

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 312 of the podcast. My name is Carey Nieuwhof. I hope our time together today helps you lead like never before. Today's episode is brought to you by RightNow Media, and The High Impact Leader, and I got a special Ask Carey for you and my guest, I'm so pumped for this. We did a flip the mic for his new podcast. Jordan Raynor is my guest. He is an author, he is a serial entrepreneur, and he has done some incredible things with his life.

Carey Nieuwhof: I'll introduce him a little more fully before we jump into the interview. But I'm so glad you guys have joined us. It is December 31st. Happy New Year's everybody. I am pumped for 2020. I think it's going to be our best year on the podcast ever, and we have a killer guest lineup for the first quarter of 2020. Some great business leaders, great church leaders. I think you're really going to enjoy it. Yeah, it's fun to actually be five years into this, and to have the dialogue just deepen it seems with every year.

Carey Nieuwhof: If you're out there and you've enjoyed this podcast in 2019 could, you let me know? I've actually, on my blog by this point, got the top 10 episodes of 2019 up there for you if you need a quick reference. We're going to be working hard on bringing you more excerpts of this content in 2020, and also we're going to be creative in thinking of ways that we can repackage it and make it even more accessible to you. I also want to say thank you so much for sharing. Thank you for getting this on social.

Carey Nieuwhof: If this episode helps you, which I know it will, would you tell your friends about it? Forward the email. I send an email to 55,000 leaders. Whenever we release a new podcast, you can join that for free and or just share it on social. Anyway guys, so grateful for you. What are you doing for your media needs? How are you going to develop and train the leaders around you, next year? Whether you're a church or business leader, there's a powerful tool to help people in your company or in your church.

Carey Nieuwhof: So whether you're a business leader or church leader, there is a powerful tool developed by RightNow Media that can help you with leadership training, Bible studies, personal care resources. More than 20,000 businesses, churches and schools already subscribed to RightNow Media's streaming platform, and that gives everyone in your organization and business access to tens of thousands of inspirational videos anytime, anywhere. So content creators like Henry Cloud, Patrick Lencioni, Francis Chan, Ann Voskamp, J. D. Greear, and many more.

Carey Nieuwhof: So everything from mental health, personal finance, marriage, Bible studies, so much more, when your organization subscribes to RightNow Media, everyone gets access to these inspirational videos for free. So how do you get in on that?

Well, visit RightNowMedia.org/Carey to get a free trial of RightNow Media today. So RightNowMedia.org/Carey, C-A-R-E-Y. We'll get you in. Then how's your time management going in 2019? If you had to look back, would you say, "Man, I was so on top of stuff, I got no issues heading into 2020?"

Carey Nieuwhof: Or are you thinking, "I need to do better with time." Here's one of the challenges with time management. They don't make any more time. Everybody gets 24 equal hours in a day. So the most productive person you know gets the same amount of time you do. That's why I developed The High Impact Leader course. The High Impact Leader course or the program is the system that I have used to manage my time now for over a decade, almost 15 years. I couldn't believe it. I was leading a fraction of what I'm leading today before I had the system, and I worked more hours and I was busy and I was exhausted and it led me to burn out.

Carey Nieuwhof: On the way out of burnout, I thought I got to live differently. So I started reprioritizing my time, managing my energy, figuring out how to stop getting my priorities hijacked by other people, and in the process, by accident, I became far more productive, so now I can write books, I can lead a company, I led at a church, I can develop messages, I can speak all over the world, do this podcast, and still actually have time for my family and for myself, and get seven to eight hours of sleep every night.

Carey Nieuwhof: How do you do that? I'd love to show you how to do that, in The High Impact Leader. Thousands of leaders have gone through The High Impact Leader, and what have they learned? They learned how to get their life and leadership back. They tuck their kids into bed at night now rather than being on their phone, returning phone calls and answering emails at all hours of the night, and they got margin back in their life. I believe The High Impact Leader can get you up to 1,000 reclaimed hours in 2020. Not sure? Head on over and check out TheHighImpactLeader.com.

Carey Nieuwhof: The course is available and open right now, and guess what? There's a 30 day money back guarantee, so you got nothing to lose. So head on over to TheHighImpactLeader.com, and make 2020 a better year. Get your life and leadership back. Well, Jordan Raynor is a serial entrepreneur who has bought and sold several fast growing businesses by the time he turned 30. He's been a Google fellow, he's spoken at South by Southwest.

Carey Nieuwhof: I will be there again this year, guys. Harvard and TEDx, haven't been there. He talks about what makes for a successful launch, qualities and characteristics that make for great entrepreneurs and why so much of the career advice people give young leaders is wrong. So excited to bring you my conversation with Jordan Raynor. Jordan, welcome to the podcast.

Jordan Raynor: Thanks for having me, Carey.

Carey Nieuwhof: It is great to have you. So you're a serial entrepreneur?

Jordan Raynor: Yeah.

Carey Nieuwhof: I'm always fascinated by serial entrepreneurs.

Jordan Raynor: By the crazy people? By the crazy people.

Carey Nieuwhof: Yeah, yeah. What is the wiring of an entrepreneur?

Jordan Raynor: Yes. I define the word entrepreneur pretty broadly, right? I believe an entrepreneur is anyone who takes a risk to create something new for the good of others, right? Inherent, you guys can vehemently disagree with that definition-

Carey Nieuwhof: No.

Jordan Raynor: ... but I think that's what it takes to be an entrepreneur. Inherent in that, is one, I think entrepreneurs, serial entrepreneurs are born risk-takers, right? They just have a natural propensity for risk. Secondly, they are creative. They create new things and then they ship them. Entrepreneurs don't keep their creations in their garage. They ship them, they sell them, they share them with the world. I see this in you, right? I think entrepreneurs also have this ... I don't even know what to call it, but this "why not me" quality about them, right?

Carey Nieuwhof: Yeah, yeah.

Jordan Raynor: They see something, they see an idea in the world and they just think, "Yeah, I can solve that. Even if I don't know what the path is, even if I don't know how to get from A to Z, I can figure it out." So a confidence, not an arrogance, right? But a confidence that they could figure it out, and that they're just as qualified as anybody else to bring that solution to market.

Carey Nieuwhof: When you go back over your life and you look at eight-year-old Jordan or 12-year-old Jordan, were you already trying to create new things? Are there predictors looking back that you can see clearly now?

Jordan Raynor: Yeah. I wouldn't have called myself an entrepreneur until shortly after college. But yeah, looking back, clearly there's traits.

Carey Nieuwhof: You weren't selling lemonade at the end of your parents driveway?

Jordan Raynor: No, that's the thing. That's the thing, I was, right? But I never would have thought of myself as that. I don't know why, right? But I set up a baseball card shop in my room at my parents' house, when I was nine years old. It was the

worst business ever. Our customer acquisition strategy was asking my parents to have people over the house for dinner, right?

Carey Nieuwhof: Then you would go and try to sell them.

Jordan Raynor: Yeah, yeah, yeah, I did. I tried to go sell them, right. I was always very entrepreneurial. But actually I had a teacher in high school, an American government teacher, that really instilled that why not me quality in me. I was a freshman in high school, and I saw some things wrong at the high school from my perspective that I wanted to change, and this guy just convinced me to run for student body president as a freshman, which was dumb, and no one-

Carey Nieuwhof: Yeah, you're right.

Jordan Raynor: ... ever did, right? But I was like, "Yeah, I can do that. I could win," and we almost won. We didn't win. But yeah, that quality was instilled in me in a very young age.

Carey Nieuwhof: You say saw something wrong. Is that an inherent quality in entrepreneurship? You see a problem, it's like, "Oh, here's what's wrong."

Jordan Raynor: I think most of the time it's not seeing problems but seeing opportunities, right? Seeing gaps in the market. I think entrepreneurs just inherently don't define things as problems even if they are. They're an-

Carey Nieuwhof: You're right.

Jordan Raynor: ... opportunity for change.

