

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 391 of the podcast. My name is Carey Nieuwhof. And I hope our time together today helps you lead like never before. So excited to welcome Patrick Lencioni back to the podcast. He's becoming a frequent flyer around here. And that's great.

Carey Nieuwhof:

I mean, one of the great thrills of being able to do this is some of the people that I watched from the back row years ago, I have now become friends and colleagues and an opportunity to bring some of Pat's fresh insight and ideas. So, we're going to talk about working genius today, uncovering why some aspects of leadership drain you and why some energize you and how to get the best out of your team, all that.

Carey Nieuwhof:

Today's episode is brought to you by the 30-Day Pivot. If you want to simplify your decision making, get your team action-oriented, check out the30daypivot.com to start making progress in the next 30, 60, 90 days and the Dwell app. Get Dwell, an audio Bible app today by going to dwellapp.io/carey, that's C-A-R-E-Y and get 20% off on an annual or lifetime subscription.

Carey Nieuwhof:

So, so excited to have Pat back on the podcast. Pat is the founder of the Table Group, the author of 12 best-selling books, including the Five Dysfunctions of the Team, and my favorite, The Advantage, also The Motive, his last one. Don't miss it. He's considered one of the nation's leading experts on leadership, teamwork and organizational health, a highly sought-after speaker, and he's here today to talk about his newest model, The Six Types of Working Genius, which at some point is, I think, going to become a book. And you can take some action as a result of listening to this. So, we're going to talk all about that.

Carey Nieuwhof:

And hey, you probably noticed that 2021 doesn't feel fundamentally different really than 2020. There's still a lot of problems, a lot of uncertainty. And that means the world is changing faster than ever. So, I developed this new resource called the 30-Day Pivot, I would love for you to check out. I hear from leaders every single day, like you've heard me say, we have 80,000 emails that go out every morning. And we hear back from a lot of leaders who are like, they're full of decision fatigue, exhaustion, burnout. They can't get their team to buy in. And it's like, I don't even know and maybe you've noticed this as well.

Carey Nieuwhof:

Have you noticed that like, the annual planning retreat is kind of a thing of the past? It's like, how can you plan for a full year when you don't know what's going to happen? Well, that's where the 30-Day Pivot comes in. So, it's a very simple course that gives you a framework that I use on my own team. Actually, 2020 for us was a record year. And I say that very lightly, and hopefully, very sensitively. But

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we're able to pivot. I lost a lot of speaking income and a lot of opportunity. But we pivoted quickly. And it went on to become a double-digit growth year across the boards for us, in my company.

Carey Nieuwhof:

And part of that, I just shared that framework with you in the 30-Day Pivot. So, if you want to simplify your decision-making like you can do this framework in 60 minutes in a regular staff meeting. No offsite, no consultants. It's all done for you. We have aggressive pricing on it right now. So, you can check out the30daypivot.com to start making progress in the next 30, 60 to 90 days. And it comes with a money back guarantee. So, just go to the30daypivot.com while you still can.

Carey Nieuwhof:

And this episode is brought to you by the Dwell app. Dwell is an audio Bible app with a simple mission, to help you get in the Word and stay in the Word. So, it's January, it's like going back to the gym. Are you actually going to study the Bible this year?

Carey Nieuwhof:

So, I know that disciplines really helped me and some of Dwell app's features include listening plans, playlists, Dwell mode, you can use it to meditate on scripture, memorize and pray. And a brand new sleep timer, so you don't drain your battery if you listen at night. You get Dwell today by going to dwellapp.io/carey, and you'll get 20% off on annual or lifetime subscription. So, that's dwellapp.io/carey.

Carey Nieuwhof:

So, now it's time for my conversation with the one and only Pat Lencioni. Pat, welcome back to the podcast. It's so good to have you.

Patrick Lencioni:

I can't believe it's been a year since you've been out here in my office.

Carey Nieuwhof:

I know. We were together. I think it was last October, November. And I don't know when this is going to air, but it'll be not that far in the future. And we had such a good time. It was great. It was great to be at the legendary Table Group and we had met in person before, but to actually see someone on their home turf is a lot of fun.

Patrick Lencioni:

Every conversation you and I have, we just talk and talk and talk. It's fun. It's a blast.

Carey Nieuwhof:

We do and then we try to record for 10 minutes to make sure we capture some of it for the audience.

Patrick Lencioni:

Yeah. And we're going to find out today just why we like to talk so much. It actually makes sense now.

Carey Nieuwhof:

Well, it kind of does, yeah. And I don't want to give away the store, but this is going to be a fun conversation. I'd love to start because we're going to talk about working genius a lot because I'm really excited about it, and I'm going to run my whole team through it. You ran me through it. And we're going to see what there is to say about that.

Carey Nieuwhof:

But we last talked publicly about six months ago, the pandemic had started. And you were just back into your office. And I just love to know, people go back to that, they go back to the conversation a year ago where you talked about your crash on leadership, which so many leaders found so helpful. But I'd love to know, what are the enduring changes you see now closing out 2020 both in how people are approaching life, but also how businesses are approaching life, like, how do you think we're going to be permanently different or do you think we will be?

Patrick Lencioni:

Well, I mean, I think there's some tactical differences. I think people have learned that you can do things virtually that you didn't know you could do before because necessity is the mother of invention. And when you have to, you try things. And I've learned like, oh, my gosh, I can do some things effectively, virtually. I am not going to get on as many planes. That's a very tactical thing. Now, there's no substitute for being together for certain things. But so, this is going to change a lot in the world.

Patrick Lencioni:

I think the other thing, though, is when big hard things happen, I think we've learned that fear is not our friend. And if you look at things and say, "what are we going to do?" Right when this happened, we changed our business pretty drastically and we launched two new programs that are the most exciting things we've ever done. We would not have done those had it not been for the pandemic.

Carey Nieuwhof:

What are those two programs, just out of curiosity?

Patrick Lencioni:

We have embraced 500 consultants around the world and created a network for them. We call it CAPA Pro, which stands for the Consulting and Practitioner Alliance. And we are like pouring into these people and getting great stories. We had no idea how many people in New Zealand and Zimbabwe and Turkey and Poland, as well as all over North America, were using our stuff, and now we know them. And we're supporting them. And we're helping them and it's growing. People are joining all the time. So, we love that.

Patrick Lencioni:

So, we are more connected to all these consultants in the world than we ever have been. And we're so happy for that. And then this whole idea that we're going to be talking about today, that working genius would not have happened had it not been for some of the frustration we felt during the pandemic, or it's still going on but in the middle of it. And so, we said, let's do something about that.

Patrick Lencioni:

So, sometimes a challenge, most times challenge provides an opportunity if you step back and look at it that way. And so, the next big challenge in my life, and in my company, I think I'll step back and say "what's God putting in front of me here" that maybe, His will is bigger than mine and I don't know exactly what he wants from me.

Carey Nieuwhof:

One thing I love to bounce off you because I agree about the travel piece. And even when right now, our borders still closed and so travel is difficult. But let's say the pandemic clears and we can get back on in planes and things could go back to normal, one of the commitments I think I'm going to carry forward is less travel because some things can be done virtually. I feel like I'm a better husband. I actually like my house, my neighborhood.

Carey Nieuwhof:

But here's something my team said. They said, "Carey, you're a better boss." And I said, "Why am I a better boss?" And they said, "You're a better boss because you're not taking our calls while trying to board a flight or navigate another time zone, or while you're distracted. You're just more focused." Any thoughts on that about presence and proximity in leadership? So, we've been leading all virtually. We're not together in the same room. But I thought that was a really interesting observation from my team.

Patrick Lencioni:

Yeah, it's interesting. I think I have become a much better boss during this time. But we've been back to work now for four months.

Carey Nieuwhof:

Right, you've been in person, but you're on the road less still?

Patrick Lencioni:

I'm not on the road at all.

Carey Nieuwhof:

Yeah, yeah.

Patrick Lencioni:

And so, yes, the wear and tear of the road is a crusher. And it makes us less patient and makes us less present. But I think that what happened during the pandemic is that we all invested more time in getting to know one another and care about one another's personal lives. I mean, I'm looking at you in your basement.

Carey Nieuwhof:

Yeah, yeah.

Patrick Lencioni:

And I saw all of my colleagues with their kids crawling into their lap. And you know what's interesting with the pandemic, one of the one of the people in my office, her daughter is in fifth grade and she does

school at our office every day. And so, we get to go in and see this sweet girl and talk to her. And we are so much more part of one another's lives than we were before. That will not go away after the pandemic is gone. We are committed to saying, "why in the world would be pulled back from one another's personal lives, just because there's not a pandemic." So, I think that's one of the things it's, I think we've become more human. And I hope that stays.

Carey Nieuwhof:

Well, that's kind of been your life's work, right?

Patrick Lencioni:

Yeah.

Carey Nieuwhof:

Starting way back when you started writing is to recognize the human side of leadership. So, let's talk about that brand new initiative, The Six Types of Working Genius. So, do you want to walk us through where the idea came from? I know you reached out so excited about it, and then I took it I'm like, "Oh, this is really good, really insightful."

