

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. Now, your host, Carey Nieuwhof.

Carey Nieuwhof: Well, hey, everybody, and welcome to episode 286 of the podcast. My name is Carey Nieuwhof, and I hope our time together today will help you lead like never before. This was a fun interview. I've long admired John Townsend. I remember, even two decades ago, I think I talk about this in the interview, like when dial-up was still a thing, and I was in leadership, clicking on videos that he and Henry Cloud did, just to try to figure out how to improve my emotional intelligence.

Carey Nieuwhof: Anyway, many, many books later, he's authored 35 books. He's a business consultant, leadership coach, and one of the leading psychologists today. He's got some New York Times bestsellers to his name, and I'll tell you, one of the smartest people you're going to run into. He has written a lot with Henry Cloud. I did interview Henry Cloud earlier on in the podcast. If you scroll back, you will find that at episode 160.

Carey Nieuwhof: John and I talk about something I didn't even know was possible, how to rewire your brain out of negative self-talk. Yeah, you can actually do that. Like he says, it changes the physiology of the neurons in your brain, crazy stuff. He's doing a lot of brain research. We also talk about the seven kinds of people you need in your life, and why most of us have the wrong people in our life, and not enough of the right people in our life. Plus, I think this is a mission. I get him to tell me no. That is such an issue for so many of you. It's an issue for me. How do you say no to all the requests that come in. We have a fun little role play there that I think you're going to enjoy.

Carey Nieuwhof: Anyway, that is today's episode. We've got something fun coming up for you guys. I want to say thank you. It has been five years on the podcast, as of September 10th. Here's what we're going to do to celebrate. Every time we hit a milestone, you guys win. We're going to do a stack your library giveaway, okay? One of the frequent pieces of correspondence we get from you guys via social and email is, "I love the show. You're breaking my library bank. Every time, I'm buying a new book." Guess what? I have another author on today.

Carey Nieuwhof: Here's what we're going to do. Because we're at five years and nine million downloads, we are going to give nine listeners their choice of five books, okay? Any of the guests on this podcast, you can go back into the whole archive. I'm going to give you details on my social media, so check out Instagram, Facebook, and Twitter. I'm Carey Nieuwhof on Instagram, C. Nieuwhof on Facebook, C. Nieuwhof on Twitter, and you can learn to have a chance to win. We'll be sharing the graphics multiple times on each platform, so just head on over to my social. Nine winners are getting five books of your choice, shipped directly to you, just as a way of saying thank you for five years.

Carey Nieuwhof: Thank you for the ratings and reviews. We so appreciate it. Thank you for sharing episodes like this.

Carey Nieuwhof: Hey, do you ever feel like you don't know where to start with volunteer training? It can be hard, and particularly when you have hundreds or thousands or dozens of volunteers. It's hard to get everybody in the same place at the same time, so Ministry Grid makes it simple to train every volunteer and leader in your church. They've got a library of over 3500 videos, 800 courses. You'll find training for every ministry area in leadership. That's from volunteers to ministry directors. Ministry Grid's scope and sequence of training makes it easy to know who gets what training. You can actually see who did what. The best news: For the month of August, you get unlimited access to Ministry Grid for your entire church, for an entire year, for \$399, and you're locked in at that price every year, if you act now.

Carey Nieuwhof: My church, Connexus, has been using Ministry Grid to train our volunteers. We're loving it. I'm also working on a few exclusive content pieces that will be delivered through Ministry Grid. On top of all this, if you purchase the subscription now, in August, and you've got to hurry to do that, you'll get a copy of my latest book, *Didn't See It Coming*, as a bonus offer, on top of this great price. If you want to take advantage of this deal, head on over to ministrygrid.com/carey to get unlimited training for your church for a year for \$399. That is ministrygrid.com/carey.

Carey Nieuwhof: Then, for your media needs, hey, fall is here. It's coming up. What are you doing to get the word out on social and to help your church present the message in a relevant way? Well, Pro Media Fire can really help, but the question you probably ask, if you're like me, is well, does it actually work? We sat down with Tim Schmidt, a lead pastor from Upstate New York. I asked him this question, "Tim, what's the actual process like of getting media made with Pro Media Fire? How do you go from idea to finished products?" Here's what he had to say.

Tim Schmidt: I think most pastors are great with ideas. We have a lot of concepts and things that we want to get done. I found I was constantly frustrated with trying to actually bring them to execution. That's when we decided to look outside, and we found Pro Media Fire and found out that we could just take our rough ideas, get them to them. They would work on them, talented designers, anything from flyers and cards, invite cards, social media posts, website pages, anything like that. We could give them rough ideas. They'd come back with a couple of concepts and, in a real short period of time, we'd have a real quality finished product, just totally took the burden off of us.

Carey Nieuwhof: If, like Tim, you are looking for some staff at a fraction of the price of staff, to do your media online, and for your services and all that, just head on over to promediafire.com/carey. They do custom graphic design and video for a very reasonable price. Listeners of this podcast get 10% off plans for life, if you go to promediafire.com/carey.

Carey Nieuwhof: Guys, we've got the giveaway coming. Hang out on the socials for that. In the meantime, here's my conversation with business coach, leadership expert, and clinical psychologist, bestselling author, John Townsend.

Carey Nieuwhof: Well, I'm already laughing, because we've had so much fun, but John, welcome to the podcast.

John Townsend: Thanks, Carey.

Carey Nieuwhof: Hey, it's really great to be with you. One of the things I love about what you do is you get a chance to work, not just with pastors, but with top-performing leaders in business, nonprofits, and the church space. There's got to be some frequent flyer issues, just some things that you're like, wow. It's like going to the gym, right? It's like, well, eat less, exercise a bit more, and try to get some sleep. What are the frequent flyer issues you keep running into with top-performing leaders?

John Townsend: Well, the biggest one, I think, is that when they get off the plane, they have to go to the gift store to find a souvenir to know what town they're in. That's not a good sign.

Carey Nieuwhof: No, that's not a good sign, exactly. Where am I?

John Townsend: Yeah, and really what... Not only me, but just a lot of the CEOs and business owners that I deal with is that they have to deal with this fantasy that you can really get a lot of work done on a plane. You can get some work done on it, but it becomes a self-care issue, because by the time you get off that plane, you've got to hit the ground running. You grab the car, and you get to the meeting, and you do the presentation or you have the group thing, and you get the troops inspired. If you haven't taken care of yourself on that plane, because you've got 14 things to do, you don't have all of yourself, so it requires a lot of restraint and a little bit of selfishness to really maximize the flight for effectiveness.

