

Announcer:

The Art of Leadership Network.

Carey Nieuwhof:

Welcome to The Carey Nieuwhof Leadership Podcast. It's Carey here. I hope our time together today helps you thrive in life and leadership. So glad you joined us. Thank you so much. For those of you who are new, welcome, really glad to have you here. Make sure you subscribe. And if this episode helps you, share it with a friend, we really appreciate it when you do that. Well, we have John Eldredge back on the podcast, and we are going to talk about resilience, and why you still feel so depleted and the surprising signs of trauma. This episode is brought to you by Tithe.ly, you can get access to free resources to help you grow generosity at your church, ask for financial partnership and teach on stewardship by going to increasegenerosity.com. And by Convoy of Hope, you can help the war victims in Ukraine by going to convoyofhope.org/donate.

Carey Nieuwhof:

Well, I was excited to have John Eldredge back and learn some stuff in this conversation. For example, what are the signs of trauma? He thinks we've all been through a collective trauma and some of them are really surprising, why most of us feel so depleted and a little bit disoriented? And we talk about a lot more as well. John Eldredge is the bestselling author and counselor. He's also president of Wild at Heart, a ministry devoted to helping people discover the heart of God and recover their own hearts in God's love. He and his wife, Stasi, live near Colorado Springs, Colorado and, well, it's a really great conversation. So what I'd love to know, and you can send me an email at Carey@CareyNieuwhof.com is what you're doing this summer to really regenerate yourself. I think this is going to be a, if you're listening to this in real time anyway, some of you, you'll hear this in 2025 as you go back into the archive, which is fine. But if you're listening in the summer of 2022, I think this is dividing line.

Carey Nieuwhof:

And the world is in, not a pause moment, it's still very unstable. But this fall, you have a shot at really coming back strong. And I want to see what you're doing about that. So let me know on social, I'm [careynieuwhof](#) on Instagram, [cnieuwhof](#) on other platforms. And you can also send me an email carey@careynieuwhof.com. And also want to know, have you checked out my new daily podcast, The Art of Leadership Daily. It's a little not hour, hour and a half podcast, but 10 minutes or less, where we take an excerpt from one of these episodes, play it back for you. It's like leadership in real time for you. Check it out. And make sure you check out Tithe.ly. Pastors, you know that the health of your church largely relies on the generosity of your members, and these are wobbly economic times. But helping your church learn the importance of generosity isn't simple.

Carey Nieuwhof:

So Tithe.ly is a free tool that helps churches increase generosity through digital giving. And now Tithe.ly has put together a free resource kit to help church leaders do fundraising better. So this is a no-cost, easy to download kit. Here's what it includes. A five step plan for building a culture of recurring giving at your church, probably the most important thing you can have if you want a stable financial base, a guide for fundraising for 2022, a bumper video for a sermon on generosity and a whole lot more. These resources can help you grow generosity at your church, ask for true financial partners and even teach on stewardship. So it's a special offer only for listeners of this podcast. That's it. So if you want it, you can

get it for free. Go to increasegenerosity.com, that's increasegenerosity.com. Only on this podcast. Thanks for listening. Make sure you head on over and get it.

Carey Nieuwhof:

And our friends at Convoy of Hope are making a massive difference in the Ukraine and you can too. So to date, Convoy of Hope has served over 100,000 individuals. Think about that. That's like a massive football stadium full of people who needed help. They're actively serving by distributing supplies in eight countries, not just Ukraine, but Romania, Poland, Moldova, Bulgaria, Slovakia, Hungary and Austria. Places you and your organization just can't be but Convoy of Hope is there. So when you donate to Convoy of Hope, you give two things like food, hygiene supplies, baby supplies, medical supplies, blankets, beddings. And if you and your church want to help, you and your business want to help, you and your team want to help, go to convoyofhope.org/donate, that's convoyofhope.org/donate. So let's dive into this conversation about resilience. Here is my conversation with John Eldredge. John, it's so good to have you back. Welcome.

John Eldredge:

Yeah. Thanks Carey. It's good to see you again.

Carey Nieuwhof:

Yeah. It's really good to see you, and I'm looking forward to catching up. So in addition to your work as a bestselling author and the president of Wild at Heart ministries, you've counseled thousands of people. And I'd love to know everything we've been through, and I think we last talked a year or so ago. What are you learning about the human soul in this season?