Patrick Lencioni:

I'm so glad to hear that. And this is right smack in the middle of what you said about the humanity at work. I started my career because my dad, God rest his soul, was more frustrated than he should have been in working for the same company for 40 years. And I thought, "that's crazy. Why is that?" And one of the reasons why is because we don't know how to use the gifts God gave us.

Patrick Lencioni:

So, this came about though by accident. As I said, necessity is the mother of invention. And, in the middle of the pandemic, I was in a meeting upstairs, where you and I met the first time. And I was on a Zoom call with like, 500 priests as it turns out.

Carey Nieuwhof:

Oh yeah.

Patrick Lencioni:

I was talking to all these priests. And then afterward, I did another Zoom call with the team that was serving, and I had to hold them accountable. And I had to push them and all this.

Patrick Lencioni:

And then right after that, I turned to Amy, who was sitting next to me, and I said, "Hey, I have a new idea. Why don't we do this, and this, and this?" And she turned to me. And she said, "Why are you the way you are? What is it about you?" And Amy and I worked together for 25 years. "What goes on with you?" And I said, "I don't know. But I'm kind of frustrated. I love some of what I do. I don't love some of the things I do." And I realized for the last 20 years, Carey.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

I've been intermittently and moderately frustrated with things. And I didn't understand why because I love my company. I love the people I work with. But I get frustrated, I didn't know why. So, that led to a conversation with Amy. We walked across the street to our other building. And I met with two other colleagues. And then over the course of the next couple hours, this model emerged on the board where we said, "Well, what is this? And why do I do this? Then somebody else does this. And I do this, and you do this." And suddenly, we had on this whiteboard these six circles.

Patrick Lencioni:

And we were like, "Wow, I think this is actually something." So, I went home that night and I had a Zoom call with one of my consultants, Chris. And I said, "Hey, Chris, let me show you something." So, I showed Chris the thing. And he said, "Wow, that's interesting." The next morning, less than 12 hours later, Chris is working with one of his clients, the CEO of a company and his team. And the client is frustrated about what's going on to the team and about himself.

Patrick Lencioni:

And Chris goes, "Wait a second." And he drew the model from his memory on the board. And the CEO started crying. He wept. He was like, "This is what's going on with me. This is the challenge I've been experiencing for all these years. Oh, my gosh, this changes everything."

Patrick Lencioni:

And so, I'm sharing it with my kids and their girlfriends and my neighbors and with CEOs and our family members. And people are repeating it going, "This makes so much sense." My son's girlfriend is studying to be a teacher. And she wasn't sure like, "I wonder why I'm doing this." And I did her type. And I said, "Oh my gosh, you're doing it because of this and this." She goes, "You're totally right. I'm studying the right thing. Finally, confirmation that this is what I'm gifted at."

Patrick Lencioni:

So, it just took off, Carey, and we said, "Oh my gosh, I think this is real." And so, we said, "Let's get it out as soon as we can to as many people because the relief and the liberation people feel when they realize, I'm really talented naturally at some things and I'm really terrible at other things, I should probably take that into account if I want to be happy in my work." So, that's how it came about. And it's just been three months.

Carey Nieuwhof:

That's amazing. So, one of the things I'm sure people are thinking about, and you thought about this, because I mean this is what you do. You do leadership consultation with top executives and church leaders and the whole deal. There's so many assessments out there. I mean, I've got a file in Dropbox and I've got the Enneagram assessment. I've got StrengthsFinders. And I run everybody. They go through a gauntlet of assessments before they join it.

Patrick Lencioni:

I love them. I'm a junkie.

Carey Nieuwhof:

Yeah, yeah. So, you totally are. And I mean, you teach this stuff. What makes this one different?

Patrick Lencioni:

So, I think the key is this. This one is specifically about how you do work, how you get things done. It's not your personality necessarily. I love the Myers Briggs and DISC and all those things, but we would do the Myers Briggs, okay, you're an ENFP or an ISTJ. Well, what should we do? And this is like, no, this is about how you go about contributing to work, and on a team and in your life. And it's also ridiculously simple, practical and fast. So, people-

Carey Nieuwhof:

It is fast, it didn't take long.

Patrick Lencioni:

And they go, "Oh my gosh. Now, I realize why I've been successful. Now, I realize why I failed and why I should never do that anymore. Oh my gosh, I know why that guy should be doing some of this and I should be doing some of that instead." We reorganized my company after we did this.

Carey Nieuwhof:

Really? Wow. So, everyone got slightly different job descriptions or titles?

Patrick Lencioni:

We realize a couple people in our company ... Get this. We have a 22-year-old who we just hired out of college, right? He has the genius of galvanizing, which is in here. Other people don't. And he's right out of college. We said, "Your job is to kick everyone else's butt around this project, because you're good at that." He goes, "I love to do it." He goes, "But I'm only 22." We go, "It doesn't matter. you have a genius in this."

Patrick Lencioni:

So, people that were 20 years older than him were like, "Your job is to kick my butt to get my work done." He goes, "I love kicking people's butts." And again, because it's not about seniority or tenure or experience, it's about you have a genius, we're going to let you use that genius. I don't have that genius, please do it for me.

Carey Nieuwhof:

Right, right. So, anything else you want to say about the concept, the meta concept of working genius, Pat. One thing I like about it is it's very affirming. So, a little bit like StrengthsFinders in that, there's something at the top, there's something at the bottom, but there is a genius in you. And if you're miscast or misfit, you'll never be able to use that.

Patrick Lencioni:

Right. I think it's God given. I really believe you're born with these things. We talked about that today. And I remember as a kid, I can look at this and go, "My parents didn't know these were my geniuses. And they were constantly raising me to do the things I hated, which had quite an impact on me."

Carey Nieuwhof:

Wow.

Patrick Lencioni:

And so, I think that's something I want to say. The other thing is, we want this to be so applied, we can use this ... My wife and I, in our marriage when we did this, we looked at it, we said, "Okay, neither of us have this genius. We both are terrible at something. And that causes a lot of friction. We need to get help with that." And so, it's so great that we could very quickly see how it could change our family life because part of family is work.

Carey Nieuwhof:

Oh, yeah.

Patrick Lencioni:

And so, I guess I would say it's natural. It's simple. And it's easy to apply quickly.

Carey Nieuwhof:

Just out of curiosity, you don't have to answer this if you don't want to, can you give us the example of what was causing the friction in your marriage to make it practical?

Patrick Lencioni:

Yeah. So, there's this one genius called the genius of tenacity. And that is, you just love to push things through and get things done, and you stay on top of things, you want to make them finished and see the desired result. It's like, a person with that genius, and it is a genius, they love finishing things and making sure things don't fall through the cracks. My wife and I, it's not only not our genius, it's our working frustration. We're both terrible at it.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

So, we would always go, "I thought you were going to do that." "Oh, can't you do that? I don't want to do that." One day, Carey, I came home from work. And the power was out at my house. And I said, "Hey, Laura, I think the neighborhood power went out." She goes, "No. No, it didn't." Like, "Oh, well, what's the deal?" She goes, "Yeah, we forgot to pay the utility bill." I was like, "Don't they send you warnings before they shut off the power?" "Yeah, I'd never opened those up." Now, many people are listening to this going, "That would never happen to me."

Carey Nieuwhof:

Right.

Patrick Lencioni:

I can't believe that. I certainly never thought. My parents were mortified. But I was like, "Yup, that makes sense." Okay, how do we get things paid online? How do we get somebody to help us with this?

Because she and I share a common incapability of staying on top of things. Now, that doesn't mean we're going to stop doing that all together. But so much of what we need to do at home, we're bad at.

Carey Nieuwhof:

Oh, isn't that interesting? Because I'm pretty OCD a little bit. And I hope I'm not telling tales out of school. But for Toni and I, I'm going to run my wife through this too. We did this massive renovation on our place two years ago.

Carey Nieuwhof:

And the joke between us is we finished 95% of the work. And there's always 5%. Like, it looks great. You come into our house, it looks fantastic. But like there's a piece of art that needs to go on the dining room wall that we just haven't bothered to get. There's an area rug that's supposed to be in the living room, and we're like, "Oh, it looks fine without it." And it bothers me, but not enough to like, "I'm going to take two Saturdays with Toni and pick this stuff out." And it's so weird. Is that part of tenacity? Maybe it is.

Patrick Lencioni:

Absolutely.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

There's people that would go, "That would drive me crazy. And I'm just going to go get it done."

Carey Nieuwhof:

Oh, I know. I know a bunch of people in my life who would be like, "You need a plant here. And you need this here. And you need that there." I'm like, "Great, come do it." Like, that's fine.

Patrick Lencioni:

So, as an author, think about this. I love to come up with new ideas and get started and write them and the works. But then my editor, Tracy, who's sitting here, she would go, "Pat, the ending was terrible." I'd be like, "Why?" She goes, "Well, you just said, 'and then they died' or 'and then it was over.'" And she's like, "No, I'm going to make you finish." I hate finishing.