Carey Nieuwhof: Yeah, one of the things that I think unites top-performing leaders, and most leaders these days, is just a sense of overwhelm. There's a sense that I don't know how I'm going to get it all done. Do you keep running into that when you run into leaders?

John Townsend: Yeah, but the issue is it's kind of like the function of leadership is you're the flame, and there's a lot of moths around you. Moths mean I see this person with talent and charisma and answers, and so the moths aren't doing anything wrong. They're coming to you, saying, "We need this. We need this," but a lot of leaders don't feel permission to say, "I need to prune back the good for the great." That's the biggest problem for leaders there is you don't have to prune back bad stuff, like robbing banks. Leaders don't rob banks, so you're not getting rid of that, but I've got to give up this initiative, this coffee, this project, because

it's not the greatest. It's very hard. Once you learn how to prune out the good, everything changes.

Carey Nieuwhof: That's a really hard one, if you don't mind drilling down on that for a little while. I've done some writing on it. We were just talking beforehand. I'm finishing my book number five. You've written 35. I've got a section in there on how to say no, because that in... With the leaders I deal with, that just comes up all the time, and honestly, it's a lot of the dialog I have with my own team. Two things: Why is saying no so hard, and then how do you do it?

John Townsend: Well, like when I've written... Henry Cloud and I have written many boundaries books. We've drilled down that way, and there's three reasons. One is because we don't want to lose a relationship and disappoint someone. If they had this great alliance with somebody, and if I say no to their request for more time, more resource, more energy, more focus, more money, then they might pull away from me, and I need that relationship, which means I've got to have more relationships to cover them up and replace them.

John Townsend: The second one is that we don't want conflict, because we don't want to hurt people's feelings, and we don't want to get them upset with us. That's when you've got to work on how do you handle people who are disgruntled and can't take a no? Because mature people should take a no, but a lot of people can't take a no.

John Townsend: The third is we don't want to wound people. We don't want to make them lose self-esteem, especially if it's our directs and our key people. We don't want to bust their bubble. We don't want to bust their balloon, so that they're disheartened, so we've got to find ways just to have boundaries with them and say, "I'm not available then," or whatever, in ways that still show value.

John Townsend: There's a lot of science behind that. You know, Carey, most of what I study is neuroscience now on a leadership level, because we're finding out that the way the brain operates, if you operate in healthy ways, according to what the science says, it works in leadership. There's a way to tell somebody no, without worrying about their self-esteem, and caring about them, that you can be very direct and very gracious and get things done. The science is telling us how to have those skills.

Carey Nieuwhof: Well, I would love to hear what the science has to say, because it's a daily issue for so many listeners of this podcast. How would you do that?

John Townsend: Well, one thing is we know that people have a, what's called in my world, the clinical psychology world, a persecutory judge. The persecutory judge says, "They're after you. They don't like you. Carey's mad at me. Why is he picking on me and nobody else?" You've got to defeat that, or they can't hear what you have to say, when you correct them or disappoint them or whatever.

John Townsend: What you've got to do is you've got to come up with affirmations and say, "By the way, we're going to talk about some disruptive stuff. It's positive disruption. Before I get into the content issue, you know how important you are to us, and to me, and on the team. I don't know what we'd do without you, and I love where we're going, so but I want to solve this wrinkle." You've heard about the whole confrontation sandwich, right?

Carey Nieuwhof: Yeah, yeah.

John Townsend: You tell them some stuff here, then you do the bologna in the middle, and then you tell some stuff here. The neuroscience is saying that's the way you do it. Then the persecutory judge is located in the amygdala, the fight or flight. It calms down and goes, "Oh, you're not getting beat up. You're not getting fired. They're not judging you. They like you. I can hear what Carey has to say now." We're finding out so much about those skills.

Carey Nieuwhof: Oh, that's interesting, okay. I asked Michael Hyatt to do this a few months ago on the podcast, because he, like most of us, like you, gets inundated with lots and lots of requests for his time. Let's say I'm heading to California. I'm going to hang out with you, and I don't have your cell phone, but I'm like, "Hey, John, can we get together for that coffee?" I want you to tell me no, but I want you to do it in an emotionally intelligent way. How would that go?

John Townsend: Okay, are we on the phone now, Carey, or are you texting me? How are we handling it, because that makes a difference in the nuance.

Carey Nieuwhof: Okay, well, let's make it, because an email is a little bit easier to say no to than... Let's say, I somehow-

John Townsend: Yeah, that's kind of kindergarten.

Carey Nieuwhof: Got your phone.

John Townsend: That's kindergarten, right?

Carey Nieuwhof: Okay, so let's say it's a phone call. I somehow got your number, got through to you. I'm like, "John, you know, I love that podcast episode we did. I'm landing on Tuesday. I'm there for a week," so all of a sudden, you have all this time. It's not like you can say, "Oh, you know what? I'm busy that night."

Carey Nieuwhof: "Let's get together for breakfast or coffee or whatever. I'm open." How do you tell me no?

John Townsend: All right, now I do a lot of role playing in my leadership training, so I need for you to do one thing, Carey. I need you to push back and be a little bit defensive.

Don't just take my answer at face value, because that's the way it is in real life, if we're doing training.

Carey Nieuwhof: Yeah, it is. It is.

John Townsend: Okay.

Carey Nieuwhof: Okay, great. This is going to be fun.

John Townsend: So glad to hear from you Carey. I have often wanted to get to where you are, and what an opportunity. I just checked my schedule. Oh my gosh, I am slammed for the week. I feel so horrible about this.

Carey Nieuwhof: Oh, yeah, no, that's okay, John. What you don't understand is I came to California just to meet with you. I know I didn't tell you, but I've got a whole week, so I mean, if you can squeeze me in anywhere, I really don't have a lot going on, and whatever I have, I can move it. It would be the highlight of my life.

John Townsend: Oh my gosh, I really appreciate that, and actually I've been wanting to meet you for a long time, as well, face-to-face. We know each other by our stuff, but I, unfortunately I'm... You know what I'm doing right now? I'm looking at my calendar, as we're talking, Carey, and there is nothing I can move. Unfortunately, I've got almost overdone stuff, and my assistant is... She pulled her hair out this morning. She literally pulled it... She has no hair now, because of my schedule.

John Townsend: The problem is, for me to move something, then... I'm one of those stupid integrity guys. For me to move somebody that has really committed for six months to be with me, I would really not show respect for them. Gosh, I'm sorry, Carey. Is there some way that we can pencil out at another time, man? I'd love to talk to you on the phone tomorrow about this. We can pencil out when I can see you, and maybe we can meet halfway in Kansas or something. Is that a possibility?

