

- Announcer: Welcome to The Carey Nieuwhof Leadership podcast, a podcast all about leadership change and personal growth. The goal? To help you lead like never before in your church or in your business. And now your host, Carey Nieuwhof.
- Carey Nieuwhof: Well, hey everybody and welcome to episode 307 of the podcast. My name is Carey Nieuwhof, and I hope our time together today helps you lead like never before. This episode is brought to you by Red Letter Challenge and The High Impact Workplace plus, don't fast forward because I got some incredible details for you on how to win a really cool prize to celebrate our 10 million download giveaway.
- Carey Nieuwhof: So, I am so excited to have John Ortberg back on the podcast. He is a recurring guest and every time we have him on the show he ends up being one of the top most downloaded episodes of the year. Now this one's kind of fun because it's a little bit different. John actually interviews me, but there's a lot of John in the interview and with his permission, this is one of the launch episodes from his brand new podcast called, What Were You Thinking?
- Carey Nieuwhof: It's a great podcast. I have been encouraging John for a while. We've been talking back and forth about him doing one and I love the premise. So the premise of John's podcast, What Were You Thinking? And by the way, if you haven't heard about it or you haven't subscribed, go and do that right now. Wherever you get your podcast, just search John Ortberg, it'll pop up. It's called, What Were You Thinking? And he talks with not just church leaders, but influential thinkers, leaders, writers and personalities who share the light bulb moment that changed the trajectory of their lives. And John's kind of your guide for that podcast. It's going to be fascinating. I think one of his first guest is the guy who created Apple store, all the stores that you know as the Apple store. Yeah, he created that and a lot of other things.
- Carey Nieuwhof: So it's going to be a fascinating show. You can get that anywhere you get your podcasts. And then John very humbled interviewed me for his show and so I said, "Hey, can I put that in my podcast?" He's like, "Sure." Which is really nice, but you do get a lot of John in this one, which I really appreciate, so stay tuned for that. I'm super excited for that.
- Carey Nieuwhof: Hey, we got a 10 million download giveaway I'm going to tell you about in a second. But in the meantime, as you're planning out your 2020 content calendar for your church, what about doing a 40 day done for you campaign? You know how that pressure of preaching just as like, "Mmm, yeah." Every seven days it comes around. Well, there's a new turnkey 40 day campaign called the Red Letter Challenge based on the teachings of Jesus and if you're a pastor or a senior leader in a church, you can use that for the whole church, your sermons are done for you graphics design the whole deal. You can use it for small groups. There's a kids component to it.

Carey Nieuwhof: So far, 60,000 people have completed the Red Letter Challenge and many churches and they often see growth. Small groups grow by an average of 40% during the Red Letter Challenge. So you can go to [RedLetterChallenge.com/Carey](http://RedLetterChallenge.com/Carey) to get more information. You'll get some great discounts, copies and packages. Start as little as 10 copies right up to a thousand. So whether you're a small church, small group or a very large church, they can take care of you. Just go to [RedLetterChallenge.com/Carey](http://RedLetterChallenge.com/Carey) to learn more.

Carey Nieuwhof: And then John and I, while we were hanging out doing this interview in Menlo Park, which is right where Facebook is, Silicon Valley, we got talking about the workplace. And one of the challenges that I think a lot of leaders face, because I talk to leaders all the time and they're like, "It's really hard to attract and keep high capacity leaders." And you look at innovative workspaces like Facebook or Google or anything pretty much in Silicon Valley. And you can see some different processes.

Carey Nieuwhof: Now, I talked to leaders outside the Valley all the time and here's what they say. "You know what the problem with young leaders is? They think they know everything. They don't want to work hard, they're lazy, they're entitled and they listen to one podcast and they think they're an expert." Now, listen, I realize most of you who are listening, you're in that demographic. Okay? I don't believe that, but I talked to you as listeners and you know what you say, "Well, the problem with my boss is he's inflexible. He doesn't want to change. He's not listening and I'd rather start my own thing or jump to another company that pays me better or gives me some flexibility." There's a lot of tension in the workplace these days and how do you navigate it? That's why I'm super excited about introducing The High Impact Workplace.

Carey Nieuwhof: It's my brand new course just opened up for registrations for the very first time this week. All brand new content and it's all about how to attract and keep high capacity leaders, who can really do anything they want these days. In five years, seven years, the gig economy will be 50% of the economy, so you'll learn in the course why 8:00-4:00 doesn't work anymore. I'll also show you how to identify the currencies that actually motivate young leaders. Because I have led a company and churches full of young leaders and create a workplace environment which Boomers, Gen Xers, Millennials and Gen Z all thrive. If you're curious, head on over to [TheHighImpactWorkplace.com](http://TheHighImpactWorkplace.com) where you will find some amazing introductory pricing and a lot of bonuses along the way and registration's only open for a few more days. We're just opening the window. It's going to close quickly, so head on over to get it at this pricing at [TheHighImpactWorkplace.com](http://TheHighImpactWorkplace.com).

Carey Nieuwhof: And then guys, yeah, we're there, 10 million downloads. If it hasn't happened already, it will. On the day it happens, we're giving away \$1,000 worth of Starbucks in a 24 hour window. And if you miss that, don't worry, we got you covered because you got another week to go to

LeadLikeNeverBefore.com/10million and register for the grand prize. Because you the listener have made this podcast really... This has so exceeded my dreams. We're going to select five of you who enter and fly you into Nashville, one of my favorite cities, in 2020 for an overnight trip, some coaching time with me and there's going to be five of you that we select. We're going to have a good time. We're going to treat you well. All expenses paid trip to Nashville. Leadership development personally in the room with me. That's to celebrate 10 million downloads, so head on over to LeadLikeNeverBefore.com/10million for more. And in the meantime, now the conversation John Ortberg and I had together for his podcast, which I hope you will subscribe to, What Were You Thinking? Here's John and me.

John Ortberg: Carey, welcome to the show. I'm so glad to have you on. I'm so glad for our folks who are listening to us to get to know you better. I can't wait to tap into your thoughts around leadership and what it is that makes life sustainable and why that seems to be so difficult. I have to start by telling you something. I'm not sure I've ever told you this before.

Carey Nieuwhof: What's that?

John Ortberg: Way before I met you personally, I knew about you because you wrote a little book about Moses and change.

Carey Nieuwhof: Oh, yeah.

John Ortberg: And how do you lead a church through change and not destroy it and not kill yourself. And I'm at a Presbyterian church, it's almost 150 years old. So change navigation is like a huge issue. And we actually had all of the elders read through that book and you talked about concepts like, don't mistake volume for-

Carey Nieuwhof: Oh, yeah, velocity and don't mistake loud for large.

John Ortberg: Yes.

Carey Nieuwhof: Moses was a Presbyterian. Did you know that?

John Ortberg: I was not aware of that, no.

Carey Nieuwhof: Yeah, I'm pretty sure.