Carey Nieuwhof: Because the cynic and the critic, here's what's wrong with the world. I always laugh at people. I don't really follow sports. But it's like everything that's wrong with the Dallas Cowboys or with the Boston Celtics, and it's like, "You've never played a game of basketball in your life. How do you even know?" Right? But you're right. Entrepreneurs always see it as an opportunity.

Jordan Raynor: Yeah. Maybe that's a better characterization to me in high school. Yeah. It's always seeing the gap and having a vision for what can happen and what it would mean to fill that gap, what it would mean for the world and whoever you're serving, if you're able to bring that solution to bear?

Carey Nieuwhof: Give us a quick bio then, because you're a serial entrepreneur. You graduated in 2008?

Jordan Raynor: Yeah.

Carey Nieuwhof: Is that right?

Jordan Raynor: I'm younger. Yeah. Yeah, 2008. Yeah. I've been doing this for 11 years or so. Yeah.

Carey Nieuwhof: Okay. What are some of the businesses you've launched?

Jordan Raynor: Yeah. I'll talk about one of my more recent experiences. So I'll skip the first seven and a half years of the story, sold two companies in the political and civic technology markets. Then my most recent experience, I spent two and a half years as the CEO of a tech startup called Threshold 360, pretty well funded a tech startup down at Tampa, Florida where I live. Threshold, we built the world's largest library of interior 360 imagery, right?

Carey Nieuwhof: Right.

Jordan Raynor: If you go onto Google and looked up a location, you pulled up an interior 360 photo, gives you way more information about a hotel or restaurant or shop.

Carey Nieuwhof: So you see the whole lobby around?

Jordan Raynor: See the whole lobby, you can walk around, right? It's just way more informative than a flat two dimensional photo. This stuff's been rough forever. 10 years, Google spend supporting this content, but nobody's figured out how to do it at scale. We have. We built this content for more than, I think 200,000 locations in 20 countries now, and it built a great business around licensing that content out to the myriad of different organizations that market brick and mortar locations.

Jordan Raynor: So I spent two and a half years as CEO of that venture. I was actually the second CEO, and then in March of this year, I stepped back out of that role, took on the role as executive chairman of the board and basically spent the previous 12 months recruiting my replacement. So a wild, wild ride, two and a half years as a CEO, and have now been serving on the board, and more bullish than ever before about the venture now that somebody else's running it day to day.

Carey Nieuwhof: Interesting. Because I know you're into content now, right?

Jordan Raynor: Yeah, yeah.

Carey Nieuwhof: You're writing books, you've got your own podcast and the whole deal. Take us back into that a little bit. So the company, obviously, you let it through some serious and significant growth. Why do you think nobody had done that scale for 3D imaging ... 360 imaging before?

Jordan Raynor: Yeah, so I think it was really tied to our methodology of capture. I'm not the founder of that venture. Our founder just had a really unique idea for how to go out, and capture that content. Basically the secret is just walk in the front door

of these places and capture these photos without anyone's permission, which shockingly is perfectly legal.

Carey Nieuwhof: No way.

Jordan Raynor: Yeah, yeah.

Carey Nieuwhof: Private property, you can just walk in?

Jordan Raynor: Private property but open to public foot traffic. So long as photography is not prohibited, you could do this, you could walk to these places-

Carey Nieuwhof: So you can do a mall, you can do a-

Jordan Raynor: You can do a mall. Yeah, some places get a little trickier, like malls, for security purposes, but so long as photography is accepted, you can walk in the front door of a location, capture those photos, and then we can go license those out to the world. So it just took looking at the problem from a very different lens, and having a phenomenal amount of capital to be able to go out and do it. Right? It's a very-

Carey Nieuwhof: Were you responsible for the funding or a part of it?

Jordan Raynor: Yeah, for part of it. Yeah. Yeah. We raised a bit of venture capital during my tenure as CEO. Yeah.

Carey Nieuwhof: What are the keys to attracting VC? Because we have a lot of people who are trying not for profits, trying to get donors, and then we've got some entrepreneurs listening who are trying to attract whether that's bank funding or VC. What are some keys to really convincing people that, "Guys, you're not going to lose all your money, okay?"

Jordan Raynor: Here's the good news. Good investors know that they're going to lose all their money or the chances are-

Carey Nieuwhof: Right. That's right.

Jordan Raynor: ... very good. They're paying for the chance to make a lot more money off of that investment, right? At least professional investors, right? I've raised money from family and friends before, and then, with this most recent venture Threshold 360, we raised from serious professional investors, right? Venture capitalists. With Threshold, it was a little bit easier because our founder was also the primary investor. Now, we didn't go raise capital from other people.

Jordan Raynor: Some advice I would give there is sales matters more than anything else. If you could show serious traction, and that your customers are exceedingly happy, it's

the easiest thing in the world to go raise capital to make it grow faster. Right? I mean, sales is the end all be all in raising money in the financial markets. Right?

Carey Nieuwhof: So you already had a little bit of traction?

Jordan Raynor: Well, we already had a little bit of traction. Traction helps. Traction helps. You don't have to have it, but it makes everything a lot easier. So yeah, we had some traction behind us. Yeah.

Carey Nieuwhof: Right. What are some other lessons you picked up in your entrepreneurial journey along the way?

Jordan Raynor: Leadership lessons and-

Carey Nieuwhof: Yeah. Yeah.

Jordan Raynor: Yeah, it's a good question. I have so many lessons. I'll think of the one that's most top of mind. With Threshold, I exited a CEO on March 1st of this year, and an odd thing happened. So I've stayed very involved in the venture as chairman of the board and at the office roughly once a week. But after I left I thought this place is going to apart. Like, "Oh my gosh, things aren't ... Even though I hired a great CEO as my replacement, oh man, the organization's really going to feel the pain of Jordan being at the helm."

Jordan Raynor: Nothing happened. In fact, the organization has done better, right? And is better positioned strategically for the future. The lesson in that for me was one, there's always pride, right? That leaders are blind too, and two, everyone is dispensable. Nobody, including the guy or the girl at the top, is indispensable, and you're always more dispensable than you think you are, right? Because even as I was exiting, I knew I wouldn't have left if I wasn't confident that the venture would do well, right?

Jordan Raynor: But I still thought, "Oh man, there's going to be something that blows up because I'm not here." But leaving just made me realize, you know what, if the Lord wants to continue to bless this venture, He's going to do it, and He doesn't need Jordan Raynor to do it, right? He'll find the people, He'll put the people in the right seats on the bus to make this thing continue to grow, if that's His will. Because ultimately, this is in ... I think, 1 Chronicles, that tells us wealth and honor come from God alone for He rules over everything. We don't create wealth, right? The Lord creates wealth through us, and He doesn't need me specifically to carry out His will in the world.

Carey Nieuwhof: That's interesting. There's so many people listening, and I think of small church pastors and I mean, people said this about my leadership for years. It's like, "If you leave, the whole thing will fall apart." Well, I pretty much left, other than a little bit of teaching, and actually it's grown, which is really interesting.

Jordan Raynor: And humbling.

Carey Nieuwhof: And humbling, yeah. In many ways, it's very successful. You're like, "Great," and on the other hand it's like, "wow." I've said this privately to a number of people around Connexus, but there's not a single person in the last four and a half years who's come up to me and said, "I wish you were still running this," which is good and bad. That's actually just good.

Jordan Raynor: It's good. It's good.

Carey Nieuwhof: But it's actually just good.

Carey Nieuwhof: But there's part of you that's like-

Jordan Raynor: It's a tough pill to swallow. It's a tough pill to swallow.

Carey Nieuwhof: What are some keys to replacing yourself? Why did it not fall apart?

Jordan Raynor: That's a really good question. I think one key, and we talked about this on my podcast that we just recorded.

Carey Nieuwhof: Yeah, you did a mic flip.

Jordan Raynor: You were talking about this. Just this idea of constantly, constantly communicating vision, and where the venture is headed. I think that was one of the things I did really well as CEO, right? I was just constantly beating the drum, getting crystal clear on, "This is where we're headed, this is the strategy, this is how we're going to get there." When I passed the baton, everyone was very clear that that strategy was largely staying in place. I think the second key was finding somebody with a different skillset, that was more qualified for the next chapter in the venture story, right?

