

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 463 of the podcast. It's Carey here. I hope our time together today helps you thrive in life and leadership. And I've got my good friend Mark Batterson back. And you know what? I have conversations with leaders all the time and this one opens up just so realistically and authentically about just the couple years that we have been trying to lead through.

Carey Nieuwhof:

And it's been hard on everybody. We've got this new variant and it's shutting down the travel industry, or at least compromising it again, but I think church leaders in particular have had a tough grind. And we're going to just empathize in this episode and we're going to talk about a lot of other things as well, but I think you'll really appreciate it. A lot of you know Mark. We'll introduce him more formally in a little bit.

Carey Nieuwhof:

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Carey Nieuwhof:

So Mark and I, well, we're going to talk a little bit about habit formation, he's got a brand new book out that we talk about, but it has been a couple of years. And Mark is the lead pastor of National Community Church in Washington, DC. It's one church with multiple locations. It's focused on reaching emerging generations and meets in theaters throughout the DC metro area. They also, well, and we'll talk about this, are a little bit entrepreneurial. They operate Ebenezers Coffeehouse, the Miracle Theater, as well as the DC Dream Center. It's also redeveloping a city block located at the intersection of Capitol Hill, the Navy Yard and Riverfront neighborhoods and it's pretty incredible.

Carey Nieuwhof:

We talk about it and I do want to correct one thing. I said, yes, I've seen that space, I saw it. Actually, I thought about it afterwards, I'm like, "That's not true." I saw it when it was in development and I'm really good friends with Frank Bealer who was helping to bring that to DC. So I've seen it in my mind and I've seen it before it was redeveloped. But anyway, just wanted to put that caveat in.

Carey Nieuwhof:

He's also the New York Times bestselling author of 19 books, including The Circle Maker, In a Pit with a Lion on a Snowy Day, including his latest one, which is called Do It for a Day, which is all about habit formation and we're going to talk about that. We're on the cusp of New Year and couldn't we all use some better habits along the way?

Carey Nieuwhof:

Hey, we bring you partners that we believe in and hopefully they help you and one of them is Medi-Share, and you are probably, if you haven't done it already, reviewing what your healthcare options are for the new year. And we want two things when it comes to healthcare, trust and affordability, and those are major issues. With a 98% customer satisfaction rating and an average member savings of 50% or more, Medi-Share can help. It's an affordable alternative. They offer access to almost a million healthcare providers. They have a proven 27 year track record. And another thing I love about Medi-Share is that they offer free and unlimited professional virtual counseling sessions to their members. That's always such an issue. It's like, can't afford counseling? It's like, well, with Medi-Share you can. Find out how much money you can save by going to medishare.com/carey.

Carey Nieuwhof:

And recently I have been using, and my team has been using an app called Thryve. That's thrive with a Y, T-H-R-Y-V-E, to add texting into our efforts to connect with leaders. So some of you, we've got I think over a thousand people, we just started on that list. And I'm really excited to teach churches about this. I'm a firm believer in email marketing. If you're a regular listener to this podcast, you know how I have said over and over again, "Hey guys, social's important, but don't neglect your email list." Well, text messaging is really the next frontier because open rates are dropping on emails and they're about 98% on text messages.

Carey Nieuwhof:

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Carey Nieuwhof:

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Carey Nieuwhof:

And now, my conversation with Mark Batterson. Mark, it's so good to have you back. Welcome.

Mark Batterson:

Thanks, Carey, always good to be back.

Carey Nieuwhof:

Yeah, yeah. Yeah, I know that is an accomplishment at this point, given the last two years that we've been through.

Mark Batterson:

We're still standing. Having done all to stand-

Carey Nieuwhof:

We are.

Mark Batterson:

Stand is pretty apropos. In fact, have you ever heard me share the Gentleman Jim Corbett story?

Carey Nieuwhof:

Nah, it's not ringing a bell. Go ahead.

Mark Batterson:

So he is the guy that knocked out Sullivan, who was the greatest boxer of all time. This is 1892.

Carey Nieuwhof:

Okay.

Mark Batterson:

And he wins the heavyweight champ-

Carey Nieuwhof:

Of course, I don't remember that, but continue.

Mark Batterson:

Well, yes, we aren't that old, are we? He wins the heavyweight championship of the world and you got to love this, he gives the prize money to his church. Can I get an amen?

Carey Nieuwhof:

Amen.

Mark Batterson:

But he had a motto, Carey, and his motto was, "Fight one more round," and I love it. By the way, that bout with Sullivan went 21 rounds, but that isn't even his longest bout. Heavyweight championship bouts are now limited to 12 rounds. He once had a fight that went 61 rounds and ended in a draw. And this is a crazy place for us to begin an interview, but that idea of fight one more round, there's probably at least 17 people that need to hear that today.

Carey Nieuwhof:

Oh yeah.

Mark Batterson:

As leaders, sometimes it's hard coming out of the corner. We're getting our bumps and bruises these days, but I think you got to fight one more round. Even the apostle Paul said, "Having done all the fight, fight one more round." I guess that would be my translation.

Carey Nieuwhof:

So I got to ask you then, how have you done that? What have been the rhythms, the disciplines, the dark moments and the, "No, I'm not going to quit, I'm going to keep going?" How have you gotten through this, Mark?

Mark Batterson:

It's been hard. Hands down, hardest leadership season. Lora and I have had the joy of leading National Community Church for a quarter century. We started really young, this is the first thing we did. But the last year and a half, between COVID, racial tension, political polarization, pastoring here in DC, it's really, really hard. Every communicator that I talk to when I say that, "No matter what you say, it's never enough and it's always too much," they get a smile on their face because we're in a cultural moment where it's really hard to know what to say, what not to say and it's been an incredibly challenging season. I will say this, my daily Bible reading plan, it's been a lifeline. I just saw that our friends over at YouVersion just crossed like half a billion downloads, something like that.

Carey Nieuwhof:

Half a billion. Isn't that crazy?

Mark Batterson:

And it's funny because I remember having a conversation with Bobby Gruenewald before it even went public. I mean, this is a long time ago. And can I be honest? I was like, I wasn't really getting what he was saying like, "What? What?" And think about the millions and millions of people that they've helped. So a little shout out to YouVersion.

Mark Batterson:

But that daily Bible reading plan, that little habit has been a game changer for me and kept me locked and loaded, but it has been a hard season. And you got to keep a sense of humor, I think for starters. You got to stay humble. You got to stay hungry and you weather it. And honestly you get to the other side and that's how as leaders, I think you grow stronger, you grow wiser. And you have a few scars, you maybe walk with a limp like Jacob did after that wrestling match, but you keep on keeping on.