John Ortberg: Yeah. Well, Canadians know things that somehow are not accessible to anybody else. So anyway, I was a huge fan of yours, way before I ever met you. All I knew was you had a name that had many, many vowels in a row.

Carey Nieuwhof: Correct.

John Ortberg: And I had no idea how to say it. And I have admired you from a distance and now watching your work not only in the church but as a writer and a host of a podcast that has huge impact, has meant that I have just been benefited a ton from you and your thought, your work and your spirit. So I'm really grateful that you would come on. Thank you.

Carey Nieuwhof: John. It's still a little surreal for me. As you know, we've gotten to know each other over the last few years, but I mean I was reading your books when I was starting out in ministry in my thirties.

John Ortberg: When I was two years old.

Carey Nieuwhof: When I was two years old, John.

John Ortberg: That was 60 years ago.

Carey Nieuwhof: No, I was one of the millions who have benefited from your leadership, your wisdom and your counsel and to actually be sitting here at the beginning of what will be the better part of a week with you and Nancy and your church and this isn't the first time, it's still, I've never taken this for granted. So thank you. It's a joy to be with you.

John Ortberg: Well it's very, very mutual. And what I want to do kind of as we get started is for you to talk a little bit about your life before you got into church leadership. We're going to get there. But you had a very interesting entree. When you were eight years old, you made a really key decision and this podcast is called, What Were You Thinking? The idea is that you're only one thought away from a changed life and it's often a very impactful for people to try to identify what were those key thoughts that most shifted their life. So walk our listeners through what happened when you were only eight years old and you were thinking about your life trajectory.

Carey Nieuwhof: Yeah, it's the most bizarre thing because if you look, my mom, she kept all the stuff that moms keep, right? So if you go back over my... What you call it, childhood book or something. But in kindergarten I wanted to be a baseball player, which had no future because I have no coordination, no skills. I'm not athletic. And then I wanted to be an astronaut or all the things little boys do.

Carey Nieuwhof: But when I was eight, I remember, I think we were coming back from Cub Scouts and it was in a church basement. And I remember walking home to our house going into the den. It was the 1970s when everybody had a den and tell him my mom and dad that I wanted to be a lawyer when I grew up. Now I have no recollection of like how or why.

John Ortberg: No lawyers in the family?

Carey Nieuwhof: No lawyers in the family. No, I don't think I was watching a TV show. I didn't-

John Ortberg: You just want it to sue people.

Carey Nieuwhof: Which is why we're here John, actually on that note, it's the most bizarre thing. And looking back on it, there are so many twists and turns. So talking about key decisions, couple of things came out. First of all, I did that. I went into the law school of my dreams and I'm like, "Well if I'm going to go to law school, I'll get into the best one I can in Canada." And I think the best law school in Canada is Osgoode Hall. That's where I went, that's where I graduated from. But a couple of things happened in that, first I've three university degrees. Law school just about crushed me. I went from a straight A undergrad in History and Political Science, which really isn't that demanding. If we're going to be totally honest, you just make stuff up and you get A's.

Carey Nieuwhof: But then you go to law school, it's case method and that law school goes back to 1832, it kicked my butt. And so that was really good because a lot of people say... Because in my writing what I do now, my blogging, my books, speaking, leadership training, they're like, "How do you think the way you think?"

John Ortberg: Well, that goes right back to law school.

Carey Nieuwhof: You just study hundreds and hundreds of cases. They give you 800 pages of reading and if you don't die and you pass, you get a degree. But the other great thing that came out of high school was my wife, we met in first year and fell in love. I fell in love with her first. I noticed her first. She was a reluctant convert, but we got married in the middle of school and here we are almost 30 years later still it-

John Ortberg: So, you and Toni, we're both trained as lawyers?

Carey Nieuwhof: Yeah.

John Ortberg: Your arguments must just be fascinating.

Carey Nieuwhof: Oh that's another podcast for another day.

John Ortberg: Who usually wins?

Carey Nieuwhof: Well, she does. To be really honest, I thought I won for many years. And then I realized when you win an argument with your wife, you actually lost. So I tried to do a better job of not not putting my views across. And I also realized that cross-examining someone you're married to is a really bad idea.

John Ortberg: I have a very good friend who's a psychologist and he says, in a relationship, anytime one person loses an argument, the relationship loses.

Carey Nieuwhof: 100%. I agree.

John Ortberg: But that's what therapists say. Lawyers never say that.

Carey Nieuwhof: That's right.

John Ortberg: It takes a while to learn that.

Carey Nieuwhof: Absolutely. So you look at a decision, what was that? And if you believe in the sovereignty of God, which I do, what are those promptings that shape who you are? And so I go back to eight year old me and maybe there was a direct trigger, but I never knew what it was. It's been lost to me, no idea. But my goodness, how helpful that has been in terms of a pivotal turning point in my life

John Ortberg: For folks who are listening to us, this a podcast for people of all faiths, no faiths. But faith is a prominent role in it. And that question of how do you discern, what's the right decision or what God's will is for your life is such a fascinating one. I was reading a while ago, a guy named Andrew Steen who's actually a physicist in Cambridge and a person of faith and he talks about how physics informs the way that we think about God and theology. And in the 17th century Newtonian physics, the universe is like a giant machine. So thinking about God and his sovereignty in a pretty mechanical way kind of made sense. Everything is cause and effect. Now with the law of indeterminacy, reality looks so much different and he says it actually fits the story of the Bible better because the God of the Bible is a God of improvisation.

Carey Nieuwhof: Isn't that interesting?

John Ortberg: He just finds this motley crew of people from Israel. "Yep. I can use them." This nomad. "Yep. I can use them." And I actually, maybe because I'm such a P on the Myers Briggs, I find that quite encouraging. Just thinking about whatever has gone on in my background is part of the mastery of God. Not that he plots things out in a mechanical way, but like a brilliant jazz artists. "Yep. I can incorporate that. Yep. I can incorporate that." And so your a tog in the direction of law, an interest in learning how to think really well, how to master that craft was something that would end up being used in your life. Although you couldn't have known it.

Carey Nieuwhof: No, you couldn't have known it. I'll quote another theologian. I've been studying Joe Walsh. Do you know that name from The Eagles?

John Ortberg: I do know The Eagles.

Carey Nieuwhof: Extremely-

John Ortberg: I made it through college. Desperado-

Carey Nieuwhof: Yeah. Desperado.

John Ortberg: ... From South California.

Carey Nieuwhof: There is a fascinating documentary. It's just fascinating in so many ways, it's called The Eagles. I don't know that it's still on Netflix, but when it came out, I watched it. And Joe Walsh was pretty hard on himself, let's put it that way. And killed a few brain cells along the way in the 70s and 80s. I think he's been clean and sober for 25 years or something. But when he was being interviewed about it, he quoted, I think another philosopher and it came out as only Joe Walsh could say it. He said, "When you look back on it, our whole career was just chaos and a left turn and right turn and arguments and it looks completely unpredictable. But now when I look back on it..." He says, "It looks like a beautifully written poem."