Jordan Raynor: So the guy I hired to replace me just had a different skillset. He had experience at really large companies like Microsoft and Nokia, and he knew how to build bigger teams at, at greater scale, and that was really helpful. I think the third thing was, and I don't know how this translates to the pastoral world, maybe you could translate it for some of your listeners, but bringing my replacement in before I left, I think it was really, really helpful. We hired him in as our chief product officer. There wasn't that much time. He got hired on full time as chief product officer in October, and then I left in March.

Carey Nieuwhof: So six months, five months, yeah.

Jordan Raynor: Six months. Right. But given the size of the team, we were at, I don't know, call it 30, 40 people at that time, that was enough time to build trust with the team where they were convinced that this was the guy to lead the venture, moving

forward. Yeah. Then just having a hard date saying ... I mean, we didn't tell the full team until the day I was leaving.

Carey Nieuwhof: Wow.

Jordan Raynor: We told them on a Friday, on March 1st, "Hey guys, this is what's happening. Here's your new leader. You already know him, see you later. I'll see you next week. I'll be here, I'll still be around, I'm still going to be a familiar face within the venture and I'm still going to have my pulse on the business very closely because I still have a vested interest in its success." But I think making that really quick rip the bandaid off, "This is what's happening. You now have a new leader," I think that was actually really helpful. It's risky, but it worked for us.

Carey Nieuwhof: Do you find, in your experience looking at your own story but also other leaders, that often the person who launches things doesn't have the skillset to lead things longterm?

Jordan Raynor: It's almost always the case. So Reid Hoffman, the cofounder of LinkedIn.

Carey Nieuwhof: That's who I was thinking.

Jordan Raynor: Yeah, yeah. Reid's written a lot about this, right? He's pretty convinced of that hypothesis, that typically the founding CEO is not the right person to lead the...

Carey Nieuwhof: Because Silicon Valley is littered with startups that either failed because they couldn't get a leader with the management skills in, or they had to bring a cofounder along or someone else along.

Jordan Raynor: Yeah, yeah. My one thing in the vernacular of my new book, Master of One, is entrepreneurship, and more specifically really starting ... identifying gaps in markets, bringing products to market to meet those needs, and then setting up systems, and that can include people, that can ensure that those products thrive over time without my direct involvement. I am very good at going from zero to one. I'm not the guy to manage the transition from one to 1.1 and 1.2. But that's just not...

Carey Nieuwhof: How did you learn that about yourself?

Jordan Raynor: Through a lot of trial and error, right?

Carey Nieuwhof: Yeah, yeah.

Jordan Raynor: Through a lot of experimentation. So in Master of One, I talk a lot about how in order to find your one thing vocationally, this work that God has really created you to do, it requires that you experiment widely, and I did that, right? So I've always been an entrepreneur but in varying stages. For example, my first

company, I sold to a company in Washington, D.C., it was a larger company and I went there to go manage a team, right? We grew up from, I don't know, seven people to about 20 people.

Jordan Raynor: When I left, I was running basically the whole company of 20 people along with one other guy, and I just didn't love doing that. Even a team at that size, I was just like ... The business had been around for a while. It was five years old, we were making ... We were growing. We're growing 20% a year or something like that. But that wasn't interesting to me. I love the phase where you're growing 50% quarter, right? That's the type of growth that I really like to be a part of, and I think my skillset is really well aligned with.

Carey Nieuwhof: What are some keys to hypergrowth like that when you're launching something? Because we have a lot of launchers, a lot of entrepreneurs, a lot of young leaders listening, how have you found traction in those ventures?

Jordan Raynor: Yeah. First, you've got to be sitting at a big enough market to support that type of growth, right?

Carey Nieuwhof: Yeah.

Jordan Raynor: I think picking the right table to sit at, to use a poker analogy, I'm not a poker player, but I think this is a really good analogy. But picking the right table to play at is probably the most important decision you have to make, right? So making sure that, yeah, the market's large enough, right? There's not a huge market for underwater basket weaving, right?

Carey Nieuwhof: Right, right. Yeah.

Jordan Raynor: Threshold 360, we're sitting in the location data market, which is enormous. I mean, Apple and Google are spending billions of dollars to compete with each other to own maps. This thing that we use every single day of our lives, right? I think picking the right market, and secondly, and I've made this mistake in not doing this before, but I think it's really critical, that before you focus on pouring more fuel on the fire and really growing whatever it is you want to grow, you make sure your current customers are wildly happy, right?

Jordan Raynor: They are not just customers, they are raving fans of you, of the product and the brand. The cheapest way to acquire more happy customers is doubling down and making sure your existing customers are exceedingly happy of creating super fans that'll do a lot of the work for you.

Carey Nieuwhof: I'm glad you mentioned that, because we've been talking about that even with podcasts listeners or readers or ... I've got a new CFO in the company, and he's like, "We treat all the customers alike." He's like, "That's a mistake. There are people who will listen to every episode as opposed to the person who listens to one episode. There's people who bought all your books, there's people who

have bought all your courses, and we've got to start paying more attention to them." So we're turning our eyes that way. Comments on that?

Jordan Raynor: Yeah. Oh my goodness. I could not agree more. We're launching Master of One on January 21st, right? We're releasing this I think on New Year's Eve. For the last few months, almost every night while I'm waiting to feed our newborn at 10:00 PM, and my wife has gone to bed, I'm writing thank you notes. I'm doing things that don't scale for the people that matter most to my business, right? For me, right now, it's my launch team for my book.

Jordan Raynor: My launch team is so crazy engaged around this book, and take your time every night to either record a short video to send to them personalized, nothing scalable about it. Saying, "Hey Carey, thanks so much for being on the launch team. I saw your Instagram post, my team showed it to me. Thank you so much for posting about the book," or writing them a handwritten thank you note. Those are the people that matter most.

Carey Nieuwhof: You said that. I want you to just restate that. Doing things that don't scale for your most committed inner core.

Jordan Raynor: Absolutely. I mean, anyone will tell you in any business, right? The founder or in our business being personality content. Our time's the most valuable, whatever. I hate it when people say it, but that's true. But I'm fine spending an hour every night writing thank you notes because I know that that doesn't make economic sense today, right?

Jordan Raynor: But I know that if those people feel truly valued, if I know that they live in Ohio, right? And that they've got three kids, and at some point that doesn't scale. But if I take the time to learn those things and just say thank you, it's very, very simple, those fans will be even bigger raving fans forever, for a decade. Right?

Carey Nieuwhof: Yes.

Jordan Raynor: It's been mind blowing to me having these people take the time to reply back. I've been on five launch teams, I've never had an author personally thank me for anything that I've done, and I don't do that for everybody in the launch team because not everyone on the launch team is-

Carey Nieuwhof: Is the same way, yeah.

Jordan Raynor: Right?

Carey Nieuwhof: That's right.

Jordan Raynor: They're not all created equal, but the ones who are, man, you got to double down, you got to know who those people are, understand what's common

amongst all of them and continue to refine the product offering to meet their needs.

Carey Nieuwhof: See, one of the push backs that you'd get to this in church world or ... and I'm sure in other businesses as well, it's like, "Well, that's not fair. Don't you have to treat everybody the same?"

Jordan Raynor: Why?

Carey Nieuwhof: That's all right. Let's go there.

Jordan Raynor: In the church world, and maybe I can get that, right? But I don't know.

Jordan Raynor: The 80/20 principle is the law of the universe.

Carey Nieuwhof: Yes, it is.

Jordan Raynor: The fact is that there is a very small number of people in the world that are driving my business right now, that are the ones out telling their friends about the book. Why am I going to waste time talking to the one, two, three star subscribers on my email list who didn't buy the last book, who aren't going to buy this one? That just doesn't make sense.

Carey Nieuwhof: Well, in the same way, even in a volunteer organization and not for profit, are you really going to treat the non volunteers the same way you treat the volunteers, or the volunteer who serves 10 hours a week as opposed to the person who serves one hour a month? As soon as you start to think about that for more than two seconds, it falls apart. But the problem is most of us don't think about it for more than two seconds.