John Eldredge:

Yeah. People are very tapped out, very tapped out and there's a lot of reasons behind that. But we've just been through collectively two years of global trauma, and it's just kind to name it and go, "Look, folks. I mean, you take people through high stress situations with no finish line insights, and you keep changing their normal and you take away the things they enjoy. It's traumatizing." Okay. And so we, in order to overcome, even good things, birth of a child, a wedding, you tap into your reserves. So we all tapped into our reserves in order to rally for the pandemic. And you think about leadership, I mean, come on, because the leaders, they had to keep a smile on their face. And they had to keep a spree to core, and churches had to figure out how to do everything over again, online and mass, no mass, and the tensions and the all that.

John Eldredge:

So we're now in a state where we think the pandemic's behind this, we think it's kind of in the rear view mirrors. And people are trying to act like, "Hey, we're good now, right? We got restaurants back. You can travel and go to concerts. We're good." And I'm going, "Wait, wait. That's like you don't understand the cascade effect of this kind of a thing." You get two years of that, it's going to have a long cascade in the human condition. And so what I'm seeing right now is pretty severe levels of depletion. And I thought I was crazy on this for a while, but I literally, today, I brought in three people, mature, people who live reasonably, they understand good soul practices, rhythm of life, that sort of thing. And I just wanted to ask them, "How are you doing? What's your condition these days? Talk to me about your reserves." And every single one, all three of them were like, "Oh, I think I'm at about 40%, my functional right now." But the crazy, Carey, is that the world is acting like we're back and we're fine.

Carey Nieuwhof:

You mentioned reserves, which is really interesting and I'd love to know, reserves assumes. If you're a gas tank in a car, or a battery in a phone, it's like, "Okay. I was at 100% and now I'm down to 28." I doubt that people were at 100% in 2020, right? You look at our reserves, we were running on fumes before that.

John Eldredge:

Yes.

Carey Nieuwhof:

So I'd love your comment on that. And then, what is the prognosis for long term stress or long term trauma? Maybe let's start with the signs. What are the signs that you're at 28%? Because I think a lot of us want to fool ourselves into thinking, "I'm fine. I'm okay. I'm doing great," but inside there's something ticking.

John Eldredge:

Yeah, exactly. It's like a bad vacation, and the family doesn't want to talk about it anymore. And everybody's got those stories where they're like, "Just don't talk about that one," back in '98, "Just don't talk about it." That's what we're trying to do now. Yeah. So you asked a couple questions.

Carey Nieuwhof:

Yeah. It was a poorly formal question.

John Eldredge:

It was awesome. Last time you and I chatted.

Carey Nieuwhof:

Yeah.

John Eldredge:

We were talking about the pace of modern life. And this was pre-pandemic that we were talking about, "Hey, people are beginning to really burn out just at what we..." The pace of life, the amount of technology, the high level of output. We live in an achievement culture. So if you're not constantly achieving, you live with guilt and shame, and you got to just keep the paddle to the metal. So that was pre-pandemic. So the answer is yes, we came into the pandemic already, severely depleted. And then we tapped into our remaining reserves to rally and to educate our kids at home, or to work from the kitchen table on Zoom and everything that everybody had to do. And now, I do think we are going to see... Well, here's some of the symptoms. So what is with all of the airline passenger incidents?

Carey Nieuwhof:

Yeah.

John Eldredge:

Right? So in a pre-pandemic, there were 10 a month, globally. So you think that's a lot of traveling? That's a lot of really well behaved people.

Carey Nieuwhof:

10 incidents a month globally pre-pandemic.

John Eldredge:

Yes. Yes. And in '21, so just last year, there were 500. Okay? In this year, we're already at 350. And you've heard, I mean, they're turning around international flights back to their point of origin and to get passengers off the plane. Okay. So humanity is not well, but I think as we're talking and leaders are listening, thinking about their people, it's a loss of creativity. I had a unnamed leader of a very popular podcast tell me, he says, "Look, I just can't create content anymore." He's like, "I don't got it. I find it really difficult to be creative." It is the lack of grace for people who fail you or just irritating people. I just say, irritating people. I used to have a little something for irritating people. I could overlook the lady in the grocery line who's in the 15 items or less with 30 items, that gal. I overlook it. She's having a bad day, whatever. Okay.

