

Announcer:

Welcome to The Carey Nieuwhof Leadership Podcast, a podcast all about leadership, change and personal growth. The goal? To help you lead like never before in your church or in your business. Now, your host, Carey Nieuwhof.

Carey Nieuwhof:

Well, hey, everybody, and welcome to Episode 417 of the podcast. It's Carey Nieuwhof here, and I hope our time together today helps you lead like never before. I am thrilled to bring you Simon Sinek today, more about that in a moment, but thank you so much to our partners.

Carey Nieuwhof:

Have you checked out Pro Media Fire yet? You can get your free social media management consultation today, whether you're a business or a church, over at [promediafire.com/growth](http://promediafire.com/growth), and by World Vision. You can sign up for their free web series on soul care with Danielle Strickland by going to [worldvision.org/carey](http://worldvision.org/carey). That's [worldvision.org/carey](http://worldvision.org/carey).

Carey Nieuwhof:

Well, it is a thrill and a half to bring you Simon Sinek today. I know a lot of you have followed Simon for years as I have, as the rest of the world has. Today, well, we talk about why the church is losing ground. Yeah, I asked him and he had a really fascinating answer. The importance of existential flex coming out of the pandemic, into the future, and how deep personal crisis spawned Start With Why.

Carey Nieuwhof:

Sometimes to get ready for these interviews, I will listen to other interviews. There was one I listened to that Simon gave a number of years ago where he hinted at what led him into figuring out the framework for Start With Why. I wanted to go there and man, we learned about his grandfather, we learned about what was happening when he was in his 20s and couldn't find his purpose and was really frustrated, even though he had some success. So maybe some stuff that you haven't heard before, which is what I'm always interested in, and then some of his best ideas as well.

Carey Nieuwhof:

Simon was very gracious with his time so I'm excited to have him on the show. We talk about his ADHD and also, we have a little bit of fun and I ask him why he stole my book idea. Yeah, that was a fun part of this conversation as well.

Carey Nieuwhof:

Simon is an unshakable optimist. He believes in a bright future and our ability to build it together. He's described as a visionary thinker with a rare intellect, and he's devoted his professional life to help advance a vision of the world that does not yet exist. A world in which the vast majority of people wake up every single morning inspired, feel safe wherever they are, and end the day fulfilled by the work that they do. He is the author of multiple best selling books, including Start With Why, Leaders Eat Last, Together is Better, and The Infinite Game, which we talk about a little bit. Of course, has TED Talks that have been viewed by tens of millions of people. Man, I am excited to bring you this conversation.

Carey Nieuwhof:

Well, imagine yourself waking up wowed by the beautiful content you see on your social media platform all week long. Instagram and Facebook stories filled with excitement, custom graphics, and animation designed to stop the scroll. The best part is, it's all done for you by the Pro Media Fire Team. Process is super simple, you do a brand discovery, you confirm Pro Media Fire knows your brand, and then you hand it off, it's a done for you social media management solution. That's how you wake up wowed by your own social media done for you in three easy steps. So if you want to know more and let the pros handle it, book your free consultation today at [promediafire.com/growth](http://promediafire.com/growth). That's [promediafire.com/growth](http://promediafire.com/growth).

Carey Nieuwhof:

This has been a super challenging year, I know a lot of you because I talk to you all the time, are going through some stuff right now but how would like to care for your soul? You as a leader, if you're not in a good place, it's hard for you to care for other people. So World Vision has partnered with Danielle Strickland to provide a practical resource called Soul Care Prayer Postures. It's a free web series and Danielle talks about shared rhythms and practices to help create space in your life for God and for your soul, and some really practical tools as well. You can sign up for the free web series today by going to [worldvision.org/carey](http://worldvision.org/carey). That's [worldvision.org/carey](http://worldvision.org/carey). Thanks so much for being there in the corner for our partners while they're in the corner for you. Now, it's time for my conversation with Simon Sinek.

Carey Nieuwhof:

Simon, welcome to the podcast. It's a thrill to have you.

Simon Sinek:

Thanks for having me.

Carey Nieuwhof:

Yeah, so I want to start in a place you don't often start, which is the back story to Simon Sinek, which is I know a lot of our listeners are familiar with your work, they know your work, they've read your books, they've watched the TED Talks, they've heard you in many interviews. But I'd love to start in your background as a child. Your grandfather I know, shaped you. How did that happen?

Simon Sinek:

Yeah, my maternal grandfather, I am very much of him. He was an odd guy, I mean, he marched to the beat of his own drum. I think if people didn't know him, he would be labeled a grumpy old man. He had a silly sense of humor, and he just did things his own way and he was mechanically inclined. He was a good person too, he took really good care of the people. He owned a factory, and engineering company, and he took really good care of his people before it was trendy, where the people who worked on his factory floor wanted to buy houses and so he gave them all interest free loans.

Carey Nieuwhof:

Wow.

Simon Sinek:

Just he did stuff like that. Nobody ever talked about it, he never got celebrated for it, and he never asked to be, he didn't ask for it, he just did that, but I really learned to be comfortable with being my own person from him. Like I said, he was not like anybody else, he was totally fine with that.

Carey Nieuwhof:

Was that in Hong Kong or in England where your grandfather lived?

Simon Sinek:

That was in England, yeah.

Carey Nieuwhof:

In England?

Simon Sinek:

Yeah.

Carey Nieuwhof:

Okay, great. What I didn't know, I knew you were English, but I just found out it was actually Hong Kong. How long did you live in Hong Kong for?

Simon Sinek:

We lived there for two years. We bounced around as kids. My dad was an expat and the company moved us around. Yes, I was born in England and we are English, but before I came to the United States the last place I was, was in Hong Kong.

Carey Nieuwhof:

It's interesting, it's a theory, could be a bad theory, but one of my theories is sometimes if you live in the US but you weren't born there, you have a slightly different perspective. Any thoughts on that? Do you think that your experience abroad has given you a more unique vantage point, even though it was for the first decade?

Simon Sinek:

Well I think you're making a case for diversity. I think you're making a case for diversity and the value of diversity, which is, we all grow up differently. We see the world through different lenses because of our childhoods and our upbringings. Depending on where we come from or how we experience the world or how we go through the world, to bring that new and alternative perspective to a team is what makes teams great. If we only bring in people who look the same, sound the same, are the same color, the same... I mean, go through the list. If everybody's the same, then what you're going to get is people who have the same perspective because they grew up like you.

Simon Sinek:

So to answer your question, did my upbringing living around the world shape my world view that's different than the people who just grew up in one place in the United States? Yes, of course. That's not unique to me, that's unique to anybody who grew up differently than the people that they work with.