Carey Nieuwhof:

Was there a low point for you, if you're willing to talk about it? Was there a moment where you're like, "I don't know that I can keep doing this?" Or was it just a general prolonged hardship, discouragement? What was the trough for you?

Mark Batterson:

Last week.

Carey Nieuwhof:

Okay.

Mark Batterson:

I'm literally writing in my journal, "I'm so tired. I'm so out of energy." Even wondering, "Am I under attack? What's happening here? Why am I so off kilter emotionally?" And listen, I've read Emotionally Healthy Spirituality, I love it. I've read everything about emotional intelligence, I believe in it. I'm doing my daily Bible reading plan. I'm locking back into the prayer discipline, Carey. I've got a friend, Zeb Mengistu, who pastors a church in Addis in Ethiopia, we helped plant that church about 15 years ago, and we recently had him come and speak and he said, "I used to pray and then go to the office." And he said, "I've turned my world upside down these days." He said, "Prayer is my office." And I read Acts 6 and the way that they reorganized around prayer and the Word and it challenges me that this is a moment where we've got to dig really deep.

Mark Batterson:

In fact, you know we're building out a city block, about 100,000 square feet. It's a \$50 million building project.

Carey Nieuwhof:

It's amazing.

Mark Batterson:

It's an absolute miracle. By the way, is an answer to prayer, one corner of that 4.7 mile prayer circle that I prayed in 1996. So when we just built out the latest phase, Carey, we had dig down 40 feet, we had to put 109 micro piles into the ground, and we had to reinforce all of the columns, all of the footers, because the building as you know is 130 years old. Well, that to me is a picture of what needs to be happening right now. We need to micro pile theologically. We need to micro pile in terms of our own personal habits. This is a moment where the wind is blowing and if we aren't leading according to conviction, you're going to get blown right off course and it's not going to get you where you want to go.

Mark Batterson:

So I think the stakes are high right now and not the easiest time to lead, but I do believe this is when leaders lead. And so I'm learning how to encourage myself in the Lord like David did and going back to basics, going back to bedrock and that's kind of where things are at right now.

Carey Nieuwhof:

You know it's one of those things, Mark, where there are so many factors in play. It's not just COVID, it's the racial injustice, it's polarization and the views that people have, which are all over the map, it's the unprecedented criticism I would say that most church leaders have taken, all of that. And so I'm just asking the question, which parts of that have been most challenging for you? Because I think a lot of us have this idea that, "Hey, you know what? Guys like Mark, they just don't struggle. He sold millions of books, he's got multiple campuses, it's awesome." Would you want to take us into one or two aspects that may have been particularly hard to navigate for you?

Mark Batterson:

Sure. It's hard for me to even know where to start.

Carey Nieuwhof:

Sure.

Mark Batterson:

I am a people pleaser by nature and I'm a type three performer on the Enneagram, an achiever. So just to put my cards on the table so people know where this is coming from. I have to keep reminding myself about the diffusion of innovation, this bell curve that even if your name is Moses and you come down Mount Sinai with stone tablets inscribed by the finger of God, there's still going to be 16% of people who are resistors and you cannot take that personally. You can please some of the people all the time, all the people some of the time, but you can't please all the people all the time. If you live off of compliments, you're going to die by criticism.

Mark Batterson:

And then I go back to this idea in 1 Samuel, where I think it's chapter 12, where Saul builds an altar to the Lord, it's the first altar and the very next chapter, Samuel goes looking for Saul and Saul is now building a monument to himself. And so Carey, it's one or the other, either we're building altars to God or we're building monuments to ourselves. And these are gut check moments, these are moments where are you living for the applause of nail scarred hands, or are you depressed because of the metrics?

Mark Batterson:

I'm in DC. We went a year and two weeks, not able to gather because of regulation, and even as we did come back, we're trying to find our way forward and it is not easy. I know that there are places in the country where maybe COVID had less of an effect and places where it had more of an effect and I'm realizing how different corners of this country are, but in DC it has taken a toll. There are quite a few churches that are just starting to gather again right now. And I wish I could tell you that the numbers are great in terms of Sunday morning attendance, they aren't.

Mark Batterson:

But the other part of me, Carey, flips the coin and says, well, one of our big challenges is spiritual codependency anyways, people go to church on Sunday, check a box, check out Monday to Friday and think they're good to go because they listened to their pastor preach. No, no, no, that does not work. It's all about daily spiritual disciplines. The only ceiling on our intimacy with God impact on the world is daily spiritual disciplines. That's what we need to be practicing.

Mark Batterson:

I will say this though, my appreciation for the gathering, where we come and there's this supernatural synergy as we worship, as we seek the Lord, as we study his Word together, there is something that I have a renewed appreciation for it. And I think it's I try to be a both-and thinker, Job 11:6, "True wisdom has two sides," that truth is found in the tension of opposites. So we're trying to reinvigorate this corporate gathering and continue to do some of the things that we innovated during COVID, which include NCC Daily, which includes something that we call the Upper Zoom, which is a prayer gathering that happens digitally and we have people from all kinds of time zones that check in.

Mark Batterson:

That's a lot of ramblings. I have so little figured out right now, Carey. I'm telling other leaders I feel like I've never known less and I've never felt more past my pay grade, but I've also learned that those are the moments that keep you on your knees. And usually when you get on your knees, that often is where the best stuff happens. So maybe, just maybe God has us where he wants us.

Carey Nieuwhof:

You're an optimist. I know you well enough to know that about you. You're also an encourager. How have you maintained or have you maintained your optimism in the midst of this? Because in many ways, your story is improbable. You started in a very hard to reach city and I was thinking as you said attendance is not where I want it to be, here's a challenge. You had a double challenge, you had COVID and a administration change. So everybody on the red side of the aisle is gone and the blue side took the presidency. And what that means for you, regardless of partisanship, is a certain percentage of your church just ships out, because they lost their job. And then a whole bunch of new people come in and that happens every two to four years at your church. So, I mean, it's been hit after hit, after hit. What's happening to your optimism?

Mark Batterson:

That's such a good question. Yes, I am an optimist. I also buy into the Stockdale Paradox, this idea that ... It's the Jim Collins idea that you confront the brutal facts with unwavering faith. And so I'm trying to really grapple. I'll give you an example. I think one of the languages that I've learned in the last couple of years is the language of lament, which is unique because repentance is confessing your own sin and grieving your own sin and making sure that you get right with God. Lament is grieving with others and learning to mourn their loss and feel their pain. And so even though I'm an optimist and positivity is kind of my native tongue-

Carey Nieuwhof:

Yes, it is.