John Eldredge:

I got nothing for irritating people now. So that would be another sign. The short term memory loss is a big one. So you pick up your phone, you don't remember who you were going to text, right? Somebody says, "Hey, did you get that email to me that you..." And you're like, "I do not even remember what I was supposed to send you. Can you tell me again what you were asking for?" So these are actually all classic indications of trauma.

Carey Nieuwhof:

Really?

John Eldredge:

Okay. Trauma fragments. Oh yeah, trauma fragments, the brain, it fragments attention, short term memory loss. Exhaustion, people are going to bed really early.

Carey Nieuwhof:

Yeah.

John Eldredge:

People are relieved when you don't ask them out to dinner. This Memorial Day weekend here in the US and a friend of mine confided to me, he says, "I am so glad no one's throwing a barbecue, because I don't want to go." So yeah, you have a diminished desire for human contact, and when you are in human contact, you've got less to offer. So these are all symptoms of the battered human condition going forward now. And what I'm concerned about is that... So that's our state, that's our shared state of being. But everyone's back to their normal life asking them for a 100%. Your kids are asking you for a 100%, your company is asking you for a 100%, your church is asking you for a 100%, but you aren't at a 100%.

Carey Nieuwhof:

That's a problem. I'm running your symptoms through the last week. You and I were checking in and I said, "Yeah. I'm pretty good." Actually, that dinner I was telling you about with friends last weekend, I gave it a six and a half out of 10 on a scale. And the reason it's probably not an eight, I was out with a friend who I haven't seen in a few months and we were out doing stuff. And he was being a little bit argumentative with me, just over a couple of things, I won't go into details. And I'm used to it, he has opinions on stuff and I'm like, "Yeah, that's fine. It's not a big deal." But then I found myself getting up in it a little bit. And I finally just said to him, "Have you read anything on this?" And then I'm like, "What are you doing?"

Carey Nieuwhof:

Normally I would just let that go, and then my wife had somebody who went ballistic on her in a parking lot at Costco because she didn't put the cart away, right? The shopping cart away, or something like that. And it's the little things and we're like, "What kind of weird thing is this that we have?" And I pulled some leaders who are in this thing now called The Art of Leadership Academy, and I just said, "Hey, compared to a year ago, how are you feeling?" And the majority said that they are about the same or more tired and more depleted. And it was, yeah, a small, 46% said they were slightly more encouraged or more encouraged than they were a year ago. But yeah, it's wobbly right now. It really is.

John Eldredge:

And a year ago was not a great time.

Carey Nieuwhof:

It wasn't. It wasn't, right? It's like, "Okay. So you're no longer burning in the center of the pit of hell. You're just a little bit outside."

John Eldredge:

Yes. Right. It's like asking soldiers at the front. "Hey, was it better last week?"

Carey Nieuwhof:

Yeah.

John Eldredge:

Yeah.

Carey Nieuwhof:

Yeah. And I had this guy working on my house and he was going to do a project. He was doing two projects for us. And I met him in the driveway last week and I said, "Yeah. When we were away, did you do project number one?" And he looked at me like I had 12 heads. And he's my age. He had no memory of it. And it was a long conversation. He came to my house, we looked at the house, we discussed how he was going to do it. It was about a half hour conversation. And then finally it came back to him and he goes, "You know what, I do remember now and I just totally forgot."

John Eldredge:

Yes.

Carey Nieuwhof:

He wrote it, and I didn't know that was a sign of trauma.

John Eldredge:

It is. Classic. And it is very, very common right now. I have a staff of 18 and I'm having to overlook all sorts of simply forgotten things. I forgot that email that you sent me. I forgot you asked me to do that. I forgot we committed to... Yeah. It's the cascade effect now. This is where we are. You don't just walk away from two years of intensity, even if you don't want to call it global trauma. Two years of intensity and uncertainty, and just bounce back.

Carey Nieuwhof:

Yeah. So let's get into recovery and prognosis, and I know we'll spend a lot of time there. But you think about early childhood trauma or a traumatic car accident or traumatic illness or the death of a spouse, there's a recovery window and predictable signs and stages, et cetera. What about for the human condition at this point? What should we be looking for moving forward, symptoms in ourselves and then paths to healing?