Carey Nieuwhof:

So I think I've heard you say that you either were diagnosed or should've been, could've been diagnosed with ADD or ADHD as a child. How did that shape you, Simon?

Simon Sinek:

It's true, I mean I do have ADHD, which was diagnosed only as an adult, but I look back at the struggles I had as a kid and they absolutely were. I'm secretly glad that it wasn't identified and it wasn't diagnosed. I didn't have it to a degree that made it impossible for me to function, that made it... it presented unique challenges for sure, but I do believe that the solutions we find to the challenges we have when we're children become our strengths as adults. So I couldn't... for me, learning was very complicated because I had a short attention span, studying wasn't my strong suit, I couldn't read a textbook because I couldn't get through it because again, too distract-able, but I still had to get through school. I still had the challenge that I couldn't fail out.

Simon Sinek:

From a pretty young age, I got really good at listening and asking questions. So I had to go to class. Even in college, I couldn't cut class, just read the textbook and take the test, like some of my friends could. I had to go to class, which means I had to take classes with good teachers. So and that, and if you look at my career now, my career now is very much about asking questions and listening and finding patterns and sifting through information. It absolutely came from needing to survive as a kid.

Carey Nieuwhof:

You do a great job of connecting patterns. Any idea, is that an innate gift? Is that something you've worked on? How does that happen, connecting the dots?

Simon Sinek:

I think that for me there's a formula for success, this zero-sum formula, which is talent, which is something innate, hard work, and then luck. So for example, if you win the lottery, it's zero talent, zero hard work, all luck. Success, but not repeatable. So I think we all have innate things in us, probably like the strengths we build when we're kids, and if we invest in building on those talents, they become even stronger. It's like somebody who has a natural aptitude playing basketball or baseball or something, which is... and if they work really hard, they get really good at it, but if you have no aptitude, even tremendous amount of hard work, it's like, have you ever watched American Idol? If you can't sing, no amount of hard work is really going to put you at a professional level. An amateur level, sure, but not superstar quality. You need to have those three things align.

Simon Sinek:

Yeah, I mean I think there's some natural something or other and because I recognized it, I've focused on it, I've honed it, which I think is what most people do who have any sort of sense of self awareness, of where their natural gifts or earned gifts may lie.

Carey Nieuwhof:

How do you hone the gift of connecting the dots?

Simon Sinek:

I think out loud. So, and I ask questions. So somebody will be explaining something to me that is in a category that I know nothing about that I don't understand. They're experts with years and years and years in the field and they try to explain something to me. I constantly am saying back in my words, overly simplifying. "So is it like this? Is what you're saying this? Does it work like this?" They go, "No, no, no, no, no." I'm like, "Well say it to me again." Then I ask for analogies and I ask for examples, specific examples so that I can understand. Then when I can say it back in my terms, they go, "That's what I'm saying." I'm like, "Well that's just like that thing over there, because the thing that you told me works here is the same thing I realized works there." Then I can connect the dots, but the problem is, is you can't connect dots when the information is up at a high level because it's too complicated. So I can get it down to its lowest common denominator, then you can start making connections all over the place.

Carey Nieuwhof:

Well you're also a podcaster now, an interviewer. You've been interviewed a million times but you're also doing your interviewing. One of the things I appreciate about your style, Simon, because there's different schools of thought on interviewing. I mean this in the most complimentary way, but you don't mind playing dumb. You don't mind going, "Sorry, I don't understand what you're talking about. What are you saying?" Right? Do you want to say more about that? You're smiling, if you're listening via audio.

Simon Sinek:

I don't mind playing dumb. There are very often I'll ask questions and I think a lot of people fear that if you say, "I don't understand it," the audience will think you're dumb. You see this sometimes in interviewers, interviewers will start explaining that they understand, and I don't know who they're trying to prove it to.

Simon Sinek:

But yeah, I mean there, I'm not showing up. I'm showing up to learn. It's a funny thing to say, I'll probably get in trouble saying this, but I'm not showing up for my audience. I'm not there, I'm not doing market research to find out what people want to hear and then trying to get at that thing. I'm showing up as a student, talking to people who know stuff that I don't know, and sometimes I agree with them and sometimes I disagree with them, sometimes I understand and sometimes I don't understand, and I want to learn. The whole point of the podcast is I'm inviting people to come and enjoy that journey with me.

Simon Sinek:

I love learning, I love people who have a point of view, I like poking the hornet's nest with a stick sometimes, and to see what flies out. Sometimes nothing, and sometimes something incredible happens. I'm not interested in interviewing somebody about their new book. It's not a promotional platform, if I have somebody on who's done something, I want to talk to them about their point of view on something else or on the world. Like I said, the reason to broadcast it is because I think it's really interesting and it's fun to invite people to come and eavesdrop on the conversation.

Carey Nieuwhof:

If this isn't a Simon Sinek event, you just tell me I'm wrong, but I think it was you who said you were in a board room once with these executives, all highly educated, maybe New York or something, that kind of scenario. They're explaining and something and you're like, "No, no, no, I don't understand. Break it down." So they broke it down, and then you said, "No, no, no, I don't really understand that. Simpler,

simpler," almost like, "No, talk to me like I was in kindergarten." Is that your story? Then eventually, they all confessed to something?

Simon Sinek:

Yeah, it was my story. What happened was, I was working with a large well services company, so that was actually Texas based, not New York.

Carey Nieuwhof:

Oh, there you go.

Simon Sinek:

They had their big annual analysts' meeting, yeah, it was their big annual analysts' meeting, that's a different conversation. I can tell you where I form my opinion about analysts from that meeting, different conversation. So it was their big analyst meeting and while they were all there, because all the C-level executives were there. This was a billion plus dollar company, they had hired a management consultant to do some work for them and they were giving a presentation that day. They invited me to sit in in the meeting. I don't know why but they did.

Simon Sinek:

So the management consultant was giving the presentation and we all had the printed out decks in front of us and we're reading through and listening to this thing. I raised my hand and said, "I don't understand what you said. Can you explain it a different way because you're saying A plus B equals C, but clearly A plus B equals D. The logic doesn't make sense to me." I apologized to the room, I said, "I'm really, really sorry. I know I'm the only person here who doesn't have an MBA," which was true.

Simon Sinek:

The management consultant says... and explained it again. I said, "I am so sorry, but it just still doesn't make sense. Can you just give me an example of..." One by one, all the C-level executives piped up and said, "Yeah, I don't understand it either." Had I not, had the idiot in the room not said anything, then the meeting would've ended and no one would've understood. The work would've been paid for and it would've been useless and nothing would've been implemented. It's because the idiot in the room spoke up, turns out nobody understood what was being said.