Mark Batterson:

... I'm trying to expand a little bit of my emotional repertoire. Now, I won't back on off of positivity because the last time I checked, it was 10 negative people that kept an entire nation, an entire generation out of the promised land. So don't tell me this isn't a big deal. 10 negative people can cost you 40 years. And so as a leader, you've got to set the tone and set the pace. The way that we say it at NCC is we want to stand in the gap as peacemakers, grace givers and tone setters. Dr. King talked about let's not be thermometers that just reflect the temperature around us, let's be thermostats, let's be the ones who shift the atmosphere.

Mark Batterson:

And so I'm digging deep on things like the Sermon on the Mount. You've got these six antitheses that Jesus outlines. And by the way, I think about them as counter habits, and I know we'll talk some about habit formation. And for the record, habit formation is spiritual formation.

Carey Nieuwhof:

For those who may not be aware of it and didn't go to seminary, what you mean is, "You have heard it said, but I say to you."

Mark Batterson:

Yes, that's exactly it. So there are six instances where Jesus says, "You have heard that it was said," in other words, this is your Old Testament default setting, but what we need to do is uninstall some of those Old Testament mindsets, and we need to upgrade or download a little different ethic. And I would summarize them this way, love your enemies, pray for those who persecute you, bless those who curse you, turn the other cheek, go the extra mile, oh, and give the shirt off of your back. These are not just counterintuitive and counter-cultural, they're counter habits.

Mark Batterson:

And so I realize that we find ourselves in a place where we're going to have to operate that way and we're going to have to function. I'm not telling anybody anything they don't know. Nones and dones on the census are on the rise and those who attend church, that number is down and so we find ourselves in a unique place, if you study history. I mean, the church in America has by and large held a cultural majority. And we could certainly talk about the two-sided coin of our history, but my point is this, we're going to have to function as a moral minority and as a creative minority.

Mark Batterson:

And so one of the things that I really sense in my spirit is God usually works through a remnant. 2 Kings 19:30 is getting in my business, this idea that I will once again raise up a remnant. What we want is a majority, but that isn't usually how God works and so there's a pruning process. And I think as leaders, we've got to be more concerned about the 120 in the upper room, because that's where the outpouring is going to happen, that's where revival and reformation and renaissance, which is what we're believing for, that's where that's going to happen. And so I don't know where that puts us, Carey, but those are some things that are certainly in my heart, in my spirit these days.

Carey Nieuwhof:

No, it's a good metaphor, because if you think about the feeding of the 5,000, most biblical scholars would say there were between 10,000 and 20,000 people there, because that was only the men who were counted in the number, that was just the time it was written. And by the time you get to the cross, you're down to a handful, most of them didn't make it there, and then you're in an upper room with just a few people left. And again, one of Jesus's inner circle is gone, sold out to the other side and we're probably in that kind of a moment and out of that comes the global church. It's a really comforting thought, but that doesn't mean it isn't easy because you're like, "What happened to those 20,000 people? They're all gone, they all abandoned me."

Mark Batterson:

Yeah. Yeah, that's true. Now, your original question was optimism and something you said brings me all the way back, that I do believe that the kingdoms of this world are becoming the kingdom of our Lord and of his Christ, Revelation 11:15. You've got to go to the back of the book. I think as leaders, you have to remember two things, you have to remember the past, because if you don't remember the past ... George Santayana ... you're going to repeat the same mistakes. And so we have to be students of history right now, I think, but we also have to remember the future. And that's what's unique about being a

spiritual leader or someone who actually believes that the Bible is the inspired Word of God, that we know how this ends and I think that optimism comes from there.

Mark Batterson:

And for the record, I would say that my self confidence probably is below average, Carey, in other words, the confidence that I have in my own ability, but my holy confidence is off the chart. And the locus of holy confidence is in the promises of God that God is watching over his Word to perform it, Jeremiah 1, that his Word doesn't return void, Isaiah 55. And so this is the moment to look in the mirror and really evaluate where does our identity come from, where does our courage come from?

Mark Batterson:

I think it's a Hebrew's 12:27 moment, "Everything that can be shaken will be shaken so that the unshakeable things remain." God is shaking false securities, false identities, false idols, false ideologies, false narratives, false assumptions. There is a lot of shaking going on right now, but I think what could come out the other side is this remnant that I think is even more devoted to the great commission and more in love with God. But my hunch is we need a supernatural demonstration of God's love and power, and we need it more than ever. And so that's what I'm believing for and that's where my optimism takes me.

Carey Nieuwhof:

Do you think the future will take a different kind of leadership than the past took? And if so, what do you think is involved and how do you think your leadership may be different in the future than it has been in the past?

Mark Batterson:

It's a great question. Two thoughts, one, I wish you and I had the power to convey honorary graduate degrees because I feel like everybody has earned a graduate degree in crisis leadership over the last year and a half. Let's just-

Carey Nieuwhof:

You all get a doctorate?

Mark Batterson:

Yeah. Yep, I don't know what we would call it, but there you go. So I do think crisis leadership. Change is happening faster. Information is exponentially increasing. For the record, my concern with that is I don't think we were designed to know everything about everything, and that is part of the problem with social media, that we know almost everything about everything when it happens. And it's like eating from the tree of the knowledge of good and evil, Carey, and we can't handle it, we can't compute it, we weren't designed to be able to process all of that. And if you aren't careful, if you don't have good boundaries in place, if you haven't read At Your Best and learned how to manage your time and boundaries, you're going to be in for a world of hurt. So we've got to get better at managing the inputs that are flying at us.

Mark Batterson:

But I would also say that it's critical right now to lead by context. And by that I simply mean, I think I mean almost an Issachar anointing. The tribe of Issachar in the Old Testament, it said they understood

the times and knew what Israel should do. They were able to see things as an ecosystem and I think that's more and more important right now that we have to be able to connect the dots. It's that Richard Branson idea of leadership, A, B, C, D, always be connecting the dots.

Mark Batterson:

And I think leaders right now, we've got to be cross pollinating. You as a leader need to know more about more things than you've ever known because there's so much overlap and interplay. And I actually like that, because in my book, every ology is a branch of theology. To this day, my favorite class of all time was a class in immunology at the University of Chicago. And I remember walking out, Carey, and praising God for hemoglobin. We don't do that. We don't do that, but-

Carey Nieuwhof:

No, never happened, not yet.

Mark Batterson:

I'm really just riffing right now, but if you don't have an appreciation for neurology, you're not going to understand the miracle in John 9 where Jesus heals a man born blind. This is not an astigmatism, there were no synaptic connections between the optic nerve and visual cortex in the brain. So this is synaptogenesis and that's why they say no one's ever heard of anybody doing something like this.