John Eldredge:

Right now, what we're looking at is global denial, which is symptom one that didn't happen to me. I'm fine. And they're predicting this summer to be the biggest travel summer.

Carey Nieuwhof:

Wow.

John Eldredge:

So people are rushing out to get joy and get happiness back, and they're traveling overseas again. But it won't work, because a couple weeks at the beach doesn't heal trauma and it doesn't heal two years of high level stress. Okay. So I think what we're going to see, you see the initial stage of denial, which is where we are right now. Everything's fine. Don't talk. We just don't even want to talk about it, right? Let's get it in the rear view mirror and let's get on with things. But then the things that we were just discussing, you're going to see the high levels of anger in human behavior. You're going to see the fragmented attention. The diminished capacities, we are at diminished capacities right now. People's performance levels, that kind of thing. That's not going to climb up unless people take care of their soul. The reserves will continue to go down, because the math is really simple on this. In order to replenish reserves, you have to have periods in your life where more is coming in than is going out.

Carey Nieuwhof:

Right.

John Eldredge:

This is why people like weekends, you're not on email, because you have a little bit more coming in. You're going to enjoy dinner on the deck or you're going to take a walk in the park. You have more coming in that is going out. You have to arrange for that in order to replenish reserves. Okay? If you don't do that, then what we're going to see, Carey, is continued diminish human performance, diminished ability for social connection. People find social connection exhausting right now, and so I'd

rather not. And so they'll back away even more, so more isolation and it doesn't bode well, if we don't care for our own souls and the souls of the people who are in our care.

Carey Nieuwhof:

How do you rebuild? I want to drill down on social connection because I think that's a really good point. There was a point in 2021 where I said to my wife, "Toni, we're just going to say yes to every invitation that comes along the way," right? It's like we were so hungry and we had a bit more of an extended lockdown in Canada, more similar to California, New York or maybe Colorado than Texas or Florida, right? We were just hungry for it. But then, I've also had the feeling where there... I read a piece, I don't know if it's in the New York or Atlantic or whatever, but about last minute cancellations are becoming all the vogue. Somebody develops a little cough, it's like, "We're not coming tonight." And it's creating this global relief. So I felt it on both sides, right?

John Eldredge:

Wow. There it is. See that people experience relief when they get to get out of something versus going, going is not the joy, not going is the joy.

Carey Nieuwhof:

Yeah.

John Eldredge:

Yeah. Okay. That's depleted, that's depleted reserves there.

Carey Nieuwhof:

So how do you rebuild social volition? And I'm also really concerned because we've become so fractionalized, we're having a number of conversations this year just about the polarization, on this podcast about polarization and even the psychology of, we had to be suspicious for a season of each other because if I met with you face to face, you could infect me or I could infect you. And that was a fairly new thought to me. I forget who shared that with me. And I'm like, "You know, you're right." We were trained for a period to see each other as the enemy. And then we went through an election cycle or two, and we realized more people were crazy than we thought. And they think we're crazy, and we got into conspiracy theories. And we're socially depleted where our reserves are depleted. So how do you begin to rebuild social resiliency, capital desire, even a longing to connect with other humans again?

John Eldredge:

The good news is I think the longings there, because you were feeling it yourselves, "Let's say yes to everything." That we're made to connect. And so the good news is that deep desire is still there. You have to first attend to your own wellbeing because if you feel spent, if you feel like you're gassed, you're just running on fumes on a Friday night, you're not going to want social connection. So we can talk about tools of recovery on a little side note. I'm actually looking forward to when they finally release the data on the psychology of masks because when you, we had to do it, I get it. But I started telling everybody early on, I said, "Look, when you do this to every human countenance, fear enters into social relations."

John Eldredge:

Because this is what bandits do. This is what terrorists do. This is what kidnappers do. Okay? People with good intentions don't do this. And so we had to really work on smile with your eyes and all that, right? Anyone in the service industry was just grilled over and over again how to communicate kindness and caring with their eyes because we lost the human countenance. I think that's a deeply spiritual thing, right? Let me see your face is such a deeply woven thing in the scriptures. So before we can rebuild human connection, we have to rebuild personal wellbeing. We really do, because we're isolating ourselves because we're tired. It's as simple as that, we're shot.

