevance that you start off as the kid, the whiz kid, you're doing great, everything's fantastic. You're the guy, you're the woman, and then you find yourself at 45 and not quite as much of an edge and at 50 nobody's listening to you anymore and you can't even speak into the culture what just happened with that? So that's irrelevance.

Carey Nieuwhof: Number five is pride and pride is just I'm sure that's a thing. It would be fun to talk about that through the lens of an eight or a three. So pride is a big issue for all of us because we're human beings and there's narcissism, which I don't deal with a lot and didn't see it coming because most of the leaders, particularly in the church space, most of the leaders that I run into, I don't think struggle with pride because of narcissism. They struggle with it because of insecurity. And it depends on how you define pride, I define it as an obsession with self. And insecure people are very obsessed with themselves. "How do I look compared to so-and-so? I can't have that person on my team, they're too smart." Things like that. So I talk about that.

Carey Nieuwhof: And then we do burnout because I've burned out when I was about 40, it was the most difficult year of my life. It was a very dark period. And I've come back from burnout in 13 years on the other side, have really never felt more alive. And I kind of map out that journey. And then finally, emptiness. Sometimes because we talked about this before Ian, you write a book, you're hoping somebody will read it and all of a sudden hundreds of thousands of copies are sold and you're like, "Well how did this happen?" And it's exciting and it's exhilarating and it's wonderful. And all of a sudden you're on this stage in front of thousands of people. But I saw this early on when I was in my 20s I was in law because I did law before I did ministry and I was surrounded by lawyers who had everything on the outside but were empty on the inside.

Carey Nieuwhof: And I've had a few moments where, well actually a lot of my life has exceeded anything that I imagined it would. But if I'm not careful, if I don't cultivate this carefully, I end up feeling so empty and I'm like, "What on earth is that?" So those are the seven issues that I try to address in the book. And those are the issues that I think either sink leaders to the point where they're no longer in leadership or they simply cap their potential. So you think of yourself at 20, 25, you're excited, you're passionate, and soon your passion is kind of gone and you're settling and maybe you're phoning it in or you're in cruise control or you've got this numb feeling that's going through your life and you ask yourself, is this as good as it gets? And the answer is it can be a lot better. But here are seven of the factors that are often at play under the radar in leadership.

Ian Morgan Cron: Okay. This is very exciting. As you were going through that list, my mind was racing at a million miles an hour because I was thinking to myself, each of the Enneagram types, obviously anybody can, any type of person, right? Any number on the Enneagram can struggle with cynicism, compromise, moral compromise, irrelevance, burnout, emptiness of success, disconnection, pride. But I think certain types would gravitate toward one of these challenges more than others.

Carey Nieuwhof: I would love to have that conversation. Do you want to go there? You want to start with cynicism? Take them in order?

Ian Morgan Cron: Yeah.

Carey Nieuwhof: Okay. Yeah.

Ian Morgan Cron: Yeah. Now I'm Kind of just thinking aloud here.

Carey Nieuwhof: No. That's great.

Ian Morgan Cron: But, well for example, with cynicism, again, any type can struggle, but right away, I think of ones, ones are idealists, right? And I can see when they go to the low side of four under stress and their idealism starts to vanish, or feel thwarted and they can sort of fall into kind of that depressed, defeated state, they become very self-absorbed. They can become cynical and nobody else wants to crusade along with me to perfect the world, on and on and on. Fours can definitely lapse into cynicism, right?

Carey Nieuwhof: Right. The artistic profile. Yeah.

Ian Morgan Cron: Yes. Yeah, they can definitely. And actually I think that for four, cynicism can function as sort of a defense system, right? It's like, let's just be cynical at the outset so we don't have to be disappointed. You know what I mean? Let's just get it out of the way.

Carey Nieuwhof: Get it out of the way. I was born cynical. I've had people tell me that since the book came out, they're like, "Yeah, I was born cynical. I was never an optimist." Which is interesting.

Ian Morgan Cron: Yup. Now I've seen five be cynics, by the way. Fives have wonderful senses of humor but that sense of humor is inevitably a sort of cynical or sardonic. And it's sort of has a dark, funny edge, but fives can be almost like too smart to be hopeful. Do you know what I mean?

Carey Nieuwhof: Right, Yeah. You are right because cynicism roots itself in knowledge, you're cynical not because you don't know, but because you do. Right. And that's why age and cynicism are frequent companions. Because the more you know, the more you realize, wow, human beings really are kind of not great all the time and life is tough. And you're right, a five who accumulates knowledge would come by that maybe earlier and more intensely than others.

Ian Morgan Cron: Yes. And again, I think it's a defense, right? It sometimes for a five it could be a defense against relationship and connection.

Carey Nieuwhof: Oh.