Carey Nieuwhof: Oh, you know what, John? As disappointed as I am, that would be great. Thank you.

John Townsend: Fantastic.

Carey Nieuwhof: You did a great job. Some of the things I teach in The High Impact Leader, and it'll come out in my next book, is you don't have to be totally slammed. You can have, write my next book, in as your appointment, right?

John Townsend: Mm-hmm (affirmative), yep.

Carey Nieuwhof: It could be date my wife. It could be I'm doing golf with my buddy, or whatever it happens to be, but that-

John Townsend: I don't have to justify it.

Carey Nieuwhof: Say that again. That is great.

John Townsend: I don't have to justify it. Here's five words that changed my life. When I started teaching this, everybody went... Every CEO went, thank you. Five words that will change your life are: That doesn't work for me. That doesn't work for me. Now, 99% of the people will go, "Okay, it doesn't work for you. Okay, when can we do it?" Now there are some people that will say, "Well, why doesn't it work for you?" We call those people with personality disorders.

Carey Nieuwhof: Right, right. Then you're in another category, right?

John Townsend: Right, but if you just say no, and you feel like you've got to tell them what you're doing, and what time you're working out, and what time... That's crazy. That doesn't work for me. Most sane people go, yeah, I have that feeling, and let's move on. It's just a nice way of saying it. It doesn't feel as mean as just no. It feels connected, and it feels respectful. Change your life.

Carey Nieuwhof: Okay, so while I've got you, and while we're on this subject, I feel like I need to get my PhD in saying no, only because I joke with my staff all the time that that's what I pay them for is to say no, and with the leaders I work with, everybody's drowning in overwhelm. Even the pastor of a small church or somebody who runs a company, they've still got a hundred people who want their time. What do you do with the person that you have just decided, for whatever reason, you're never going to meet?

Carey Nieuwhof: It doesn't matter when I come back to California or when you land in Kansas, I'm just not one of those people you're going to meet with. Is there a nice way to do that? Or are you just being a jerk, if you just have those people in your mind that you're like, ah, actually we're never going to meet?

John Townsend: Well, 99.9% of those conversations are handled by my staff, because if they get to me... I shouldn't be able to talk to the President of the United States today. If I can reach him on his cell phone, we've got a problem, right?

Carey Nieuwhof: Yes.

John Townsend: Something's going wrong, so 99.9% of the people that are sort of it'll never work, my staff handles, and I just have a protocol. I'm a magic word guy. The three magic words there are for the foreseeable future.

Carey Nieuwhof: Got you.

John Townsend: Never is really mean.

Carey Nieuwhof: Yeah, never is kind of mean, right? It is.

John Townsend: Yeah, but foreseeable means, who knows? Something could change, but for the... I've been told that. Years ago, when I was trying to reach other people, I was told that, and I went, great, no problem. The foreseeable future says, sure, I'm open, but let's don't plan to say, well, wait three months, six months a year. Then people are on the hook, and you're feeling weird, because you didn't want to do it in the first place, and they feel like a low priority. Don't let them die by a thousand razor cuts. Just say, for the foreseeable future, and people get it. I get it, and they move on.

John Townsend: This is important to me on a values level with leadership, Carey. I never leave somebody, when my staff says foreseeable future, with nothing else to do. My staff, my executive assistant will say, but John also wanted you to say this person's a good resource, and this person has a lot of the same kind of skillsets. Then they feel like, okay, I'm not just left hanging. Always provide some resource, when you say, foreseeable future.

Carey Nieuwhof: Right, so for a pastor, it could be, "You know what? I'm going to send you to a counselor, who can gladly deal with your issues."

John Townsend: Absolutely.

Carey Nieuwhof: Or somebody you don't want to do business with, you know, there's five other companies that would love to feature your product. Can I introduce you to a couple of other guys.

John Townsend: Absolutely, people appreciate that.

Carey Nieuwhof: Okay, this is good. I don't know whether this is just my particular thing. Regular listeners will know I come back to this from time to time, but I've got one of the world's leading experts on it, so I thought, thank you so much for that. That was a gift. I think you sharpened everyone's skillset.

Carey Nieuwhof: One of the things, John, when we met last year... We were at the same event, and I heard you say that high-performing leaders, and you've hinted at it already, have worse negative self-talk than other people, which seems counterintuitive. In other words, the higher you go, the louder the negative voice in your head happens to be. Tell me why.

John Townsend: Yeah, this is what I write about in the book that I just released, People Fuel, about filling your tank with life, love, and leadership, Carey, is that one of the things I've noticed, after working with hundreds and hundreds, and actually thousands now, of leaders is to get to where they got to, they had to be mean to themselves, unfortunately. Nobody got there, who said to themselves when

they screwed up or made a mistake or needed to get up in the morning, who said, "Hey, just chill out and drink a smoothie. You're a nice guy." They didn't get to those places.

John Townsend: They had a mean, we call it the judge again in our head, and it was harsh, and he or she would say stuff like, "It's all on you," or, "Everybody's going to be disappointed," or, "You might not qualify," and it rose them to high levels. The problem is, it doesn't work long-term. Sooner or later, you just give up, and you're going to go, I'm so tired of beating myself up and saying these awful things to myself. You have to do what we call, when I take teams and through businesses and stuff like that, modifying the internal judge. You have to modify the judge, so instead of saying, "You're such a screw-up. Everybody's disappointed. You'll never make it," to be two things. It has to be warm, and it has to be accurate.

John Townsend: That internal judge, that self-monitoring part of myself, has to be warm and accurate, so I come away from the meeting, and I'm driving home, and instead of saying, "Oh my gosh, you just sucked. You're the worst," I've trained the judge to say, "You did your best. You could've done better, and I think you could've talked less about your own story, maybe other people's stories. You didn't list that well, but you're learning from that." Then I go, okay. I didn't feel great, but I make some notes, and I change.

John Townsend: As long as you train your judge to be warm, not mean, and accurate, like on target, what the correction is, then you stop being that way. What got you there, which is driving yourself too hard, it will not... I can tell you this. It will not take you to that next level of scale. You've got to be nicer to yourself.

Carey Nieuwhof: That's really interesting, you know, John, because as I hear you talk about that, and you write about it, that sounds a little bit about like my journey. The internal critic is still there, but it was much meaner 20 years ago than he is today. I do a lot of that processing. How do you soften? How do you make your inner critic healthy? How do you do that journey from the, "Oh man, you totally screwed that up, and you should just quit," to, "Wow, I really didn't handle that well, and what can I learn?"