Carey Nieuwhof:

Yeah.

John Eldredge:

Okay? Yeah.

Carey Nieuwhof:

Okay.

John Eldredge:

Yeah. Okay. So let's talk about that. And the last time you and I were chatting, I had written a book called Get Your Life Back. And it was about adopting some humane practices to your life, just for the crazy of the modern world. Don't look at your phone first thing in the morning, because you're instantly into the chaos. Give yourself some bandwidth in the evening, get off screens. We were talking about things like that, the healing power of nature and that sort of thing. But what we need more than anything else, we were talking about humans being deeply needy beings. That the soul is healed through union with God, and union with God is not something we've taught people how to cultivate and to practice. It's not the same thing as faith. It's not the same thing as doctrine, or a healthy creed.

John Eldredge:

The soul is created for intimate union with its creator, and that's where the resiliency is imparted to us, right? I am the vine, you are the branch. We are literally made for a deep intertwined reality with God, and it is from that place. And I will say that place alone, that we are going to be able to replenish those reserves and heal the trauma of this hour.

Carey Nieuwhof:

So let's go there. You're taking me back to my roots, my Presbyterian reformed roots. And I'm not, as you're describing union with God, nothing from the last 30 years is really coming to my mind. But you think about some of the saints, the traditions of Christian mysticism, you think about even the Westminster Confession of Faith, et cetera, et cetera. It seems our four bears were more connected to the idea of union with God. And being a seminary grad myself, if you're like, "Carey, define that," I'd be like, "Next question, please." John, how do you define that? And how do you practice that, discover it, experience it?

John Eldredge:

Yes. One of the reasons that the saints knew something we don't know is they did not have the war on their attention that we do, right? To live in this hour is to live without quiet. If you begin to cultivate

quiet in your life, you will find God. Okay. He's not far, but it's just that, and I forget which philosopher said this. I was hearing this recently. It's absolutely brilliant says, "The enemy's current plan is not to try and talk people out of the existence of God. It's just to drown out with noise in their life. They cannot experience God because they have no quiet." Okay. So union with God, John 17, Jesus says, "Father, I pray that they would experience with us the same union that you and I know with each other." So there is a likeness of heart. There is a likeness of mind. There is a shared set of concerns, a shared set of joys, right? There is an intimacy that is cultivated where we are meant to have the mind of Christ. We are meant to have the heart of Christ, and this isn't...

John Eldredge:

I just have to stop and say that the world has got... So resilience is back in, resilience is hip, it's cool. People are talking about bouncing back. But all of it is different than the Christian tradition, because the Christian tradition thinks that resilience is imparted by your creator. Paul in Ephesians three, "I pray that God would strengthen you from his resources, by his spirit, in your inmost being." Okay. So if we just take that idea, it's not wilderness expeditions and it's not mindfulness. And it's saying, "Look, your inmost being is created to be filled with the spirit of a living God." Well, you have to have quiet to tap into that. And then, to learn how to enjoy your inmost being, we all have a shallows, we have a midlands and we have a depth to our being. And the shallows is, what you had for lunch, and the email you just read, and the song from high school that's going through your head.

John Eldredge:

It's the fluttering butterfly of randomly associated stuff that goes through your consciousness every moment. Okay. It's chaos. It's distraction. That's the shallows. Most people live in the shallows. Okay. Whose Nicholas Carr's book *The Shallows* says that the internet literally is doing it to our brains. It's fragmenting our attention. You have a imdlands. The midlands is what scriptures call the cares of life. It's your aging parents. It's the education of your children. It's the lack of advancement in your career. It's the level of deeper worries and concerns. But down in the depths of your own being is the place of love. It is the place of joy. It is the place of hope. It is the eternal things everyone has and in most being, that's the good news. What we have to learn to do is to tap into it so that you can experience the presence of God filling you there.

Carey Nieuwhof:

How do you do that?

John Eldredge:

You fight the war for your attention. Okay? So you turn off the distractions. You learn to shut out the outside world. Let's say 10 minutes. For 10 minutes you say, "I am going to give my attention to God who lives within me." So this is a fascinating thing. Folks, where is Jesus when you pray?