Jordan Raynor: Yeah, and I don't think it's manipulative.

Carey Nieuwhof: No.

Jordan Raynor: I think you've got to be careful there. It's just the means of saying thank you to the people that are most impactful to you and your business. I think that's just being a good person, right?

Carey Nieuwhof: Yeah, yeah, yeah.

Jordan Raynor: Taking the time to recognize and appreciate people for what they're doing.

Carey Nieuwhof: So we talked about some success triggers in launches and so on, which has been good. What are some common ditches? Just some things that you're like, "Oh yeah, I see people make this mistake when they're launching again and again."

Jordan Raynor: Yeah. I'll tell you a quick story. I don't know, maybe a year and a half into my tenure as CEO of Threshold, one of our investors came to me and were like, "Hey, we think you're doing a terrific job. We want to understand what makes you tick. What are some of the keystone habits that we should be looking for in other founders?" That's very honest. I said, "You know what? There's one thing that I do write about 70% of the time that I wish I did well 100% of the time, that I think is the most important thing for an entrepreneur. Anybody who's starting anything, a church, whenever it's this. Taking the time regularly.

Jordan Raynor: I would argue daily to discern the essential from the noise, right?" This is what that looked like practically for me when I was CEO of Threshold. When you're starting something, a church, a business, and nonprofit, everything looks important, and the reality is almost nothing is, right? And you're going to be able to see that in six months. You'll look back and go, "Yeah, if I looked at that calendar that day, there's really only one thing I did, two things I did on that day that truly mattered."

Jordan Raynor: For me, when I was CEO, I would take ... I would start my day with a 90 minute block of totally focused, deep work on whatever was most important that day. Then I would take a 30 minute walk around Downtown Tampa. I wouldn't look at my phone, I would walk to my favorite coffee shop, and the only thing I would be thinking about is, "Okay, out of everything competing for my attention today, out of everything that looks important, what once solved is going to make everything else easier?"

Jordan Raynor: "What is truly going to give me the most leverage and really move the needle today?" I would do that daily, right? Then there were other ways to do that with my team on a quarterly basis as we did strategic planning and established objectives and key results as our goal setting framework. But yeah, asking that question, that in failing to ask that question can kill in the early stages.

Carey Nieuwhof: Because you just get drowned?

Jordan Raynor: You just get distracted by minutia and stuff that doesn't matter.

Carey Nieuwhof: What were some filters to help you sort out what that critical thing might've been? Because obviously, it's different every day, but there's probably some patterns.

Jordan Raynor: Yeah. Yeah, that's true. When you're in the early stage of a startup, what matters most is your people, right? Keeping your team fully engaged, so if there was ever a people issue I had to deal with, whether that was having a difficult conversation with a direct report or more commonly hiring, right?

Carey Nieuwhof: Right.

Jordan Raynor: So drafting a hiring profile for the next hire, that was what was most important. Another one was sales, right? If there was a big deal, right? San Francisco Travel, a customer of ours. That was a big deal for us, right? They're using our content for every hotel, every restaurant, every attraction in San Francisco. In that week that we were trying to close that deal, that was the one thing that mattered, right?

Carey Nieuwhof: Yeah, yeah, yeah.

Jordan Raynor: It was just thinking about, "Okay, what can I do to get that deal done?" And only then, will I move on to whatever's next.

Carey Nieuwhof: How did you crowd out, or how do you crowd out the stuff that's not essential? Because theoretically, you've got requests for meetings that you're going to say, "You know what? This is not San Francisco Travel. Okay? So I can't do that meeting." I talk to a lot of leaders and I'm going to struggle with this myself. It's like everybody wants a piece of you. What have been some keys to you to narrowing that focus without ticking everybody off?

Jordan Raynor: You're going to get really good at saying no. Yeah. So I think there's a couple of layers to this question. I'll start with how do I stay focused within the day, right? So David Allen, author of Getting Things Done probably influenced me more professionally than any book ever. Is very fond of saying, "You can't be comfortable with what you're not doing until you know what you're not doing." Right? You've got to have a trusted system outside of your head that is a central repository for everything you're committed to.

Jordan Raynor: Today, tomorrow, five years from now, you've committed only to yourself, whatever, right? You've got to have a place for all those things. Then from there, once you've decided what's important and you're focused on that work, I think it's really critical that you ruthlessly eliminate any distraction from your life. So my phone, we were just talking about this on my podcast. My phone is always on do not disturb when I'm at home and at work.

Carey Nieuwhof: You're here.

Jordan Raynor: Very few people in my favorites list that can reach me while I'm doing deep work. So that's number one. Number two, I try to batch everything, whether it's content creation or even meetings.

Carey Nieuwhof: Talk about your podcast, because we talked about that before we started recording. Because I asked you, "So this new podcast that you're doing," which is called, for our listeners, what is it-

Jordan Raynor: Yeah, The Call to Mastery.

Carey Nieuwhof: The Call to Mastery, with Jordan Raynor. You blew me away with how you put it together. So tell us, what do you do?

Jordan Raynor: Yeah. I'm a huge fan of mega-batching. Cal Newport talks a lot about this. So mega-batching is exactly what it sounds like. You take one thing to get to a bunch of and you just do it all at once. So when we launched The Call to Mastery, we recorded I think it was 28 episodes in one week.

Carey Nieuwhof: Which as a podcaster, I will tell you it feels insane.

Jordan Raynor: Here's what the insane part was. It wasn't actually doing the interviews, it was the prep for my team. It crushed them.

Carey Nieuwhof: Do you use the same questions for every interview?

Jordan Raynor: No.

Carey Nieuwhof: Because I don't. I don't use the same questions.

Jordan Raynor: No. No, we didn't. We had a starter template, right? But no, they were highly customized.

Carey Nieuwhof: Wow.

Jordan Raynor: It was a little crazy. That was a little much.

Carey Nieuwhof: But you did 28 in a week?

Jordan Raynor: We did 28 in a week, and just knocked them out back to back. Actually this is a good example of ... The podcast was the first product I've launched that didn't start with a really, really small bets to validate the idea, right? So my advice to founders is don't build the whole iPhone app that you think you want to build, build a prototype, build, I don't know, a mock up in PowerPoint that you could show people and get feedback on before you waste time in testing.

Carey Nieuwhof: Test it. Test the market.

Jordan Raynor: Test it. It's the lean startup methodology that I'm a huge disciple of, right? With the podcast, we didn't do that. I'm glad we didn't because we already had built an audience, right? We had an email list of 100,000 people who get my weekly faith and work devotional. 49% told us that they would subscribe to the podcast when we launched it, so we knew that there was an audience for this thing there. So it had to be great.

Carey Nieuwhof: So you had kind of tested it?

Jordan Raynor: We had kind of tested it. We'd survey tested it, but not actually tested.

Carey Nieuwhof: I did the same thing. I didn't have 50,000 people who were interested. I had 419.

Jordan Raynor: That's a lot.

Carey Nieuwhof: Thank you to every one of you, by the way.

Jordan Raynor: All 419 are still listening, right?

Carey Nieuwhof: I think so. I hear from them on a regular basis. It's pretty awesome.

Jordan Raynor: Yeah, but I'm a big fan. I don't know how we got to mega-batching, but I'm a big fan of this concept.

Carey Nieuwhof: Yeah. But those are some ideas. Now, you've also spoken at Harvard, South by Southwest, TEDx. You've been a Google Fellow, et cetera. So you're well-acquainted with the world of young leaders. Primarily, they're all young emerging leaders. What are some of the common themes you've seen? The issues that young leaders are struggling with, and South by Southwest is fun, isn't it?

Jordan Raynor: South by Southwest is an amazing event.

Carey Nieuwhof: I'm back again in 2020, which is amazing.

Jordan Raynor: That's awesome. Yeah, Austin is one of my favorite cities in the world. I love it. It is fantastic. Yeah. So I think the most common struggle I see young leaders dealing with, and frankly it's not just young leaders, is desperately trying to find happiness in their work. Right? And failing at that over and over and over again. Here's my encouragement to any young leader listening. It's not your fault that you're not buying happiness. You have been sold a lie your entire career.