Carey Nieuwhof:

I found that so liberating, honestly. That's such a great story.

Simon Sinek:

Power to idiots everywhere, yeah.

Carey Nieuwhof:

Tell me about your view of analysts then, that came out of that meeting.

Simon Sinek:

I opened the door to that one, didn't I?

Carey Nieuwhof:

You did, you said it.

Simon Sinek:

Okay, so this is where I formed my view of Wall Street analysts. So this is a public company, at the time it was the largest land-based well services company in the world, which means if you drop a wrench down an oil well, they fish it out. That's-

Carey Nieuwhof:

Oh wow, okay.

Simon Sinek:

Somebody has to look out, like somebody services your car like Jiffy Lube, somebody services your oil well, right?

Carey Nieuwhof:

There you go, didn't know that.

Simon Sinek:

So that's what they did. So this is the largest one, the largest land-based one in the country, if not the world. So about 80% of their analysts came to this meeting, so a lot of them flew in from New York and around the country. All the C-level executives were giving presentations about their various sphere of influence and they were talking about innovation and safety and the things that they were doing and all of this kind of stuff. It was really great stuff, and all of the analysts were sitting around the room going, "This is amazing, this is fantastic stuff. Boy, this is really great."

Simon Sinek:

The thing that confused me was about 80% of the information if not more that they were presenting in their PowerPoints was available on their website. So the thing that I couldn't understand was, why was all of this information new for all of these analysts if it was all on the company's website that they're paid to track and offer buy or sell recommendations on? What are they doing at work if they're not even looking at the largest company in the sector at their website? What are they basing their recommendations on, because they certainly have visited the company, this was the time they were visiting.

Simon Sinek:

So I looked at the price of oil and I looked at the price of my client's stock and I looked at the price of their largest competitor's stock. When the price of oil went up, all of their stocks went up. When the price of oil went down, all their stocks went down. So the analyst was simply offering buy and sell recommendations on the price of oil, nothing to do with innovation or the safety of the company. So my opinion of analysts disappeared. I don't know what the heck they do for work if they can't even check a company's website to find out what they're doing. So yeah, not a lot of respect there.

Carey Nieuwhof:

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I'll pull analyst out of my bio then, Simon, thank you. Appreciate that, kidding.

Simon Sinek:

I'm sure there's very good ones, but as a community I was blown away by the percentages. About 80% of the people in the room, which is too high, this information was new to them.

Carey Nieuwhof:

Fascinating.

Simon Sinek:

Yeah, isn't that crazy?

Carey Nieuwhof:

Yeah, that is insane. So, been a year, we'll talk about that. It's been a season.

Simon Sinek:

Something.

Carey Nieuwhof:

A lot of leaders... What's that?

Simon Sinek:

Did something happen?

Carey Nieuwhof:

I don't know, I don't know, I noticed something. I haven't flown in a year, maybe there's that. Anyway, Toronto based, we're still shut down. Simon, you burst onto the world scene 15-ish years ago, with Start With Why, the TED Talk, the book, it just took off. But my understanding in the back story is that came out of a season of drift and discouragement and a really tough personal season in your life right before that. Can you walk us through what was happening to you in your 20s as you drifted through and was almost ready to, I don't know, give up or whatever that season was?

Simon Sinek:

Yeah, I think it's funny, burst on the scene. Sort of whimpered and hobbled onto it, but yeah, for sure. I am living proof that in adversity comes opportunity and in hardship comes renewal and rebirth. My story is very similar to a lot of people's stories. I started my own small business and was living the American Dream. I had great clients, we did great work, we were well respected, and I survived for three years. Over 90% of all new businesses in the United States fail within the first three years.

Carey Nieuwhof:

What were you doing, what was that business?

Simon Sinek:

I had a marketing consulting company. So year four was very different. So I beat the statistic, I survived, and so the thrill of doing the entrepreneurial thing had... it wasn't a thrill anymore, it was not a novelty anymore. Now, I had to build a structure to build a proper business, and realized that the first three years were pretty much running on force of personality, which is not a scalable model either.

Simon Sinek:

So my fourth year in business actually was very difficult and I struggled a lot. I was very embarrassed by this struggle, I didn't want to wake up and go to work every day. I was really in a dark place and like I said, it was embarrassing because superficially, things looked fine, except I didn't want to do it, I hated it.

Simon Sinek:

So all of my energy went into lying, hiding, and faking. I pretended that I was happier, more in control and more successful than I felt because that's where my energy went. Like I said, out of embarrassment, which is in itself, exhausting.

Simon Sinek:

It wasn't until a very close friend of mine came to me and said, "Something's wrong, something's off, something's not working." I came clean, I told her how I actually felt. It lifted this psychological weight off my shoulders, all that energy that went into lying, hiding and faking, could now be invested in finding a solution. The solution that I found was this thing called the Why. I recognized this pattern that was based on the biology of human decision making and I knew what I did, it was crystal clear. I knew how I did it, I could tell you how my business was different or stood out from the crowd, but I couldn't tell you why I was doing it. I realized that you have to have all three and I didn't know this essential piece. That's why I felt the way I felt.

Simon Sinek:

So I became obsessed with discovering my why, and upon discovering it, my passion was restored to remarkable levels. All I wanted to do was talk about this thing with my friends. I helped them find their why, they started making crazy life changes. People just started inviting me to talk about it and I just kept saying yes. I never imagined I would do public speaking, it was never a career ambition. I never imagined I'd ever write a book. I was never one of those people who believed I had a book in me, I didn't, but somebody said, "You need to write this idea down," and I did.

Simon Sinek:

The reason I think it resonates is because is for that reason, which is, I didn't set out to tell anybody anything. I set out to share something that had profoundly changed my life and my view of the world. I had and have a seamlessly infinite amount of passion for that idea.

Carey Nieuwhof:

Why did you decide to write a book about it? How did... because that's not a necessarily logical leap. We all go through existential crises, but you did something with it.

Simon Sinek:

Again, it goes back to that formula we talked about, which is a little bit of talent, a little bit of hard and a little bit of luck. So the pattern identification helped me discover the thing called the why. The hard work was going through it and talking about it and learning to share it with others. Then the more I shared it with others, remember, I stopped talking about what I did and I started talking about what I believed. People who believe what I believe wanted to introduce me to people who believed what I believed. So the connections that I was making were vastly superior quality because people weren't making introductions because I could do something for them, people made introductions because they just thought I would get along with someone.