Carey Nieuwhof:

Oh, Pat, I just got, like literally right before we started, I just got the almost final draft of my manuscript for my next book that comes out in 2021 back from my editor, and I'm like, "This is not the fun part. I've already done it. I've given birth to my ideas. Somebody else, please just polish them up and make the market-worthy."

Patrick Lencioni:

Here's the thing, Carey, there's other people who would not want to do what we do, but they love the final part.

Carey Nieuwhof:

True, true.

Patrick Lencioni:

Give it to me to polish. Give it to me to proofread. Can you believe there are proofreaders?

Carey Nieuwhof:

Wow.

Patrick Lencioni:

And that's the thing, one of the most important parts of this model is it prevents us from, one, feeling unnecessarily guilty about the things that we're not good at. I grew up thinking I must be lazy and irresponsible that I don't like to finish things. Now, that's not permission to never finish anything. But I needed to realize God gave me gifts and those just aren't two of them. And so, many people feel guilty.

Patrick Lencioni:

Cody, who works with me, he and I are both the same Myers Briggs type, but he does not have what's called the genius of invention. And he felt guilty. He's like, "Why are you good at invention, Pat? And I'm not." And he was actually going, "Do I watch too much TV? Do I do too much social media?" And then he took the test, it was like, "That's not my genius." And it allowed him to not feel guilty, like, oh, you are. I'll celebrate your invention, but he's good at another thing. And I'm like, I'll celebrate what you're good at. And that's great.

Patrick Lencioni:

The other thing is it prevents us from judging one another.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

So often, we'll go, "Are you lazy? Or do you just not care?" It's like, "No, I just don't have that genius."

Carey Nieuwhof:

Exactly. It's like, "Did you run out of money on this redo?" It's like, "No, it's sitting in the account. I just don't actually want to go do it."

Patrick Lencioni:

Exactly. So, less judgment, less guilt. People understanding each other and tapping into their skills more makes everybody more joyful. And we get more work done in less time, and we go home at night feeling better about it all.

Carey Nieuwhof:

Okay. I don't know what order you want to take this in? Do you want to run us through the six geniuses? Or what's the best way to introduce the specifics?

Patrick Lencioni:

Yeah, yeah, let's do that. Because I think it's interesting. And the first genius is one that most people don't even recognize as a genius at all.

Carey Nieuwhof:

Okay.

Patrick Lencioni:

And what's amazing about this is I was with an executive team two days ago, of a multibillion-dollar software company, so, high tech leaders, all very analytical kind of people. And none of the people on the team had this genius. And when I describe it to you, you can imagine that at first, they were like, "Well, who needs to do that?" And then they realize the fact that they didn't have it was causing huge problems at their company. It's called the genius of wonder.

Patrick Lencioni:

The genius of wonder is the genius of being able to sit and ponder and notice things. What's missing? What could be better? Is there more potential here? Is this really the way things should be? There are people in life who love that. My wife is one of them. Amy, one of the cofounders of my company, and they just sit and they think, "Wow, what's going on here? Could this be better?" And they ponder, and they identify things that are missing or new opportunities. Now, they don't necessarily solve them.

Carey Nieuwhof:

Right, but they see them.

Patrick Lencioni:

But they see them. Exactly. So, the genius of wonder is very real. And it's very important. This company I worked with, when I said, "You guys don't have anybody on your team with this genius." And most of them had it as a weakness. They said, "You know something," the CFO said, "we never ponder anything. We start working on something before we step back and sit with it and go, 'Is this worth solving? Is this really the problem?' We're just like, work, work, work, get on stuff and start putting this schedule." And they all agreed. We need to spend time together without a PowerPoint slide, without a spreadsheet and just sit and ponder things.

Carey Nieuwhof:

Isn't that interesting? So, can you think with Steve Jobs from what you know of him, would he have had the gift of wonder to or is that more something else, invention?

Patrick Lencioni:

Well, I don't know. Because if the question is, was there people around him like that, I actually got to interview with Steve Jobs once. He offered me a job to run HR at Pixar.

Carey Nieuwhof:

I remember that. Tell the story, tell the story. This is great.

Patrick Lencioni:

And I say this because I think he may have had some wonder, it probably wasn't a weakness, because he told me once, I can't believe I'm going to say this. He said, "Pixar is more important than Apple."

Carey Nieuwhof:

Really? He said that.

Patrick Lencioni:

He said that. And he said, "And the most important thing at Pixar is the story, not the animation." He said, "The stories that we're developing and getting out into the world will live for a long time and they impact people's lives. Technology is a tool." And that's the kind of comment of somebody who's pretty comfortable in wonder, I think.

Carey Nieuwhof:

Yeah, I would say because he definitely had invention because he was always thinking. I've read the Isaacson biography and everything like that. But yeah, for someone to be like a cofounder in Pixar, I think it was a cofounder, and to be comfortable with the story, there was so much art and so much philosophy and he studied calligraphy and it had to be beautiful. And so, that would be examples, if that's an accurate assessment of what wonder would bring to the table.

Patrick Lencioni:

Right. You know what I should say before we go further, Carey?

Carey Nieuwhof:

Yeah, yeah.

Patrick Lencioni:

So, every one of these six types, everyone has two that are what we call their working genius, their natural God-given gifts. They're good at them. And they get energy and joy from them.

Carey Nieuwhof:

Right.

Patrick Lencioni:

Okay. Two of them are what we call working frustrations, which are things that rob them of their joy and energy, and they're naturally probably not good at them. But there's two in the middle which we call working competencies that you might be pretty good at, maybe even very good at, but not because you love it. You've just learned to do it or you can.

Patrick Lencioni:

And so, it's not a black or white thing, like I love it or I hate it. So, it's quite possible. Like for me wonder is not one of my working geniuses, but it's a competency. I can do it for a while.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

But I move out of it pretty quickly. Now, see, here's the thing, people have to have the genius of wonder. But the next genius has to work with that person. The next genius is the genius of invention. They say, "Wow, that's an interesting problem you're pointing out? Oh, please let me try to solve it. Let me come up with something novel and creative. Let me invent a solution or an idea." And this is something that you and I share. In fact, you have a perfect score in this.

Carey Nieuwhof:

Oh, wow.

Patrick Lencioni:

We get energy and we get excited when we have to come up with a new way to do things. And sometimes people will say, "Well, these are the true geniuses." No, everyone has genius. This is just the invention part of it. It's not even the whole of ideation. It's just the beginning.

Carey Nieuwhof:

We love to start stuff. We love to launch things. We love starting the book more than we love the proofreading. We love creating an idea more than we love shipping it.

Patrick Lencioni:

You know what the funny thing is, you know what the next genius is after invention though, is one we need desperately. Now, both you and I like it. We like this one too. These are our two areas because you and I are the same.

Carey Nieuwhof:

Right. You told me this before we started. We have the identical profile.

Patrick Lencioni:

Exactly.

Carey Nieuwhof:

Which is rare.

Patrick Lencioni:

The next type, the next genius is the genius of discernment. Because some people invent things that are not good or not particularly workable. They just love to invent. The genius of discernment is the person who looks at that idea and using their intuition and their instincts and their discernment. They are like, "Oh, wait, I've seen something like this is a great idea." Or, "Oh, no, no, no. This could be a disaster." Or "Ooh, let me help you tweak some of this. Let me give you some feedback. And that'll send you back to the drawing board."

Patrick Lencioni:

The genius of discernment is one of the things that people don't even understand as a genius, is that curation. They're good at assessing and judging things, not in a linear data-oriented way. They look at things integrative-thinking, they see patterns. And so, given what you do here, you have a fantastic podcast, invention and discernment makes sense. You love to curate things for people. You love to look at what's going on in the world and say, "Ooh, that is neat and relevant. And people want to hear about that." So, these are your two geniuses.

Carey Nieuwhof:

Yup.

Patrick Lencioni:

Invention-

Carey Nieuwhof:

That's you and me, invention and discernment.

Patrick Lencioni:

But after somebody discerned something, after a team has said, "We've discerned this, we've gone back and forth, now, we need the genius of galvanizing, the fourth one." This is the person who says, "Oh, my gosh, if this is worth doing, we got to get everybody in a room and get them excited. We've got to organize people to move. We've got to recruit people and inspire people and push people to sign up. We've got to get people to enlist in this campaign."

Patrick Lencioni:

And that is as a distinct genius. Some people love to do that. Most of the people around me in my life hate doing that. And this is what led to the model because that galvanizing isn't my favorite thing to do in the world, but I'm pretty good at it.

Carey Nieuwhof:

Yup.

Patrick Lencioni:

Because all three of the people that really were kind of helping me run the company here at The Table Group, and my wife at home, galvanizing is one of their working frustrations. I was always the one they turn to and say, "You do it." Well, pretty soon, I was doing nothing but galvanizing. It was draining me eventually of my passion. And I wasn't doing near enough of the things I loved.