Jordan Raynor: I write about this extensively in my new book, Master of One. In a way, this topic is what the book is all about. Here's what I mean. I'm a Millennial, I grew up with very well-intentioned parents telling me to follow my passions, follow my dreams, and above all else professionally, do whatever makes me happy. It turns out that's really, really, really bad advice, right? For a couple of reasons. Number one, it doesn't work, right?

Jordan Raynor: There's a professor at Yale named Amy Wrzesniewski, who has spent her entire career trying to figure out what leads people to describe their work as a calling as opposed to a job or a career. She studied it with doctors, with clerical workers, with computer programmers, and time and time again, the number one predictor as to whether or not somebody will see their work as a calling is

not whether or not they were passionate about the work before they started it. It was the and number of years they have spent getting good at that craft.

Carey Nieuwhof: Whoa.

Jordan Raynor: In other words, passion follows mastery, not the other way around. We get to love what we do by getting really, really good at it, right? That's the first reason why this is really about advice, right? This follow your passion, do whatever makes you happy advice. It doesn't work. Secondly, I think the second reason is closely related to the first, it doesn't work because it's out of line with Jesus's teachings. Nowhere in the Bible does it tell me to do whatever makes me happy. In fact, I would argue the whole of scripture, it says the opposite. It says-

Carey Nieuwhof: Right. It's like, "Hey, your passions are probably going to kill you."

Jordan Raynor: Yeah, that's exactly what ... Also, the purpose of life, the purpose of work is to serve others before I serve myself. It's to focus on other's happiness before I focus on my own, and so as I argue in Master of One, we get to love what we do by getting really good at it. It is when we become masterful at a craft and serve others well and make others happy by being really gifted at what we do, that we also find this deep sense of vocational happiness and joy, right? And sharing God's pleasure.

Jordan Raynor: Eric Liddell talks about that sharing. It's a fire. I feel God's pleasure. I think that's the picture. I think we feel God's pleasure when we do the work that we were created to do. We do it masterfully well, primarily in service of the glory of God in the good of others rather than our own happiness.

Carey Nieuwhof: Do you think that this is in part what you're describing behind the angst that I'm running into? In fact, recently I stopped asking 20 to 25 year olds or even 18 to 25 year olds, "What do you want to do or what's your major?" Because I just run into ... It's a fear inducing question these days. People are like, "I have no idea what I want to do. I don't know what my major is supposed to be. I'm not sure what I'm supposed to do," because there's a million options out there, right? You look at young leaders, it's like, "You can be anything," and you attack that in your book. Can you talk a little bit more about the paralysis that so many young leaders feel?

Jordan Raynor: I was just giving a speech to a group of 1,000 university students out in California, and it was the first time I delivered this don't do what makes you happy, don't follow your passions. I was a little scared. I was like, "Oh my goodness, these kids are going to come up to me and be furious about this." I was blown away by how relieved they were. That was the theme that kept coming up. So many of these kids came up and said, "Thank you. Thank you, thank you."

Jordan Raynor: I felt overwhelmed because one, I don't know what I'm passionate about, I don't know yet what work is going to make me happy, and also I think it gives you freedom to just choose anything, right? To just make a choice. I think now more than ever before, we have more options than we've ever had before of what to do vocationally. It is true that, now more than ever, you can choose to do pretty much anything you want to do with your career, right?

Jordan Raynor: That leads to a paralyzing number of options that makes us afraid to make a choice, right? But as I argue in the book, this idea that passion follows mastery, frees you. Because now I can say, "You know what? I'm going to pick anything. I'm just going to try something and experiment widely in my career to find the thing, not that's going to bring me the most immediate satisfaction today, but that I'm gifted at, and that can develop into true mastering a sense of calling, longterm."

Carey Nieuwhof: You talk about would apprenticeship in the book? Do you not?

Jordan Raynor: Yeah. Yeah.

Carey Nieuwhof: How does apprenticeship relate to joy and passion and mastery?

Jordan Raynor: Yeah. In the book, I outlined three keys to mastering anything vocationally. So we had a pretty big research team for this book., so we did a ton of research of academic literature, of business literature, and then we did a lot of interviews with Christ followers who are world class masters at what they do. So NFL Hall of Fame Coach Tony Dungy. We talked to Douglas Gresham who's the producer of the Narnia films. We talked to Scott Harrison at Charity:Water. Emily Ley, lots of great leaders. There were three keys to mastery that kept coming up over and over again. Number one was purposeful practice, number two was discipline over time, and number three was apprenticeships, which sounds like that-

Carey Nieuwhof: I'd love to hear.

Jordan Raynor: Apprenticeships is this ancient term, right? We don't really hear this term very much anymore, right? But it's still very much alive and well today. Apprenticeship essentially is just humbly submitting yourself to the knowledge and the wisdom of somebody who's more masterful than you at your craft, right? That can look like a lot of different things. It can look like a traditional apprenticeship where you go and work for somebody in an internship or in a full time job to learn a craft.

Jordan Raynor: Or it can look like virtual mentorships, right? Online coaching. It could look like YouTube videos. But the point is recognizing that once you found something that you want to pursue and experiment with or pursue mastery of over a long period of time, you don't know everything, right? There are people out there whose expertise and knowledge is very, very real, right? So it's your job to go

seek them out, very, very diligently seek them out and submit to their knowledge and their strengths become your strengths, right? That's the beauty of apprenticeship.

Carey Nieuwhof: Apprenticeship, what does that look like? My dad was in Tool & Mold, right? So they literally had apprenticeship. It's like you have to be an apprentice and you do that for two or three years, you do some in-class academics, you come work in the shop, and then at some marker, I never went through the apprenticeship. I was supposed to, but I didn't. Anyway, you become a certified journeyman, is what they used to call it. I don't know whether they still do, but a Tool & Mold maker. If you're in those blue collar trades, that's still a thing. But how do you apprentice in an office? How do you apprentice in what we do?

Jordan Raynor: Yeah, that's a great question. I would argue there's two types of apprenticeship, right? What you just described is a direct apprenticeship. You have a personal relationship with somebody who's a master of a trade, and I think that could be true in blue collar or white collar work. I think-

Carey Nieuwhof: Oh yeah. Articles of clerkship. My year in law-

Jordan Raynor: There you go.

Carey Nieuwhof: ... I was apprenticing under other lawyers prior to writing the bar admission course and getting called ... admitted to the bar.

Jordan Raynor: That's exactly right. So I think direct apprenticeship can look like a traditional full time employment and internship, something like that. For me, when I was CEO for Threshold 360, my direct apprenticeship was to my board. I had a board of exceptional entrepreneurs now turned investors who are incredible at their crafts, right? They got to know me personally.

Jordan Raynor: They knew my specific weaknesses, the things I needed to develop, and they could coach me along that path. There's another form of apprenticeship, what I call an indirect apprenticeship, which still requires that you humbly submit yourself to the knowledge of others, but you do it outside of that personal relationship, right? So this would be somebody taking your High Impact Leader course, right?

Carey Nieuwhof: Correct, yeah.

Jordan Raynor: A great tool for leaders, that's an indirect apprenticeship. You're teaching them, but you're not getting to know those people's specific pain points, right? Maybe they could do that in some other fashion, right? But that's what an indirect apprenticeship looks like, right? It's online courses, it's going on YouTube and learning how to do this. But here's my advice, if you're seeking out an indirect apprenticeship. There's so many people teaching on whatever topic it is that

you want to get great at. Find who you're going to ... decide early on, who you're going to trust and ignore everybody else, right?

Carey Nieuwhof: Well, yeah.

Jordan Raynor: Double down.

Carey Nieuwhof: You can double, right?