Simon Sinek:

I started meeting some amazing people who said, "I need you to meet someone, oh, I need you to meet somebody." Somebody said, "I need you to meet this book editor," and he said, "I need you to meet my publisher." So I had a 29-minute meeting with this famous business publisher and three days later, he offered me a book deal.

Carey Nieuwhof:

Wow.

Simon Sinek:

So I just said yes to every meeting and I just said yes to every opportunity, and I had so much fun because I was talking about what I believed and I met people who believed what I believed. I generally met people I got along with and connected with on a values level, as opposed to people who just wanted to buy my thing, which is a totally different relationship that's transactional.

Carey Nieuwhof:

Why do you think Start With Why, that message and the talks around it, the idea as well as the book, why do you think that resonated so deeply?

Simon Sinek:

Well, I think it goes back to being a little kid. You tell your kids something whether you're trying to discipline them, you have to do this or teach them of a lesson or teach them values or explain how the world works. What's the first question they all ask? "Why? Why?" The worst thing you can say is, "Because I said so."

Carey Nieuwhof:

Correct.

Simon Sinek:

They want explanation, and I don't think that ever goes away. I think for some reason as adults, we just either stop asking the question out loud and just accept that for some reason we have to just do as we're told. I think that question, it's an inherently human question. We want to know why, we want to know where we come from, we want to know what our roots are, we want to know why the world works, we want to know why the sun comes up and the sun goes down. These are not new questions. As a species, as a... we are constantly searching for explanation. The most confounding things are things that seem to lack explanation. Then we have debates, we can't just accept.

Simon Sinek:

So I think when you so publicly ask the question why about a very difficult thing like, "Why do I do what I do? Why do I get out of bed in the morning? Why should anyone care?" I think that pulls on the heartstrings of pretty much everyone.

Carey Nieuwhof:

Well, you talk about worthy rival and that's in The Infinite Game. You also confessed to Adam Grant being a worthy rival, and if anyone hasn't double clicked on that, you really, really should. But I have a confession to make, this gets down to the hard work part. So when did Start With Why come out? What year was that, '06?

Simon Sinek:

2009.

Carey Nieuwhof:

2009, okay. Around '06, I had an idea for a book that I was going to call The Power of Why, and it focused on the three ideas that come around every leadership table, what, how and why. It would not have been as good as your book, it would not have touched... I've written a few books since then, but nothing like that. So, that's just, I'm getting that off my chest, going, well done, well done, Simon Sinek.

Simon Sinek:

Well, I wonder what happened in 2006, because I first articulated the concept publicly in January of 2006.

Carey Nieuwhof:

Really?

Simon Sinek:

Yeah, that was when I first said it out loud and my journey of spreading the golden circle and talking about why began. Remember, I didn't set out to write a book or give a TED Talk. It was over the course of that journey that people kept making introductions of which one of them was in 2005, where somebody said, "You should write a book." It took me a year to write the book.

Simon Sinek:

So over the course of those three years before my book and my TED Talk happened, I was out there giving lots of talks and honing the idea and learning how to explain it and learning how to help people implement it. So, I wonder what was in the water in 2006.

Carey Nieuwhof:

Well, I can tell you what was in my origin story there, see what you think. I was going through really, a difficult time. I was around 40, that was my year of burn out, but the frustration that led to it was being a faith leader. I was leaving a growing church, and like you, was being asked a million questions about how. I began to see the pattern that around every leadership table, and this was tension in our own leadership too, three leadership questions. What, why, how. Inherently, your board, your staff is going

to go, "Well, what? How? How much is it going to cost? How are we going to do that? How are we going to pull that off?? Why is the thing that unites everybody. So my little theory was, why unites, what and how divides? That was going to be my book that would sell one 10,000th of the copies that yours did.

Carey Nieuwhof:

So, but then I burned out and had a period of recovery and I think by the time I could see daylight, Start With Why was out. I'm like, "Oh, he stole my idea, except he did a lot better with it." I don't know, that was my origin story.

Simon Sinek:

Yeah, I mean for me the big thing... Look, people have been talking about purpose for thousands of years. I think the big thing that happened for Start With Why is I found a language that I was no longer preaching to the converted. I think a lot of books about purpose, they preached to the converted. I think Start With Why found a way to talk to people who were either doubtful or cynical or maybe for just business reasons, they couldn't publicly say, "Yeah, I'm into purpose," because at that time it was the weird, hippy-dippy thing.

Simon Sinek:

So because it was grounded in the tenants of biology, the biology of human decision making, it wasn't just this ethereal idea. I think it made it okay for people to say, "Yes, purpose is a thing," and not feel like they would be chastised for it at work.

Carey Nieuwhof:

Well, and I must say one more time, far superior book to the one that lives in my head, a fantastic book, full credit, full credit. I wonder if that ties in with your grandfather somehow, because one of the recurring themes in your work both written and otherwise, is this idea of a just cause, this idea of purpose, this idea of meaning. When you think about that why, and again, the power of that book is it's not what you do, it's not how you do it, it's why you do it. That seems to really resonate, that has a recurrent theme. As we come out into a post pandemic or an endemic world or whatever you want to call this, I want to focus in on a couple of your recurring themes that seem to show up. So, do you want to talk about just cause moving forward, the why, as we move into whatever this new era is?

Simon Sinek:

You mean theoretically, what the difference between the two of them, or functionally in the world we live in now?

Carey Nieuwhof:

Take it where you want to take it.

Simon Sinek:

Okay, well I'll go into the theoretical first. So there is a difference between why and just cause. A why comes from the past, it has ostensibly and origin story, it's where we come from, it is objective, and it never changes your whole life. So you and I have a why, we are the sum total of how were raised, and we are who we are. The rest of our lives offer us an opportunity to live in balance with that why or not. Why is like a foundation of a house. It's not always the prettiest looking thing in the world, but it gives

solidity to the rest of the house. You can change the house and you can renovate the house, but the foundations will always remain the same. That's what a why is for a person, and that's what a why is for an organization. It's where you come from, objective and solid and unchangeable.

Simon Sinek:

A just cause is about where you're going, it's about the future, it's ethereal, it's about your vision of what the future could be like. It is idealistic, it's the house you imagine building upon those foundations. You might change it as you go along the way and you may never be complete. In fact, you will never completely build your perfect dream house, but you're going to keep going and going and going. So you want a strong foundation of why and then you can go in any direction you like.