Ian Morgan Cron: So yeah. And eights definitely could lapse into cynicism.

Carey Nieuwhof: Would you say eights are natural? I guess there's probably no universal answer, but I am naturally an optimist. Is that typical for eights or is that different?

Ian Morgan Cron: Yeah, no, I think a lot of eights can be, particularly an eight with a seven wing.

Carey Nieuwhof: Right and that's me.

Ian Morgan Cron: You've got-

Carey Nieuwhof: Seven wing.

Ian Morgan Cron: Right. And so that seven, you're getting flavored with the optimism and the silver lining of the seven. If sixes in that headspace defend with pessimism, right. If they defend against anxiety with pessimism, then sevens defend against their sort of buzz of anxiety that runs through their life with optimism.

Carey Nieuwhof: Okay.

Ian Morgan Cron: Right. So there are both different ways. There're two different sort of fear management systems, right? Pessimism and optimism but that eight with a seven that would definitely flavor toward the positive we can do it sort of mindset. So I definitely can see where you would have a by nature a sort of a positive take on things with that eight with a seven wing. But I do think that

eights could lapse into that sort of dark, furrowed brow kind of cynicism about the world. It'd be a little too dark.

Carey Nieuwhof: It's really interesting, Ian, because for me, I'd be curious in your take on this, I am an optimist and I will find the positive in anything, right? When everyone else is ready to give up, I'll be like, "Well, but, on the other hand." You also say in The Road Back to You, you say eights can smell someone else's weakness. I smell your weakness from a mile away, which I do, which is not good. Right. And so the darker side, the still to be redeemed side of me will often be very cynical about things.

Carey Nieuwhof: But coincidentally at the same time and almost in opposition or apposition I have this optimistic overview over it. So I could dismiss you as a human being. We don't suffer fools lightly. I'm not calling you a fool, but you know what I mean? I might dismiss an individual and say, "Whoa, yeah, they're not on my team, blah, blah, blah." However, here we go. It's a really interesting thought. I'll have to process my cynicism/optimism through the Enneagram.

Ian Morgan Cron: Yes. I think eights by nature are suspicious of other people. Oftentimes eights, and this is why eights usually have a small band of friends throughout their life, right? They may know a ton of people, but they really only have five really close relationships in the course of a lifetime.

Carey Nieuwhof: True.

Ian Morgan Cron: And they carry those relationships forever, right? They'll take a bullet for those five people. But I think, eights are always sort of on the hunt for sort of the assumption that everyone has a hidden agenda and you got to be cautious and wary of what other people are really up to. But once you've got the trust of an eight, you got it for life. Right? Same as with sixes. But there is a slight sort of cynical take on the world sometimes with eights I think that they have to be careful of that cynicism that sort of cuts in. I was thinking just now about George Carlin's quote about cynics. He says, "Scratch any cynic and you'll find a disappointed idealist."

Carey Nieuwhof: That is so true.

Ian Morgan Cron: And I think that's where I was talking about ones earlier. Right? If they get disappointed in their idealism, then they lapse into this kind of cynical posture toward the world. Anyway. So now moving on to moral compromise. Of course, any of us can do that. right?

Carey Nieuwhof: Yeah. Yeah.

Ian Morgan Cron: Moral compromise can come to any of us.

- Carey Nieuwhof: Do you think performers are more like type threes? Do you think that they are more susceptible to it because there is a sometimes disconnect between their exterior and their interior?
- Ian Morgan Cron: Yes. And I think this is tied into it now let's use this phrase, right. What would be the opposite posture to self-knowledge and self-awareness? Well, it's self-ignorance, right?
- Carey Nieuwhof: Right.
- Ian Morgan Cron: You could also say that it's self-deceit, right? And this deceit is the problem that threes have to face. Right? Which is I have adopt or I continued to adopt so many masks to win over the approval and the admiration of others. I want others to see me as a success. So I'll adopt any mask I need to in order to win that admiration from others. And the deceit comes in as self-deceit because after a while, they don't know who they truly are. They're just the sum total of whatever masks they're wearing and they actually start to buy their own game. They start believing their own press releases.
- Ian Morgan Cron: And that can become a problem. Now it can become a problem for threes, I think, because they're willing to... An unhealthy three, a three that doesn't have much self-knowledge. What'll happen is they're liable to cut corners.
- Carey Nieuwhof: Right. Right. Which is the definition of compromise, right?
- Ian Morgan Cron: Yes, yes. So if it's going to make me look like a success, I don't mind cutting a corner to get there.
- Carey Nieuwhof: Right. I'll exaggerate the numbers or push down the things that don't make me look good, I'll exaggerate the things that do make me look good. And I think one of the keys, I didn't write about this and Didn't See It Coming, but I think one of the challenges to compromise is the tendency to compartmentalize, right? So if you can separate who you are publicly from who you are privately, who you are at work, from who you are at home, who you are on stage, from who you are off stage, which I have a very difficult time doing. But I just wonder if you have a personality type that lends to that, compromise becomes easier because you're almost two different people and you talk to people who have had egregious moral lapses and they're like, "Yeah, I don't know who that person was."
- Ian Morgan Cron: Okay. So interestingly enough, do you know what number on the Enneagram tends to fall into that?
- Carey Nieuwhof: No.
- Ian Morgan Cron: Ones.