Jordan Raynor: You can double. Find the person that shares your values that you just really resonate with and go all in on everything they have to say, and largely ignoring everybody else. But I'll say this, if given the choice between a direct apprenticeship and an indirect apprenticeship, take the direct route every single time, right? All of the masters profiled in Master of One had some form of apprenticeship, and almost all of them had a direct apprenticeship. So David Boudia, Olympic gold medalist diver, he had a coach, right? Tony Dungy had apprenticeships in coaching, right? Fred Rogers had an apprenticeship, right? That he submitted to in early childhood education, right? That direct apprenticeship is really, really critical.

Carey Nieuwhof: Scott Harrison has been on the show before. I'm just curious, what would Scott say his apprenticeship was?

Jordan Raynor: Scott is actually one of the stories I use to illustrate the value of direct apprenticeships over indirect apprenticeships. So if you guys don't know who Scott Harrison is, Scott Harrison's the CEO and founder of Charity:Water that's raised more-

Carey Nieuwhof: Massively, yeah.

Jordan Raynor: Massively successful. They've raised more money for clean water projects overseas than anybody else. In the book, I tell the story of how Scott, when he was starting Charity:Water, he had an indirect apprenticeship with the Nonprofit Kit For Dummies, right?

Carey Nieuwhof: Literally-

Jordan Raynor: Literally.

Carey Nieuwhof: The dummies book that-

Jordan Raynor: Literally bought-

Carey Nieuwhof: That's part of the story.

Jordan Raynor: Literally bought the dummies book for nonprofits. But over time, as he matured as a leader, he recognized that he really needed somebody getting to know his specific strengths and weaknesses. So he brought on a coach, a mentor, this guy named Ross Garber, who is a phenomenally successful founder, and Ross was brutal with Scott calling him out on stuff and just spotting weaknesses, and to this day, Scott largely credits Ross for the success of Charity:Water.

Carey Nieuwhof: That is such a common story. I mean, one of the books on my reading list this Christmas is Trillion Dollar Coach.

Jordan Raynor: Yeah.

Jordan Raynor: Bill Campbell?

Carey Nieuwhof: Yeah.

Jordan Raynor: So good.

Carey Nieuwhof: Yeah, and that whole idea that he would just wander around Silicon Valley and like, "All right, here's what you're doing wrong today," and he was very encouraging about it. So you said there were three, one is apprenticeship. Walk us through the other two, if you would, Jordan.

Jordan Raynor: Yeah, sure. Again, these are the three keys to mastery that came up in all of our research of academia, business literature, of interviews. So number one, apprenticeships, indirect or direct. Number two, the second key to mastery is purposeful practice, right? I'm sure a lot of your listeners are familiar with the 10,000 hour rule made famous by Malcolm Gladwell. It was actually research conducted by a professor of mine, alma mater, Florida State University.

Carey Nieuwhof: No way?

Jordan Raynor: Yeah, Dr. Anders Ericsson, and Ericsson was the first one to find that it takes roughly 10,000 hours of practicing any vocation in order to achieve mastery of it. But what's really important is not just how much people practice their craft, it's how they practice those 10,000 plus hours, right? It's not just sitting down at the computer and turning out blog posts. It's what Ericsson calls purposeful practice, which has four characteristics.

Jordan Raynor: Number one is specific goals, right? Let's say you want to be a writer, right? That's your one thing. I want to be a masterful writer. It's not just enough to say, "I want to be a great writer." You have to set a specific goal. Example, I want to sign a publishing deal with one of the five largest publishers in the world. Great. That is a specific goal, right?

Carey Nieuwhof: Right.

Jordan Raynor: Secondly, you have to be intensely focused when you're sitting down to practice your craft, this deep work that we've been talking about. Third, you have to get rapid feedback on whatever it is you do, right? If you're blogging, rapid feedback might look like looking at analytics to see which blog posts are being shared the most, or-

Carey Nieuwhof: It's always surprising.

Jordan Raynor: It's always surprising, right?

Carey Nieuwhof: Yeah, I know.

Jordan Raynor: Then the final key of purposeful practice is frequent discomfort, constantly putting more weight on the bar. So number one, key to mastery apprenticeships. Number two, purposeful practice, and then finally, discipline over time, right? Angela Duckworth, the author of Grit, who I cite a lot in Master of One, talks about being a promising beginner at something is fun, but being a master is infinitely more gratifying, right?

Carey Nieuwhof: Yeah.

Jordan Raynor: Because again, passion follows mastery. Again, I'm going to say it 100 times. We get to love what we do by getting really, really good at it. If you're constantly hopping from one job to the next, and there's not a through line through it, they're not connected, you're not going to get great at your craft and you're not going to find that deep satisfaction of vocation for yourself.

Carey Nieuwhof: Discipline over time. Talk about that more because I do think that's a massive problem. There's such a thing as a good pivot-

Jordan Raynor: Right. Oh yeah.

Carey Nieuwhof: ... or redirection or that kind of thing, but I think a lot of people ... I mean, I dunno, you might have this research, but I've read in different sources that the average person will have five different careers over the course of their life. Now, maybe it's more, maybe it's less, but the bottom line is how do you achieve mastery in something if you keep pivoting every few years?

Jordan Raynor: You can't. Right?

Carey Nieuwhof: Exactly, exactly.

Jordan Raynor: You can't. Now say this, there are clearly people who decide to master one thing, and we can talk about this a little bit more later if you want to. But your one thing might be super specific and might be a specific job that you're pursuing mastery of for 20 years, or it might be really broad. My one thing is

broad, my one thing is entrepreneurship, and to become masterful at that, it's actually required that I shift jobs every couple of years, either through acquisition or through shutting a venture down, whatever it is. So that might look like a lot of shifts, but it's actually one thing that I'm pursuing mastery of in a very discipline fashion over a long period of time.

Carey Nieuwhof: As we talked on your podcast about me, that move from radio to law to ministry to podcast to blogging, looks totally circuitous, but the thread and all of it is they're all communication.

Jordan Raynor: That's exactly-

Carey Nieuwhof: Everything was communication in there.

Jordan Raynor: I'm sure a lot of your listeners love C. S. Lewis?

Carey Nieuwhof: Yeah.

Jordan Raynor: I was actually talking with C. S. Lewis's stepson about this topic, because I had this concept. Okay, be a Jack of all trades, that's fine, right? I'm a Jack of all trades. I think I'm a Jack of all trades. Maybe that's even too generous to call me a Jack of all trades. Maybe I'm an eight of all trades, and a master of one. As Christians, if we believe that our work is a means of serving the world, of loving neighbor and self, we ought to be sick to our stomachs.

Jordan Raynor: If people describe us as a master of none, there's nothing that the world could say that we're doing exceptionally well in service of others. That's crazy. So be a master of one. Anyways, back to Lewis. So C. S. Lewis, in my mind, stood out as the exception to this rule. On the surface, Lewis appeared to do a bunch of different stuff. He wrote novels, he wrote nonfiction, he was a radio broadcast, he taught for 30 years at Oxford. I was smoking a cigar with Douglas, Gresham's stepson. There's a great backstory here, if you want to get it, but I was smoking a cigar with his stepson.

Carey Nieuwhof: Yeah, we're in.

Jordan Raynor: All right.

Carey Nieuwhof: All those stories.

Jordan Raynor: Well, I'll come back to the cigar story. So smoke a cigar, I was like, "Doug, your stepfather looked to be a master of many things. Was he?" He thought about it for me. He's like, "You know what? Not at all." Jack, his stepfather, what he called the step-stepfather, was a masterful teacher. Everything he did, he taught. When he was writing the Chronicles of Narnia, he was teaching us about

Christ. When he wrote nonfiction, he was teaching. When he taught at Magdalen College and did radio broadcast-

Carey Nieuwhof: He was teaching.

Jordan Raynor: He was a teacher, that was his one thing, right? According to Doug, Jack understood that, right? He was very intentional about honing that craft and the art of teaching people. That for me was very freeing to realize, "Oh yeah, most people's one thing is going to be very broad, but zeroing in on what that is, understanding what it is, what the work is that God created you to do is so important because mastery matters, because mastery is how we glorify God, love neighbor and self." By the way, find happiness in our own careers for ourselves.