Simon Sinek:

You probably don't want to change your just cause every year because then you'll get nothing done, but you can have multiple just causes. You can have one for your family and one for your church, you can have one for your business and one for yourself. They're probably going to overlap. For me, it's one just cause that is the same for all of them, that for me it's just all of the aspects of my life and how I show up in different aspects of my life, are simply different roads I can take to help advance towards the just cause. So for me, it's only one just cause that applies to all aspects of my life.

Carey Nieuwhof:

How would you define that?

Simon Sinek:

My cause is, so I imagine a world. So you see that word imagine, it's about the future, lives in my imagination. I imagine a world in which the vast majority of people wake up every single morning inspired, feel safe wherever they are, and end the day fulfilled by the work that they do. I will stop at nothing to help advance towards that, knowing full well that I'll never get there by myself or in my lifetime.

Simon Sinek:

So to articulate a just cause is an invitation for others to join you. If somebody else's just cause inspires you, then that just cause can become yours. When Martin Luther King said, "I have a dream," he's talking about his imagination, he's talking about the future. He was able to put in towards something that other people felt. "I imagine a world, I have a dream that one day little black children will hold hands in the playground with little white children." So he put it in very tangible terms that we could see ourselves living in that world, and if that world appealed to you, you can say, "That's my vision too." So even after he was assassinated, his vision lives on because it was no longer his, it became ours.

Carey Nieuwhof:

Very much so.

Simon Sinek:

You can say the same thing about the Declaration of Independence. Our founding fathers are no longer here to advance the vision but nearly 250 years later, we are still working very, very hard towards that ideal of all people are created equal. Nowhere near there, we're trying, we're trying.

Carey Nieuwhof:

So that's just cause, you said you can't really change your why. What about, you're talking to a few preachers here, what about conversion stories? What about rethinking, what about think again? Is that different?

Simon Sinek:

I think that's different, I think that's again, it's about the path you're on and how it's... I think that's about changing where you're going. I think that's about changing where you're going, that's changing the path you're on to advance. You either didn't have a cause, that you found one, or you found a cause that resonates with you more deeply and so you convert, you change path. But I think who you are fundamentally, where you come from, remains the same. Like I said, the opportunity is to put yourself on a path that builds on your strengths, that allows you to be your natural best, and allows you most important, to be yourself. When we talk about being yourself, be who you are, that's all why, that's about where you come from, not where you're going.

Carey Nieuwhof:

How do you articulate your why?

Simon Sinek:

My why is to inspire people to do the things that inspire them, so together, each of us can change our world for the better. It's like I said, they're not necessarily meant for public consumption. Sometimes they're a little clunky and ugly, like the foundation of a house, but it comes out in other ways. Like I talk about inspire people, I talk about inspire someone to talk about the importance of optimism, it's all coming from my why. It's the greatest compliment someone can pay me, when somebody says, "That was inspiring, you inspire me," that's the compliment that makes me feel like I'm living my purpose because that is where I come from, that is who I am.

Carey Nieuwhof:

One of the major influences on your life is a theologian, I guess also a philosopher professor of religion, James Carse. So, talk about the impact of his work. You also struck up a personal friendship with him, and I'm sorry for the loss of your friend a few months ago as well, last year.

Simon Sinek:

Thank you, yeah, he died in September of last year. So I was given a copy of one of Dr. Carse's books called Finite and Infinite Games. It was written in the mid 1980s, I was given it probably in the... when was I given it? In the early 2000s, sometime mid 2000s. I mean, I've known about his work for a while, and it challenged my world view. Very simply, Dr. Carse said that there were two types of games, finite games and infinite games. A finite game is defined as known players, fixed rules, and an agreed upon objective, football, baseball, there's always a beginning, middle, and an end, and if there's a winner that necessarily there has to be a loser.

Simon Sinek:

Then there are infinite games, infinite games are defined as known and unknown players, which means new players can join at any time. The rules are changeable, which means everyone can play however they want. The objective is to perpetuate the game. To stay in the game as long as possible, but really to

perpetuate the game. Turns out, we're players in infinite games every day of our lives. No one wins education, you can come in first for the finite amount of time you're at school with the agreed upon grade system and rank system, but nobody wins education. No one's declared the winner of careers, no one's ever declared the winner of business or the winner of global politics or the winner of life. Nobody wins life, doesn't happen, but if you listen to the language of so many people, it becomes abundantly clear that they don't know the game they're in. They talk about being number one, being the best or beating their competition. Based on what? Based upon what agreed upon metrics, timeframes, or objectives?

Simon Sinek:

This is a problem because when we don't know the game that we're in, and if we're in an infinite game, if we play with a finite mindset in an infinite game, if we play to win or be the best in a game that has no finish line, then some very predictable things happen. Amongst which include the decline of trust, the decline of cooperation, and the decline of innovation. Those conclusions, that discovery that so many of us were playing with the wrong mindset for the game we're in, was sparked by Dr. Carse's original definition of those two games. So, truly very influential, remarkable human being.

Carey Nieuwhof:

Yeah, and your argument is that politics and business has really suffered from the finite game.

Simon Sinek:

Oh, horribly, yes.

Carey Nieuwhof:

Yeah, can you unpack that a little bit?

Simon Sinek:

You mean, open Pandora's box? Sure.

Carey Nieuwhof:

Uh-huh (affirmative), let's go.

Simon Sinek:

So I mean we can see it, we can feel it. I mean, I'll say things that everybody knows, but now we have a language to explain it which is, we're uncomfortable with the fact that our politicians are more preoccupied with winning their elections than taking care of us. Yeah, yeah, yeah, they say they care about us and yeah, yeah, they say all the right things, but we can see by their actions and the way they treat each other because if they truly cared about us, they would learn to work together, as opposed to... There was a time and I know because I talked to some old-timey congressmen about this. There was a time where congressmen would debate 80% of a bill behind closed doors and come to an agreement, and the last 20% was for the cameras. What they would try to get to is an agreement so that both parties could go back to their constituents and say, "We won." Both parties could say, "We got something that we wanted," right?

Carey Nieuwhof:

Right.

Simon Sinek:

In other words, in an infinite game, because remember, there's no winners or losers. It's like in business, Circuit City went bankrupt, Best Buy didn't win anything. Two companies selling the exact same product at about the same price and about the same quality can both be wildly successful at the exact same time. That's what happens in infinite games. Democrats and Republicans can both win at exactly the same time, we don't need a winner and a loser. That's how it used to be, that both sides could say we got what we wanted.