Carey Nieuwhof:

Yeah. That's a great question. I mean, I tend to think not, I think I know where you're going and I think I'm going to give you the wrong answer. I'm tend to think he is without, not within.

John Eldredge:

Yeah. The Lord of the heavens perhaps, and he is, he is seated at the right hand of the Father, that's not unbiblical. He is with us, lo I'm with you always to the end of the age. Right? So people sometimes pray with a sense of his nearness. You're in the room with me. But you see what the saints understood through the ages is Ephesians three, Christ now dwells within your inmost being. And it is there you must learn to give him your attention so that he can... Oh gosh, I was just reading this beautiful quote by Thomas a Kempis, where he says, "His visits with the inward man are frequent and his consolation is great." So if we will tap in to the presence of a living God within us and ask for it. What do we do? We ask for it, pray Ephesians three 14 through 17 like, ask that God, your creator would strengthen you in your inmost being out of his resources.

John Eldredge:

Because we're meant to be amphibians. We inhabit a natural world with bike rides and coffee for breakfast and conversations. But we also inhabit the Kingdom of God, right? Where Hebrew says, "We've come to Mount Zion, the City of the Living God. We've come to numerable angels and joyful assembly," the rest of reality is what he's describing. Okay. And it is from the rest of reality that true resilience comes. Jesus talks about the river of life flowing through you in John seven. There are graces, helps, provisions and we're meant to be amphibians to be able to comfortably move between the natural and the spiritual. If you take a frog who is a real amphibian, if you take a frog and you just put it in the tank of water, it'll die. If it doesn't have a little limb to climb out on. If you just put it in terrarium without water, it'll die. Amphibians need to move comfortably. Yeah. And we do as well. We do.

Carey Nieuwhof:

Okay. So it's all starting to connect the dots. I get that, and I'm with you on that stream. In a very practical way, I think about as somebody who's preached for decades, myself. A lot of preaching, and I've been guilty of this, seems more like, here's what you do rather than here's what you receive. I always joke that Protestants got rid of salvation by works, but we brought it back in on the back end, right? We just snuck it in the back door. So it's like, "Well, did you do this this week? And then, you need this devotional routine and you need this." And it's like, "Well, it's not much different than what we're allegedly protesting against."

Carey Nieuwhof:

But there are probably some disciplines that help with that. I sit there in the morning in my backyard and I'm fortunate we're on a half acre, not a huge property, but beautiful. Lots of trees, birds. Listen to the birds. I pray, I read the scriptures, et cetera. But my monkey mind goes crazy too. I'm in the shallows all the time. So what are some very practical steps to help people access that kind of quiet and inner space?

John Eldredge:

Yes. Yeah. Okay. So again, let's be clear. What are we trying to access?

Carey Nieuwhof:

Yeah.

John Eldredge:

Okay. Yeah. We are trying to access the presence of God nourishing our humanity. I am the vine. You are the branch. I need nourishment that is flowing from the presence of God into my being. I don't just need knowledge. I don't need conviction only. I don't just need information, right? What I need is the nourishment of the presence of a living God into my trauma, into my dreams, in other words, my creativity, my planning, my hopes for the future, I need the presence of God. So I want to clarify that salvation means to be inhabited by Christ. What Dallas Willard would say is that, "More of me belongs to more of God."

Carey Nieuwhof:

Yep. Sure.

John Eldredge:

Okay. Well, just to clarify what it is, why do we do these things? Why am I listening to that biblical podcast? Or why am I using music to worship the Lord? Why am I doing these things? Well, I am trying to receive the presence of God into my being, to nourish, to strengthen, to make holy, to counsel, to advise. But what I'm after is Ephesians three, that God, your Father would strengthen you out of his glorious riches, by his spirit in your inmost being. So yes, the practices in the book, and there's prayers at the end of every chapter in resilient.

John Eldredge:

There are things the saints have done down through the ages, but what it is? So if you put your hands together like this, this is the classic prayer thing with palms press together, and then you fold your fingers inward. This is union. This is intimacy. This is union. You are looking for a communion with God in those times of quiet. You are asking him to saturate your being. You're praying John 7. You're praying that the river of life would flow from your heart as Christ promised.