Carey Nieuwhof:

I think that's a really important thing. And I just want to put a pin in this, Pat, and tell me if I got it wrong. But when I read the material you sent me and I looked at my own assessment, I think your two key strengths are things that give you energy. If you had to spend the whole day in the area of invention and discernment, you go home and you tell Laura, "I had a fantastic day," right?

Patrick Lencioni:

Absolutely.

Carey Nieuwhof:

Yeah, I worked really hard, but it's a good tired and maybe I worked too long, I lost track of time. And at the bottom, for you and me, it's tenacity and enablement. And you're like, "I'm going to quit. I had to do that all day. I don't know how much longer I can do this." Is that what happens? They give you energy or suck energy?

Patrick Lencioni:

That is exactly right. And that's not to say that everybody doesn't have to occasionally do something that's in their working frustration. But you have to know first of all, "I don't like this, I'm not good at it. This is a very temporary thing. Everybody here around me, you know that this isn't something I'm great at. I will get through this. But please don't make me do it too much or you will kill me. The team will suffer. And we're going to lose the good parts."

Carey Nieuwhof:

So, you got to talk with them and I got a whole section of my next book on things that give you energy and drain energy, and you've just put labels on it.

Patrick Lencioni:

So, you know what we like to say? It's like, if you have a coffee cup, and you pour hot coffee into it and put a lid on it, it retains its heat, its energy, and it stays there for quite a long time. That's your working genius. If you take a cup, and you pour coffee into it, but you don't put a lid on it, it'll hold its heat for a while. Eventually it dissipates. You leave it outside long enough, it will actually evaporate. You're working frustration? You pour the coffee in and there's a hole in the bottom of the cup, and it just disappears. Five minutes into your workday, you're like, "Oh, gosh."

Patrick Lencioni:

I was a bank teller in college, the worst job in the world for me. I would go to work. And I look at the clock and I get there at 8:30 and I go, "It's 8:45. It feels like I've been here for three hours." And that's because the tasks I was doing were exactly what I hated.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

And if we don't know what those things are, we can't pursue the right job, adjust our responsibilities, tell our manager and our teammates what we can do to do better and help other people fill the gaps in. We have to understand the God-given geniuses, competencies and frustrations we have.

Carey Nieuwhof:

So, here's two INFPs working through a list of six and we've gotten to four or five. So, we should continue.

Patrick Lencioni:

Four, yeah.

Carey Nieuwhof:
What's next, Pat?

Patrick Lencioni:
Well, now, we get in, these are the last two sequentially and they're our lowest two.

Carey Nieuwhof:
There you go.

Patrick Lencioni:
And the next one is, so the galvanizer galvanizes people and says, "Okay, everybody, we need to do something." He needs or she needs someone with the genius of, and this is one that people don't recognize as a genius, and it's a huge genius. They need someone with the genius of enablement. Now, enablement people is that like enabling an alcoholic or something? No, no, enabling things to happen. Because they come alongside and say, "I understand the appeal you're making, I will help. I will make myself available. I will give you the service, the support, the assistance you need. And I'll do it on the terms you need."

Patrick Lencioni:
And boy, if you don't have people ... I've worked with organizations recently that nobody had enablement.

Carey Nieuwhof:
Okay.

Patrick Lencioni:
So, nobody was coming alongside and saying, "Okay, I will take a role in making this happen." They were like, "No, I wanted to be the one that invents it, or I wanted to be the one to decide this, or I want to be the one to-"

Carey Nieuwhof:
I'm working on my project. Leave me alone. Yeah.

Patrick Lencioni:
Exactly.

Carey Nieuwhof:
Okay.

Patrick Lencioni:
And the genius of enablement is to come alongside and say, "I will make this get off the ground for you." And they're responding to the human need of others.

Carey Nieuwhof:

So, it's a form of like, helps. I have the gift of helps. I don't have to be in charge. I'm there to assist you. I'm going to help you. I'm going to enable this and we're going to get this done together.

Patrick Lencioni:

And there are CEOs that have the genius of enablement and there are preschool teachers that don't. It's like, we can't think that it's like ... A lot of people say, "Well, that's not a genius. I'm just a pushover." It's like, "No, no, no." Carey, you and I, if somebody comes to us and says, "I just need your help. This is what I need." You know what you and I do? We go, "Wait a second. I think you probably need something else. Let me think about this and invent actually what you really need." And they're like, "No, please quit."

Carey Nieuwhof:

Just help me. Wait, you can do this better. Okay? What if you organized it this way?

Patrick Lencioni:

Exactly. So, now, with this language, my wife can say, "Hey, Pat, I don't need your eye right now. I just need you to do this."

Carey Nieuwhof:

When I show up to help someone move, it's like, "Can we reorganize the truck?"

Patrick Lencioni:

Exactly. In fact, that's so funny you said that because I use that as an example. Somebody says, "Hey, will you help me move?" I'm like, "Well, wait a second. What's the value of my time worth? What would it cost to get a mover?" Now, I'd rather give you \$150 to hire a mover and you and I can go have a beer. And we'll talk about something really important.

Carey Nieuwhof:

That's so much better. Yeah.

Patrick Lencioni:

So, the point here is, it's a genius to be able to set aside your desires to help somebody and not everybody is good at doing that.

Carey Nieuwhof:

Yeah, fair enough. Fair enough. Okay.

Patrick Lencioni:

And then, the last one, see because the genius of enablement is really, "I love to help others." The genius of tenacity is "I love to finish." Even if I'm not helping a person, I want to see that the project got done, that the books got close, that the results were made, and that the carpet got put in place, that we hung the painting on the wall, and that everything went according to plan and it's finished.

Patrick Lencioni:

And there are people in the world who gets so much satisfaction out of doing that. And you and I celebrate them because we are so glad that they're like that. And then they celebrate that we came up with an idea that they could actually finish. But if we judge them and go, "Well, you're not very inventive." And they're like, "Well, you're lazy and you don't finish anything. You're a flake and you're not ..." It's like, no, no, God gave us all unique gifts and we should celebrate one another's gifts and tap into them.

Carey Nieuwhof:

And you need a team. And I can just imagine like, my whole team hasn't done this yet. But we're going to do it. And I can't wait. Because there's a couple of names that are coming as you're working through these categories. These are the team members who are pinging me going, "Did you get that podcast intro extra finished yet?" It's like, "No, not quite. But I will." "Did you finish that video for the online summit?" I'm like, "I'm working on it, man. All this stuff came in and some stuff changed at the last minute." And they're like, push, push, push.

Carey Nieuwhof:

And sometimes, something inside me, Pat, and 35-year-old me would have been like, "Shut up and let me do this." And 55-year-old me is like, "This is a gift. Just receive it as a gift."

Patrick Lencioni:

Exactly. And you can say, "Hey, you guys. Okay, I need to do that. I'm not good at T, but I have to force myself today is going to be a T day." And just saying that gives you permission to go, "This is not natural for me. But I know I have to do it. It's temporary. And they're acknowledging. Thank you for doing something that you're not great at. But we need you to do it."

Patrick Lencioni:

Otherwise, you're like, "I don't want to do this." I used to come to work and go, "I'm so tired of pushing. Why do I have to push you guys?" And it's like, now, we realize because they don't have G and I do? You know what we did? We found two people in my organization that had G and we put them in charge of a few projects. And we are all so much happier.

Carey Nieuwhof:

Wow. And that's that 22-year-old who's got the galvanizing strength?

Patrick Lencioni:

Yeah. Hey, you know something else? So, we hired that 22-year-old and another 22-year-old, my son. And we hired them six months ago, we made an offer to them, or seven months ago. And they were great fits for our culture. Okay. But before they came on board, we came up with this model. And we were like, "Well, we don't really know their gifts." So, we had them take this. We put them on projects specifically to use their gifts. Had we assigned them the opposite, which so often we do in companies like, "Well, welcome aboard. You can work on it."

Carey Nieuwhof:

Well, this is your job description, so therefore you, yeah.

Patrick Lencioni:

We completely organized what they were going to work on based on their gifts. They are thriving. They're having so much fun. And I can tell you this, Carey, had we reversed it, they would be frustrated. And so, staffing based on people's gifts makes so much sense on a human level and on an organizational level.

Carey Nieuwhof:

Wow. Yeah. And I can see that that would help with onboarding, too, because you get some quick wins under your belt. And it would probably help with employee retention and turnover because you're not constantly banging your head against the wall if you're willing to act on this.

Patrick Lencioni:

Yeah. Hey, you have a lot of people in churches that listen.

Carey Nieuwhof:

Yeah, we do.

Patrick Lencioni:

Think about the fact that ... And when people say, "I'm a pastor," which can be a youth pastor, can be an executive pastor, can be a teaching pastor, one is not the same as the next. So, we did this model with a bunch of pastors. Get this. This is awesome.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

The team did it. And they said to the priest, the pastor, they said, "You don't have any wonder or invention, Father. No wonder your homilies are not very good."