Carey Nieuwhof: Really?

Ian Morgan Cron: Let me give you an example. Eliot Spitzer.

Carey Nieuwhof: Oh, right. Yeah.

Ian Morgan Cron: The attorney general for the state of New York. Right. What did he do? He's such a one. Right? And he's on this platform and he's going up against a vice, right. And he's always talking about vice, and then you come to find out in his private life, right. Hidden away in the background is this other secret world of he's out with call girls and doing his thing, right? And he gets busted for it. Everybody's like, "Oh, Mr Clean." I think the guys on Wall Street used to call him Mr. Clean because he was always busting people out on Wall Street for wrongdoing, I guess financial wrongdoing. And of course, everyone just rejoiced when the guy turned out to have this secret compartment in his life where he was acting out. So here's what we call it, the trap door of ones. They have a trapdoor. Do you remember Ted Haggard?

Carey Nieuwhof: Oh, I do. Yeah.

Ian Morgan Cron: Okay. So now here's a pastor who was... That's an Enneagram one who had a trap door.

Carey Nieuwhof: Wow.

Ian Morgan Cron: He would talk about someone who didn't see it coming. It's like compartmentalized. So you have a guy that's always railing and in his situation, but this is the irony here of course, is that Ted Haggard was always preaching against sexual immorality, right? And of course he's got a thing going on the side. Right? In secret. So what happens with the ones is they're pushing down all these animal instincts that they deem inappropriate. They keep them in the shadow. But because these are animal instincts energies, what happens is they got to get out somehow. And if you don't manage them correctly, they'll come out in a very bad way, sideways, right?

Carey Nieuwhof: Have you just done Ted Haggard, any chance you read Dan Harris's 10% Happier? And the reason I ask is he's got a wonderfully empathetic take on Ted Haggard in that book. So this guy-

Ian Morgan Cron: No I haven't.

Carey Nieuwhof: ... Is not a Christian, he would call himself a Jewish Buddhist, secular Buddhism. He's into the whole meditation mindfulness thing. ABC news guy, Dan Harris. Anyway, 10% Happier, he talks about his journey to where he is now and how he was reporting on fundamentalist Christianity or evangelical conservatism and how he actually has a deep affection in a platonic sense for Ted Haggard prior to his fall and after his fall. He called Ted Haggard for a year after the story broke

and Ted was so broken, he didn't call him back. And then finally he did and they struck up a friendship again. Fascinating. It's one of the most empathetic takes on Christianity from a non-Christian that I've read after moral fall.

Ian Morgan Cron: So here's the thing about moral falls. I've seen them over and over again and I've seen them in the church, I've seen them in government, I've seen them in business, right? Literally over and over again if the tile your book, they'll say, "Didn't See It Coming." Or, and so I always like, I think to myself, boy, the Enneagram could have helped Ted Haggard because if he knew that ones typically have a trap door, then he could have said, "I know myself well enough that I have to be careful, guard against a trap door." Right.

Carey Nieuwhof: Wow.

Ian Morgan Cron: A three would be able to say, "Hey, I know myself well enough that if I'm not careful, I will cut a corner in order to look like a success." Right. To cross the finish line first. An eight may say, "I know that I have a particular weakness or proclivity toward cynicism, let's say. I have to guard against it." So you see that self-knowledge is just it's like a secondary witness inside of your head, your heart, that's observing yourself, monitoring your own behaviors, thoughts, feelings, actions, and saying just keeping an eye on it. And as you use the word self-regulation, I'm regulating in real time. So for me, I know as a four, if I'm not careful, I can lapse into cynicism or depression. And when I see it coming up, a little bell goes off in my head because I know the Enneagram and I can go, "Careful, careful."

Ian Morgan Cron: And okay, so here's how I put it. The other day I was looking at a car and it has one of these radar systems on the side view mirrors so that if you start to drift into another lane, it bounces you back into your own lane and it pulls the wheel so that you... That's what the Enneagram can do. It's like you start to leave your lane, you start to lapse in a direction that you shouldn't be going and your mind goes, "Oh-oh, careful." Boom, back into the lane. Be careful now. If you don't have self-knowledge, you don't even know you're drifting out of your lane.

Carey Nieuwhof: Right, right. Or your wife tells you after you've already swapped paint with the guy next to you.