Mark Batterson:

And so I do think it's a moment as leaders, we've got to have this breadth of understanding, but then we've got to be locked and loaded. And the old Wesleyan Quadrilateral, we've got to filter things through scripture even before reason, tradition or experience. But I think we need to really be well read, well thought, because it's the world that we live in right now.

Carey Nieuwhof:

Yeah, I appreciate what you said about the knowledge of the tree of good and evil. I've thought about that Genesis moment a lot. And social media does give us a real window into a world that our grandparents never had, but we have some of the knowledge of God, but not the wisdom of God. And I think that is what you see in your inbox, that's what you see posted on your social feed every day and I'm trying to figure that one out too.

Carey Nieuwhof:

I want to shift gears because this is a good interview, we haven't gotten to any of the scripted questions. So thank you for that gift, Mark. Your insights are fantastic. But I do want to talk about habit formation. You've got a brand new book on habit, which is amazing. That might be another reason you're tired. Is this three books in two years? Two books in two years?

Mark Batterson:

Yeah, that might be.

Carey Nieuwhof:

Is it?

Mark Batterson:

Yeah, it is.

Carey Nieuwhof:

Might be a little bit-

Mark Batterson:

Yeah.

Carey Nieuwhof:

Yeah. So we'll get into the book, but I want to talk about habit formation. When we were talking before we were recording, you mentioned that one of the factors that I think every leader is dealing with, this is true of business leader's too, people's dining patterns have changed, exercise patterns, shopping patterns, car buying patterns have changed. Everything's changed over the last two years, but a lot of that is habit formation and people got into new habits. What did you learn in the pandemic about habit formation when it comes to church involvement?

Mark Batterson:

Great question. Well, in DC we went a year and two weeks not able to gather and so-

Carey Nieuwhof:

Not able. Not even not willing, not able.

Mark Batterson:

Right, right. Unless we were to file suit or go beyond government mandate. So I think what happened is people got out of the habit or the routine of a corporate gathering of just gathering for fellowship. Now, I want to be careful because that's certainly ... Our small groups gathered because that was allowed and we certainly gathered in the digital sphere and I have no doubt and have learned so much from so many guests that you've had on the podcast as it relates to our hybrid future, but when you get people out of a routine, it's hard to get back into a routine.

Mark Batterson:

What's interesting is that in our experience, and we're a data point of one, Carey, so this is more descriptive than prescriptive, but our kids numbers at our Capitol Hill Campus, for example, are now on par with pre COVID numbers. Now that may be that we just built out an amazing kids ministry and-

Carey Nieuwhof:

Killer youth space. I mean, I've seen that.

Mark Batterson:

For an urban context to have an indoor playground and pretty tripped out kids space, that may be a factor. And by the way, partnering with our mutual friend, Frank Bealer and Phase Family. And so it's a child development center Monday to Friday, and then we use it for NCC Kids on the weekend. I just find it interesting that for us, it's primarily been parents with kids. And I wonder if it's almost because they

see the importance of their kids having that input, of having that rhythm or routine, and maybe a few less of our singles have come back. And sometimes habit formation, one factor is who else is involved in that? It's a lot easier to go work out if you've got an appointment with a trainer than if you're just working out on your own.

Mark Batterson:

And so we're trying to figure out who's coming back, why they're coming back. But my hunch, just a sixth sense is probably people who were coming three times a month are coming twice, and probably the people who were coming twice a month are coming once. I stand to be corrected. There's no sense that ... My last name's not Barna and so I don't pretend to have all the answers there, but that's at least what we're seeing on our front.

Carey Nieuwhof:

So let's play a bit of speculation here. There are some churches I've talked to that have been open for a year or two, depending on ... Not two, but a year and a bit, or a year. And a few of them, not a lot of them, but a few of them are starting to approach pre COVID attendance numbers. I'm pretty sure you're going to get there, Mark. You wave a magic wand, you're there tomorrow, is that enough or has our understanding of what the church needs to do to equip people spiritually changed in some measurable form?

Mark Batterson:

Oh, I think it's changed. I think it's-

Carey Nieuwhof:

Okay.

Mark Batterson:

The way I keep talking to our team, as well as our congregation, we're not trying to get back to normal, we're trying to get back to the supernatural. I'm believing for the next move of God. I want to see revival in my generation and that does not happen on our timeline or on our terms. And by that, I know that comes with baggage, people hear that and they think about probably a 19th century revival in a tent, I'm talking about seeing God's kingdom coming with signs and wonders and with fruit and really a core focus on the gospel and seeing how that literally transforms people's lives.

Mark Batterson:

And so I think we've probably deemphasized certain things and reemphasized other things and it still, to me seems like a moment where we do not want to get into a rut, into a rhythm. It's this idea, the Duke University study that 45% of behavior is habitual. And that's not bad, if they aren't bad habits, but when something becomes second nature, we don't give it a second thought and the danger there is then you're going through the motions. In fact, a study that really impacted me spiritually, Carey, was when I heard, and this was years and years ago, that once you hear a song 30 times, you no longer think about the lyrics.

Carey Nieuwhof:

Oh, interesting.

Mark Batterson:

Think about the implications or ramifications of that, that if you aren't careful, you'll start singing the words, but you aren't even thinking about it, you're giving God lip service, you're going through the motions. And that's why eight times the Psalmist says, sing to the Lord a new song. So I think this is a moment for a new thing, new wine, new wine skin, new song, you name it.

Mark Batterson:

I love the way R.T. Kendall says this, "Sometimes the greatest opposition to what God wants to do next comes from those who are on the cutting edge of what God did last." That is a sobering thought. And so it takes me right back to one of our core values, if you stay humble and stay hungry, there's nothing that God cannot do in you or through you.

Carey Nieuwhof:

Can you repeat the Kendall quote?

Mark Batterson:

Yeah.

Carey Nieuwhof:

I think it's worth repeating.

Mark Batterson:

Yeah. "Sometimes the greatest opposition to what God wants to do next comes from those who are on the cutting edge of what God did last." And I cannot, this is more of a paraphrase, but man, Peter Drucker said something to the effect that during times of turbulence, the greatest danger is not turbulence, it's operating with yesterday's logic. And I would add to that yesterday's anointing, which is by the way, that's the R.T. Kendall book, The Anointing that that quote comes from.

Mark Batterson:

And for what it's worth, every leader ought to have four, five, six quotes that you quote all the time. You need to have those in your back pocket. So that Kendall quote's one of them. I love Oswald Chambers, "Let God be as original with others as he was with you." I love the Einstein, "Never lose a holy curiosity." I love the Tozer that, "A low view of God is the cause of 100 lesser evils. A high view of God is the solution to 10,000 temporal problems." So I think as leaders, we want to have some of those quotes, just like we would have some verses that are kind of, they're in our back pocket and help us as we navigate the leadership landscape.