John Townsend: Let's go back to the neuroscience, Carey, because the answer is there. This is what I talk a lot about in the book is you can't do it just by talking to yourself. That's helpful. Talking to yourself is helpful, but where the real transformational change is, is in relationship, meaning I take my judge to somebody that's safe, that I trust, that cares about me and is honest, and all those good things, and I say, "I just did the presentation. I think it was the worst in the world. I'm just beating myself up, and I just feel like I let everybody down." That person in my life, outside my skin, says to me, "Yeah, I saw the video. You weren't your top in your game. Probably you were stressed, but you're okay with me, and I'll help you, so what can we do to make it better? You and I are okay. I'm not judging you at all."

John Townsend: All of a sudden, it's called internalization. I internalize their eye contact, and their warmth, and the fact that they're on my team and they care about me, and the judge calms down. We found out that when we have empathic contact from other people, truthful but empathic, all of a sudden, the actual wiring of our brain changes. This was the miracle of neuroscience, Carey, for leadership, is that we can actually change the neuron structure by healthy relational conversations.

John Townsend: We found out that when people have a great relational conversation with an empathic, caring, truthful, honest person, that as they hear it, and have a different new experience of, oh, you don't think I'm the worst person in the world, that the actual ways that we talk to ourselves changes. It's a little bit like saying the app in my smartphone can change the operating system. It really is that profound.

John Townsend: Everybody's going crazy about it, because we're finding out you can... People used to say, "Well, my brain is always the way my brain is." Nope, you can change your brain by the right conversation with the right people. It's like magic.

Carey Nieuwhof: Which gets to the heart of your book, People Fuel, right? I imagine some of the people who are listening, leaders listening, are like, well, I wish I had someone like that in my life, but I don't. Isolation and loneliness is a growing issue, and you talk about in People Fuel that a lot of leaders' relational circle boils down to God, myself, and Max. Can you explain? What do you mean by that?

John Townsend: Yes, yeah, well, a lot of times, a company will call me, or a board will call me, or a CEO will call me, and say, "I've heard that I need... I want to optimize myself," and so I'll go fly out, and I'll do an analysis of them. What's your mission? What's your vision? What's your strengths? What's your team? What's your strategy?

John Townsend: Then I'll get to them, and I'll say, "Tell me about your relationships."

John Townsend: They'll say, "Oh, my relationships are great," because that means they've heard of me, and they know that they have to say that.

John Townsend: I'll say, "Well, great. Tell me about your great relationships."

John Townsend: They'll say, "Well, I'm mentoring these people, and I'm leading these people. I'm guiding these people. I'm directing these people. I'm coaching these people."

John Townsend: I'll go, "Oh my gosh, I need to take a nap. I'm getting tired listening to you." I'll say, "Look, that's all outflow, and I get it. That's what leaders do, outflow. Tell me about your inflow, because you need the inflow to keep your little leadership engine running, so where's the inflow."

John Townsend: They'll go, "I've got great inflow."

John Townsend: I'll say, "Great. Tell me about your great inflow."

John Townsend: "Well, I've got God, because I'm a person of faith, and I've got a great spouse who understands my insecurities and my fears and can listen to me, and my Labrador retriever, Max."

John Townsend: I'll say, "So that's your support team?"

John Townsend: They'll go, "Yeah, what's wrong with that?"

John Townsend: I'll go, "Well, let's parse this. First off, God is God. That's what He does, so I mean, He's going to do that anyway. Secondly, Max is genetically engineered to lick your face, because Max knows he needs to eat, and so, so what, right? Then, your spouse is probably really tired."

John Townsend: By this time, the spouse walks in the room and says, "Please, talk to him. Talk to him. I'm the one that listens to the insecurities and the fears and the dreams all the time. Can't you get him to have some friends?"

John Townsend: I'll say, "Sir," or ma'am... There are a lot of ma'ams out there, too, with this problem. I'll say, "You've got a great thing going. You've got great vision, great mission. You've got a great product, great strategy, but you're in what I call relational deficit."

John Townsend: They'll go, "No, that doesn't sound like me."

John Townsend: I'll say, "Well, let me explain it." I'll talk about the concept of relational nutrients, because in the book I take the concept of BioNutrients. You and I have talked about this, Carey, where our body needs certain nutrients. We need calcium, so we don't get osteoporosis. We need iron, so we don't get anemia.

John Townsend: Well, in the same way, I have... Actually, I've trademarked the term relational nutrients, which I took from BioNutrients, that there are these elements that we give each other. There's 22 in four categories, that we give each other through a conversation, that my brain gives it to your brain, and your brain gives it to my brain. We don't take a pill.

John Townsend: I'll tell the CEO or the pastor or the owner. I'll say, "You don't have enough of these in your life," meaning you don't have the right people delivering these. You're giving and giving and giving, and dog and God and spouse are not everything you need. You need a life team of three to 10 people that know it all about you and are on your team, no matter what. Then they'll go out and build the team, because I have specifications on how to build a team with the nutrients.

John Townsend: They'll come back four months later, it takes a few months, honestly, and they'll say, "I was seeing in black and white, and it's in color now. I didn't know that I could be this open to this many people, and they really care about me, and they feel honored that I'm opening up. I thought I had to be the strong one, the strong one, the strong one, the strong one, and now I feel like I'm getting my tank full." It's like night and day, Carey.

Carey Nieuwhof: John, how do we get ourselves in that position, and why do we get ourselves in that position, and why do we get ourselves in that position? Why? Because you know the old saying, "Leadership is lonely." That's got a basis in reality. How does that happen?

John Townsend: Well, there are a few reasons. When you study leadership on a performance and a research level, you find out a few dynamics are happening. One is self-sufficiency, that somehow in their training, either in family of origin with mom and dad, or in school, or in their leadership training, or whatever, they were taught that you've got to have all the answers and be the strong one. Nothing could be further from the truth. All the research points the other way, that the Superman, Captain America, Wonder Woman leader is not a leader people follow, because they can't identify with them, so one is self-sufficiency.

John Townsend: Another is bad experiences with rejection. I found that when I opened up and told somebody, "I'm kind of a hot mess today. I've got some struggles. I've got some stresses," that somebody really used it against them, judged them, or criticized them, and so we do a thing called generalization. Well, if that's what the human race is like, I'm never going to open up again. Self-sufficiency is a big part. Rejection is another part.