Ian Morgan Cron: Yeah. Right. Did you just say swap paint?

Carey Nieuwhof: Yeah.

Ian Morgan Cron: But I mean, seriously, I've seen so many leaders where my heart kind of breaks a little bit when I hear about a leader who's had a big fall because it's like, man, if you had just known your type and has some self-knowledge and humility as a result of knowing your type, you would have seen that coming.

Carey Nieuwhof: Yeah. You would have, anyone else that's susceptible? Because threes and ones to compromise or?

Ian Morgan Cron: Yeah, I mean, again, as I said, every type could, but for example, I think, some have other proclivities or dimensions to their personality that they have to be careful. Nines for example, might fall into a compromised situation because they didn't know how to say no. They kind of merged with the groups or another person's agenda that wasn't a good thing. And they went along with it because they were afraid of the conflict that would arise if they stood up against it.

Carey Nieuwhof: So my curiosity would be what about sevens? Because you look at them in their lust for life and you see them just whatever. Like my seven friends make me laugh. Would they be susceptible or not really?

Ian Morgan Cron: Yeah, definitely. I mean, honestly, people tend to think of threes as the narcissists at the Enneagram, but really it's sevens.

Carey Nieuwhof: Oh really?

Ian Morgan Cron: Yeah, for sure. Now again, that's a very unhealthy seven. So I'm not painting every seven as a narcissist. Right. I'm just saying that of all the types, if I was going to draw a parallel between a psychological category like narcissism, I would draw it toward the seven because it's all about their having fun. And they'll rationalize doing things that-

Carey Nieuwhof: That's what I'm thinking like one night stands or-

Ian Morgan Cron: Right. Impulsivity.

Carey Nieuwhof: ... You fall into addictions. Is that more typical of a seven?

Ian Morgan Cron: Yes, I've been in recovery for a good number of years now and I see a lot of sevens in the rooms but actually you see every type, but seven's definitely, because there's a struggle with impulsivity there. Right? And so I think, yeah, I meet a lot of sevens in the rooms because that whole act first think later thing can get them into trouble. Same with eights. I meet a lot of eights, I meet a lot of fours in the rooms. So it's also partly genetics. I think it's sort of a complicated thing. I mean a lot of nines in the rooms because their natural tendency is to narcotize or to numb out. That's the big defense system for nines. That's their major defense strategy is narcotizing. And so I think that again, like I said, all types can lapse into moral compromise, but certain types just have to be careful, right? Going on, let's talk about burnout for a second.

Carey Nieuwhof: Yeah, yeah.

Ian Morgan Cron: Eights for sure.

Carey Nieuwhof: That's me.

Ian Morgan Cron: And they don't even know they are, you don't even know it because eights are what we would call a self-forgetting type. Right. And they forget that they're not invincible. And when you forget that, you are a candidate for burning yourself out.

Carey Nieuwhof: I'll tell you, I thought before I burned out, the rules just don't apply to me. And then you realize, oh, they do. Okay. Apparently, I'm human. Right? And that was my story all through my 30s. It was, as our church grew and it grew quite explosively, it just more people equals more hours. It was really, really difficult. And you know Ian what's really fascinating for me is now for 13 years, by the grace of God, I've stayed out of burnout. But it is such a, I would say daily awareness. This has become who I am. And I write a little bit about it and Didn't See It Coming. It'll be a big chunk of my next book, which doesn't have a title yet. It comes out fall of 2020 where I talk about it and I teach it in the High Impact Leader course.

Carey Nieuwhof: But basically every day I think about how much sleep am I getting? Am I eating properly? Am I exercising? Even flights, I was talking yesterday with one of my team and we're booking flights for an upcoming speaking engagement and I've got a new person on the team and they were going to fly me out at such and such a time. And one of my longer time team members is like, he can't do a flight that late and there are limits. And I think as an eight prior to burnout, I didn't think I had any limits. And now on the other side, I'm like, oh, if I respect those, I get a much better run out of this. And I feel a lot better and I'm much healthier. And so I would say, of course, ironically in all that is I've discovered, the more I respect and understand my limits, the more I'm actually capable of.

Ian Morgan Cron: Oh, I mean, completely. Threes can hit burnout in a big way for all the obvious reasons. Right. Because they're just chronic doers. They just can't stop doing. Right. Everything is about tasks and productivity and efficiencies. Ones for sure can burn themselves out because there's always something to perfect. The world is so full of errors. They have so much trouble relaxing. That's a major feature for ones. Twos will burn out because there's plenty of needs out there to meet and-

Carey Nieuwhof: [crosstalk 00:43:24].