John Ortberg: Wow.

Carey Nieuwhof: And I thought, "There's a lot of wisdom in that." There's a lot of wisdom in that because when I was 16 another pivotal moment, I walk into a radio station and I say, "Hire me." And they do. And so I spent eight years in broadcast.

John Ortberg: Oh, wow.

Carey Nieuwhof: Again, the weirdest prompting, but that goes back to when I was 12 and I still remember in this case exactly where I was, we were making a left hand turn onto highway 12 from King Street or William Street, actually in Midland heading home. And I'm listening to the radio as we always did. It was the only thing on in your car in probably the 80s or 70s or whenever that was. And I remember thinking for the first time, as you sort of realize these things, at 10 or 12, "Oh that's a real person." Somebody actually sitting behind a microphone in a studio in Toronto... Where we lived near, saying something. And then I thought, "How do you become one of those people?" And so I walked into the radio station when I was 16 and I said, "Hire me." And they gave me a job.

Carey Nieuwhof: Wow.

John Ortberg: And I spent eight years in radio in my hometown and then Toronto, and now I'm a podcaster and a public speaker and drifted toward the courtroom side of law. So again, those are really strange promptings, right? Like what was that.

John Ortberg: That's once every four or eight years?

Carey Nieuwhof: Yes exactly.

John Ortberg: Cicada like existence, so eight years old law, 12 years old radio broadcast. And then you hit 24 and there's another turning point. And really what has felt like a pretty remarkable trajectory for 16 years. All of a sudden gets challenged.

Carey Nieuwhof: Everything moved toward law. And I was pretty excited. I had gotten more serious about my faith... After sort of drifting away in my late teen years, in my early twenties and was trying to figure out how do you practice ethical law. But that's what I wanted to do.

Carey Nieuwhof: So I found a firm that I really liked, loved the partners there and I was 24 years old. It was an August afternoon, I'd been seven, eight hours in the office. Got there right after dawn and 3:30 or 4:00 I'm folding up a file, kind of ready to think about heading home. And I have this vision and I'm wide awake. I'm not nodding off, I'm wide awake, but I have a vision of me at age 44, 20 years in the future, wildly successful. It's like a daydream, except it felt like it just got dropped on me. Wildly successful in law and divorced and miserable and unhappy and morally bankrupt, so successful on the outside, had completely lost my soul on the inside. And my interpretation of that vision in that moment was, "Law's not for me." I don't know why that was, like I'm not going to practice law, this isn't going to be it.

Carey Nieuwhof: And then I was trying to figure that out. It was the weirdest thing. These things do not happen to me very regularly. I'm not, even though I'm a Christian, would call myself a Christian, I don't hear from God every day. It's not like, "Go to the grocery store and buy the tuna." I don't hear that stuff. So, I'm trying to be faithful. So this is a very unique occurrence in my life. And of course I don't trust it. I'm biased to be-

John Ortberg: Skeptical.

Carey Nieuwhof: ... Suspicious against that stuff and skeptical.

Carey Nieuwhof: So I go into the library of the law firm just to think about what happened. And this is in my hometown in Midland, Ontario. And I look out the bay window and down the first street I can see the church and I hear this prompting again... Not part of my wiring and the prompting, it's almost an audible voice, but nobody else would hear it. It's like, "You should be in there." And the only part of my home church I could see were the offices in the pastor's study. And I'm like, "Really?"

Carey Nieuwhof: So then, Toni and I, my wife and I, we were dating between first and second year Law. We were staying at my parents that summer, went to pick her up at her work. We're driving back to my parents' place for dinner. So we've been dating for nine months. We've never talked about ministry. And she turns to me on the way to my parents' house and says, "You ever thought about going into ministry?" And I'm like-

John Ortberg: Wow.

Carey Nieuwhof: "You'll never believe what happened at the law firm today."

John Ortberg: Wow.

Carey Nieuwhof: And that started a conversation and I spent years trying to like, "No I can't be right, that can't be right."

John Ortberg: Was she stunned, when you told her what had been going on with you?

Carey Nieuwhof: Yes and no.

John Ortberg: Or did she expect it?

Carey Nieuwhof: Because when she was a little girl, she told me she always had a feeling she would be married to a pastor and he would have blondish hair, light facial features and here she is dating this red headed blue eyed guy. So it didn't really surprise her, but the fact that we had never talked about it and she asked me on that day and again, this is not my life, this is not how I live. So that was a really extraordinary turn of events.

John Ortberg: My wife never thought about being married to a pastor and I don't think would acknowledge it even to this day.

Carey Nieuwhof: Even to this day? What does John do? We're not sure. He writes books.

John Ortberg: Well, she would basically kind of say, what in the world is my spouse's vocation have to do with my identity?

Carey Nieuwhof: Oh, that's a great question.

John Ortberg: Yeah, it's so fascinating too. I was talking not long ago, did another episode of this podcast with a guy named Gary Haugen who you will know.

Carey Nieuwhof: Yeah.

John Ortberg: Who's the head of International Justice Mission and he also went to law school. He couldn't into the best one in Canada, so he went to a place called Harvard.

Carey Nieuwhof: Oh, so he went there? Okay, yeah. We talked to them occasionally.

John Ortberg: That's where a lot of people who couldn't make it in Canada... And it was the opposite direction for him. The calling was into law, but what he discovered was quite similar, was a very deep sense of, "I want to help bring justice to people who don't get any." And it was just a thought like that, that led him there. For you, you were in the same place, the thought led you the opposite direction. It was, "Nope, this will lead you down the wrong path. You ought to be in there." But in both cases, there was quite a vivid thought at a pretty early age not understanding most of the implications that became the direction.

Carey Nieuwhof: Well and that's so interesting, right?

John Ortberg: Yeah.

Carey Nieuwhof: The story that your life gets woven into, because people used to ask me, particularly in my first few years of ministry, so I'm serving in this local church, small church, right? And they're asking me, "Do you ever use your law?" And my initial answer was, "No, I never use my law. I'm not negotiating contracts or suing people or in court on a regular basis. So I never use it."

John Ortberg: Not even the elders?

Carey Nieuwhof: No, we tried. And then my answer over the last 15 years or so has been, "Yeah, I use it every day." And again, not in court, but you read the scripture differently, you read people differently, you think about issues differently based on your training. In the same way, if you were trained in accounting or you were trained in engineering or you were trained in some other discipline, you would see the world differently. So I think it was part of a plan that I was completely unaware of along the way.

John Ortberg: I resonate with that a lot. My training was actually in psychology and so I got a PhD in Clinical Psychology. Thought I would become a therapist, hated doing therapy, wasn't any good at it. People would get less healthy the more they saw me and ended up going into church work. So I don't use my psychology background, but I use it every day.