Carey Nieuwhof:

Wow.

Patrick Lencioni:

And he said, "You're totally right, you guys. I can't go into my office and think, 'Wow, what's going on and what do people need to hear? Oh, I have an idea.'" He was not an inventive pondering kind of person. And they lovingly said, "Father, that's probably why it's really hard for you to make your talks better." And he said, "Hey, can you guys that are better at wonder and invention help me?"

Patrick Lencioni:

Up until that point, they thought telling him that his homilies weren't good was essentially telling them he was a bad pastor. Now, they had reason and he was actually like, "Please don't make me sit in a room by myself and come up with something out of nothing."

Carey Nieuwhof:

That's incredible. It probably also explains one of the questions I get a lot. I don't know how many books is this? You're going to write a book on this. Is this number what for you? You've written a lot.

Patrick Lencioni:

I think it's 12.

Carey Nieuwhof:

I know. That's a lot of books.

Patrick Lencioni:

I should know. I mean, if I had 12 kids, I hope I wouldn't go. I don't know if I have 11 or 13. But I need to go count. I guess there are different kinds of books. So, anyway.

Carey Nieuwhof:

But a dozen books and people are like, there are people listening who are like, "I don't have an idea for one." But one of the questions I get is, "where does all your content come from?" I think this helps explain it, I guess, doesn't it? Invention, discernment and wonder is my number four.

Patrick Lencioni:

That's a great point. I hadn't even thought of that. When I first wrote my first two books, I was like, "I might be done."

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

Because I'm determined never to write a book just to write a book.

Carey Nieuwhof:

Right.

Patrick Lencioni:

But then I'd be at a client, I'd be like, I'd be sitting there in a meeting, pondering and going, "Oh, crap. I think that would solve this problem." And then I'd go call Tracy and go, "Tracy, I think I have a book in me." And then she'd helped me discern it. We discern it together. And then it's like, "Okay, what are we going to do?" So, you're right. Those are the things-

Carey Nieuwhof:

Wow. That's where my content comes from. It's connecting with people or connecting the dots where I'm thinking about something. And I'm like, "Oh, well, that's what this guy's frustrated. And that's what's wrong with this person." Or I go to a client, I'd go do a talk. And I see all the things that are wrong, and it frustrates me. And I pull up my laptop, and I write it down. And I just capture it in my file. And then it comes out as a blog post or a chapter in a book later on. Yeah. Isn't that funny?

Patrick Lencioni:

And God wired us that way and that we're at our best when we're doing that.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

And it's okay for people to go, "Hey, Carey, you're great at that. But this dinner party is about to start and I don't need your I right now. Can you just G people to get to the table or could you just T and set that." And my wife and I use this now. She'll come to me now and say, "I need your G or I need your D."

Carey Nieuwhof:

Galvanizing.

Patrick Lencioni:

And say, "I need you to G the kids around this thing."

Carey Nieuwhof:

That's brilliant. So, part of the secret mission, the personal selfish mission of this podcast is to get free therapy, free counseling and free consulting. So, you've got those who are watching on YouTube can see you've got my assessment in your hand. Can you give me the five-minute consult on things that are right and wrong with Carey? I would love that. What's frustrating? What's good? What's a good job description for me? How would you do this? Run me through a quick consult.

Patrick Lencioni:

Yeah, like a miserable job for you would be one where you had to wait for people to ask you to do things and then respond to specifically what they wanted you to do. And make sure it got finished. And go off and just do it. That would be-

Carey Nieuwhof:

That's the worst sense.

Patrick Lencioni:

That was a bank teller for me.

Carey Nieuwhof:

Wow.

Patrick Lencioni:

A great job for you is the one you have, where you get to look around you, think about new things, evaluate things, curate them, test them, use your gut and not have to use data and go, "I think I know what we should do."

Carey Nieuwhof:

Yeah, you're right. I'm not a data guy. I work with data people, but I'm more like, this is my gut.

Patrick Lencioni:

Right. And that's-

Carey Nieuwhof:

That's to you too. So, run them through an order. And then just so people have a sense who are listening, the vast majority of them listening.

Patrick Lencioni:

Run through the six geniuses?

Carey Nieuwhof:

Through mine, how they come down, top and bottom.

Patrick Lencioni:

Your too and you're very strong in invention and discernment. You like to come up with new ideas and you like to evaluate situations and ideas and what's going on in the world around you.

Carey Nieuwhof:

Okay.

Patrick Lencioni:

You can galvanize people to take action and step back and wonder, but you would prefer to jump into invention and discernment. But you can do those things. You're not terrible at those. The things that you don't like to do is just execute and respond to the needs of others on their terms. And again, you're a Christian, so we feel guilty about that.

Carey Nieuwhof:

I know.

Patrick Lencioni:

I feel guilty about the fact that-

Carey Nieuwhof:

I feel guilty about that, Pat.

Patrick Lencioni:

Right. And there's pastors out there that aren't enablers. They're not good at enablement. And they're like, "I'm a bad person." Every time a parishioner, or someone in the congregation sends me an email, I should respond to them and I should give them what they want. And it's like, "First of all, that will kill you. Secondly, it's not necessarily good for them. Third, you are going to be looking for another job soon because you're going to hate it.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

So, I don't know if I said this before, but we've got to stop feeling guilty for the gifts God gave us. And just because we don't do some of these, it doesn't mean we're lazy or mean. It means we need to lean into the things he gave us. And then when we have to do the things that we don't like, we can offer that one on.

Carey Nieuwhof:

And theologically, you know this, Pat, it's the body of Christ, right?

Patrick Lencioni:

Yes.

Carey Nieuwhof:

So that when every part of the body does its work, the whole body thrives.

Patrick Lencioni:

Some are teachers, some are prophets. Hey, do you remember when Paul said ... No, it wasn't Paul. I don't think ... Was it? You'll tell me this, but it was like nobody was taking care of the widows and the orphans.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

Yeah, right. And it was like, we need you guys to do that. You know what I was thinking? 'Oh, please don't pick me.' And I feel guilty for that, but that's very much of a "please just do what they need." And I'm like, "Oh, please. Can't you put me in charge of like, coming up with a new idea or picking which town we're going to go to and how we're going to get Ephesus emphasis onboard our Galatia or whatever else." It's like, "No, I want you making sure that the widows and the orphans have food."

Patrick Lencioni:

First of all, they would be getting bad food if I was in charge of that. Secondly, I'd wake up every day and go, "Oh, no." Thirdly, they wouldn't have my talent being used in the things I do. God gave us those talents for a reason we shouldn't feel guilty.

Carey Nieuwhof:

So, we're better at coming up with ideas, designing systems, launching things, entrepreneurial, because you and I have the identical profile. So, that's sort of our sweet spot. Let me run through a real world scenario. So, for a lot of the leaders listening, Pat, and you know this, and this is true in the business space. It's especially true in the church space, and I'm thinking back on my 25 years in leadership.

Carey Nieuwhof:

One of our jobs is to raise volunteers and to raise money. You got to keep the bank account in the black not in red.

Patrick Lencioni:

That's a lot of galvanizing.

Carey Nieuwhof:

Yeah, it's a lot of galvanizing. And I was known as being good for it, but secretly on the inside, because you can see, it's just a little bit underneath my top two, I was like, "All right, I'm going to do it. But please tell me when this ends, and then please go recruit some more people so that I don't have to do this again for another year." Would that be typical if that's not your strength?

Patrick Lencioni:

Absolutely.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

Hey, you know, totally, Carey. I just thought of something. And I'll put a plug in. There's this wonderful organization, you probably know them, called Homes of Hope.

Carey Nieuwhof:

Actually, no, no.

Patrick Lencioni:

Oh, Sean Lambert is, it started with him and his wife and his daughter, and they live in San Diego. And they realized there were a lot of poor people in Tijuana. And they went down there. And they started this amazing organization. They call it the Gateway Drug of Missionary Trips.

Patrick Lencioni:

So, they take a company, my company's done it twice. You fly to San Diego. They take you down to this compound they built, which is not quite like a hotel, but it's very nice. And then they take you out and in two days, you build a home for a family. And too, they provide all the instruction. You bring a little bit of money and you bring your people and you build a home in two days, and it's done and they get the keys. It's amazing.

Patrick Lencioni:

But I'm going to tell you something. The idea of going there and sitting in there, okay, first sit down for two hours, we're going to explain to you how you're going to do it. Then you're going to get your instructions. And then you're going to execute against those instructions. I'm walking around that worksite going, "Can't I just talk to the family? Can't I walk around the neighborhood and find out how we can help these people?"

Patrick Lencioni:

Because responding to detailed instructions and having to execute against those crushes me, and I feel like, what a loser I am, I can't even help these people. But it isn't my thing. And so, I don't get excited. But if you said, "Pat, go into that town. Round up all the people and listen to them, and come up with an idea that's going to change their lives," I could do that all day.