Carey Nieuwhof:

Well, I don't know whether it's a prediction as much as a hope, but I think 2022 will be a lot of experimentation and innovation. And on that note with the Kendall quote, I think we will end up criticizing a lot of people who are innovating and the people we criticize today will be the people who coach us tomorrow, because those are the people-

Mark Batterson:

Wow.

Carey Nieuwhof:

... that are going to find the breakthrough, right?

Mark Batterson:

Yes.

Carey Nieuwhof:

It's going to be, that's insane, "Why are you doing that? That doesn't make any sense." And then we'll all get the aha moment a year or two, five years down the road and then we'll say, "Hey, can you come in and coach us on that?" I hope it's a year of innovation.

Mark Batterson:

Carey, have you said that before? You know I listen and love the podcast, we're friends and so we talk a lot.

Carey Nieuwhof:

Oh yeah. Yeah.

Mark Batterson:

Have you ever said that? The people we criticize today-

Carey Nieuwhof:

I think I wrote that in either a talk I did.

Mark Batterson:

Okay.

Carey Nieuwhof:

I've given a bunch of virtual talks.

Mark Batterson:

Yeah.

Carey Nieuwhof:

And it might be in a blog post somewhere, but it's not-

Mark Batterson:

Man.

Carey Nieuwhof:

But yeah, I think that's the way it works, right? The people that we criticize today will be the people who coach us tomorrow and may it be so.

Mark Batterson:

That's so good. This is almost a side note, but next year, one of our big initiatives is to launch a network.

Carey Nieuwhof:

Wow.

Mark Batterson:

And we're not presumptuous, like we have all the answers, it's not that at all. We just feel like God's called us to be a teaching church. There are hospitals and teaching hospitals. So both of them care for people who are sick, but teaching hospitals train doctors, train that next generation of doctors. And so we're excited. We want to do more things that we get less control, less credit, doesn't have to have our name on it. It's not about the name over the church door, it's about the name above all names, hashtag same team. But where I'm going with this is I'm convinced we're going to be the primary beneficiary.

Mark Batterson:

Yeah, some people may come and learn from how we've done multi-site or even how we built an urban campus or whatever else. You know what? I am leaning into church planters, I'm leaning into younger leaders and I think we've got to be careful that really, we want to empower that next generation and not be so fixed in our ways or feel like we have it all figured out. No, no, no, God is raising up another generation that we need to learn a thing or two from. Now, I would also flip that, Carey, and say you need to understand the Millennials that you lead, you need to understand Gen Z. We need to have an understanding, but that doesn't always mean that you pander to what you understand, sometimes you confront it.

Mark Batterson:

I think we need more of an intergenerational appreciation as a church. And part of that is just, I have a spiritual father, Dick Foth, 80 Trips Around the Sun, and I would not be who I am or where I am without his influence in my life and I'm so grateful for it. And we just need to make sure that we're around some people who have been there and done that, and that we're also around some people that have dreams that are a lot bigger than their resume and be challenged and encouraged by them as well.

Carey Nieuwhof:

Is there a place? Is that a new idea or is it developed enough that people can go to a website or send you an email or stay tuned?

Mark Batterson:

Yeah, you know what? It's a stay tuned.

Carey Nieuwhof:

Okay.

Mark Batterson:

We will in January, it'll mark 26 years for Lora and I, and so we'll go a public in January, and that's a moment where we'll put some information out there. And we're not looking for something big, we're just looking for a tribe of people that we can rally around and invest in and love on and together see if we can't advance the kingdom.

Mark Batterson:

I will say this, what will be unique is that we're not just trying to plant churches, we want to start businesses. And part of that comes from the fact that you know that we just did a \$50 million building project and we're debt free. And part of the reason why we're debt free is because of a \$14 million gift from someone that has a mind for business, but a heart for the kingdom. And so I just feel like for every church we plant, we probably ought to start a kingdom-minded business and together advance the kingdom on all fronts.

Mark Batterson:

And this gets into Mars Hill and the Areopagus, that we need to write better books, produce better films, draft better legislation, start better businesses. How? With the help of the Holy Spirit. And so it's not just about the church, I think it's about the kingdom at large.

Carey Nieuwhof:

Well, I'm going to be tuned into that as I'm sure a lot of young leaders would. And I love the posture of humility too, because I think there was a day when leaders who started networks, it's like, "Oh, come to me, I'm the fount of all knowledge." But that posture as a learning organization, I think is another key to the future. So a year ago you released Win the Day, and then now you've released Do It for a Day. Is it a followup to Win the Day, because it's all about habit formation?

Mark Batterson:

It is. So it's a 30 day habit challenge. And it was, just to put this out there, you'll chuckle because we both write books and sometimes those books become beasts that we try to tame, if you will. So it was supposed to be like half a book, like maybe 30,000, 35,000 words and ended up being 65,000 words because I couldn't stop. I fell in love with this idea of habit formation and I love the psychology of it, I love the neurology of it, but I think what's unique, because there are so many great books on habits and you've interviewed some of those folks on your podcast. I think about The Power of Habit or even Atomic Habits, those are amazing books. What I try to do is also introduce some theology into the mix and maybe that's part of what makes it unique, that I really see spiritual formation as habit formation and it takes the help of the Holy Spirit. That makes a huge difference. So yeah, Do It for a Day, 30 day habit challenge. It kind of builds off of Win the Day.

Carey Nieuwhof:

So you talk about making or breaking habits, you can go both ways, bad habits, start some good ones, there are three key ingredients needed in the process. Can you walk us through that?

Mark Batterson:

Yep. Three M, measurable, meaningful, maintainable. And here's how I would explain it. You know some of my personal story that July 2nd, 2016, I pray a bold prayer. I had severe asthma for 40 years, God heals my lungs. I am now five plus years inhaler free. And Carey there weren't 40 days in 40 years that I

didn't take my inhaler growing up. And so to celebrate that miracle, I thought, "I'm going to do something that I could not have done, I'm going to run a marathon." But you can't just go out and run 26.2 miles or you're going to pull a hamstring.

Carey Nieuwhof:

Well, people have tried, it doesn't go very well.

Mark Batterson:

It does not go very well. You do not make it very far. And so I knew I had to make it measurable. So I downloaded the training plan, 72 training runs, 475 miles over six months, and made it measurable.