Simon Sinek:

But what ended up happening now because the finite mindset has become so dominant in American life now, now there is no behind the scenes debate, it's 100% for the cameras. It's not sufficient for one side to say, "We won," now they also have to demonstrate that the other side lost. The only true losers are us, the people they're supposed to be looking after. We all know it, we all know it, we can all feel it and we can all see it in the policies. There's nothing wrong with having a different opinion by how America should advance its vision. That's what the two party system is, which is, we have a different opinion about how to get to that thing, that ideal. Well, we think it should go this way, well, we think we should go this way. Let's debate it and find a way forwards, but now it's become about winning and losing.

Simon Sinek:

We see it in business as well. The obsession with the finite game means we see more and more short term-ism, we see more and more selfish decisions where we make decisions not for the benefit of our customer, not for the benefit of our employee, but for the benefit of an external shareholder or for the very few executives in that large company that profit from a rise in stock price, even though the company is actually making decisions that'll eventually put it out of business.

Simon Sinek:

So unfortunately, finite mindedness dominates business theory and political theory of the day. The only people who suffer are us, the customer, the employee, the person who works hard to help the company, the person who buys the products, the person who engages with the organizations. It's really a terrible system.

Carey Nieuwhof:

When I was getting ready for this interview I remembered a conversation I had with an executive and I won't give his name, I don't remember his name. He may not even work there anymore, but he was part of a company called The Bay, which is a almost 350-year old company in Canada, they also now own Saks Fifth Avenue and a bunch of Americans, I think may be Lord and Taylor, et cetera. So they're a multi billion dollar company.

Carey Nieuwhof:

I don't know how we struck up this conversation, but we're waiting to board and I said, "Man, The Bay's on hard times." He goes, "Really hard times." I said, "Do you think you're going to make it?" A 300-year old company, he said, "Oh, we know exactly what to do." He says, "I know exactly what we need to do to turn it around. The problem is we're publicly traded and every 90 days we have to report to

shareholders. The things we need to do in the short term to win are very different than the things we need to do in the long term to win." Is that an example of a finite versus an infinite game?

Simon Sinek:

It's a very good example of finite mindedness. The worst part about it is, there is no legal requirement to report every 90 days, the requirement is every year.

Carey Nieuwhof:

Really?

Simon Sinek:

Correct, and who cares what an analyst tells you you should do to run your company? We've already established how analysts do their jobs, they don't even look at your company's website. So why are you taking business advice from analysts? We don't let analysts run companies, and at the end of the day if you take care of your employees, your employees will take care of your customer, and if you take care of your customer, they'll buy from you, and if they buy from you, you're business will do well and your shareholders will do just fine. Maybe not on their exact timeframe, but everything will be just fine.

Simon Sinek:

The problem is, is we have companies making decisions to benefit the bonus structure of an external analyst. That's twisted, that's like the coach of a team trying to build a strong team by taking advice from fair weathered fans and ignoring the needs of the players. Well, how well is that going to go, because it's the exact same philosophy. The question is, is where is the courage? Where are all the CEOs? It's a big open secret in public companies, everybody thinks Wall Street's a joke, every CEO of any major public company today knows that they have pressure applied to them to avoid making decisions that are good for the company and to make decisions that they know are bad for the company.

Simon Sinek:

So my question is, why do they keep making those decisions? Where the courage? Well then they'll say the board. Okay, so why are the boards doing what Wall Street wants? The boards are supposed to be there to protect the interest of the organization. Then you have the problems with overpaying based on the price of the equity, which is if you pay somebody a salary based on the performance of the company, guess what they'll preoccupy themselves with? The performance of the company. Pay someone based on the price of an equity, guess what they're going to be preoccupied with? The price of the equity.

Simon Sinek:

So we have screwed up incentive structures, which incentivize the entirely wrong behaviors, and we don't seem to have a leadership class that has the courage to stand up to Wall Street because they either fear for losing their jobs or fear for losing their bonuses. I understand the pressure is overwhelming and it feels very lonely and it feels like they can't stand up to Wall Street, but there are a precious few that do. Costco, Jim Sinegal ignored Wall Street. Steve Jobs famously ignored Wall Street. These companies ignored Wall Street and they are some of the best companies today and their growth was consistent over time. They weren't fair weathered fans.

Simon Sinek:

Costco outperformed GE dramatically. GE was like a rollercoaster because that's what Jack Welch played, he played the finite game. Now, GE's a shadow of its former self if it even survives. Whereas where these more infinite minded organizations are stronger than they've ever been because they built unbelievably strong foundations.

Simon Sinek:

So I think part of the response, it's too easy for that CEO to simply say, "I can't make the decision." "Really, because you run the company, not them." "Well, you don't understand, it's the system. What system are you talking about?" "You're the system." So I think we need... again, I cannot even imagine the overwhelming pressures he must feel and other CEOs like him. I am very sympathetic to the pressures, but this is why we need CEOs to come together outside of Wall Street and say, "How do we work together for the good of business, for the good of the game?" Because that's what the infinite game is about, it's about perpetuating the game of business for the good of the game that Wall Street is breaking.

Simon Sinek:

We know, we know what happens when Wall Street has undue influence over the running of companies. We saw it happen, it's what led to the Great Depression, and we put in controls, we put in controls to prevent Wall Street and the large banks from exerting too much control over business. Until we started diluting those laws in the mid 1980s and '90s. Do you know the total number of stock market crashes we had between the Great Depression in that period when we dismantled Glass-Steagall? The answer is-

Simon Sinek:

... zero.

Carey Nieuwhof:

Zero.

Simon Sinek:

We had zero, zero major stock market crashes when we kept those things separated, but when we allowed those reforms to fall by the wayside, all in the name of corporate profit, we had three major ones. We had dotcom, we had black Monday in the '80s, we had... whatever that was called. We had the dotcom bust.

Carey Nieuwhof:

The Great Recession.

Simon Sinek:

We had 2008, and there was one in the '80s as well. In other words, we had three major stock market crashes since we removed the reforms and we're going to have more. So my point is, is Wall Street breaks economies because they are making decisions for the good of themselves in a finite manner, rather than allowing companies and allowing executives to make decisions that are for the good of the whole.

Simon Sinek:

The good news is, there is pressure to start changing and we're seeing the results of this pressure. You have something like the Business Roundtable who are making public statements about the importance of purpose of the stock price. I'm not sure that all of those CEOs believe it, but the fact that the public pressure pushed them to make such a public statement is a step in the right direction.

Carey Nieuwhof:

Yeah, well we could unpack that for a long time but we're coming up on time and I want to be respectful.

Simon Sinek:

Sorry, you pulled out of me.

Carey Nieuwhof:

No, no, no.

Simon Sinek:

I couldn't help but get on it.