Carey Nieuwhof:

Totally, totally. Okay, this is so good. So, this is the area of working genius. And I imagine if galvanizing was my top strength, I would say "give me that challenge all day long. You need another 100 volunteers, I'll go get you 100 volunteers. You need more money? I'll go get you more money. I'll do dinners and breakfasts until we hit that goal." And then I hope you throw me another goal. Is that sort of what we're talking about?

Patrick Lencioni:

Absolutely.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

You know those people, there's people that came with us on our trip to build homes, they were like, "Oh, man, I love this stuff. Because they tell me exactly what I need to do. I don't have to come up with it on my own. I have very clear boundaries and I can just crank. And at the end of the day, it's finished. And I see that everything's done according to spec, and I hand the keys to those people. And we have enabled and tenacity-oriented, got this done. And God bless them."

Carey Nieuwhof:

So, people are going to go through this assessment will tell people how they can do it. And you have a special offer for listeners too, so thank you in advance. But they're going to realize, "Pat, I'm in the wrong job. Oh, my goodness. I want to be told what to do. And they gave me this creative role." Or "I don't want to be told what to do, and they just sit there and they boss me around all day long." Or "I've got to come up with ideas. I can't come up with ideas. I'm not good at judging whether something's going to work or fail. And that's my job."

Patrick Lencioni:

Exactly.

Carey Nieuwhof:

I'm like, "What do I do? Do I quit? Do I go to my boss?" What would you say to somebody who would ... I'm in I guess my ideal job. I just start things and create things. That's what I do.

Patrick Lencioni:

Yes.

Carey Nieuwhof:

That's what you've done your whole life. Well, once you started The Table Group, you start things, create things. And for us, the fun thing about podcasting for me is every week's new episodes, so it's like I started something brand new. Every book is like a new venture. It's a new chapter in the company. So, it's the thing that keeps inventing itself.

Carey Nieuwhof:

And my favorite part of leading a church, well, we went through like five different buildings and multiple iterations. And every week was a new sermon. And when I got tired of that sermon, it was time for a new series. And it was always new, new, new. So, that's totally consistent with my personality. Right?

Patrick Lencioni:

Right.

Carey Nieuwhof:

So, you and I have dream jobs, even though they have hard times. What about the people who don't, who are like "I'm in the wrong role?" What's your advice?

Patrick Lencioni:

Well, I think the first thing is go to the people you work with and share it with them and go, "Hey, can you look at this? This is what it says I'm great at and I get energy from and this is what I don't." And say, "Can you help me with this?" Now, in some organizations ... We're a small organization, we shifted everything because of this.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

So, people think, "Well, if you're a small company, you don't have a thousand jobs." No, even then, a manager, if they care, they're going to go like, "Well, maybe you could do some of these other things that I'm not good at." So, share it with people, acknowledge what your geniuses are and what your frustrations are and the stuff in the middle, and put it out there. Be vulnerable enough to say, "how can we make me do this?"

Patrick Lencioni:

And maybe a leader will go, "You know something, Pat, I don't think we have any of that kind of work here. But let me help you. Now, that I know that, let me help you find that next thing." Because then you can let somebody move on without bitterness and without rejection. It's like, I'm actually going to help you find a job that makes you really excited. And if you're that person, don't try to hold on to a job that's making you live in your frustration. But most managers will be so glad to see this. And they're going to go, "Okay, let's change this."

Carey Nieuwhof:

Can you give us a couple of the case studies or examples of how, because Table Group is what? Are you about a dozen, 15 employees?

Patrick Lencioni:

Yeah. We're anywhere from a dozen to 15, depending on what's going on and what contractors are. And then we have 35, 40 consultants around the world that aren't part of the corporation, but they're cousins.

Carey Nieuwhof:

That Table Group, those are the people who show up there. So, yeah, you got a small to midsize staff, and I'm about eight, I guess fully staffed, eight to 10. So, let's just talk about that. And that's most business is small business, right?

Patrick Lencioni:

Yeah.

Carey Nieuwhof:

For the reality.

Patrick Lencioni:

Plenty of churches.

Carey Nieuwhof:

Yeah, would have that or fewer. So, let's talk about what you did. Give us a couple of case studies.

Patrick Lencioni:

Okay. So, we looked at this and we said, "Okay, Amy, Tracy, and Karen are kind of the founders with me." They've been around for the longest period of time. We did this. All of them had G at the bottom, galvanizing.

Carey Nieuwhof:

Okay.

Patrick Lencioni:

So, getting people to do things that they might not naturally want to do was like death for them. They would rather just go do it.

Carey Nieuwhof:

Right. So, they won't persuade. It's like, "I'll just take care of it."

Patrick Lencioni:

So, a new project would come up and I would get depressed and they go, "Why are you depressed?" I go, "Because I'm going to have to galvanize this. I'm going to have to push this over then." And so, we said, "Okay, what about Cody? Cody has G. Oh, my gosh, he has G. That's awesome. Chris, he has G, too."

Hey, this new guy, Liam, he's 22. But he's got G. Okay, let's actually make their jobs about getting everybody else to be on board and to keep things moving."

Patrick Lencioni:

I, even though I'm the founder, I love to sit back and watch them G things. It doesn't feel like a threat to me at all. In fact, it's a dear gift to me. So, we organize them differently. Right? Then we recognize Tracy is high in D. She's my editor. So, I invent something. She Ds it. But then she Es also. So, here's another thing we did. Amy, who's a cofounder, she does E too much.

Carey Nieuwhof:

She enables, she helps, she like, "what do you need me to do?"

Patrick Lencioni:

And I'll go to her and I'll go, "Hey, what do you think of this?" She'll go, "Okay, I'll go do that." I go, "No, no, no, I don't want your E." And we're telling her, "We want you to kill your E more. You're one of the leaders of the company. And when you E us, you're not D-ing for us."

Carey Nieuwhof:

Can I give a real life example of that? Because Amy was first in the room setting up this podcast, and she's the first one on the screen. And I'm like, "Hey, Amy." She's like, "Hey." And she goes, "Listen, I'm setting up this mic for Pat. But I'm not very good at it." I'm like, "That's classic E," isn't it? Like how loyal.

Patrick Lencioni:

Totally.

Carey Nieuwhof:

I will do it. I don't know. I'm not a tech person.

Patrick Lencioni:

We were just talking about an employee we have that we're trying to school up in some things. I said, "Amy, I want you to go sit with her." And Amy said, "Yeah, yesterday, I did that." So, what I did is I called my friend and I had my friend do this. And Amy actually solved her problem. And I said, "No, no, Amy, I want you to get her to do, teach her how to do that." And Amy is like, "I just do it for people." And so, when we say less E, more D help us figure it out but don't necessarily agree with everything.

Carey Nieuwhof:

Because that's where its valued at the company. When she sits down and helps you assess your ideas, she's the chamber of sober second thought. She goes, "I don't think the chapter needs to go this way or what have you redid these slides?" That's where she's going to bring more value to the table.

Patrick Lencioni:

Absolutely. Hey, get this, I have my son here. I love my son.

Carey Nieuwhof:

Yeah, yeah.

Patrick Lencioni:

And him working here is one of the gifts in my life right now. I just love it. But we did this and I knew his Myers Briggs type, I knew his DISC type and all this other stuff. But when he did this because he works here, I realized he has D and E, but not T. He will do anything for you if you ask him and he knows people are counting on him. But if we were to leave him alone and just say, "Finish it," just for the sake of finishing it, and nobody was actually paying attention to it, he loses his mojo.

Carey Nieuwhof:

And you raised him, and that's news. Isn't that interesting?

Patrick Lencioni:

Totally, absolutely.

Carey Nieuwhof:

Wow.

Patrick Lencioni:

And I'm like, oh, so we need to constantly G him and go, "Hey, Matt, you're doing a great job, here's what we need." And he's like, he'll do anything. But if I were to just say, "Hey, go away for the next two weeks and finish this," his productivity would go way down. His morale would go way down. And at the end of it, we go, "Why didn't you do more of it?" And he goes, "Oh, I don't know. I guess I got distracted." And I would get frustrated with him, he would feel bad. It's like, "Oh, no, he's a DE, I'm going to manage him like a DE because I love him."

Carey Nieuwhof:

This is so rich. So, my son works with me, too. Man, there's a lot of parallels. And I'm guessing what his types are. But it'll be interesting. I think galvanizing would be fairly high for him, which is kind of fun. Because he's the guy I always like, "Did you get that done? Did you get this moving Let's move, let's move."

Patrick Lencioni:

That's awesome. You know something, we designed this tool and priced it to be inexpensive and fast. We think that a mom should be able to buy this for her kids and say, "This is going to help you in your job," or a leader of a small business can very easily say, "Hey, everybody take this, and we're going to debrief it. And 45 minutes from now, there'll be light bulbs going off all over the organization." And that's what we wanted. We didn't want this to be like, "oh, my gosh, I need a master's degree in psychotherapy to be able to use this."

Carey Nieuwhof:

So, I got a couple of questions left, but why don't we give the link and you guys have a code or something like that, that listeners can use?