Carey Nieuwhof:

I was texting a friend, getting ready for this conversation. He's going through a bit of a rough patch. And I said, "Hey, I'm talking to John Eldredge. Is there anything you want me to ask him?" And he said, "Yeah. I've been using his Pause app lately," and he wanted to know, and I thought it was a great question. What is the difference between a Christian approach to meditation and spirituality, and pretty much everything else that's out there? Which in many ways has some similarities, but there's definitely a difference. Can you explain the difference?

John Eldredge:

Oh, I'm so glad you asked because the Mindfulness Movement has just got me. I'm crazy. It's crazy making to me, because what are you putting your mind on?

Carey Nieuwhof:

Right.

John Eldredge:

It is important to be aware of your thoughts and emotions. But the Christian idea is that we are centering our attention on Christ. We are using mindfulness, oh my gosh. That's such a beautiful Eden imagery in the scriptures in Psalm 1, in Jeremiah 17. It says that, "Those who meditate on the word of

the Lord will be like trees planted by rivers whose leaves never wither and who bear fruit in all seasons. Even in times of drought, they will prosper." So it's describing a resilience. So the tree is getting its resilience from the river.

Carey Nieuwhof:

Right. Yeah.

John Eldredge:

The river is God, you are the tree. Okay. So mindfulness in a Christian sense is, Jesus, I give you my attention. I give you my affection. If you simply take three minutes a day to love Jesus, just three minutes, it will begin to heal your soul. Most people never do it.

Carey Nieuwhof:

Never get to three minutes. It's true. I've been doing some workouts lately. It's funny about attention span, because I struggle with it like everybody does and I did even as a kid, long before technology. But it's like, hold this pose for 90 seconds and I've got my watch going with the timer and I'm like, "Gosh. 90 seconds is a long time when you're holding the pose. Man, come on." That's a long time. You're right. Three minutes, a lot of people don't get there.

John Eldredge:

Yes, yes. Yes. So use things that help you. For some traditions it's icons, it would be an image of Christ or for the crucifix. I think worship music is very helpful, and I don't mean high adrenaline.

Carey Nieuwhof:

Right.

John Eldredge:

Workout music. Okay. I'm not looking for aerobics, but what I'm doing is music that helps me center my attention on Christ. Okay. And I'm dropping out of the shallows and I'm going through the midlands, and I'm in the very depths of my being I am loving him. In the place of hope, in the place of joy, in the place of love I'm loving Christ.

Carey Nieuwhof:

So one of the metaphors you use in your new book is the perfect storm. I want to shift gears a little bit and you say, "The perfect storm has converged over the human heart." I know we started talking about that. Is there anything else about the perfect storm in the moment or the season that we're in as people? Tell us more.

John Eldredge:

Yes. Yes. Okay. So over the last eight months, I have received more text and emails from friends, mature people who are giving up on faith, they're giving up on God.

Carey Nieuwhof:

Wow.

John Eldredge:

And I think this is the vulnerable moment. So we've talked all about, first, there was the modern life, which was just insane in itself, and then the pandemic rolls through and clobbers everybody. Now we're in this deeply, deeply depleted condition, and the enemy of our soul sees an opportunity to cause a sweeping loss of faith in the world. Paul warns about this in Second Thessalonians chapter two, he says, "Look, before the climax of this whole thing, there's going to be a great falling away." And it's not thousands of people marching in the streets with placards, I hate Jesus. It's not that. Okay. It is heartache, in your depleted condition some heartache enters in, infertility, the company collapses, betrayed by a friend, an affair by a spouse, heartache enters in.

John Eldredge:

And in that moment, the enemy pounces to urge us to give up on God. You see, he's not good. He's not for you. He's not with you. And I am reading texts from people who have walked with God for 40 years saying, "I think I'm done. I just don't think I can hang in there anymore. It's too disappointing. He doesn't seem to be coming through." And what they don't understand is that in their vulnerable condition, the enemy of their souls has swept in to cloud and poison their relationship with God.

Carey Nieuwhof:

How have you experienced that personally, John? And then, how have you resisted it? Or are you resisting it?