Carey Nieuwhof: Of course you do. It's in your writings, it's in your preaching, it's in your speaking for sure.

John Ortberg: And this gets into something that as we talked ahead of time, Carey, you said you're thinking about a lot these days. When we think about vocation, life direction, what do you want to give yourself to? It has to do with what makes a life energized and sustainable and fulfilling. And you've ended up on this very interesting journey where I think probably almost everybody listening will know that Carey hosts a podcast that's now had 250-

Carey Nieuwhof: It's got about 10 million downloads.

John Ortberg: 10 million downloads, how many episodes?

Carey Nieuwhof: 300.

John Ortberg: 300 episodes and focuses on leadership, quite broadly defined. So that I think almost anybody who wants their life to have impact would find your podcast really, really helpful. But what that means is, you talk about people of impact, marketplace, education, church, faith-based organizations, thought leaders, all

kinds of people who are pretty high impact personalities. As we were talking, you've discerned a kind of a pattern. We think of leaders as high energy, high octane, take the hill, charge forward kind of people. But you said quite consistently in conversations, issues like fatigue, burnout, exhaustion, sustaining motivation, and just plain getting tired is a subject that seems to recur over and over. How have you found those themes emerging? How prevalent are those issues of burnout and fatigue, how often are you seeing that in the leaders that you talk with?

Carey Nieuwhof: It's almost universal, I would say. When you're on the outside looking in or you're 25 years old, you think, "Oh, all these successful people, they're successful because they don't have any struggles." Right?

John Ortberg: Yeah.

Carey Nieuwhof: "They're just really gifted, really talented. They work hard, they hustle and therefore they succeed. And they must not have the struggles that I have. They don't get tired. They don't argue with their spouse. They don't struggle with identity or purpose or any of that." And then of course, I've had the great privilege over the last decade plus of meeting a lot of the people I used to read or admire or listened to. And you realize when you get to know them as people, Oh, they've all got that story. And that sometimes their struggles are more remarkable or more difficult. And one of the ones that almost everyone moves into is the end of what they can accomplish. That there is... And for sometimes that's spiritual, in my case there was a lot of ambition, a lot of drive. Usually the people who end up writing books are leading organizations, companies, churches are relatively driven people. That's just how it goes. That's the profile.

Carey Nieuwhof: And at the end of my thirties I burned out completely. And some of that was just physical fatigue, but a lot of it was just emotional and relational stuff and just junk that I didn't figure out particularly well. And that is a deeply universal theme to the extent that most people, if they don't have a burnout story, there is a pivot that happens where they really, really struggle with the limits of what they can do. They get tired, they get exhausted, they end up realizing they have to delegate more or their marriage falls apart or almost falls apart or their kids end up hating them.

Carey Nieuwhof: And so it's that interior journey. That's really on my radar, particularly over the last 15 years because I almost blew it. What's so funny is at 24, that vision that I had was of me as a lawyer, and I thought that was about law. And now I look back on that a decade later, I'm 10 years past 44 I'm like, "Oh no. That was about me." That could have been me in law, that could have been me in ministry. It was almost me in ministry. I've kept my marriage. We have a great relationship with our kids. It's not without its challenges, but we we're in that place, but man, I was a hair's breadth from seeing it collapse.

John Ortberg: I remember when I first decided to go in the church ministry, one of my thoughts was, "Well, at least if you do this, you kind of get spiritual health and maturity." No, man. Thought so, may make a lot of money, may have a lot of challenges, but at least I got that going.

Carey Nieuwhof: At least you got that and then, Oh wow.

John Ortberg: Not so much.

Carey Nieuwhof: No. The spiritual health is often a casualty of ministry and leadership because it's inherently confusing because what you do is who you are. And we'll be talking about this later this week when I gather with your team and ministry, I think is the perfect storm. And it's so easy to lose your soul because while I would say fundamentally, who am I? I'm Carey, I followed Jesus. That's my own personal profession of faith. But wait a minute, I do Jesus for living. So it's my paycheck, it feeds my family, it buys groceries and it's also my identity. And then, I think one of the traps that got me John was, "Oh, so working for God must make, must earn me points of some kind."

Carey Nieuwhof: And of course you're not having this dialogue out loud. This is all going on in the background, but "It must earn me points and oh to not work harder, probably is unfaithfulness." And so all through my thirties I cheated my family and it was just more people, as our church grew, more people equals more hours and more success equals more accolades. And I was winning at church, but losing at home. And I've realized when you're winning at church and losing at home, you're losing. That is a temporary victory, a pyrrhic victory, an empty victory. But it's not really a victory. And it was inherently confusing. And so I've been able to disentangle some of that over over the last decade. And then a lot of that is trying to figure out, "Okay, how do I live in a way today that will help me thrive tomorrow?"

Carey Nieuwhof: Because I was living at an unsustainable pace, and it's so weird. Because I look at when I burned out, 13 almost 14 years ago, what I was leading then is a fraction of the size of what I'm doing today. I wasn't doing a podcast, I hadn't written any books. Our church was a third of the size that it is today. So I look, my capacities expanded greatly, but also my renewal has deepened and almost to a daily, you have a late night or a bad day or something, but recovery is quick. And before I was just at this flat out pace that was not going to end well.

John Ortberg: There's a book that's come out last year too by Steve Cuss, Managing Leadership Anxiety.

Carey Nieuwhof: Oh, I got to read that.

John Ortberg: And he has a statement in the first chapter where he says "Part of the foundation of this book is the premise that burnout is more a matter of anxiety and relational isolation than workload."

Carey Nieuwhof: Oh yeah.

John Ortberg: Burnout is more a matter of anxiety and relational isolation than workload.

Carey Nieuwhof: That resonates. That resonates.

John Ortberg: And I thought there's profound implications if that's true because I think often for those of us that are involved in leading organizations, when we hear about burnout, especially in the system with the staff that works with us, our first thought and everybody's assumption is it's about workload and so we just need to reduce people's workloads and then they will have margin and not experience burnout. But if it's true that mostly burnout is about anxiety and relational isolation rather than workload, you cannot reduce workload your way to solving burnout.

Carey Nieuwhof: That's inter... I read another stat... I'm writing on this for my next book so I'm going to have to look at Steve Cuss because we're not finished the final manuscript. But there was another stat I ran across in my research that was fascinating to me because all of us driven people. We all claim to work 80 hours a week, 100 hours a week. And they actually did a study of people who claim to work 80 hours a week and the people who claim to work 80, work more like 60. The people who work 60, actually claim to work 60 usually work more like 40.

Carey Nieuwhof: So it's interesting how we exaggerate in our mind. I think technology and I'm a big fan of technology. I have all the devices, that kind of stuff. But I think technology has made it more complicated because we're never really on and we're never really off anymore. The office is something we used to go to and now the office goes to us. And that is really difficult because as a CEO or as a founder or an entrepreneur or a pastor, you've got 11 inboxes and you're available 24/7 and it's this device that you're using to figure out where you're going to go for dinner with your wife is the same device that your team is emailing you on. And that's made it really confusing.