Mark Batterson:

The meaningful piece is that it was a miracle. I was doing it just to celebrate what God had done in my life. I will say this, part of what makes habit formation meaningful is when you do it for someone else. My dad quit smoking before I was born. Why? Well, it wasn't just for him, it was for me. He felt like it could negatively affect my health. And so some of us need to make or break habits for a spouse, for a child, for the team that we lead. So don't think of habit formation as just about me, myself and I, it really is a team sport.

Mark Batterson:

And then finally, you have to make it maintainable. So you got to map miles, count calories, budget dollars and it really happens one day at a time. You're a biker. You-

Carey Nieuwhof:

Oh yeah.

Mark Batterson:

Yep. What's the longest ride you've done?

Carey Nieuwhof:

You know I don't ride long. Probably 75, 80 K. Although Toni and I signed up for a Medio Fondo on the East Coast of Canada and I think that will take us about 100 miles, so we'll do a century ride next year.

Mark Batterson:

Okay. And I'm guessing you'll probably reverse engineer that-

Carey Nieuwhof:

In a day.

Mark Batterson:

In a day, yep. And you'll probably reverse engineer that-

Carey Nieuwhof:

Yeah, basically dread, deny, ignore. No. Yeah, I'll start my training in the spring. Actually, I got a trainer for the winter so when we get back home, I'll start training this winter for it, which shouldn't be that bad. But yeah, you can't just get on a bike and do a 153 kilometer ride and think you'll be okay. I remember doing a 10 K ride when I first started and I'm like, someone give me a medal, this is crazy, I flop on the couch, I was dead. But you build up. I think 80 is the top I've done.

Mark Batterson:

Okay. Yeah. Well, I think habit formation experts, there's a range from 21 days to 254 days to make or break a habit, which is hilarious because that's like the biggest margin in the world. But honestly, Carey, it depends on the person and it depends on the habit. My feeling is that 30 days, if you do something 30 days in a row, I have a good shot at helping you do that for ... It can become a habit. You keep a gratitude journal for 30 days, it will sanctify that reticular activating system at the base of your brain stem that determines what you notice. If I can get you to do your age in pushups for 30 days, well, by the time we get to day 30, you might actually feel better and feel stronger.

Carey Nieuwhof:

Oh yeah.

Mark Batterson:

And so I think it's this idea that ... The way I would describe it is years ago I wrote a book, The Circle Maker and then I came out with a 40 day prayer challenge called Draw the Circle. So in a sense, Do It for a Day is to Win the Day what Draw the Circle is to The Circle Maker. It's about, okay, let's put it into practice, let's start. Pick a habit, any habit, now let's do it for a day and you do it 30 days in a row. And I walk people through that process and maybe function a little bit like a life coach or at least a cheerleader.

Carey Nieuwhof:

Well, and good timing too, heading into a brand new year and arguably a brand new era. Can you talk about prompt, pattern and prize, Mark?

Mark Batterson:

Yeah. And this takes us all the way back to B.F. Skinner, the stimulus, response, reward.

Carey Nieuwhof:

Oh, not the Simpsons character? Okay, that's fine. No, I'm kidding.

Mark Batterson:

I love it.

Carey Nieuwhof:

Principal Skinner.

Mark Batterson:

Yes. Yes. So it's this idea that you've got to identify the prompt. And that takes us right back to the Sermon on the Mount, because so much of what Jesus is doing is reconditioning reflexes, because when someone slaps you on the cheek, the natural reaction is to slap back, because that's the prompt. The pattern would be slapping back, but if you can interrupt the pattern and turn the other cheek, now you have a very different kind of habit pattern evolving. Well, why would you do that? Well, then it gets to the reward. You've got to keep your eye on the prize, like why am I doing what I'm doing and keep yourself motivated with the end game.

Mark Batterson:

And so a lot of the book follows that pattern, let's get really good at identifying the prompt. And you could even apply this to temptation, that old acronym HALT, hungry, angry, lonely, tired. Well, those four things, those four prompts, well, you better be careful. You've got to make sure that you're on your guard when you find yourself in one of those situations. And so, Carey, it's crazy how much of habit formation just really is a higher level of self awareness.

Mark Batterson:

Do you have any apps where ... I used to occasionally count calories and I would for a season there, I would track what I was eating and how many calories or I've done that with map my miles. Do you do any apps like that where you track certain things?

Carey Nieuwhof:

Yeah, I do with Strava. I have an Oura Ring, which measures a lot of biometrics and particularly sleep for that. You got an Oura Ring, too?

Mark Batterson:

I do, too.

Carey Nieuwhof:

Nice. What do you use it for mainly?

Mark Batterson:

Well, I-

Carey Nieuwhof:

Other than that it's cool. People ask me that, I'm like, "I don't know, it's cool."

Mark Batterson:

No, listen, sleep is a stewardship issue.

Carey Nieuwhof:

It is.

Mark Batterson:

I mean, we're talking about Win the Day, Do It for a Day, in the Jewish way of life, the day begins at sundown-

Carey Nieuwhof:

It's true.

Mark Batterson:

... not when the sun comes up the next day. And so the number one thing that prepares you for the day ahead is the night's sleep. So I'm always looking at my sleep score, at my readiness score. And it's a great example, it creates this awareness, "Wait, I didn't get enough sleep last night. Well, I better make sure that I get the kind of rest I need tonight." And so part of it, half the battle is just that awareness and measuring things and that can really go a long ways. Whatever you don't measure, you're going to have a really hard time. In fact, I would say that's why the daily Bible reading plan, it's a simple genius that every day I do that reading and I check it off. And if I get behind, well, I know I might need an hour on my day off to catch up because I got behind or maybe I'll get ahead. But it's, it's that idea of [crosstalk 00:57:04]-

Carey Nieuwhof:

Bobby Gruenewald, those check marks are addictive.

Mark Batterson:

They are.

Carey Nieuwhof:

Just so you know.

Mark Batterson:

And that says something about human nature.

Carey Nieuwhof:

Oh, that's good. Okay. Commitment device, that is a problem because here we are on the cusp of a new year. I don't know when this will air, it might air in January. People are making all these bold declarations, most of which will be in flames by February. And I'm just saying that I've been there as well. What is a commitment device?

Mark Batterson:

Yep. Lots of examples of this in scripture, by the way. If you were taking a Nazarite vow, you would shave your head. Or maybe it's not shave your head, I'm trying to remember now.

Carey Nieuwhof:

I think you have the long hair then.

Mark Batterson:

Yes. Yeah. You don't-

Carey Nieuwhof:

You basically become a musician.