John Townsend: Then another part is shame. Shame is that internal function that we all have. We all have a bit of shame in us that says, I don't want to appear weak. I want to appear like I've got it together, and so nobody will know. Those three guys, self-sufficiency and rejection and shame, that'll keep a leader locked up and doing nothing but outgo, and call it relationship, and no inflow. You know what we're finding out now, by the research, Carey?

Carey Nieuwhof: No.

John Townsend: Leaders that don't have a few great relationships, where they're fully known, they tend to have poor performance, struggles in relationships, more medical problems, and more emotional problems. I mean, it's not even like a luxury, like oh yeah, kumbaya, that's a nice thing. Go to H... Hey, my HR department handles that. You're going to die too soon, and you're not going to receive your mission. It's fact, and it's hard science.

Carey Nieuwhof: Isn't that interesting? Does that also, that kind of isolation, set you up for moral failure, or some kind of unethical behavior? Is that a predictor of that, or not really?

John Townsend: No, absolutely. What we find out about that is that nature abhors a vacuum. If you don't have solid people in you... The way I tell leaders is there's these three phases. You want to be fully functioning. I want to be a fully functioning person. I want to have all my 16 cylinders running like a Lamborghini. I want to make my mission. I want to be fully functioning and optimized, but to be fully functioning, I've got to be fully connected and loved. I've got to have people in my tank, but to be fully loved, here's the hard part, I've got to be fully known. Uh-oh, people got to know the good, bad, and the ugly, and so I go, I'll just be half known. Well, that means I'll be half loved, and I'll be half functioning.

John Townsend: I don't want that. I don't want that life. If it takes a risk to be fully known, and you know all the screw-ups I have, and you still like me, and that fills up my tank, then I want to be fully functioning. What I'll tell them is, if nature abhors a vacuum, if you're not getting that tank full, your brain's going to go somewhere else. It's going to go to a relationship you shouldn't have, where there's comfort, or it's going to go to a substance, maybe drinking too much, or substances, or our old buddy, workaholism.

John Townsend: You and I work with people around the world that are stuck in workaholism. It's just as addictive as the other things are. Anytime somebody's got a relationship that's struggling them, or a substance, or a behavior like workaholism, it means there's a vacuum of attachment.

Carey Nieuwhof: Oh, wow. Wow. Well, and that... I want to spend a bit of time on this. You talk about the seven relationships, or maybe you want to talk about the quadrants first. Is there anything else you want to say about that?

John Townsend: I'd like to just at least tell people what those calcium and iron things are-

Carey Nieuwhof: Let's go there.

John Townsend: So they'll know that.

Carey Nieuwhof: Yeah, no, 100%.

John Townsend: Because I train corporations and ministries through this now. There are these four quadrants of things we're supposed to give to others and receive from others. If you get those in your head, you'll know, okay, they're in deficit or I'm in deficit. Quadrant number one is be present. Be present.

John Townsend: It means shut up and listen. Leaders have a hard time. We always have a nugget. We always want to share that, not time for that. Sometimes when people are struggling, they need empathy. I'm with you, and I'm with you in your well, in your well of struggle. I'm in it with you, in your well of challenge. Just be there for me and accept me, not a lot of words.

John Townsend: Quadrant number two is convey the good. Sometimes we need a little shot of emotional Prozac, giving us oxytocin when we've just had a stress or a failure or a hard conversation. We're down on ourselves. We need somebody to encourage us and say, hey, I still believe in you. I'm on your team. I respect you. It lifts us up. That's conveying the good.

John Townsend: Third quadrant is provide reality. Sometimes we need that Yoda figure that says, okay, here's why your cash flow did this. Here's what happened with you when your marketing plan failed. Here's what happened when you got a culture problem. I've done this before, done this a million times. We need that wise person, who'll give us the answers that are what we need. That's providing reality, good data, good information, good facts.

John Townsend: Fourth quadrant is call to action. Sometimes we need a kick in the butt, and somebody's got to say, you've got to do something. You've got to go have that hard conversation. You've got to do that report. You've got to do that scary thing. You've got to spend that money, and I'll be behind you. I'll be with you.

John Townsend: All of us, every week, Carey, we need somebody to be present with us, when we're struggling; to convey good, that they believe in us; to give us great data and information and feedback; and to call us to action. As a leader, we need to be giving that to our people, and we need to be discerning enough to know what does that person need right now. That's why, in the book, I've got that in a table form.

John Townsend: You can go to lunch with somebody and, as you're listening to them, say, you know, they don't really need advice right now. They're so down on themselves. If I kicked them in the butt, it'd be so discouraging. I think they need to know I believe in them. It helps you to know how to give people what they need, and even more importantly, to receive what you need from the people in your life. It gives you a structure.

Carey Nieuwhof: That's so good, even the be present thing. You and I were talking, before we started recording, that one of my concerns, pet peeves, is what I call the death of conversation. I wrote about that in my last book, Didn't See It Coming. It feels like conversation tends to be a bit of a status update these days. Here's what's going on in my life. No question for you. You talk at me. I talk at you. Then it's over. Do you want to say a little bit more about that, and the importance of real conversation?

John Townsend: Yeah, it's a big deal. In fact, I talk about... I'm so glad you mentioned this, because I really see the power of great conversations, and how disempowering bad conversations are.

Carey Nieuwhof: Yes.

John Townsend: I talk about, to build your own life team, here's what you've got to do. People say, well, there's nobody. Every group I join, I end up leading. Every relationship I have, I end up mentoring. It's just like the aloneness of the leader. I'll say, here's what you've got to do. You've got to go to your Microsoft Outlook contacts list. We've all got, I don't know, a thousand or so people on our list.

John Townsend: You go through the list, and you go, who would be a good candidate for somebody I could really open up to? Because you've got to pick and choose, and you'll... I've done [inaudible] myself, because I don't want to eat my own cooking, right? It takes an hour or two, and you'll go, oh, nice person. Oh, I haven't seen them for a while. Then you'll go, oh, they're still in federal prison, maybe not a good idea.

John Townsend: You go through the list, and you'll end up with 20 or 30 people, who you think, you know, they might be a good person to open up to. You call them and say, "Hey, haven't seen you for a while, thought about you. Let's grab lunch." You grab lunch, and this system involves three lunches, with a fourth meeting.

John Townsend: Lunch number one... Instead of having what you call the status, like I'm achieving all these things, which is so boring, you talk about life and sports and business and all that stuff, how your family... but you make one vulnerable step. You stick your toe in the vulnerability water, just a little bit. You open up about something. You'll say something like, "Well, we did struggle in cash flow," or, "I've got some problems with my team. They're not gelling," or, "One of my kids is, I don't know, she's 13, and she's smoking dope. It's scaring me," something like that where you leave an entrée.