Carey Nieuwhof: But ironically as that has gotten worse. I've gotten a lot better at managing all that. But because I think personal health impacts everything you do, and after I burned out, I'm like, "Wow, that was so painful." I almost didn't make it back. I got into some suicidal ideation in the Summer of 2006 it got extremely dark and it was a long lying out of that deep pit. And I thought, "I'd never want to go back." So, a decade and a bit on the other side, I haven't.

Carey Nieuwhof: But it's funny because I think the more you dig into your own soul, into your health, and into your rhythms. Okay, well why was I working so hard? Who was I really trying to please? How I realized in the midst of that, and you're the PhD in psychology, I had a performance addiction and somewhere in my childhood I had equated love with performance that if I did well, if I got good grades, if I was the smartest kid or the funniest kid or whatever, that that would bring me more love that that would get me noticed. And of course-

John Ortberg: Are you saying, you don't think these things are true?

Carey Nieuwhof: Apparently not. John, I'm learning. That's not how it works.

John Ortberg: You're a three on the Enneagram.

Carey Nieuwhof: A lot of people think I am. I'm actually an eight.

John Ortberg: Oh, no kidding?

Carey Nieuwhof: Yeah. What are you?

John Ortberg: I'm a three.

Carey Nieuwhof: Oh, you're a three?

John Ortberg: Yeah.

Carey Nieuwhof: So I'm an eight, so on a good day. It's wonderful. I'm Martin Luther King, on a bad day, everybody dies. I'm Stalin. So yeah, there's bodies everywhere. So I've learned that health is going to be really important for me. And I don't know who said this. I thought it was Andy Stanley. I thought it was John Maxwell. Apparently neither of them but, "By the time this race is over, I want the people closest to me to be the people who are most grateful for me."

John Ortberg: I think it was Bobby Knight.

Carey Nieuwhof: Bobby Knight? No, it's a joke. Probably not.

John Ortberg: Okay I'm sorry.

Carey Nieuwhof: Probably that was a basketball coach who would not be likely to have said that.

John Ortberg: Said anything.

Carey Nieuwhof: Okay. You can tell how much I know about sports, right? Yeah. I asked Andy, he said it wasn't him. So anyway, and the opposite was true. I had people who sat in the back row or in an age of social media, there are people who live thousands of miles away who thought you were awesome when your wife didn't want to be in the same room with you. And now in this age of social media, everybody's an influencer. Everybody's got people that they can impress who they'll never meet. I actually want the, "I don't care." I want to care less about what the crowd thinks and more about what my kids think and not because I want them to think well of me because I want the relationship to be healthy and good and real and the friendships deep and the team that I actually

work with day-to-day and have to put up with me day-to-day to want to work with me day-to-day.

John Ortberg: When you were at the deepest point of depression, thoughts of harming yourself, did Toni know? Was she aware? How did that affect your relationship? What was that journey like?

Carey Nieuwhof: It was a tough time for both of us, because she was going through her own stuff at the time, but she was amazing. She prayed for me, she gave me space, she gave me grace. She kept telling me it was going to be okay and I look back on that now because she was not in a good place and how she had the grace to be able to do that. I don't know. And I had a few friends who kept knocking at the door and praying with me and encouraging me and the whole support system, I was my own worst enemy. I mean the whole support system was there.

John Ortberg: We're all our own worst enemies.

Carey Nieuwhof: Yes. And I remember there was one day where I was driving home and so, everyone's got their path that... And suicidal ideation was a brief episode in my life. It wasn't something I struggle with. I also realized there's probably listeners who struggle with it regularly, so I don't want to make light of it. But my thing was, because I don't own weapons. And I thought, "Wow, knives, they're probably not very sharp and it would be horrible. I'm going to drive my car really fast into a cement bridge." That was it. And I remember having that thought it was very intense. And I didn't obviously, pulled off the highway to head home. And then I thought, "Oh my gosh, this is all in your head. There's nothing wrong with you. You have a beautiful wife waiting for you at home-"

John Ortberg: Yeah, Objectively you lived your life.

Carey Nieuwhof: "You have two boys, you have a church that loves you. What is wrong with you?" And that was a kind of slap on my face. That was the bucket of cold water, that it didn't solve it. It didn't go away overnight, but it was like, "Oh yeah." That was probably the beginning of a turnaround. And now looking back, it just seems so irrational, but I'm so thankful I didn't quit. I had no idea what was ahead.

John Ortberg: Well, and as we're having this conversation, you may well know and there's a pastor that... Quite a high profile person in ministry down in Southern California that just committed suicide within the last month or so.

Carey Nieuwhof: Yeah, I interviewed him for my podcast.

John Ortberg: And mental health, emotional health issues for many of us in ministry are often very vital. It can often be difficult for people in ministry to reach out to get help because we'll feel like, "Jesus ought to be enough. I should just have enough faith." When I was going to grad school and I started in the late seventies very

often there was a lot of suspicion about the whole field of psychology and therapy because it was thought to be somehow in opposition to scripture or in opposition to faith and you still hear those kinds of thoughts in certain circles. So I would say anybody who's listening to us that is struggling with depression, struggling with thoughts of hurting yourself, to see somebody, to see a well qualified professional, to make sure that you don't let your embarrassment or a sense of shame force you to stay hidden in the shadows, to step into the light is God's will for you is a good thing to do. And I hope you do it.

Carey Nieuwhof: I agree. Just tell someone today how you're feeling and you really can't see. I remember how dark it got. I had no idea that everything that was ahead for me was ahead for me. And I also believe people are most tempted to equip moments before their critical breakthrough. John, I see that pattern in my life as well. And so, this is a season of gratitude. Toni and I, we've had a really good year. We've slayed a few dragons in our marriage and we're reaping the benefit of that now. But I'm sure the tough times will come again, but we're exceptionally grateful for the journey. And if you had told that to a 41-year-old Carey who was in the ditch that year, he never would have believed it.

John Ortberg: So let me ask you a question that has to do here, not just with the people listening to us, but the people that are in their families or on their teams. When you talk with leaders, culture is a word that comes up a lot and the impact of culture. How do you shape culture? To what extent can culture be shaped? Is a huge issue. We all know culture, environment, network, social ecosystems have huge impact. What kind of cultures contribute to burnout?

Carey Nieuwhof: Well, I had to really look in the mirror on that one. I'm so thankful for that question because I realized I was creating an unhealthy culture. Unhealthy leaders create unhealthy cultures, and I was an unhealthy leader. And so my performance addiction, my desire for always more, more, more, better, better, better. Because I read management books, I went to the conferences, I did the events, I read the books and it was always, "Great management isn't getting work done through people. It's getting people done through work." But I never really understood it.