Mark Batterson:

You forgo the barber shop for a season. So it's about starting the clock or beginning to pursue the goal. I share a story in the book about the Hunchback of Notre Dame, Victor Hugo, and he was late in delivering that manuscript, Carey. And you've probably had that feeling like you procrastinate. Well, here's what he did. He asked maybe his secretary or whoever it was that was working with him to put all of his clothes, save a bathrobe kind of garment, put all of them, lock them away so that he wouldn't be tempted to go outside or go to town or go to a party. He basically needed something that would force him. Well, Harry Potter, Rowling-

Carey Nieuwhof:

Yeah, J.K. Rowling.

Mark Batterson:

Yeah. She was having a hard time with, I think it was the Deathly Hallows and she checked into a four star, five star hotel and said, "I'm not going to check out until I have a book to show for it," which that must be nice to be able to check into that five star hotel I would say.

Carey Nieuwhof:

I was going to say that gets expensive, but that's not her biggest challenge right now.

Mark Batterson:

No, no, I don't think so. So I leveraged my 35th birthday as a deadline to write my first book. So it's finding ways to kind of force yourself that, "I'm not going to give myself any loopholes," it's holding your feet to the fire. And in a sense, it's Elisha burning the plowing equipment to follow Elisha, okay.

Carey Nieuwhof:

Burn the ships, right?

Mark Batterson:

Yeah, burn the ships, burn the bridge, no turning back. And there are little mechanisms, be it habit stacking, habit switching, things that can help us reinforce some of the habits that we're trying to cultivate.

Carey Nieuwhof:

Ah, it's so helpful. I always love your love of history and you tell stories of Ben Franklin, and who was it? It was Beethoven?

Mark Batterson:

Yeah.

Carey Nieuwhof:

Do you want to share a little bit of what you learned about habits from those two luminous figures?

Mark Batterson:

Well, I think Benjamin Franklin is the quintessential left brain approach to habit formation, 13 virtues, keep a journal check mark system and continue to cultivate those virtues over a lifetime. And then he also formed, I think it was called the Leather Apron Club and this idea that it's also a team sport. And so Franklin was genius on that front.

Mark Batterson:

Beethoven would be more of the right brain creative approach to habit formation. And this I find fascinating, Carey. Most people know that he lost his hearing and literally was deaf. What a lot of people don't know is that he produced some of his best music after he went deaf. I think it's the British Medical Journal that did a study and before he lost his hearing, only 20% of his notes were low notes, 80% were high notes. And after he lost his hearing, his songs were 80% low notes. And I bet those who are listening can hear it in their head ... it's that deep bellowing kind of sound.

Mark Batterson:

And the argument amongst biographers is when he went deaf, he stopped being influenced by the music of the day and he started listening to his internal voice and his musical instincts and started writing music that was more in tune, like you got to tune out those outside voices. It's really a powerful metaphor for self leadership. And then he had to, he put a pencil in his mouth so that he could feel the timber of the notes and feel the vibration. And so you know, yeah-

Carey Nieuwhof:

Okay. This is why I love conversations with you. I have this thing from way back, maybe in college, where I remember reading about that. And I was thinking that the way he accessed music was through the reverberations. And that makes sense because the lower the note, the greater the vibration, but I could be wrong about that.

Mark Batterson:

No, I think you're right.

Carey Nieuwhof:

Somebody can Google me instantly. But yeah, it's funny, it's the same thing with Monet. I was explaining this, I read this Journal of American Medicine article and he gets more and more abstract. He's one of the leaders in the Impressionists movement. And there's an argument among medical historians that perhaps he had some optical condition that actually made his vision more blurry and more, quote, "psychedelic," or whatever. And so when you look at his 1870 paintings, they're very realistic and by the time you get to the mid 1920s, they're almost abstract and they think it follows the degradation of his vision. I don't know, stuff like that is fascinating, isn't it?

Mark Batterson:

It is. And it would almost be a sin of omission not to go there. Alfred Adler, 20th century, posits the theory of compensation that what we perceive as disadvantage is often an advantage because it forces us to cultivate certain skills or abilities that we wouldn't need otherwise. And he actually points to artists

with optical anomalies and conductors or musicians with degenerative conditions in their ears. So the Beethovens, the Monets.

Carey Nieuwhof:

Wow.

Mark Batterson:

But then here's what's really interesting, Carey, 35% of entrepreneurs, according to one study are self described as dyslexic, which is-

Carey Nieuwhof:

Oh, wow. Well, Richard Branson, who you mentioned would be chief among them.

Mark Batterson:

Yep. And so the theory is it put them at an academic disadvantage, they had to work harder to learn how to read. And so, one, they probably had to cultivate a higher work ethic, which would then pay dividends in terms of starting a business and, or they had to cultivate other skills, so verbal skills or people skills or emotional intelligence.

Mark Batterson:

And so I find it fascinating that ... I guess the way I would say it and actually, I do write about this a little bit in the book, that your strong hand represents the gifts and abilities that God's given to you. The weak hand represents those things that don't come naturally. And we tend to play to our strong hand and there's nothing wrong with that, but the last time I checked, God's power is made perfect in weakness. So be careful that you don't dismiss.

Mark Batterson:

In fact, I'm 22 years old, I feel called to write, but I take a aptitude assessment that shows a low aptitude for writing, in other words, "Whatever you do, don't write books." Well, I read 3,000 books before I wrote one and I used to complain, and you'll appreciate this Carey because you're a communicator, I used to be so frustrated that I had to manuscript every message that I spoke because I just wasn't good enough to get up and wing it, I couldn't speak extemporaneously.

Mark Batterson:

Well, what I didn't realize for about 10, 12, 13 years, I think God was cultivating a writing skill because I had to write everything out. And so I didn't even know it, but for 13 years, what was perceived as a weakness on my part actually would become the thing that over time would become the strength and probably the thing that would have the most influence and that is books I've written. But it's certainly not a strong hand, it's not a natural gifting, it's just something that I perceived as a disadvantage that became an advantage. And so I think as leaders, part of that is just having the awareness of how we're wired. And then of course leadership always goes back to self leadership and self leadership usually starts with those habits.

Carey Nieuwhof:

Well, that's kind of a full circle, isn't it, an inclusio to use the literary term? Because we started by talking about how hard this season was and as you were describing the different challenges that Beethoven or others would have encountered, one of the defining moments of my life was the hardest, it was my burnout. And if you had talked to me 15 years ago, I would've said, "Nah, it's over, God could never use this, I'm not even sure he's in it." And now I would say perhaps he architected it. And I'm not making claims about COVID or anything like that, but I'm just saying, if you're at the bottom, hang on, it's not an unredemptive moment. And there may be something that's being formed in you right now as a leader that not today, not tomorrow, but five years from now, 15 years from now, 13 years from now, you'll look back and go, "Oh, and that was the beginning of X," which defined the strength of your leadership in the future.

Mark Batterson:

That's so-

Carey Nieuwhof:

It's a hopeful way to end, isn't it?