John Townsend: Now you're going to get one of three responses that are going to tell you whether you move on with that person or not. Number one response goes like this, "So your kid's smoking dope," or, "You've got culture problems?"

John Townsend: "Yeah, I do."

John Townsend: "You know, the weather around here is phenomenal. Can you believe it?" Oh my...

Carey Nieuwhof: Yep, the guy who doesn't want to go there.

John Townsend: Carey, what are they telling you? They're telling you something. What's their message?

Carey Nieuwhof: Oh, the message is, I don't know how to handle that.

John Townsend: I don't know how to handle it.

Carey Nieuwhof: Yeah, I'm out.

John Townsend: You're making me anxious, nice person, but never the A-Team. Second response is, "Oh, you've got problems with culture. Okay, I've got 14 books for you to read. Are you getting up early in the morning, and really thinking about your team? You know you need to be the first in and the last out. It's probably your issue. I think another thing you need to know is there's a great video I'm going to show you right now." Advice, advice, advice, advice, when you just wanted somebody to be there. They're telling you, I just feel comfortable when I give advice. The advice monster, right? Not the A-Team either.

Carey Nieuwhof: No.

John Townsend: The diverter to the weather, and the... No. Third one is the money. They put down their fork from their chicken salad, and they lean forward, literally lean forward. They look at you, and they go, "You've got culture problems?"

John Townsend: "Yeah, it's hard."

John Townsend: "Man, I'm so sorry. I love your company. I love what you're doing. I love your vision. How does that feel? It must be discouraging."

John Townsend: "Yes, discouraging."

John Townsend: "Hey, what can I do for you? I want to know more about it. How can I help?" What they're telling you is your vulnerability draws me in. I'm not going to reject you. I'm not going to judge you. I'm not going to advise you, and they're with you, what we call in the book, we're in the Well of Challenge. You're in the well with me, and that tells you, that might work. Have another lunch, and do the same thing. Have another lunch, do the same thing. Then, by about the third one, they're starting to open up, too, because leaders don't have anybody to talk to, because, like I said, they ended up leading everybody.

John Townsend: About the fourth meeting, third or fourth meeting, you say, I'm getting intentional about my personal growth. My professional growth is great, and I love... I'm in decent shape, and my marriage is good, and all this, but I may have not been intentional about me, and I'm finding that... I'm reading a lot of research about how important that is. I would like to meet with some very high-performing, and yet good, good listening people in my life, to just go through life on some structured level. It can't be, I see you when I see you, because I'll never see you. I mean, I want to meet every couple weeks for lunch or whatever. Before they finish, the person goes, "I'm in."

John Townsend: I mean, it's that fast. You know why? Because the other person, and because when I take CEOs through this, their person goes, "What are you talking about? I have to be in. I don't have these conversations with anybody but my wife either. Man, I love it that you opened up. I can't tell anybody this." All of a sudden, you've got a real friend, and that's where the magic happens.

Carey Nieuwhof: Oh wow. I'm so glad you gave us the play by play on that. Talking to one of the top psychologists in the world, and it's so funny, because my journey as a leader... When I was in my 30s, one of my big aha moments is, wait a minute. Relationships are mutual. You don't just start with, oh, I'm going into the deep end of the pool. You start in the shallow end, and it has to be reciprocated. They're mutual, and they're reciprocated.

Carey Nieuwhof: Another thing, I've had a long-term friend, who is always in that second category, advisor, just as soon as I said anything, where it was like, "Yeah, you know, I'm just not really sure about whether I should hire this person or not." It was like, "Oh, well," da-da-da-da-da-da-da. Eventually, that friendship-

John Townsend: Carey, he has a compulsive disorder. He can't stop.

Carey Nieuwhof: No, he can't, and the friendship isn't where it was a decade ago, because I'm like, "No, I just need someone to hang in the fog with me for a little bit."

John Townsend: Hang in the fog. You know what happens? So many times, we don't need the advice. We just need to know somebody gets it, and they understand, and we solve our own problems. I mean, I was in clinical practice, before I started doing all the leadership stuff. Sometimes, I would just be there with a client, and I would say, "So it sounds like you're overwhelmed, and it makes you feel alone, and like you're also kind of scared about this."

John Townsend: They'll go, "Yeah, you get it. You get it."

John Townsend: I'll say, "Well, do you want some solutions?"

John Townsend: They'll go, "No."

John Townsend: I'll go, "Why? I have lots of solutions."

John Townsend: They'll go, "Because I'm smart. I can figure out my solutions. I just needed to know I wasn't alone, and somebody got it." It's that powerful.

Carey Nieuwhof: No, and I love that. I love the fact that you sequence it through four lunches or four gatherings, where it's like we're not in the deep end overnight. I've got to tell you. This is just therapeutic, but I've known Andy Stanley for a while. You know Andy well.

John Townsend: Andy... He endorsed the book, and he's a great guy.

Carey Nieuwhof: There you go. Well, there's Andy. One of my favorite things, when I get some time with Andy, is I might pitch a problem or something, or he asks me how it's going. One of my favorite things to hear Andy Stanley say is, "You know, Carey, I don't know." Oh, that makes me feel so much better.

John Townsend: Isn't that great?

Carey Nieuwhof: Because you think he's an advice machine, and he's one of the smartest human beings in the world, that I know anyway, and when Andy just goes, "Yeah, I don't know either," there's a comfort in that, that I don't know what that is.

John Townsend: Well, they found out that there's two kinds of leaders: the invulnerable leader, like Superman, and then the vulnerable leader. They measured which one people are more loyal to. You would think, well, you'd be more loyal to Superman or Wonder Woman, right? Because they're bulletproof and all this. Not true. The research says that people will walk over hot coals for the vulnerable leader, who says in their meeting, "I was checked out. I was asleep at the wheel. I didn't have my act together, and it's my fault. I'm going to change all this. I'm going to own what I did."

John Townsend: You think, gosh, why do you want to be around a loser like that? They would walk over hot coals, and here's why, because of what's called, in psychology, the principle of identification. We get closer to people we can identify with that have feet of clay, and they mess up like we mess up. I can't identify with Superman. He's on another planet, right? He's an alien.

Carey Nieuwhof: Literally.

John Townsend: I can't be like him. I might look up to him, but I can't identify. I can identify with a leader, who says, "That one's on me. I'm going to change that." I go, I know how she feels. I know how he feels, and we are much closer. The principle of identification says, when Andy... I feel the same way about Andy, too. When Andy Stanley says, "Oh, gosh, me either," you feel this relief like, you understand what it's like to be me. I want more of a relationship.