Patrick Lencioni:

This transcript was exported on Jan 12, 2021 - view latest version [here](#).

Yeah, if you go to Working Genius, there's two Gs in there, working and genius, dot com, and then enter the code C-A-R-E-Y, CAREY, capital letters, it will be 50% off. So, it's like 12 bucks.

Carey Nieuwhof:

That's a gift. So, 12 bucks, like my goodness, you run your whole team through it. That's awesome. Pat, thank you.

Patrick Lencioni:

Twelve bucks for every person to do it. It's like, 12 bucks to do it. And then it gives us report that has videos in it. It has a description of the models and how to think through it. So, that's how to use it.

Carey Nieuwhof:

Well, thank you. So, how does this, because I've got that whole stack of assessments for my team that I've got. Any thoughts on how it works with like Myers Briggs, or StrengthsFinders or Right Path or the Enneagram? Or any of those other assessments that leaders may have run people through?

Patrick Lencioni:

You know, I'm sure and every once in a while, we'll go, "Oh, I think that might be because you're a J, and that corresponds to this." But for every correspondence, there's also a difference.

Carey Nieuwhof:

Yeah, yeah.

Patrick Lencioni:

As I said before, Cody and I are the same Myers Briggs type, but we had different geniuses. So, I think that there are some interesting connections. But this, because it's focused on how to get things done, I think it's unique. So, we haven't found all ENTJs have this. And we expect that, but it's just not the case.

Carey Nieuwhof:

So, I'm curious, because Cody has been your podcast manager among other things, and I think does a lot of content. So, was this something was a temporary assignment? Or do you have someone else doing your podcast now? How does that work?

Patrick Lencioni:

Oh, no, he still does that. But we have Tracy as our producer, who holds us accountable for actually preparing and getting it done on time. Because Cody and I would procrastinate because I would be ID-ing and he would be DG-ing, but nobody would actually be finishing. And Tracy would say to us, "Okay, we need to schedule this much time to prepare. We need to know what the topic is. We need to rehearse it a little bit before we go and do it."

Carey Nieuwhof:

Okay, so it's almost like a reassignment of roles and responsibilities. You're going to get some good project managers out of this?

Patrick Lencioni:

Yeah.

Carey Nieuwhof:

You're probably going to get some doers out of this. You're going to get some more people in the dream sessions and the whiteboard sessions. So, maybe there's somebody who's got an admin role, but he or she would be perfect in the whiteboard sessions. They've never been invited there because you just didn't realize that they were great at innovation or discernment.

Patrick Lencioni:

Yeah, I think we have two admin people in our company. One is really good at D, so, she has really good like, I think this is worth our time, that's not. So, we have given her a different role. Her job, she's so happy because she gets to actually decide how to apply her admin role, rather than us telling her what to do. We're like, "scan the horizon, and you figure out where to spend your time.'

Patrick Lencioni:

We have another person in an admin role who's an ET. And when we say, "Just figure it out," she wilts. And we were trying to manage them the same way because they were both in administrative roles.

Carey Nieuwhof:

Right.

Patrick Lencioni:

And it wasn't working and we were like, "Why don't you care more? Why don't you listen more?" And it's like, "Can I have more say so and how I do this?" And the other one is like, "I don't want as much say so. I want you to narrow it for me, so I know exactly what you want me to do."

Carey Nieuwhof:

Okay, I got to ask you this, Pat. You've already hinted at this. But I wonder if there's a little more. This has changed you too. A lot of light bulbs went on.

Patrick Lencioni:

Yes.

Carey Nieuwhof:

How are you different having lived in this ecosystem now for a few months than you were before you realized what your working geniuses were?

Patrick Lencioni:

I know how to describe my frustration now and I know how to say, "This is what's causing me frustration, I need other people to do this." I can call people out to help me and know specifically what I need their help at. Whereas before I often was just frustrated and they didn't know how to help me.

Carey Nieuwhof:

Right.

Patrick Lencioni:

So, we have language around that. I also am not feeling as guilty for not being good at tenacity and engagement. And I can go back and realize in my childhood, I have OCD. And I think one of the reasons why is because I spent the first 19 years of my life proving to the world that I was great at the two things that I hated. "Obey your coaches, your teachers. Do every assignment as they say, and finish on time. Do it early, get straight A's, and never let anybody down." Those are my two working frustrations and I lived completely within those for 19 years.

Carey Nieuwhof:

My goodness. Boy, that could be a whole other interview. That's a couple of counseling sessions right there, Pat.

Patrick Lencioni:

Oh, man. Oh, man. And think about, and at home, I would be like, "Hey, I have an idea. Hey, let me evaluate this." They're like, "Be quiet. Just go do your stuff." They didn't know. They thought, "Well, we got to teach this kid. We don't have a lot of money. So, you better be like this." And I never got encouraged or even invited to do the things I love to do. They didn't know any better. But it was pretty crushing.

Carey Nieuwhof:

Were you the fidgety kid at school?

Patrick Lencioni:

Oh, my gosh, I was. But you know something? I powered through it. I never missed a class. In college, I should have been blowing off every crappy class. I should have been like, "Okay, I'm discerning the fact that nothing from this class is ever on the test. This doesn't really make any difference. I'm not going to miss anything. I'm going to go do something fun or something more interesting." That's what a person like you and I should do. I was sitting in the front of the class taking notes, recopying my notes, clean my room and organizing everything out of absolute fear because I thought I was supposed to be the enablement and tenacity guy.

Carey Nieuwhof:

Isn't that interesting? Wow. I mean, hey, maybe this the seeds for our next conversation. So, for me, in college, it wasn't fair because I was doing some of that discerning, and I would skip classes I didn't think were important.

Patrick Lencioni:

Good for you.

Carey Nieuwhof:

But I felt guilty about it. I'd be like-

Patrick Lencioni:

And you shouldn't have. You should have said, "Hey, wow, I can actually not waste time because I see the interconnection and this doesn't matter."

Carey Nieuwhof:

Yeah. And I would get straight As like an undergrad and I would just make stuff up and it would be like, "Well, I think this will work and it's probably good enough." But I always felt like I didn't work hard enough at it. I just didn't try hard enough at it. Now, law school kicked my butt. You go to law school. I still remember-

Patrick Lencioni:

You went to law school?

Carey Nieuwhof:

Oh, yeah. I'm a lawyer by training.

Patrick Lencioni:

Oh my god.

Carey Nieuwhof:

That kicked my butt.

Patrick Lencioni:

Didn't realize that.

Carey Nieuwhof:

No more faking, Pat. Yeah, yeah, I'm a lawyer by training and did that for five years, worked for a year in downtown Toronto, got called at the bar and then went into seminary. But I'll tell you, admin law first year, the guy who wrote the textbook for the country was my prof and I remember the final exam. It was 73 pages of single spaced handwritten notes.

Patrick Lencioni:

Oh, you must have been dying.

Carey Nieuwhof:

I was dying. And you know what, here's what I thought, "I'm never going to practice admin law." This is going to be ... And then tax law. Stab me. I'm going to have an accountant at some point. But constitutional, so think about this, law school, constitutional law, the literalists are going to hate this, but you're making stuff up. That's what constitutional law is. You're interpreting this.

Carey Nieuwhof:

The history of law, very interesting to me. And I gravitated toward litigation. So, I met my wife in law school. She's a lawyer, too. It'll be interesting what she is. She was more the solicitor side, they would say in England or in Canada, the contracts, the details. She looks at all of my legal agreements. I'm like,

"that's not worth the paper it's written on. And if it is, I'll just go to court and argue my case." And so, I was really drawn to the imaginative and now that's no surprise anymore.

Patrick Lencioni:

Exactly.

Carey Nieuwhof:

Fascinating, isn't it?

Patrick Lencioni:

Yeah. So, did I tell you, my son's girlfriend is studying to be a teacher. And I did this with her. She's living in our house because everything's shut down. And she's doing everything online. And so, she was going to be all by herself. So now, I feel like my future daughter-in-law is like one of my kids. I love it. And she's studying to be a third grade teacher. And I did this assessment for her and she's really strong in discernment and enablement.

Patrick Lencioni:

And I said, "You are going to help those kids in what they need. And you're also going to figure out how they learn and figure out how to adjust to that." And she's like, "That's exactly right." And she said, "That's perfect for a third grade teacher." I said, "Exactly." She says, "I'm doing the right thing."

Patrick Lencioni:

But before that, she was like, "I don't know, should I be a third grade teacher? Why am I doing this?" And it explained it for her. Now, if she had the genius of invention and wonder, I would say, "You're going to hate teaching third grade."

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

Because you can't be like ... You're like, "they have to learn their ABCs." Yeah, but I'd like to teach them more about how to ponder the meaning of life. It's like, "Well, they're going to be some really deep and stupid kids when they get to be fifth grade."

Carey Nieuwhof:

Because they don't know their times tables. Yeah.

Patrick Lencioni:

So, it helped her understand, "this is my vocation. This is my calling."