Mark Batterson:

It's so encouraging. And we were so privileged to host you at National Community Church. I think the year was 2015.

Carey Nieuwhof:

'15, 2016 maybe.

Mark Batterson:

Yeah. And you gave a talk that basically equates to At Your Best. And I remember coming up to you after that talk and you shared about some of the burnout and it helped me navigate some of the challenges that I've faced. And I remember saying to you, "Carey, that is a book." And I have to tell you, when I got that book in my hands ... And then pretty fun, recently, I was in Times Square and I sent you a picture and I was in the Marriott Marquis in the coffee shop and there is your book sitting on the book stand. And I just-

Carey Nieuwhof:

In Times Square? In New York City?

Mark Batterson:

In Times Square.

Carey Nieuwhof:

Unreal.

Mark Batterson:

And I'm thinking to myself, God is good. He has plans and purposes that are ... In his heart, a man plans his course, but God orders our footsteps. And so I've taken more deep breaths in the last year than

probably all the other years combined. But as leaders, take a deep breath, God's got this, God's got you and he can even use some of those tough times to help you be at your best, pun intended.

Carey Nieuwhof:

Well, and you know this, but that was such a pivotal moment for me because a couple of things, and this is a case study in constraints. So I had just been through a new public speaking course that North Point hosted for those of us who were involved at North Point, and I had a whole new approach to communication I hadn't tried before. You had invited me to speak to your team. I was honored and I thought, "I want to knock it out of the park," so I'm going to try a new style and new ideas that I hadn't shared before. But the number one question by that point was, how do you get everything done? I'm like, "Well, I'm going to try to extract some principles," and I didn't know how it would go.

Carey Nieuwhof:

And you were sitting in the front row. I remember coming down after finishing the talk. You stopped me and you said, "That's some of the best stuff on time management I've ever heard in my life, that needs to be a book." I think that really seriously when my friend, Mark, also New York Times bestselling author tells me to write a book. And I went home and as I thought about it, I thought, "Gosh, it's a really busy season." I was still working very actively at the church, the company was growing and I thought, "I don't know whether I have the bandwidth for a book, let me try to put it into a course."

Carey Nieuwhof:

So that course became The High Impact Leader, became the most successful course I've ever done to date, which then gave me the chance to test this with thousands of leaders before I put it in book form. And now it's out sitting in Times Square, New York, which is pretty cool.

Mark Batterson:

That is pretty cool.

Carey Nieuwhof:

And you get full credit in the book, by the way, I tell that story, I think in the acknowledgements.

Mark Batterson:

You do.

Carey Nieuwhof:

I think you read that and you shot me a note and like, "Yay, thanks for remembering, including me." That's great. And for that picture as well, Mark.

Mark Batterson:

Yeah, I don't always read the acknowledgements, but it's so funny, I finished your book and I thought I'm going to keep flipping through. And that's what jogged my memory back to that moment, because it had been a few years and-

Carey Nieuwhof:

Oh, I'll never forget it.

Mark Batterson:

Yeah. Yeah. So.

Carey Nieuwhof:

But it's funny because people see, "Oh yeah, a book in Times Square, New York City, that's easy to do or that's so rare, it'll never happen," but there's almost always a really circuitous backstory to that. So I'm glad we could talk about that.

Mark Batterson:

So fun.

Carey Nieuwhof:

Your book *Win the Day, Do It for a Day*, they're available everywhere that books are available. Any place in particular you want to send people or a final thought from you today, Mark?

Mark Batterson:

If people want to pop over to a

Carey Nieuwhof:

Awesome.

Mark Batterson:

And that's one of those little freebies, as well as a few downloads. In fact, if people want to do the book with their team or with their organization, we've got lots of graphics and trailers and all of those good things. And all of that, of course is free.

Carey Nieuwhof:

Oh awesome.

Mark Batterson:

Yeah.

Carey Nieuwhof:

So that's at Markbatterson.com?

Mark Batterson:

Yep.

Carey Nieuwhof:

Mark, you're a gift to me and to millions of other leaders around the world. Thanks for being so transparent today. And just thanks for being such an encourager. Every time I spend time with you like this or in person or over dinner or at your church, it's just so inspiring. So thank you.

Mark Batterson:

Hey Carey, thank you. I told you this before we even got on the air that you sit in the back seat of our car all the time. And as Lora and I drive here, there, and everywhere often you are with us in the form of the podcast. And I'm just so grateful for your voice, for your friendship, so keep on keeping on.

Carey Nieuwhof:

Ah, Mark, thanks so much for your transparency and for all the help along the way as well. If you want more, you can go to the show notes. You can find everything at Careynieuwhof.com/episode463. That includes transcripts, if you really want to drill down on something. And of course, we have links to everything we described about. I've really been getting into the show notes of some of the other podcasts I listen to, and if you're one of those people who like me never went to show notes for the shows you listen to for a long time, you may want to check it out, there's a lot of gold there. Plus we recap some insights.

Carey Nieuwhof:

Super excited about the next episode. We're going to take a really fun direction and I'm going to interview a couple of people I've gotten to know over the last year in my community, Simon MacRae and Darcy MacDonell. And it's been a brutal two years, they actually opened up two restaurants in the middle of lockdown and succeed and I wanted to figure out how they did it. Here's an excerpt.

Simon MacRae:

But it was something that I just thought, this is better, we can do a better restaurant than this. We can have a better idea, we can execute it better, we can have a better group of people. It was the idea that there was the potential there to do something that was more unique and a way of doing a better restaurant.

Carey Nieuwhof:

Often I find that the best lessons come from what I call cross-disciplinary learning. And you're like, "Well, I'm not in the restaurant business, what can I learn?" But that's often where breakthroughs happen. And so we talk about, well, all kinds of things. Anyway, tune in next time for that. Also coming up, we've got Nicky Gumbel, Rick Warren, Mark Sayers. I've got a whole future series and we've got some really great guests on what's coming up next on the internet, hybrid church, meta trends that we should be watching, and a whole lot more. And well, stay tuned because we're going to have a really fun time. If you haven't subscribed yet, would love for you to do that.

Carey Nieuwhof:

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Carey Nieuwhof:

And I want to thank all of you who are leaving ratings and reviews for At Your Best, my new book. I'll tell you it's pretty humbling, pretty exciting to see what you're doing. I'm going to share some of those with you next time on the show. In the meantime, thank you so much for all of your kindness, for everything that you do. We're in your corner. I'm very pumped for 2022 on this podcast. And yeah, I can't believe it, that's right around the corner. Thanks so much for listening and I hope our time together today has helped you thrive in life and leadership.

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.