Carey Nieuwhof:

Honestly, I could spend an hour and a half on that, because I think we have a lot of young listeners, they're resonating. Young leaders don't want to work in the old system, but I do want to get to... and I don't see it right now in my notes. Oh, there it is, existential flexibility. So we're coming into a brand new world, that was one of the principles that you wrote in 2019 before everything blew up. Talk about the importance of existential flexibility as we move into the future, because I see a lot of faith leaders moving back to the way it was, clinging to what they know going, "Okay let's get everyone back in the building." If I was running a restaurant, a gym, it would be tempting to say, "Hey, we're just going to go back to the way it was before, let's get up to 2019 levels, and then we'll go from there." What is existential flexibility, what does it say to us?

Simon Sinek:

So existential flexibility is the capacity to make an 180 degree strategic shift in order to better advance your cause. There's a, I call it a capacity because you need two things. There's two prerequisites before you can even make an existential flex. One is, you have to have a just cause. In other words, you can change roots if you don't know where you're going.

Carey Nieuwhof:

Right, fair enough.

Simon Sinek:

Because then you're just going to always choose the fastest road but you may not get anywhere. The other thing is you have to have trusting teams, because if you're going to make a profound shift in the way the organization functions or what its strategy is, the metrics are probably going to go down on the short term and you're probably going to increase the level of stress as the organization changes. So you

need people who go, "I understand what the cause is, I see why we're doing this, and I'm a part of this." The team is willing to go through the shared hardship in order to do the right thing for the good of the future. If you don't have the just cause and you don't have the trusting teams, no amount of vision from leadership will... that existential flex will probably fail.

Simon Sinek:

But yeah, I mean there's a lot of things that reveal, and I think unfortunately you're right. I think the church as an industry, if we can be so base about it, but the church as an industry unfortunately looks a lot like a lot of other old fashioned industries. So why is it that Apple computers, a computer company disrupted the music industry by inventing, by perfecting the iPod? iTunes, iTunes is really the thing that changed it. So why didn't the music industry invent that? How is it that Netflix, a little startup that came out of nowhere dominates television and movies? Blockbuster doesn't exist anymore, they're gone. Why didn't the television and movie industry invent Netflix? But they're now copying Netflix and playing catch up.

Simon Sinek:

The disruption comes from organizations usually outside of your purview. You see it all over the place, which and I think the church as an industry looks a lot like the music industry, the film industry, the television industry, which is, "This is the way we've always done it. This is how we got big, this is how we got successful, this is how we spread our message, this is how we know... this is what I know how to do because this is what I've been doing for 10 years, 20 years, 30 years." So either I'm afraid to change because I only know how to do this, or this made me successful and yet I cannot accept what got me here won't get me there. Also, the world around me is changing. Technology is changing, politics are changing, culture is changing, and I can't do what I used to do. Sears can't keep sending out catalogs, it's not the world we live in anymore. They were the most innovative company in the world when that was a thing.

Simon Sinek:

So the question is, how do you adapt for the world that we live in? There's some really fantastic little examples that I think the church can learn from, quite frankly.

Carey Nieuwhof:

Yeah, yeah, please tell.

Simon Sinek:

So look at a medical office. Older generation, you have your doctor, that's my doctor, my doctor's the best doctor. I got to my doctor, no matter what it is, if it's the common cold or something severe, I go to my doctor. I go to this horrible waiting room that looks the same as all other doctor's offices. The customer service is abominable like all other doctor's offices. You can't talk to your doctor, you can't just call your doctor [crosstalk 00:52:02]-

Carey Nieuwhof:

Right, can't just call them up.

Simon Sinek:

... email, can't do it. It's just the most appalling system but no doctor changes anything because why would they? Then there was a young generation that comes up and says, "I don't care, for basic medicine, if somebody's got the right degree, then they probably know how to give me an annual medical check or treat my cold. I don't need a specialist." So you have organizations like One Medical that show up where you walk in and it feels like you're at Pottery Barn and it's beautiful, and the doctor doesn't wear a lab coat. She comes out and says, "Hi, I'm Stacy," instead of, "I'm Dr. Whatever." The customer service is incredible, and you can call and you can talk to the doctor or talk to them virtually. They reply to your emails within 24 hours, it's amazing.

Carey Nieuwhof:

It is amazing.

Simon Sinek:

Amazing, and there's the basic assumption, it's completely overturning the way medicine works because it's a younger group of people who are saying, "This fits me fine. I would rather turn on the app and go to any doctor's office that's convenient to me, rather than one doctor that's inconvenient to me."

Simon Sinek:

So I think the church can learn for that, which is the opportunity is to spread the gospel. Nobody said that it has to be done one way. Nobody said it has to be done in one location at one time at one... that suits you. The people who like to schedule their entire day about going to this one location at this one time. Who said? Where is that written that it has to be done that way?

Carey Nieuwhof:

Well, in the early church it wasn't. It's just been that way for a few centuries.

Simon Sinek:

There you go, you see? We got used to it and now we think it's the way it's always been. So for the church to adapt and be able to offer that way. Yes, there's nothing wrong with it, there's still people who want that, and, not or, and what if people want to engage? What if people want to worship on their own timeframe, in their own location, or a remote location, or I want to move from one city to another city but I want to keep going to the same church with the same people, with the same community? How come you don't allow me to do that?

Simon Sinek:

The church's opportunity is they've forgotten. The responsibility of a church is not to get people in the pews, the responsibility of the church is to spread the gospel. So take advantage of changing cultures and changing politics and changing technologies, and find new ways. That's existential flex.

Carey Nieuwhof:

Simon, I'll tell you, this has been fascinating. A final thought you want to leave with people, I really want to respect your time but there are so many other areas we could explore, but thank you.

Simon Sinek:

All of this stuff is a team sport. No one of us is strong enough or smart enough to get through a pandemic, to get through all the struggles that our nations are going through these days. There were unfortunately, too many to... it's overwhelming, quite frankly. I think one of the things that we learned in the pandemic is, we need each other. We cannot do it alone.

Simon Sinek:

I think one of the essential roles that the church can still play, people talk about there's a declining membership to churches these days, and yet you see rising discussion about Eastern philosophies and spirituality discussions. So it's not that people are losing their spirituality, it's that the church is losing its relevance. People are spiritual and in search of community, and in search of belief, and in search of belonging, and in search of hope, and in search of vision. They're not getting it, and so they're looking for it in other places, that's what's happening.

Simon Sinek:

So I think if there's a lesson to be learned here is, we need each other, and we have to take care of each other, and we have to look out for each other, because together we can get through absolutely anything. I think the church has a strong role to play in maintaining and helping rebuild so much community that has been lost for all the reasons we've already talked about over the course of this interview.