Carey Nieuwhof:

That's good. Hey, this may be too early to say because this is a new initiative. But you mentioned your childhood. We talked about kids. Do you think just intuitively there's an age at which this would be

helpful? You have to have a lot of self-reflection and some self-knowledge on it? Could a teenager take it? Definitely college, right?

Patrick Lencioni:

My 14-year-old did.

Carey Nieuwhof:

Okay.

Patrick Lencioni:

And we learned about him. I think more importantly, a parent could get this and maybe interview them, and assess them and go like, "If you love this ..." He doesn't like to go over people's house when it's like this. But man, when he's working on his Legos, he finishes.

Carey Nieuwhof:

Yeah.

Patrick Lencioni:

If it's not done and not done right, yeah, he's got tenacity. This one over here takes the Legos and wants to create something that Legos aren't supposed to be made for. And this one is over there going ... So, I think you could apply it. I don't think the assessment is easy.

Carey Nieuwhof:

Yeah, yeah.

Patrick Lencioni:

But I definitely think you get insights around your kids. This kid is recruiting all the kids in the neighborhood to play games and to go on vacation. This one over here is sitting in his room, a little sullen because he's worried about people in Africa who might die from coronavirus. So, there's wonder, there's tenacity, there's galvanizing, there's discernment. I think you could probably apply this to your kids.

Carey Nieuwhof:

Yeah, yeah. Well, no, that's really good to know. And so, once again, it's workinggenius.com, coupon code CAREY in all caps, C-A-R-E-Y. That'll get you 50% off. And that's super generous, Pat. Anything else you want to share as we wrap up? This as usual, it's so life giving, I just love our conversations.

Patrick Lencioni:

And the reason why we do this is because we're both discerners and we just love, like, "Hey, what about this? What about this? Yeah, that's a good idea." I mean, we didn't prepare any of this.

Carey Nieuwhof:

Not really, no.

Patrick Lencioni:

And we love to just talk because new ideas come. So, we're in our genius right now. Now, I have to go back to the office and get some real work done.

Carey Nieuwhof:

Pat, that's great. So, workinggenius.com, coupon code Carey on checkout. That's so generous of you and your team. As always, Pat, it's a thrill. Thank you.

Patrick Lencioni:

For me, as well. God bless you.

Carey Nieuwhof:

Well, Pat was really generous in making that resource available to you. We have everything in the show notes for you. So, if you go to careynieuwhof.com/episode391, that's all there for you, including transcripts of this episode and the links to Working Genius, and more. I thought it was a lot of fun that Pat and I have almost an identical profile, which means we have a lot of the same upside and a lot of the same struggle. And when I ran my team through it, I found it really, really helpful. And we're repositioning as we speak, based on what we learned with Working Genius. So, all that is in the show notes.

Carey Nieuwhof:

Hey, we got, What I'm Thinking About Segment coming up. I want to talk to you about some things that vanished in 2020 that make leadership much harder. And next episode though, I'm so pumped to have Rachel Cruz back on the podcast. Rachel is one of my favorite young communicators. She's a brilliant speaker, great thinker. And we get really practical about money tendencies that everybody has. And you may have noticed that this podcast serves as free consulting. So, I asked her to run through mine and we play a little game. And here's an excerpt from the next episode.

Rachel Cruz:

I realized for over a decade, I have been out talking about the how-tos of money, how to budget, how to get out of debt, how to invest, how to give, and I realized 80% of personal finance is behavior, 20% of it is head knowledge. So, just like you're saying, we know what to do. That's such a small part. We know what to do. But doing it is so difficult. It's so hard to create sacrifice. You'd say no to yourself, and there's so much there and the behavior change. So, I just started asking the question, "okay, well, then why am I doing the behaviors I'm doing?"

Rachel Cruz:

When you start to unpack that and unravel that kind of go under the surface, for me, there was so many aha moments, moments that I realized, "oh, wow," just having this self-awareness of who I am and why I do the things I do with money helps me because it's not just for self-awareness' sake, but it really is to take that and apply it to my life and change my money habits, my money behaviors so that I can win with money faster.

Carey Nieuwhof:

So, that's next time on the podcast. Subscribers, you're not only going to get Rachel Cruz, you will get Seth Godin, Cal Newport, Craig Groeschel, Mark Clark, John Kotter, from Harvard Business School. We are working on a killer lineup for 2021. And if you subscribe, you don't miss a thing and you can listen whenever you want. And of course, it's free.

Carey Nieuwhof:

If you enjoyed this episode, please leave a rating or review. We're watching them regularly and so appreciate it. I read every one. And share it with some friends on social media, send the link to someone. I don't know about you, but me and my friends are always texting back and forth favorite podcast links. And you can even do that if you use an app like Overcast like I do. You can share them a time marker. It's like, "Hey, listen to these five minutes right here." So, do share the episode if you would like.

Carey Nieuwhof:

So, now, it's time for What I'm Thinking About, brought to you by the Dwell app. You can get Dwell, an audio Bible app today by going to dwellapp.io/carey and get 20% off an annual or lifetime subscription. And buy my course, The 30-Day Pivot. Last year, threw a wrench into everything. And if you want to start making decisions quickly, get your team to buy in, own the decision and be able to be flexible, flexibility and agility are superpowers in this ever changing world, head on over to the30daypivot.com.

Carey Nieuwhof:

Now, I want to share with you why I think you're going to need to pivot in 2021. A few things disappeared last year that I think are really going to be instrumental in 2021. So, one thing that disappeared last year was consensus. Used to be able to walk into a meeting, it's like, "Okay, everybody, all right? Yeah, yeah. All right, let's go." And you don't have that right now. And that makes team buy in really difficult, right? Because somebody thinks you should open. Someone thinks you should close. Someone thinks you should defy regulations, somebody else doesn't. And so, you need a framework that is really going to help you figure out how you can get this team on the same page, the 30-Day Pivot can help you with that.

Carey Nieuwhof:

Also, another thing, and I think this died a long time ago, but 2020 just killed it, the returns you get from incremental change. So, if you look at a lot of organizations, a lot of churches, a lot of businesses, they rely on incremental change to get them from year to year. Right now in this company that I lead, we're in the midst of a big pivot. I mean, we hit a couple of markers in terms of size and impact and everything. And I keep telling my team, "Hey, what got us here will not get us there." And so, you're going to know some changes, hopefully, some good changes.

Carey Nieuwhof:

But if you're hoping for 2-5% growth, that framework just got destroyed last year. It's just not going to happen. "Well, we'll make this a little better, that a little better," away I go. So, the problem with incremental change for years has been that incremental change delivers incremental results. I don't know about you, I'm not happy with incremental results. So, you're going to have to figure out a way to get more radical change because the world is changing quickly.

Carey Nieuwhof:

So, anyway, the returns you get from incremental change, you just can't count on them anymore. Another one is control. So, I know there are different models of leadership. Command and control was a popular style in days gone by. A lot of us are recovering control freaks. But just being able to stand up there at the front, say something and hope that everybody follows, that's gone with 2020.

Carey Nieuwhof:

Another thing that's disappeared, and this is something I'm really noticing, I'm leaning into my team more than ever, is easy answers. Sometimes you're just like, "Oh, here's what to do." And maybe you're like a lot of leaders and me at times, it's like, "I'm not 100% sure what to do." And that's why I think it's really important for you to lean into your team probably more than ever.

Carey Nieuwhof:

And then finally, this one's going to be a big one to figure out for a lot of you how to pivot is public events everyone is comfortable attending. So, last year for church leaders, the rush to return to church didn't quite happen. But here we are now almost a year on the other side of the beginning of a pandemic, and we're still not at the place where public events are what they used to be. So, what is your strategy going to be if it's fully relying on a reopening, whether you're a restaurant or a small business owner or a small retailer, it's going to be different moving forward. So, how do you make decisions.

Carey Nieuwhof:

So, those are some things that disappeared that are on my radar screen as we head into 2021. And I'm hoping the 30-Day Pivot can help you solve a lot of that. It's a very simple course. You can do the whole thing in 90 minutes. And then it gives you a framework for change that you can implement in as little as 60 minutes. So, this is not some expensive offsite where you take your whole team away and spend thousands of dollars, no. Take it to your staff or leadership team meeting and just do it.

Carey Nieuwhof:

And a couple things are going to happen. Number one, you're going to, by using the framework, which you can use in as little as 60 minutes, emerge with some concrete ideas that you're going to execute on in the next 30, 60, and 90 days and you'll start to make quick changes, and the whole team will buy in using this framework. I've used it enough to be able to say that with confidence. It comes with a 30-day money back guarantee. And we've got some very favorable pricing on right now.

Carey Nieuwhof:

So, head on over to the30daypivot.com, where you can find everything about that and I'm just so excited to be able to get alongside you. So excited about the next episode as well, Rachel Cruz, Seth Godin, Cal Newport, and so many others coming up. Thanks so much for listening. And I hope our time together today will help 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.