Carey Nieuwhof: So now a couple of decades later I'm like, "Yeah. Basically I'm trying to get people done through work." And I've realized that the health of the organization, whatever I'm leading for 20 years, it was the church. These days, more day-to-day it's my company that does the podcast, blogging, speaking books, that kind of stuff, that the health of the organization is directly linked to the health of the senior leader.

Carey Nieuwhof: I have a friend of mine who just became a CEO of a private venture capital firm and... Private equity, that's the word I was looking for. Anyway and I guess the previous CEO was just aloof and toxic and a real driver. And so he's come in and he's been a friend for a number of years and he said he's just spent the first six weeks going to people, looking him in the eye, shaking their hand, asking their

names, asking what their family's like and telling him he wants them to succeed. And people are in shock. They're like, "What are you doing?"

John Ortberg: Wow.

Carey Nieuwhof: And they think it's fake. Like, "Okay, when are you waiting to stab me?"

John Ortberg: They're suspicious.

Carey Nieuwhof: Yep. Suspicious. And of course, that's just him. But I think it doesn't matter how big your organization is, there is a direct link between the health of the senior leader or the senior leadership team and the health of the organization.

John Ortberg: So let me ask you a question about that issue of health. And it occurred to me as you were talking since about health and disclosure. Vulnerability is a huge topic now. Folks like Brené Brown write about it in such captivating ways. And I can remember when I was starting out. Old guys in ministry back then still had a kind of model for preaching. "Don't talk about yourself when you preach." That pendulum has swung very far and if there's not high levels of vulnerability about difficult stories, you're probably not going to have much currency, but there can be dangers on that side also, in terms of disclosure and vulnerability or what Andy Crouch sometimes called pseudo vulnerability. Making people feel like I'm being deeply vulnerable in order to gain more chips.

John Ortberg: And there's a woman named Kate Bowler, she's written a book called Everything Happens For A Reason and Other Lies I Have Loved. She's a church historian at Duke. She did her dissertation on the prosperity gospel. She the first person to do a dissertation on the history of the prosperity gospel.

Carey Nieuwhof: Phenomenal.

John Ortberg: And all that got published as a book called Blessed, amazing book. While she was doing that, she was diagnosed with stage four cancer. And so this second book, Everything Happens For A Reason and Other Lies I Have Loved, is kind of a memoir account of her journey. And she is still being kept alive from six months to six months with some very radical and innovative immunotherapy. She's just written another book that looks at women in the evangelicalism church world, particularly pastors' wives, and how often those are the only women that have access to much impact or being known. And she writes about how they kind of have to have a tragic story or a number of them to become famous. And she actually asks one of them... I'm not making this up. She asked her, "How many major traumas do you think you will need to be successful?" And without batting an eyelash, the woman said, "Four."

Carey Nieuwhof: Oh my goodness.

John Ortberg: And she wasn't being ironic at all. And it's this odd culture that we live in now where to have a story of, "I was abused, I was molested, I had an abortion, I went through a divorce or a bankruptcy. I had an eating disorder." Pick what it is. Those actually become stories that in an odd way because of our little subculture will lead to somebody being successful. So there almost can be this notion and you could probably take out the almost of, "I want to have these very dramatic stories and if I have one I'll probably exaggerate it because if I can tell it, it will make people connect with me, identify with me, and it will make me more successful."

John Ortberg: So how does a leader think about on the one hand, appropriate levels of vulnerability disclosure telling my story without... I think one of the subjects you get into in your book, which by the way, for anybody listening, if you have not yet read Carey's book, *Didn't See It Coming*. It's very, very helpful in this regard. But I think one of the reasons why church culture and for our listeners who know what this means, evangelical church culture in particular can breed so much cynicism. It can be very difficult for us just to be honest. And what you were talking about initially I wanted to be successful. It wasn't really about not being a lawyer. It's still my ego and the same set of junk. Even though I call myself a pastor and we actually set up a culture in the evangelical world that can idolize celebrities just as much. And then the vehicle to get, there can be stories of trauma or building a big church or whatever. How do you share appropriately your internal world without making your own failures and problems, things that can be tickets to your success so that you're really just playing the same game?

Carey Nieuwhof: That's a great question and a great ethical question. I would say, I'm thinking of two things. One is concentric circles. So there are elements of your story, we are designed to be fully known by God and by handful of others. I think the person who... And we'll talk about what part of your story do you share publicly, right? But privately, there has to be somebody who knows what your dealing with and what you're struggling with. And then there are, perhaps five rings in that circle. So you have your inner circle, the people who really know you best, obviously your wife, your family, your closest friends, perhaps counselors, somebody like that, and then people that you share elements of that with and then the larger crowd or public beyond that. But I had to deal with that because my burnout, I didn't talk about it.

Carey Nieuwhof: It was about a three to five year recovery before I could finally say, "Okay, I think I've found a new normal." Was probably four or five years after burnout. So that's only like eight years ago. And I didn't talk about it at all during that window because it was just too painful. I would start to break down in tears and I I didn't even want to talk about it. The whole suicide thing, when I wrote about it in *Didn't See It Coming*, I minimized it. I put that down to like five paragraphs because it was just, I didn't want to admit it. It's embarrassing.

Carey Nieuwhof: However, the first time I told the story, and this is where this filter came out, I was speaking to leaders in Philadelphia and I had flown down and I thought, I'm going to do a talk on burnout. I might've been three years into recovery at that point, and I tell my story and the lead pastor of a church of 3,000 or 4,000, I can't remember his name, came up to me. He just said, "Carey, do you need to go see a counselor?" I'm like, "Oh, that wasn't helpful. Was it?" There was a little too much bleeding on the microphone? And I didn't talk about it again for a couple of years. And then I told it again and that time with some tears and there were 1,000 or 2,000 people in the room and I had just a line of people going, "Thank you. Nobody's talking about this."

Carey Nieuwhof: And I realized the difference was it wasn't my therapy session. There's some stuff he's just have to work out in a counselor's office or on your knees or with that inner circle. But I had reached a point where I could tell the story where it was helpful and helpful is a filter I run all my content through. Whether that is... And not, how's this going to help me, but how's it going to help the audience? If I tell this story even on this podcast, am I able to tell it in such a way that somebody who's listening, who's discouraged, who maybe can only see the negative right now realizes, "Oh my goodness, there is hope on the other side. I need to get help. I should get help."

John Ortberg: It's not so much, "What do I need to say?" It's, "What do they need to hear?"

Carey Nieuwhof: Exactly. I do think social has made that a lot more complicated because you're always tempted. Like, wife has befriended a couple of girls in their thirties and they came up to our place this summer. Because I don't have daughters, I have sons. And I began to see the world of social media through the lens of a couple of single 30 year olds. And I'm like, "Oh my gosh." And they felt the pressure to perform and to have everything perfect. And I took a picture of that day... We were out on the boat just having fun on the lake. I took a picture of my dinner, we brought like a picnic on the boat and it was like a paper plate with some garbage on it. And I took a picture and I put it on my Instastories. I'm like, "There you go. There's unedited." All right. But you realize, Oh, everybody's dealing with a different thing. And there can be so much pressure in social media to portray an image. Do you know Lysa TerKeurst?