Ian Morgan Cron: Oh my gosh. Yeah. I mean that can happen in a heartbeat. I think the emptiness of success, I think, again are threes, that would be an issue for threes. But I think that's a universal too that whatever success means, it may be financial, it may be reputation, it may be whatever. We all are subject to that because usually whatever the focus of our pursuit is, whatever it is we're trying to achieve. It's always a lesser story than a spiritual story, right?

Carey Nieuwhof: Yeah. And I think threes and eights would be particularly susceptible to emptiness because so much eights, it's a lust for power, for influence, for whatever. And then you're like, "Well, it's not enough. It's not enough. More is the best answer." And every time you hit a new level, you're like, "It's got to be more than this." And I wonder if for three, they're like, "I've worked for all of this and this is what it feels like." Wow. I don't know. I'm just, you're the expert.

Ian Morgan Cron: I think that's true of sevens too, right? Because their deadly sin or their passion is gluttony. So there's never enough.

Carey Nieuwhof: All right.

Ian Morgan Cron: There's never enough.

Carey Nieuwhof: Adrenaline addicts, the whole deal.

Ian Morgan Cron: Oh yeah.

Carey Nieuwhof: Like, "I just need more."

Ian Morgan Cron: Right. But that disillusionment can sink in. Right. Which is, "This is not given me everything I had hoped for." I agree with you, by the way, on disconnection. Did you hear about in England now they now have a minister of loneliness in the government?

Carey Nieuwhof: I do. Yeah. I did hear about that. I don't think that made it into the book. It came up just before it was published. But yeah, they have a minister not of loneliness, but for loneliness-

Ian Morgan Cron: That's right. Thank you.

Carey Nieuwhof: ... Because they see it as an epidemic. And I think, I mean, if memory serves me correct, there's something like 200,000 people who will not in England or the UK who will not have contact with another human being for a 30 day window. It's like, are you kidding me? It's insane when you look at it. And so here we are. And the other thing, there was another study that came out last year and it was a big one. It was done by I think an insurance company of 2000 Americans. And they broke down feelings of isolation and loneliness by demographics. And what I would have expected is for the elder generation people 70 plus, that that would be quite high.

Carey Nieuwhof: Their kids have moved away. They don't see their grandkids as much. Some of their friends have died. They're not in the most social prime area of their life. But what was really surprising in the study is they reported the greatest sense of connection and wellbeing. And then as it went down from boomers to gen X to millennials, to Gen Z it got worse and worse and worse to the point where Gen

Z, which is essentially teenagers and college students, reported the most profound sense of loneliness and isolation. And they conversely are the most connected. 95% of teenagers are on YouTube every day. So they are the most hyper connected generation that are now self-reporting the deepest feelings of loneliness.

Ian Morgan Cron: Yes. And I would add to that anxiety.

Carey Nieuwhof: Yes. Yup.

Ian Morgan Cron: I've never seen more folks into their 20s even there is this permeating anxiety. I think part of that is the amount of material that they are exposed to on a regular basis that would create anxiety and they're just... My kids struggle with anxiety in a way that I did not and I just think so much of that is the lack of connection, which gives you a sense of safety and security and also just the amount of exposure they have to material online that we just didn't have it their age. We just didn't have it.

Carey Nieuwhof: I'm doing a bit of research into that right now for next year's project, next year's book. And one of the things I'm learning like Cal Newport, I think it's Cal Newport who said that the first truly smartphone native year. So when you went into middle school you had a smart phone, which is only about a decade ago. That when that group entered college, because university colleges, they've had data on anxiety for decades, right? And it's always X%. I'm going to pick a percentage out of the air. 4% of all incoming students will struggle with anxiety. The first year that the digital natives got to college, it went through the roof, not just at one college but every college. And now as they're looking back, we got several years of data on that. They're linking it 100% to smartphone addictions and coming of age where your entire life, your functional life, not when you were four, but from the time you were 11 or 12 years old was spent on technology.

Carey Nieuwhof: A direct connection between the use of technology and anxiety, which is why I think you see more and more people like Cal Newport's new book is called Digital Minimalism. You see people now buying dumb phones and even Apple has come out with screen limits and do not disturb features. And I find for myself I'm super hyper connected, I'm a podcaster, blogger, author, conference speaker, pastor, all those things but my phone's on perpetual do not disturb. And so I miss almost all my phone calls because unless it's scheduled, then I'll take it off, do not disturb. But I don't need to know right now. We've lived for thousands of years without needing to know everything right this moment. And I think we have way more information than God ever created us to deal with. Think about the knowledge of the tree of good and evil in Genesis three. This is fascinating me right now, but what was our sin? The first sin was we bit into the tree of the knowledge of good and evil, figuratively or metaphorically, whatever.