Carey Nieuwhof: That's so good to know, and it's so counterintuitive to all the stereotypes you think about in leadership. Now, John, I know you've got a whole group of people waiting for you. Do we have time to just quickly run through the seven groups of people we need, or are we just going to gloss over that too quickly?

John Townsend: You're gaming the system with that question, Carey.

Carey Nieuwhof: I'm gaming the system with the question, yeah. Do you want to, or at least do... We could do-

John Townsend: It's kind of like-

Carey Nieuwhof: We could do-

John Townsend: I have attorney friends that talk like that to me. I don't know why I'm saying this.

Carey Nieuwhof: Well, I am a former lawyer, so there you go.

John Townsend: Yeah, that's what I was saying. This-

Carey Nieuwhof: You know. You know.

John Townsend: Absolutely, well it's so important to go through those seven, very good.

Carey Nieuwhof: Well, the coaches, coaches, and we can do the thumbnail version, because I thought this... When I heard you talk about this, and I read about it in the book, you've got a chapter for each of them, so people should buy the book and go deeper. These are the seven we need for the life system, the people, the relationships we'll come across in our life, but let's start with the first, coaches.

John Townsend: Yeah, you want your life team to have great people, and so I've got those seven, in order of the quality of nutrients they bring us, higher quality to lower quality, for lots of reasons. Number one, coaches... Those are the people that have their 10,000 hours, the Malcolm Gladwell 10,000 hours in some area that you don't have time to grow in. It might be in metrics. It might be in strategy. It might be in personal growth. It might be in spiritual growth. It might be in family. Coaches are either pro bono or they're hired, but they have everything together that you need, and they know how to coach.

John Townsend: There's some people that know a lot of things, subject matter expert. They don't know how to coach. At the Townsend Institute, we give people a master's in coaching, because there's an entire science of coaching. I've got two or three coaches all the time for different aspects of my life. Harvard Business Review says you get 3X of what you spend on a coach, high, high nutrient value, high nutrient value.

John Townsend: Second level is comrades, the second C. Comrades are what I call your life team. That's three to 10 people. We spent our time on this, on our podcast together, Carey. Three to 10 people that know it all, care about you all, and they want to be there for you, but also they want you to change. I love that word mutual. They're mutual with you. They're in the fight together. They're in the fray together. They're dependable. They'll text you and say, "How's it going?" They're your comrades in arms, and very, very high nutrient value. We're growing together with each other.

John Townsend: Third one is casuals. Casual are those cool friends that you kind of don't know, maybe your neighbor, or somebody... Your kids are both in soccer, and you meet them, or you see them at church a few times a year. Just have lunch with them, and they're just nice, positive people, but also they're kind of a farm team for the comrades, because if you find you can go deeper with them, and they could be vulnerable, ah, they might make it to that other, because you've got to always be finding out where those comrades are, but a great farm team is your casual, just positive people.

John Townsend: Fourth is colleagues, because leadership is about work, and we spend so much of our time at work. You can't always pick your colleagues. Sometimes they're just given to you, but a great colleague has three capacities. One is that they are relationally driven. Number two is that they're competent. They're good at their field. Number three, they can work on teams. That's what all our research says. You want your colleagues to be relational people. They just don't want to stay in their cubicle, but also really good at what they do, no excuses, high performing, and work well on teams. As much as you can, be around colleagues that have those capacities.

John Townsend: Then the fifth one is care, meaning all of us, as leaders, need to care about others who can't do what we can do and need us, anything from mentoring a young business professional, or somebody who's just trying to start off, and helping to know where to work on business plans and strategy, and their own health, or even something like helping a developing nation to develop water wells, or helping sex trafficking.

John Townsend: We're all designed to give back, and the funny thing about the neuroscience, what it says about this, Carey, is if you give back, and you don't get anything for it, and somebody just says to you, "I don't know where I'd be without you. I don't know where we'd be without you," it releases more oxytocin in your system, and you feel great. You feel positive. You feel like, I took my place in the world. It reinforces that system, so you want to do it again.

Carey Nieuwhof: Ah.

John Townsend: All of us need to be in the care aspect of life. I'll be flying home from some benefit that I did, or a board I'm on. My first thought, after I was there, I'll think, "Why am I not doing that more?" I feel so good, good system.

John Townsend: The sixth C is a little darker. It's chronics. Chronics has to do with people that sort of never get their act together, because of their lack of interest in that. I'm originally from the South, Carey. I live in California now, but I was raised in the South, and we have people we call Bless Their Heart. Bless their heart.

Carey Nieuwhof: Bless their heart. He's doing his best. He's spinning his wheels.

John Townsend: Spinning his wheels, and they're not mean people. They're not malicious people, but leaders put so much time and energy into mentoring and guiding and giving assignments and homework and blah-blah-blah. In psychology, the term that we use is these people... I'm not being funny now. I'm actually being... I'm kind of being funny, but it's accurate. They have a flat learning curve.

Carey Nieuwhof: I laughed out loud when I read that in your book.

John Townsend: Flat learning curve, so you give them all these assignments to change their life and their business and their marriage. You see them the next week at Starbucks, and you say, "How'd it go?"

John Townsend: They say, "It's all bad."

John Townsend: You go, "Oh, I'm so sorry. Did you do my assignments?"

John Townsend: "No, I was kind of busy."

John Townsend: You realize they're not in there for the growth. They're in there because you're a positive person, and they like you, but you're kind of a four-hour Prozac for them. In four hours, after they leave the Starbucks, they're so high, and they're so great because Carey and John talked to them. Then they just make the same mistakes and just jump in the swamp again, flat learning curve. Got to watch out for those. It's a time drain.

John Townsend: The seventh one is contaminants. Contaminants actually, unfortunately, there's not just flat learning curve people. There's bad people out there. There are people, who don't have your best wishes, and they want to hurt your company. They want to hurt your church. They want to divide your family. They want to divide your soul. You cannot have any time spent with them. You have got to kick the dust off your sandals, and make sure you're not around them.

John Townsend: When I go through the system with a group or a team, I'll say, "Let's take a look at these seven: coaches, comrades, and all the way down to contaminants." I'll say, "What do you see?" They'll all go, "I'm bottom heavy. I am bottom heavy, and I don't mean [crosstalk 00:48:24]."

Carey Nieuwhof: 100%.

John Townsend: "I've got so many care relationships. I've got too many. I'm on too many boards. I'm discipling too many people. I'm mentoring too many people. I've got too many people that are chronics that have no interest in getting better, and I've got a couple contaminants."