John Ortberg: Yes.

Carey Nieuwhof: You know who she is, but I did some training with Lysa earlier this year and she had a really, really helpful field. And back to what you were saying about preachers in the old days, never shared any of their personal life that was wrong. She said the older leadership style is what they... I'll get her categories wrong, but here's the big idea, is the tower that you're the expert, you're the profit on a hill and everyone comes to sit at your feet and you hear the pearls of wisdom from John or Carey or whoever but you never have any problems. You're the dispenser of great wisdom and that's sort of the tower voice.

Carey Nieuwhof: Then the next voice that you can write with or speak with publicly is the teacher voice. "Oh my gosh, I was a mess 13 years ago and I burned out, but I've never burned out again and I won't now buy my serum. And you'll never burn out either." So there's that sort of teacher voice where I had problems but I don't have any problems anymore.

Carey Nieuwhof: And then the third voice is the, in the field. And that is the voice that really... I think is the voice I want to have the most because it says, "Yeah, I burned out 13 years ago and you know what, last week kind of messed it up again and let me tell you, and I'm not in the ditch right now and I don't have to take a sabbatical, but I don't always get this right and we're just, let me put my arm around you and we're people who are struggling on the same journey, we're on the same road trying to learn some lessons and maybe I'm half a step ahead of you and tomorrow I'll be half step behind you, but we can learn something together." And the bigger your platform is, the more success you have, the harder it is to be that voice in the field, the harder it is to say... It's easy to say I screwed up 10 years ago or five years ago. It's much harder to say, let me tell you what happened the other day. And I never want to lose that. And I think that degree of humility in your public voice and your willingness to be able to say, my struggle isn't over. And to share that in concentric circles, but in with the crowd, with the public in a way that is helpful and constructive I think is very needed in our culture.

John Ortberg: Yeah. Reminds me of Henry Nouwen and that whole notion of the wounded healer and it's actually out of woundedness that healing comes.

Carey Nieuwhof: My favorite book of Henry Nouwen is one that almost nobody reads. I've given it away many, many times, it's called the Genesee Diary. Do you know the book or?

John Ortberg: I do. Yeah.

Carey Nieuwhof: Yeah. When he was just, his academic career was starting to take off and he went to a Genesee country in up upstate New York and just basically it's his journal for six months. And he talks about the inner battle and I'm like, "Oh, that's real. That's good." That was 40 years ago, about 45 years ago. But it was incredible. And it's that idea that, "Yeah, we're all figuring this out together and I think that there is a hunger for that in the public. I think there is a hunger for a leader who can say with authenticity and honesty, I don't have this all figured out. I'm not going to vomit on you.

Carey Nieuwhof: All right. I have a counselor, I have some friends. We're going to go through that together, but I'm going to let you know I don't have it all together, but we're moving forward together. That I don't know how to articulate that well any better than that. But I think that is a needed voice in our culture because otherwise it's all spin. Right? "Look at me. I'm so awesome." Or it's, "I'm the master, I've got this by my serum and you'll be fine." Or it's the, "I'm a mess and

you're a mess and why don't we be a mess together?" I don't think any of those are helpful.

John Ortberg: No, I'm wondering, Carey, if you would do something as I close, you are among other things, a pastor and there people who are struggling, who are tired, exhausted, depressed, and they just need to hear a word of hope. And I can remember early on when I started working at church, I fainted during a sermon twice.

Carey Nieuwhof: That's an accomplishment.

John Ortberg: Well, not really because it was a Baptist church. In the charismatic world that would be in an accomplishment. Baptist church You don't get credit for doing that. It was awful. And so I actually saw a guy who was at the school that I attend Arch Hart, who is a really good psychologist. And one of the distinctions Arch made was between stress and burnout. And so fainting while you preach, that's stress, physiological, blood pressure's up, pulse rate's up, fight or flight syndrome and stress can usually be eased with just time and relaxation. But he said that prolonged stress can lead to burnout and burnout is actually a form of depression.

John Ortberg: Where you lose confidence in yourself, you lose confidence in God, motivation becomes a problem, energy becomes a problem. And my daughter, Laura and I were just talking about this today. Arch would say "Sometimes burnout is God's will for your life because he wants to do a redirection thing." But it's hard to believe that in those moments. And there's folks now who have been through that who will go through it. Some people who are are experiencing that kind of valley right now. Carey, would you say a few words to those folks?

Carey Nieuwhof: I just want to encourage you. It's not near, it's bad, but it's not nearly as bad as you think it is and there's hope. There is hope, I would say to pull out of what I believe about life and and about God. God knit you together in your mother's womb. That goes back to the Psalmist. Psalm 1:39, He knows you. He loves you. One of the greatest challenges in life is to be completely known and completely loved and I know that when I burned out, I was just so terrified to talk about it because I felt like I failed. That performance addiction, it just, "Wow, I can't even perform anymore." And what I didn't realize in that moment was that I was still fully loved. That's what I couldn't, couldn't hear that it was independent of what I could accomplish that simply existing, breathing, God still loved me.

Carey Nieuwhof: So coming out of that, what I'm trying to do, I don't get it right every day is I'm trying to realize... And I knew this theologically, I just didn't know how to live it is, is that my work is a response to that love. It doesn't earn me that love. So I would say you're loved, you're loved very deeply, very profoundly. You're not alone. And I'll be praying for you when we hang up this mic. I will say a prayer for you and I want you to tell somebody today and I want you to stick around til tomorrow and the day after and the day after that. And there was something I

kept... I had a friend of mine, a really good friend, his name's Jeff, he lets me share this story. But he came up a few years ago and he was at a mega church leading almost 10,000 people and he was going through a season of burnout.

Carey Nieuwhof: Now his dad had died earlier in the year and so on and so, we're good friends. We're texting about it and he's like, "You went through this?" And so he flew up to Canada on day 15 of a 30 day sabbatical he took and he was so despondent when he got off the plane, he just said, "Carey I'm 15 days into my sabbatical and I'm not better yet." I'm like, "Jeff, that's not how it's going to work." I don't think so. And we spent a couple of days together and it was in that moment I realized, "You know what? Let God go deep, go deep into whatever this dysfunction or this season is go deep." Because if God wants to go deep. It's because he wants to take you far. And I think God had to get to the root of that misassociation and a few others in my life.

Carey Nieuwhof: Because I didn't know ahead would be a podcast and books and flying around the world and speaking. I had no idea, my life was so much smaller than it is now, but that either wouldn't have happened or I would have collapsed under it or misstewarded it or something. And so he went to the root and he continues from time to time to go to the root. He's like, "Oh, he got to deal with this now, don't you Nieuwhof," I was like, "Yes, I guess I do." But let Him go deep and that is love. That is what love does. And so you are deeply loved and I know you can't feel it right now, but you are so just hang in there.