Carey Nieuwhof: And all of a sudden now the scripture says that we gained insight and we gained knowledge. But what we didn't gain with that was power. Because God has perfect knowledge and perfect power. He also has perfect wisdom. We simply gained the knowledge and now we don't know what to do with it. And technology has just amplified that to the point where we have all this information from world news. What am I supposed to do about the landslide that killed 300 people? What can I do about Notre Dame burning down? What am I supposed to do about the plane that blew up? I don't know what to do with that. And 100 years ago, our grandparents didn't have to deal with that kind of onslaught of information. Plus I counted up as I was getting ready to write this new book. I have 11 inboxes.

Ian Morgan Cron: Wow.

Carey Nieuwhof: Was any human being supposed to have 11 inboxes? I don't think so. But Instagram added an inbox. I have two Facebook accounts they both have inboxes. I have private and public emails. LinkedIn has an inbox. I mean Twitter has an inbox. You look that and now everywhere you go and get this, we used to go to work now work goes to you. So you used to have to go to the office to connect because that's where the files were. They had the internet or the server and now that's all gone in the last five years. And we wonder why is anxiety on the rise?

Ian Morgan Cron: Well, actually just as you were speaking, I was getting more and more anxious.

Carey Nieuwhof: I know, I know. I know. Anyway, this is research I'm doing for my next book building on what I wrote in Didn't See It Coming and yeah, no wonder we're a little bit overwhelmed and we have not yet developed the tools or the insight, I don't think to figure out how to hit pause and to hit stop and even a filter to try to help us figure out, well what part of this is helpful and what part of this is ruining your life? And again, if you're a digital native, you don't know any other existence. One of the benefits I have, and I think you have at your stage of life and my stage of life, our stage Ian is we remember what it was like when this didn't exist. And right now that's a huge competitive advantage because it's easier for us to turn it off and go back to another way of living.

Ian Morgan Cron: Well you just said something, that whole segment that we just did on anxiety, I mean I hope six has heard it, Enneagram sixes who have a deep felt unconscious need for safety and security and who struggle against anxiety. I mean anxiety is a major theme in the life of sixes. And so I do tell sixes all time, stop watching 24 hour news.

Carey Nieuwhof: Oh yeah.

Ian Morgan Cron: Turn off your phones. Can you imagine, so, and also I would say that all of that anxiety and all of that pressure for every single type, what it will do when you're under stress, what happens? Your personality, those aspects of your personality

that are unhealthy will just amplify, your defense system will just go into overdrive, which creates more problems, right?

Carey Nieuwhof: You know what I've had to do, because I mean, I don't know, everybody's got unhealthy sides, but the unhealthy eight is not a fun person to be near. And the next day, not a fun person to have been. It's like, really? I was like that? And what I've found is on the other side of burnout, as my self-awareness has gone up, I have had to simply give myself a break. And sometimes at two o'clock in the afternoon, I'm like, "I'm calling this a day. Because I know if I go into that meeting, I know what's going to happen and nobody is going to be grateful for it. So I'm going to go for a bike ride. You know what? I'm not going, I'm not doing that." And you shut down, you take care of yourself, you have a reasonable night, you go to bed early, you get up the next day.

Carey Nieuwhof: It's a whole new day. But the unregulated me, that's where all the damage is done. It's done. It's why people never overeat at breakfast. Well, I guess you do, but you're not like donuts everywhere. It's always at night because you're tired and your willpower is broken down and your willpower is an exhaustible resource that actually diminishes over the day, like a phone battery. So the time you get to your four o'clock meeting and they're like, "Can we?" And you're like, "Nope." All right. But you would have said yes at 10:00 AM you're just going to say no now. So I'm paying way more attention to that. Trying to stay healthy. I think that by the way is one of the greatest gifts that you have with the Enneagram is it's not like, "Oh, I'm an eight look at me or I'm a three."

Carey Nieuwhof: It's like, "Oh, healthy, unhealthy." That is a gift. One of the things Ian, that I've found so helpful is we did the free assessment for a while with our team and at our annual retreat kind of went through it and we had a lot of fun with that. But the iEQ9 is something I am running our entire team through right now, including myself. You get a 40 page report and we're not done yet. It's literally in process as we record this. But I can't wait to do a much deeper dive into that because I think it helps us understand, respect, appreciate and celebrate each other what we're learning. Because for whatever reason, this stuff lodges in people's memory. In a way that other assessments just haven't, maybe they're capable of it, but they just haven't.

Ian Morgan Cron: I searched for a long time to find an Enneagram assessment tool that I felt I could feel confident recommending to friends and colleagues and I think the iEQ9 is the best, most accurate, most scientifically or evidence-based assessment that is available on the market. So I'm very proud that the iEQ9 is out there and I can't wait to hear how it's effected or impacted your team.