Carey Nieuwhof:

Simon, thank you so much. Hey, if I know most people are probably already following you, but where are you active these days? You seem to be pretty active on Instagram. Where else are you showing up online?

Simon Sinek:

All the usual places.

Carey Nieuwhof:

Yeah, got it.

Simon Sinek:

Again, my responsibility is not to tell you where to get my stuff. My responsibility is to put my stuff wherever you are. So some people use one platform, someone uses another, and I try and share my work wherever you are. So wherever you go, I'm probably there.

Carey Nieuwhof:

Simon, it's been a joy. Thank you, my friend, thank you.

Simon Sinek:

Thanks so much, take care of yourself, take care of each other. I appreciate it.

Carey Nieuwhof:

Well, I am guessing you probably found that conversation as fascinating as I did, and if you want a little bit more, including quotes, shareables, graphics, also a transcript for free and some insights that we glean from the episode, you can find that over at [careynieuwhof.com/episode417](http://careynieuwhof.com/episode417), that's brought to you free every single week like this podcast.

Carey Nieuwhof:

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Carey Nieuwhof:

Hey, next episode, we're going to drill down, get super nerdy, and I mean that in the best sense, with my good friend Tony Morgan. Tony comes back to talk about church attendance trends, we got some fresh data, best and worst practices for digital strategy, and so much more. Here's an excerpt.

Tony Morgan:

What we're seeing is on average, churches have seen a decline in in-person attendance by close to 30%. Then on the flip side, and again, this goes to some of the conversation we've had already about how churches quickly pivoted and are beginning to leverage a little bit better online. What we've seen is churches in the last year have almost more than doubled the number of online views for their services.

Carey Nieuwhof:

Also coming up, Gordon MacDonald, Christine Caine, Greg McKeown is back to talk about his latest book. Ed Stetzer, Allison Fallon, Amy Edmondson. Who else have we booked? We've got Chris McChesney from 4DX. Pete Scazzero, Dr. Anita Phillips, it's going to be a great year on the podcast.

Carey Nieuwhof:

Now it's time for What I'm Thinking About and I want to drill a little bit further down on the concept of what the church needs to do to really be relevant moving forward. Simon and I touched on that in the conversation. So, church attendance does appear to continue to take a nosedive. I want to talk about what's next.

Carey Nieuwhof:

Thank you to our partners, if you haven't checked them out yet, please do. You're going to be grateful you did. You can visit World Vision over at [worldvision.org/carey](http://worldvision.org/carey) to get their free web series with Danielle Strickland, and book your free social media management consult today over at [promediafire.com/growth](http://promediafire.com/growth).

Carey Nieuwhof:

So, church attendance long before the pandemic, has been trending down for decades now. The question is, what do you do about it? What I've seen, and I've talked to a lot of leaders about this in the first months of 2021, it just seems like a lot of church leaders are like, "Come back to the building, come back to the building." Everyone is hyper obsessed about getting attendance back to where it was before

the pandemic. Now, I'm not saying that's a mistake, but I am saying it's very, very narrow vision. I think what you're going to do is you're going to compromise your future because I think in the future church, the church is going to meet anytime, anywhere, sometimes.

Carey Nieuwhof:

What do I mean by that? Well, when you look at it even before the pandemic, people were tracking with church online. You might say, "Well we didn't have a church online." That doesn't matter, there's a lot of churches online and people are tracking with them. We live in this seamless slipstream of digital analog, digital analog. I mean, right now somewhere you are listening to his podcast and in a few minutes you're going to have a real human interaction. That is the future. More and more video content is being done on demand. So audio, video, I mean, when are you listening to this podcast? I promise you, it's not when I record it, because we don't even release it live. I'm recording this on a morning, it's what? 7:40 AM in my basement. When are you listening to it? I don't know, where are you listening to it? I don't know. You could be listening to this a year after it releases, two years after it releases. Does it matter? No, because if we bring you a good conversation, you're going to enjoy it.

Carey Nieuwhof:

Well, what if church content was the same way? Where it's on demand wherever you happen to be rather than be in the building at set times? Now I promise you, people are always going to show up at your building, that's awesome but if you're hyper obsessed on pack the room, pack the room, pack the room, I think you're missing an opportunity.

Carey Nieuwhof:

Another thing that's happening right now is consumers are leaving and won't be back. That's one thing that got accelerated over the last year, year and a half, is people who were on the bubble, they're gone. All right, so consumer Christianity is missing, but consumer Christianity isn't about what you bring to the mission, it's about what you squeeze out of it. So you can't really build the future of your church on them. Why are you going to fight so hard to get those people back? Why not find new curious people? People who are genuinely curious about the church. That leads us to the future, where I think contributors and the curious will step up. You're going to find that there are some people, and you know this, who are deeply devoted to your mission no matter what. Then you got a lot of new people who are like, "Hey, I'm really curious about this, the spiritual thing. I think I'm spiritual, I don't know about Christianity, I don't know about Jesus." Why don't you try to reach them? Why don't you try to bring the gospel to them?

Carey Nieuwhof:

Now, they may show up at your building, they may not. Does it really matter? I mean, we have I think 17 million downloads on this podcast yet. How many of you have I met? I don't know, probably less than 1% maybe, half a percent of the people who listen to this show. Now, I would love to meet all of you, but here's the point. This is having an impact in your life. I mean, if you're a subscriber, we hear from you every day. It's like, "Thank you for the podcast, thanks for this episode." That's amazing, see, that's actually a form of ministry. It's a form of being around you, and your church can be the same way. So if you think about the end of the come to me era and start to think about the go to them era, I think we're going to see a really good season for the church.

Carey Nieuwhof:

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I've got thoughts like this and a whole lot more over on my website, if you haven't ever checked it out, because I know listening and being on your phone and clicking over to where someone writes, they can be two different worlds but if you've never done that, I'd love for you today to check out [careynieuwhof.com](http://careynieuwhof.com) because I write on a regular basis there. That's where all the show notes for this podcast live, and we have all kinds of great stuff. 99% of it is free, and then there's a few pro level resources that we love to give to leaders. You can check those out as well, I have a number of courses, we've also got something called Leader's Circle where I do your staff training for you every single month, and a whole lot more. My commitment is, I want our free resources to be better than most people's paid resources. So, there's a lot of pro stuff there, there's also a whole lot of free stuff there, so check it out over at [careynieuwhof.com](http://careynieuwhof.com).

Carey Nieuwhof:

It's been a joy to be with you in this hour, if you haven't subscribed, please do. I can't wait to do it again. 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.