John Ortberg: Well that word's going to be a gift for everybody listening. You are loved and Carey Nieuwhof, you are loved. Thank you for doing this. I hope we get to do it again real soon.

Carey Nieuwhof: John, this is a joy. Thank you. I just find time with John. So rich. So we did spend a week together. I did some staff training for him and he's got an amazing team at Menlo and one of my favorite moments, I texted John and just said, "Hey, you want to get together for breakfast? After breakfast, I got some questions for you." And it was sort of the final day and I just said... So, one of them, wasn't the only one." But I was like, "Dude, what's next for you?" And he said, "You know what, over the next 20 years..." And he's still going to lead at his church and so on. And he says, "I really want to focus on who I'm becoming." And I thought, "Talk about life goals. Isn't that amazing?" I just love that.

Carey Nieuwhof: John, thank you. Thanks for letting me share that. This is directly from his podcast, What Were You Thinking? Make sure you subscribe to that. And of course because this is on my show, we've got transcripts and all that stuff for you that you can find at [CareyNieuwhof.com/Episode307](http://CareyNieuwhof.com/Episode307).

Carey Nieuwhof: Make sure you check out the Red Letter Challenge before 2019 slips away on you and use it for one of your 2020 series or initiatives. You can find out more at [RedLetterChallenge.com/Carey](http://RedLetterChallenge.com/Carey) and remember The High Impact Workplace is open but not for long. It is going to close early next week. It's a course I'm so

excited about, I'll share why 8:00-4:00 doesn't work anymore. Why the flexible workplace is the future workplace and how to attract and keep high capacity leaders, especially young leaders when they can go anywhere they want. So you can sign up at [TheHighImpactWorkplace.com](http://TheHighImpactWorkplace.com) while there's still time. And guys also check out [LeadLikeNeverBefore.com/10million](http://LeadLikeNeverBefore.com/10million) if you want to be one of the five listeners, I fly into Nashville to hang out and do a personal leadership development day with in 2020 that's to celebrate 10 million downloads on this show.

Carey Nieuwhof: So you know we have new episodes. If you subscribe, you get them for free. Larry Osborne is up next and here's an excerpt from my conversation with the guru Larry Osborne.

Larry Osborne: I recently got attacked for a decision that I made and in reality, man, we had sponsors on something calling all kinds of things like what's up with this? Well, it was 44 or 46 tweets and it was by a group of about 30 people. I happen to know who some of them were. You go and look, they've got one guy had 450 followers in Australia. Most people doing that are eating cheetos, living in their mom's basement, don't have a real job. But in this culture of clickbait, they've been elevated to having power. So that's why I say, the middle has disappeared as a voice, but not as a heart. So you're right. All the influence is on the extreme.

Carey Nieuwhof: Right or left. I'm sick about that.

Larry Osborne: In the States, neither party can put forward a moderate because their own party pushes to the extreme.

Carey Nieuwhof: So that's next time guys. And of course we've got an, Ask Carey. So the question this time around... Thank you, those of you who listen all the way to the end, which is a lot of you. A young leader asked, he said... And I thought this was a great question. "What are some unwritten rules of leadership? What are just some unwritten rules of leadership? Like I'm a young leader, I want to get in here and are there any things I should know about that no one's talking about?" I want to share with you four.

Carey Nieuwhof: Rule number one, your results earn you a right to an opinion. Okay. We live in an age where nobody is short of an opinion, but I really think, and I'm just thinking like a boss here, I'm putting my boss hat on. You know when I pay attention to you? When you produce results, if you've got an opinion and basically I'm trying to motivate you all the time or get you to hit deadlines, I'm not very interested in what you think and I know that sounds harsh, but just think about that. That's human behavior. You know who I listen to? People who produce results, so if you want the right to an opinion that gets respected, produce results, be spectacularly good at what you do. I talk about some of that in *The High Impact Workplace* by the way.

Carey Nieuwhof: And then there's three other tips that I've coached young leaders with that I find so helpful, helpful for me as a leader. Also helpful for young leaders. By the way, that bit about opinion, not just for young leaders. That's for all of us. You can be 55 and have an opinion on everything. If you're not producing results, people don't respect you.

Carey Nieuwhof: Anyway, the three other rules are... And these are guidelines, it's like "You want to know how to succeed at what you do?" Three little disciplines that I need to master and you can master, and all leaders should master proactivity, communication and responsibility, and it's often lacking.

Carey Nieuwhof: Proactivity, don't sit around waiting for someone to tell you what to do. Maybe you have no idea what to do, but at that point you go to your boss, knock on the door and say, "Excuse me, not 100% sure on what to do. What would you like me to do next?" I've got some extra bandwidth that really impresses leaders. Okay, that's an unwritten rule. Be proactive. Sometimes you do know exactly what to do and then just go ahead and do it. Just go ahead and say, "You know what? I got done a little early today, so I went ahead and I started this project and I cleaned this up and I fixed that. Whew." Proactivity, a very marketable skill.

Carey Nieuwhof: Number two, communication. Man, I'll tell you, you cannot over communicate. Communication ruins marriages or lack of communication does. It ruins families and it destroys friendship and it can ruin companies. I always tell my team, communicate, communicate, communicate. If you over communicate, I will tell you, "You are over communicating." I have never yet had a staff member over communicate. So if you're like, "Should my boss know about this?" Yes. Update your boss. Should your coworkers know about it? Yes. Be the one who says, "Hey, to summarize our meeting today, one, two, three, four," huge, huge, huge advantage.

Carey Nieuwhof: And then the third is, or fourth in this list is responsibility. Just take responsibility. That goes when things go right and things goes wrong. When something goes wrong, don't let your boss discover it or your coworkers discover it. Knock on the door or send an email, a jump on a video call, send a text and say, "You know what? I blew something today. Made a mistake, my bad. I'm owning it. I'm fixing it up." When something's uncertain, take responsibility.

Carey Nieuwhof: So those are the three things that I think really nobody talks about them, but they are unwritten rules or advantages you can build in for yourself in the workplace. So your results will earn you a right to have your opinion heard. So just produce results. Otherwise opinions from people who do not contribute to the mission. They just don't get the respect that people who produce a lot tend to get. And then proactivity, communication, responsibility.

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Carey Nieuwhof: Really, really hope this helps. And if you've got a question head on over, we're going to tackle Taylor's from San Diego in an upcoming episode, another one on next week from Jason who wants to know, "What's the one thing a leader can do when beginning in ministry?" So we're going to do a lot of that. And anyway, if you've got a question, just drop it on the socials at #askCarey, me and my team, we look for them all the time, we collect them and we answer them as best we can. Guys, thank you so much for listening. Thanks for 10 million downloads. I hope this 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.