Carey Nieuwhof: Well, I'll let you know, when you sent me the email and said, "Hey, this is just out. You want to test it out?" I was like, "Absolutely all day long." And then I emailed you back and I said, "So it's an individual assessment. Can we do this for teams?" You're like, "Hang on, I'm going to get back to you." So yeah, I will keep you posted in real time. But I know the stuff and The Road back to You and the

earlier assessment have been tremendously helpful and I'm reminded, I don't know that this was like, I think you said this in a Don Miller podcast. I heard you say it on some other show where with some of your corporate consulting, you now have offices, you went into an office and they have a nine on the door, a six on the door, a three on the door.

Carey Nieuwhof: And that's just to remind people, oh, you're walking into the office of a performer or a challenger or a perfectionist. And I think we're going to be that kind of company because we just, it actually shows up in our conversation week to week.

Ian Morgan Cron: Yeah. Well, I'm thrilled to hear that. I do believe and just circling back to what we said at the beginning, other awareness begins with self-awareness and the more you know yourself, the more likely it is and the easier it is to have empathy and understanding and compassion and insight into the lives of others. So back to this list from your book. I'm thinking now about the whole topic of disconnection, which we are just mentioning and loneliness and I think right away of fives.

Carey Nieuwhof: Oh yeah. Well I'm married to one and there's where my mind went. Yeah, that it is very hard for a five to relationally connect. You tell the story in your book of one of your best friends and you found out decades later has a brother that he just never happened to mention.

Ian Morgan Cron: That's right. That's right. And you're like, how did that get by me? Well, then you talk about the compartmentalization, right? So segmenting groups in your life, none of whom are connected to each other and sort of pockets of relationships that are kept in isolation from one another. But fives definitely struggle with a sense of disconnection and others around them suffer from wanting to know how to connect, but not knowing, "Jeez, where do you plug in with this five?" It's like, "How do I establish connection?" Disconnection is a theme in the life of, dare I say self-ignorant fives, right? Fives who don't know themselves well, who are not extending the effort to remove the barriers to connection that they regularly put up.

Carey Nieuwhof: Well, and that's what a joy of being married to a five too. I should say for the record, I do believe I'm aware of all of my wife's siblings. So that's not a personal reflection unless she's really holding out on me after 28 years, I'm pretty sure.

Ian Morgan Cron: Wow.

Carey Nieuwhof: But one of the great joys of the last 10, 15 years is, her name is Toni. You've met her, Ian. That watching her come out of her shell. And that's what we call it. And seeing her really, and the weirdest thing is she has deep friendships that go back to literally first grade like people we see every year goes back to first grade. And so she's very capable of deep and lasting relationships. But when she meets new people, it's work for her. And it's been wonderful to see her as she becomes

more and more self-aware and healthy just to see her forging those relationships. And now she's calling me on it, which is good.

Ian Morgan Cron: Wow, man, that is so good. So good. And let's finish up with pride. That was the last one of the seven. And of course, obviously for twos it's an issue because actually their stated passion are deadly sin is pride. Right. For the two-

Carey Nieuwhof: Which is so weird because the twos I know I don't think of as proud people.

Ian Morgan Cron: I know. It's very, very subtle. And here's how it appears. Twos secretly believe, sometimes, subconsciously, sometimes unconsciously, that they're not as needy as other people are. And where the pride sneaks in is the belief that they have all the time, energy, resources, talents available to them to meet the needs of other people. Right. And that's a lack of humility, right. Because nobody has all the time, energy, resources, talents to meet the needs of everybody. Right. So for them, the humility piece that they have to grow into is realizing, "Hey, I don't have all that stuff. And so I can only help so many people."

Ian Morgan Cron: And also for twos, it's they need the humility to state their own needs, which is very hard for them. And that also is part of the pride piece. Right. They have to overcome their pride so that they can actually tell other people, "Hey and I have personal needs too." And not mask it behind this kind of, "I don't have any needs." Right. That's a prideful posture and they have to be careful of it. Wow. So this has been a rich conversation, huh?

Carey Nieuwhof: It's been a really rich conversation. I have learned an awful lot about a book I wrote that I spent over a year of my life compiling. Now I'm waiting for the second edition that for the publisher to give me a call. So I'd include some Enneagram stuff in it. Oh my gosh, this is fantastic. This is really, really good Ian. And I've always, every time we talk, every time we connect, every time I access your material, I learn more about myself. So hopefully this helped a wide variety of leaders, not just eights.

Ian Morgan Cron: Man. I hope so. Let me remind people of your book Didn't See it Coming. What an exciting topic. And again, I'm envious because I feel like, oh my gosh, I could have used that as the title of my book. Didn't See it Coming and Enneagram-

Carey Nieuwhof: Well, we're about to use...

Ian Morgan Cron: Yeah. But think about it though, Didn't See it Coming, An Enneagram Guide to the Unconscious. It's like the more you know about yourself-

Carey Nieuwhof: That'll preach.