Carey Nieuwhof: Well, that makes sense. Because I think about all the things, I was a kid, if I wasn't good at it right away, I would just quit. That gets very discouraging, right? If you don't master it, on the other hand, writing now for 25, 30 years communicating for almost 40, no, 30 ... Yeah, almost 40.

Jordan Raynor: Wow.

Carey Nieuwhof: It's crazy. You get good with words better than you were when you were 22. I got to hear the stories. Smoking the cigar.

Jordan Raynor: All right, all right, all right. Actually this would be a good setup for ... Yeah, all right. My last book, Called to Create, I wrote about C. S. Lewis in Called to Create, and Master of One. For Called to Create, when it came out, I wanted to do something different for the preorder campaign. It was my first traditionally published book. You know what authors do for preorder campaigns, right? You get a discount on the course, whatever.

Jordan Raynor: I was like, "I want to do something that's totally going to cut through the noise." So I decided to personally pay to send one preorder of the book and a guest on a trip to Europe, and they went to the homes of some of the entrepreneurs and culture makers.

Carey Nieuwhof: I read that. That is crazy, yeah.

Jordan Raynor: So they went to Arthur Guinness's brewery, whatever. It all culminated in dinner with C. S. Lewis's stepson, this phenomenally interesting, generous person named Douglas Gresham in London's. We went to the Korean Hotel, which is literally right behind Buckingham Palace. The queen takes her staff to dinner there every Christmas. We had had dinner two and a half hours. Amazing time. It was me, Doug, a couple of my buddies, and then the winners of the Sweepstakes, right?

Jordan Raynor: The winners had left, so it's just me, my two buddies and Doug sitting in the lobby of the hotel, and he's like, "Are you guys in a rush to get somewhere?" We're like, "No, not at all." So he takes us behind the bar, just walks in there like he owns the hotel, right? Douglas Gresham walks in there, pulls open a drawer, opens up a box of cigars, he was like, "You guys smoke cigars?" We're like, "We do tonight. Yeah, absolutely. Yeah." So we ended up just hanging out on the stoop of this hotel with the last person alive who personally knew C. S. Lewis, who lived with him for 10 years, and just smoke cigars and told stories about-

Carey Nieuwhof: No way.

Jordan Raynor: ... Jack, and told stories about why Susan didn't make it into Narnia. I mean, just crazy thing. It was amazing. It was the best top five nights in my life.

Carey Nieuwhof: That's incredible.

Jordan Raynor: Yeah

Carey Nieuwhof: Any trivia about C.S. Lewis that most people wouldn't know?

Jordan Raynor: There's this great story about when Jack went on a trip with Joy, Doug's mom, and C. S. Lewis's wife for the last few years of their lives. Jack and Joy went on this trip. They went with some friends, and there was this one couple that was with them that Jack didn't really like. Jack got along with everybody, right? C. S. Lewis loved everybody. But this woman was being really mean, really ugly to Joy, and so Jack said something to the effect of ...

Jordan Raynor: They're walking up a mountain, and Jack and Joy decided to hang back and Jack says something effective. "I hope when she gets up there, she drops dead of a heart attack," and she did drops did. And she did. She drops dead of a heart attack, and C. S. was like devastated, devastated. I was like, "I'd never heard that before." It's a great story. It's a great story.

Carey Nieuwhof: That's funny. That's funny. Anything else you want to share on Masters of One? Okay, give some practical advice. So we do have a lot of young listeners here, primary demographic, 25 to 35, in the business field also in the ministry field. There's a lot of pivoting going on these days, a lot of movement. You say it takes experimentation, and yet you don't want to be defining this. What advice, if people are like, "Okay, what's my next step? Just tell me what are some practical things I can do to get a little bit further along on the path to mastery?"

Jordan Raynor: Yep, great question. So I'll answer this question in three parts.

Carey Nieuwhof: Sure.

Jordan Raynor: Part one, let me give you a preview of the path to mastery, right? From my team's observation, there's basically four steps along the path to mastering anything vocationally. Step one is exploration, right? Step two is choosing one thing vocationally to commit to. Step three is elimination, ruthlessly eliminating everything else in your life that's distracting you from the work you believe the Father has given you to do, and the final step is mastery. It's not really a step, it's really a lifelong process.

Carey Nieuwhof: It's an outcome.

Jordan Raynor: It's an outcome. Right. Well, it's really not a destination, right? I mean, that's the trick of the path to mastery. It really has no end point. You're always getting more mastery in your craft. So that's number one. Number two, really practical advice. Yes, at some point in your career, in order to do your most exceptional work for the glory of God and the good of others, I believe my opinion, you need to pick one thing to master.

Jordan Raynor: That said, you should also experiment widely first. You can't make the best decision as to what your one thing is going to be, the work you're going to do most exceptionally well, until you try a bunch of different things, right? Go try a bunch of different things, go become a Jack of all trades, all the while searching for the one thing that is producing fruit beyond what you can imagine.

Carey Nieuwhof: How did that play out in your life?

Jordan Raynor: All right. My one thing has always been entrepreneurship, but it's got a little bit more refined over the last few years, and creating content products, creating books, right? So here's how that happened for me. So my last book, Called to Create, just took off in ways that I cannot reasonably explain, and that stood somewhat in contrast to other entrepreneurial endeavors in my past, right? First two companies had some decent acquisitions with ... But the results always felt proportional to the amount of work.

Carey Nieuwhof: Right. I hustle really hard and it showed.

Jordan Raynor: I hustled really and it showed. Called to Create, we hustled really hard, but the results were so much greater than what the hustle could account for, right? That was like, "Okay, that's the miracle of divine multiplication." The sower and the seed. It's the seed that Jesus planted in the good soil that reaped 30, 60, 100 fold the crop of the other seeds. That's what you're looking for, right? Here's the last thing I'll say. I mentioned the trip we gave away to Europe last year. I guess we could talk about this now because we're in the middle of the preorder campaign. We're doing it again, right?

Jordan Raynor: For Master of One, go preorder the book, and if you go to JordanRaynor.com to preorder the book, you're also going to be entered a chance to win a European cruise for two, seven night cruise on Royal Caribbean. Then you're going to go

Barcelona. I'm going to fly over to Barcelona, take you to dinner in Barcelona, and then you're going to go see probably my favorite subject in the entire book, La Sagrada Familia. Are you familiar with this?

Carey Nieuwhof: No.

Jordan Raynor: La Sagrada Familia is the largest church in the world. It was designed by Antoni Gaudi, who's a world famous architect who did a bunch of different projects early on in his career. Then for the last 12 years of his life, he dedicated himself solely to one project, building a church, La Sagrada Familia, that would quite literally tell the story of the gospels and proclaim the excellencies of God as it says in 1 Peter 2:9. So he devoted himself solely to this one project. He was a true master of one. Here's the crazy part. Gaudi died more than 100 years ago, the church has been under construction for more than 135 years. They're still building it.

Carey Nieuwhof: Still going?

Jordan Raynor: still going. It's not going to be completed until 2026. By the way, it's not because they took a huge break, it's just that massive, that intricate, that masterful that it's going to take 140 years to get done. But you can visit it today. I've been there. It's the most spectacular thing I've ever seen on this earth. It's incredible. Yeah. We're going to send you to go see La Sagrada Familia if you preorder the book and enter to win that sweepstakes.

Carey Nieuwhof: Well. Now, what am I going to come up with for my book launch? Jordan, that's unbelievable. What a great thing.

Jordan Raynor: It's fun. Basically, it gives me an excuse to have dinner with readers. I mean, that's all this is, right? Which is the most fun thing to do as an author.

Carey Nieuwhof: Well, that's pretty cool. So if people want to do that, JordanRaynor.com?

Jordan Raynor: That's it. J-O-R-D-A-N R-A-Y-N-O-R.com.

Carey Nieuwhof: Great. So you can go there, and this has been a fascinating conversation. I have a funny feeling it won't be our last.

Jordan Raynor: I think so too.

Carey Nieuwhof: Jordan, thank you.

Jordan Raynor: Thanks, Carey.

Carey Nieuwhof: Thank you so much for being with us today.