John Townsend: I go, "How about your top?"

John Townsend: "I don't have a coach, and I don't have comrades."

John Townsend: The message of the book is, all right, you've got to reframe here. First thing you've got to do is build up your coaching category and your comrade category, and then start pruning back on the others. You're going to right-size it. That's where health comes from. That's where energy comes from, creativity, positive mood, focus. It comes from having the right nutrients from the right people.

Carey Nieuwhof: No, that is so good. I mean, that was one of my questions is most leaders I know are bottom heavy.

John Townsend: Bottom heavy.

Carey Nieuwhof: Just to be totally clear, as we wrap up, John, number seven, and you say this. Henry Cloud writes about this, your colleague, long-time colleague, in Necessary Endings, but really zero time for people with malicious intent, or what sometimes get called evil people.

John Townsend: Yep, yeah.

Carey Nieuwhof: If they're out to destroy you, you don't need to spend time with them.

John Townsend: They don't get a long, lingering dinner talking about philosophy. I give them one meeting, or two, just to make sure that I've got the diagnostics right, because maybe they are just kind of foolish. Carey, I don't ever want to be a rude person, and I want to... If somebody needs a warning, I tell them there's a warning. I try to do the hard thing and say, "You know, you've got to change some attitudes here, because I'm concerned about you, and sorry, we just can't keep meeting. I've got to go do some other things." I have angered some people that, unfortunately, were contaminants, but you know what? I saved my marriage and my family and my finances and my business. Sometimes you've just got to cut it off.

Carey Nieuwhof: Right. Do you have a limited bandwidth, too, for chronics? If someone has a flat learning curve, it's just like, okay, I've got one slot in my life, and you've filled it, and I'm not going to fill others? How does that work?

John Townsend: Yeah, everybody's going to... We're always going to keep a chronic or two around, maybe just for love purposes, or who knows, or just to have stories to tell, but yeah, I've got a couple. The thing about it is, what I've learned is that I don't like to leave people totally, unless they're a bad person. A chronic, I'll just... What I'll try to do is I'll just try to have less bandwidth, like instead of meeting every week, we can meet once a quarter.

John Townsend: Now, there's some people that are for the foreseeable future for some reason, but I've got a few chronics that I'll either say, "Look, I could send you to somebody that can see you every week. I'm good for twice a year or once a quarter," and they'll then make a choice. I can't let that mess up the mission. I've got to keep the relationships. While I'm kind, I can't let them mess up the mission.

Carey Nieuwhof: Well, we could've done three hours here. I mean, 35 books in. People Fuel is your latest. John, I was telling you, before we started recording, too, back in the day you had... I think it was still dial-up days, you had a crazy amount of videos of advice. As a young pastor, I used to read those, and just try to figure out,

wow, these guys are smart. It's been a thrill to be able to interview you, have you on the podcast. Tell us where they can find you these days, and where they can find the book, and about the book.

John Townsend: By the way, Carey, if you called me because you were in LA for a week, and you had a lot of time, we'd make it happen, so don't worry about that.

Carey Nieuwhof: You're a good man, John. Thank you. Thank you.

John Townsend: The website is drtownsend, like Dr. Townsend, dot com. The book's available on, certainly, Amazon, and Barnes and Noble, and these guys. People can find out, from the website, not only the book, but also the Townsend Institute. We can give people a master's in organizational leadership, a master's in coaching, a master's in counseling, all online with my material, all through the science and neuroscience, very marketable skills.

John Townsend: Also, for people that don't want an academic degree, they can go to the Townsend Leadership Program, which is a professional training program. You meet with other leaders. We've got 40... I don't know how many we've got, directors, across the country now, where you can meet in your location once a month, for an intensive day of training, EQ work, strategy work, and all that, so professionals, Townsend Leadership Program; academic, Townsend Institute. It's all on the website.

Carey Nieuwhof: We will link to all that in the show notes. John, it's been a thrill. Thank you so much for building into leaders on the podcast today.

John Townsend: Thanks for what you do, Carey. Appreciate it.

Carey Nieuwhof: I love that interview with John. Man, the guy is just so wise. It's one of those things where, honestly, we could've spent two days together just talking. I just love him, and Henry Cloud. Again, if you want to go back and hear from Henry, they've done a lot of writing together over the years. You can find that at episode 160. Of course, we are at five years almost, and so we've got a giveaway happening.

Carey Nieuwhof: We're going to give nine of you, because we've got nine million downloads, nine of you, five books of your choice, from any podcast guest, so fill up your library a little bit, help with the budget, and you can get all the details on my social, so Carey Nieuwhof on Instagram, CNieuwhof on Facebook and on Twitter. We hang out there all the time, so I've got lots of content, and that will be the gateway into all the other things I do, like writing books and blogging, speaking. We produce new content every week in a variety of forms, not just this podcast.

Carey Nieuwhof: Thanks for making the journey so rewarding. We are back soon with a new episode. In fact, my next guest is going to be Todd Wilson and J.D. Greear. Todd is the president of Exponential; J.D. Greear, a pastor, and I've got to tell you,

author, et cetera, et cetera. We're going to talk about multiplying churches, and how to multiply your influence. Whether you're a business leader or a church leader, I think you're going to find it really interesting. That is coming up again soon.

Carey Nieuwhof: Plus we have... Man, we are just stacked with some great guests: N.T. Wright, David Kinnaman, Clay Scroggins, my wife Toni, Dee Ann Turner, Louie Giglio, Mark Batterson, Gordon MacDonald, Patrick Lencioni — I'm flying up to San Francisco to hang out with him — Albert Tate, Steve Green, Carlos Whittaker, all kinds of people coming up on the show. Of course, if you subscribe, you get it all for free, including the archive, which is kind of fun.

Carey Nieuwhof: Don't forget to check out the incredible deals happening over at promediafire.com/carey, where you can get custom graphic design support for your church, and don't miss, just a few days left for this offer, what's happening over on Ministry Grid. If you want to train all your volunteers, \$399 a year. You're locked into that price year after year. Plus, if you order before September 1st, you get my latest book, *Didn't See It Coming*, as a bonus offer on top of all of this, but you've got to go to ministrygrid.com/carey to get more.

Carey Nieuwhof: Thanks so much to our partners. I mean, these are the guys who allow me to go and do these interviews, to fly. I'm doing more and more in-person interviews, flying into cities, and trying to bring you this content six times a month. Your encouragement is just incredible, guys. Thanks so much. We've got a really big month coming up in September, looking forward to that. In the meantime, 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.