Ian Morgan Cron: I know, man, for sure. Hey everybody, you can learn more about what Carey's doing at www.carey. That's C-A-R-E-Y Nieuwhof N-I-E-U-W-H-O-F.com careynieuwhof.com. Millions of leaders access that site every year, you need to

as well. You can go to him at Twitter @cnieuwhof Facebook @Cnieuwhof and Instagram at @careynieuwhof and be a part of that world. Listen to his leadership podcast. You can get that wherever you download your podcasts. And Carey is always a joy, man. I'll tell you what I love about you is you are in effusive, energetic person who just, you bring light into the room, energy and light when you come into the room and here's what I say. I always feel spiritually, emotionally and psychologically enlarged and made better as a result of our conversations. So I deeply appreciate it.

Carey Nieuwhof: I really appreciate you too and I'm glad we've actually, I mean we've had a couple of virtual meetings and some email back and forth, but it was fun. We were at a mutual friend's birthday party a couple of months ago and it was getting toward the end of the evening. And I looked over and I walked, "That guy looks like Ian Cron. I'm like, well actually that is Ian Cron. He would be at a party like this." And so we actually got to connect and what I really appreciated, because sometimes you know how parties are a bit superficial, you chat a little bit and I'm a relater. That's my strength finder. So I'm going to find the one guy I know best and just hang out with him for the whole night.

Carey Nieuwhof: That's me. But I was really impressed when we finally met face to face, how engaged you were and we had a great conversation. It was great to meet your wife too, so very, very rich and thank you for what you're doing. Thanks for what you're doing for I know a lot of my listeners and for the wider church for our staff, for just hundreds of thousands, millions of people. Thank you.

Ian Morgan Cron: Well my good friend. Thank you. And to my Typology listeners, as always, thank you and please remember the words of the Great Oscar Wilde, be yourself, everybody else is already taken. Until next time.

Carey Nieuwhof: Well that was rich. I'm super excited about, well the insights really that the Enneagram bring. And if you want more or more about my book, you can head on over to the show notes. Just go to careynieuwhof.com/episode278 or you can also head on over to leadlikeneverbefore.com just search Ian Cron, that C-R-O-N and you'll also find transcripts for this episode, social shareables and some notes for your team if you want to discuss more.

Carey Nieuwhof: So everything's in the show notes and thank you to all of you who are sharing this on social. If you find this helpful, please share it on Instagram, Twitter, Facebook, whatever your favorite platform is. Makes a huge difference. And I just want to say thank you. Honestly, we read every rating and review. I try to tag everything I see on social and it's getting hard some days. But I tell you, we are so grateful for you and hopefully this is a resource that comes alongside you and helps you. That's our goal.

Carey Nieuwhof: And speaking of that, we will be back next week with a fresh episode. So I had a chance over the last year to meet a guy named Brad Formsma. And really what he is, is a specialist in generosity. Yup. And we're going to talk about how to get

people to become more generous, the best and worst practices in dealing with high net worth individuals. A lot of you in the church world, you're talking to people who are generous with your church. In the business world maybe you're courting investors and how do you actually relate to them? I'll tell you, we had a fascinating conversation. Here's an excerpt from next week's episode.

Brad Formsma: I just have to tell you, the day I spent with Herb Kelleher. And he's sitting at his desk and he's sucking out a cigarette and there's another one in the ashtray. And I walk in and he jumps up and comes over and bear hugs me. And I'm 6'4, I think he's about the same height. Yeah, I hear it crackling over my ear. And he's like, "Brad, it is so good to be here. You're my new friend." And he was eyes locked on me and I'm going, this guy's got 50,000 employees and we got towards the end and he says, "I want to get my picture with you. But I came in here, they cut my hair, I got comb my hair." And he ran down the hallway to get a comb and he came back. "How's my hair look?" And they're like, "Herb, you got a conference call."

Brad Formsma: And we can't say the four letter word that he does, but he's like, "I'm not doing that. I'm here with Brad." I will never forget that.

Carey Nieuwhof: Man oh man, Brad.

Brad Formsma: So can we give people that gift? And he go, "Hey, wait a minute, I've got a church of all these people. How do I do that as a senior leader?"

Carey Nieuwhof: So that's next Tuesday. If you subscribe, you get it automatically and of course it's free and you can subscribe for free wherever you get your podcasts. Now remember, if you haven't taken advantage of the free 14 day trial for HuddleUp, head on over to servehq.church and sign up today and you can get 20% off Church Community Builder by going to churchcommunitybuilder.com/carey. Make sure you support our partners. Tell them I sent you and hey, we're back next Tuesday with a fresh episode. I hope our time together today has helped you lead like never.

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.