Jordan Raynor: Thank you very much for having me.

Carey Nieuwhof: Well, that was rich and fascinating, wasn't it? So if you want more like transcripts or show notes, just head on over to CareyNieuwhof.com/Episode312, we will have everything there for you. Guys, it's almost 2020. Francis Chan is back January 7th, and on the 14th, Louie Giglio, Liz Forkin Bohannon, John Mark Comer, Jefferson Bethke, Jennie Allen, Craig Groeschel, that just gets us into the first 40 days. It's going to be a killer lineup. I think you're going to love it.

Carey Nieuwhof: If you haven't subscribed yet, please do so and do make sure that you check out RightNow Media, RightNowMedia.org/Carey. Right now, you get a free trial to RightNow Media if you act by going to RightNowMedia.org/Carey, and you can also head on over to TheHighImpactLeader.com and get your life and leadership back in 2020. That is something I am so passionate about. This is a hill I could die on. It's a method that I've taught thousands of leaders that have helped them get sometimes dozens of hours back a week, sometimes three hours a day.

Carey Nieuwhof: It's crazy. If you want to have a better year, don't just have high hopes, have a better strategy. The High Impact Leader will get you there, and if it doesn't, your money back. All right, go to TheHighImpactLeader.com. Well, next week we are back with Francis Chan. This was a fascinating conversation. Francis is never boring, and he talked about the controversy he stirred up in the fall of 2019 when he said he was going to Asia and people felt he condemned America. So he apologizes for that, he talks about what he meant. Then we have a great conversation about the impact of social media on real people. So here's an excerpt from the next episode.

Francis Chan: I did this illustration where I had a BB gun, and I asked, "How many people think I can shoot this little balloon that was, I don't know, on the other side of the stage. So it's pretty far. Most people raise their hands, and then I go, "Well how many people believe to the point where you would hold it in your hand?" There were still a few people, and then I'm like, "Who would stick in between their teeth?"

Francis Chan: This one kid did, and so I had him go up there, and I was just going to scare him, but once I had it in the sights, I just pulled the trigger. Because I thought, "What if I miss?" And I hit the balloon, and my heart's pounding, but my point was who was the true believer in the room? Everyone who raised their hand or the guy that's stuck in between a seat. But meanwhile, I've got attorneys in the room going, "You could've lost a whole ... Do you know ..."

Carey Nieuwhof: We're kicking off 2020 that way. I am so excited for that. People ask me all the time, "Carey, how do you get everything done?" Obviously I've got The High Impact Leader that tells you, but Rich Birch, my buddy over on UnSeminary.com, asked me if I would record an episode for him on my morning routine. So for Ask Carey, because I do get asked this a lot, I am going to play you what is going

to play on Rich's podcast about my morning routine. So here is the answer to that question, "Carey, how do you spend the first few hours of your morning?" Here's my answer.

Carey Nieuwhof: Hey there unSeminary listeners. It's Carey Nieuwhof. Rich asked me to share a few things about the first hour of my day. I don't know, it's pretty unglorious, but I think ... I'm happy to do it, Rich. Let me start not with the morning but with the night before. One of the things I do is I really try to pay attention to what my day looks like, because it varies. I do an awful lot of travel and so I have to think about, "Well, what time is my flight?"

Carey Nieuwhof: I've tried to actually eliminate a lot of early morning flights because I find it leads to a greater level of fatigue than I'm really comfortable with. Or if it's a writing day, I know I'm going to need a lot of mental clarity, and maybe it's a meeting day, still going to be bit of an energy drain on me. So I really try to pay attention to that the night before, and I think ahead of time of how much time ... how much sleep I'm going to need to feel good.

Carey Nieuwhof: A couple of other things that really impact the next day before the morning starts, this sounds really technical, but Rich, you can always edit this out. The food I eat the night before and when I eat it. So if I eat late, I don't sleep as well, and I track my sleep through my Apple Watch on something called AutoSleep. It's just an app. I think it's \$5 or something like that. You can use a variety of free apps.

Carey Nieuwhof: I know if I just eat too late or if I have a glass of wine or something like that before bed, which I rarely do, but if I do, I'm not going to sleep as well. So those are the things I really pay attention to. I am, since I burned out all those years ago, really paying attention to how I manage my energy. Also, I tend not to exercise at night, but if I do, at 9:00 at night, go for a bike ride or that kind of thing, I don't get as much deep sleep.

Carey Nieuwhof: So deep sleep is quality sleep. I try to get at least two hours a night. A good night would be three. An incredible night is four, but about 30% of your sleep should be deep sleep if you're going to have a good day the next day. So that's where it starts the night before, and then when I wake up in the morning, I used to set an alarm. I did an interview on my leadership podcast with Larry Osborne where he told me he didn't.

Carey Nieuwhof: I thought, "I'm going to experiment with that." So these days, unless I have a pressing deadline, I don't set an alarm and I try to let my body determine when I need to wake up. So typically, that tends to be when I would normally wake up with an alarm anyway, but I am sleeping a little bit later sometimes. A normal day would be up between 5:15 and 5:45. Some days I get up earlier, some days if I'm really tired of coming back from a flight the night before, I might sleep until 6:00 or 6:30.

Carey Nieuwhof: Then I get up, make a cup of tea. First thing I do, I don't change, don't shower, I head down to my spot, which in the place to have quiet space for my devotional time. In the winter, that's in my office, in the basement of our house. In the summer or any decent weather, that'll be outside on the back porch. We live in a pretty private area, and so lots of trees, birds, grass, gardens. It's beautiful. Then I spend the first minimum 15 minutes, often half hour to an hour, just praying, reading the scripture.

Carey Nieuwhof: I use YouVersion, I use ... What is it? I use the One Year Bible, Nicky Gumble's plan. I read through the Bible every year. I've done that as a discipline for about 20 years. When I'm on the road, it'll vary a little bit. It'll be shorter, maybe 10 minutes, 15 minutes, but I try to get through all the scripture passages and say a prayer, and then get going with my day. I do that first thing because although it's my best and most productive time, I see that as a tithe and offering I want to give that to God, and it sets the course for my day.

Carey Nieuwhof: These days, I've been doing some gratitude journaling, so that's just on my iPad. I just make a little file and I start writing. I actually use the Apple pencil because I think there's something about writing not typing, and if it's on my iPad, it's always with me and it's not one more thing to pack when I'm on the road. So another thing I've added to my gratitude journal lately is not just things I'm grateful for, but things that frustrate me. It was a variation.

Carey Nieuwhof: One day I was just really frustrated, so I got nothing to be thankful for. Then I remembered be thankful in all things, and actually it's been very therapeutic. So most days it's mostly good, but some days it's like the frustrations go in there too. I'd say I feel a little more grateful than I did seven, eight months ago when I started that. Then sometimes I'll read spiritual reading after I pray. Sometimes I've got a prayer journal that I started keeping recently. I'll go through that.

Carey Nieuwhof: Then sometimes I'll just sit and think for a little bit, and then I'm off to do some creative work. I've canceled almost all my breakfast meetings so that I can capture that time to create content, and I'll work on a blog post, a book these days, I'm under deadline or sermon series, although I'll be preaching less moving forward so that ... The idea in those first three or four hours is to work on it, not in it. At some point, when I feel like I'm ready for a break, I'll go and grab breakfast, grab a shower.

Carey Nieuwhof: I eat the same thing every morning so I don't have to think about that. Then I go into another couple of hours of work, and by that point the world wakes up and I've got a meeting at 11:00 or noon, or something like that. But that's a typical morning routine for me, and I love it. So I hope that helps. I'd be anxious to see what other people have to say. That was five minutes. Man, I thought it was two to three. Anyway, hope that helps guys.

Carey Nieuwhof: Well, hopefully that was helpful, and there's a lot more at TheHighImpactLeader.com, guys, of course. So back in 2020. So excited. Thank

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you for an amazing 2019, and I hope our time together today has helped you lead like never before.

Announcer: You've been listening to the Carey Nieuwhof Leadership Podcast. Join us next time for more insights on leadership change and personal growth to help you lead like never before.