John Eldredge:

Yes. Yeah, yeah. Yeah. And I talked very openly on this in the book and in our podcast because it happened to me last year. There were a couple of things that I thought God had promised Stasi and I, that not only did not come true, the opposite happened. And one of them was a real heartbreak in a relationship with one of our children. And that alone happens to every human being. We all experience heartache, okay? Everyone has disappointments, chronic disappointment in their life. But in that moment, this cloud of darkness rolled over me. And for several weeks I would wake up in the morning and wonder, am I a believer anymore? Because I had lost what is for me, my normal intimacy with God. And thankfully I've lived in this work long enough to know exactly what was happening.

John Eldredge:

I began to pray, to reject the presence of the enemy in my life. I reject you. I make no agreements with you. I disvalue. I choose God. And over time the cloud began to clear and all I was left with was my heartache. The heartache is real. The heartache remains. The cloud does not need to be there. But as James urges us, he says, "Resist the devil, and he will flee from you." This stuff doesn't go away with wishful thinking. It is in the name of Jesus. No. No, I'm not cooperating with this. I make no alignment with it. I don't welcome it. I banish it. And as I began to share this, so we put this on our podcast, Carey, I told this story in a longer form, more openly. And thousands of people have reached out to us to say, "Me too."

Carey Nieuwhof:

Wow.

John Eldredge:

Not the heartache only, but that cloud, right?

Carey Nieuwhof:

I've had seasons of my life where it was intense doubt. I remember it was probably, I don't know, years ago now, but I just remember questioning everything.

John Eldredge:

Yes.

Carey Nieuwhof:

And resisting it. And it's sort of a John 6 moment, well, to where else am I going to go? Right? Who else am I going to turn to?

John Eldredge:

Yeah.

Carey Nieuwhof:

And then, on the other side it arguably deepened. But I've been also reading quite a... Trying to get my hands on stats of what's actually happening to church attendance right now.

John Eldredge:

Yes, yes.

Carey Nieuwhof:

And almost every report I read, I don't think there's a... Like you're waiting for the mask thing, what happens to human psychology when people wear masks? I'm waiting for the definitive report on what's really happening to church attendance post pandemic. But all the early indicators from what I can see are that 40 to 50% of people who were there in 2019 are gone. And there is perhaps a new influx of people that are coming in. So when churches are starting to report 60, 70, 80, 90, 100% of attendance, and those would be the outliers. It's not old people returning. It's new people flooding in. I don't know what you're seeing, but I wonder if some of that great doubt that perfect storm is fueling the great migration out of church. The Exodus.

John Eldredge:

Yes. Yes. It is. Particularly among millennials.

Carey Nieuwhof:

Yeah.

John Eldredge:

Because we are "deconstructing our faith."

Carey Nieuwhof:

Right.

John Eldredge:

Yeah. Okay. But the thing is they're not reconstructing it with anything. There are things that need to be seriously looked at. There are injustices. There are problems. There is hypocrisy. No doubt. But the problem is, again, in their weary condition, we're not talking about resilient human beings, full of joy, full of life, thinking about their faith. We're talking about people who have just come out of an automobile accident, thinking about their faith. They're thinking about it with a fragmented attention. They're thinking about it from a place of severe depletion. They feel like God is not coming through for them. Yeah. I am deeply concerned about this moment.

Carey Nieuwhof:

What would you say to a church leader, because you got quite a few of them listening, who's trying to help people navigate through deconversion, deconstruction, disillusionment, fatigue, depletion. What are some things, and they're going through it themselves, right? I'm sure.

John Eldredge:

Yes, exactly.

Carey Nieuwhof:

They're also navigating this as a human being.

John Eldredge:

Exactly.

Carey Nieuwhof:

How do they lead in that context?

John Eldredge:

You understand that I want to say 16 things right now?

Carey Nieuwhof:

You can say all you want, we got all the time in the world.

John Eldredge:

What your people need is the experience of God. Not just the knowledge of God. They need the experience of God. So is your liturgical structure, whatever it is you do in your gatherings, does that usher people into the presence of the living God? Okay. What can help? Well, okay. So the second thing I want to say is Romans five, at the cross, Paul says, "Where did God prove his love for you? At the cross." The thing is everyone is holding out this ace. Yeah. But we're infertile. Yeah. But he didn't heal my mom of cancer. Yeah. But I'm still unemployed. Everybody's got this ace that they're holding against God. I will know God's good when, and we have to remind people gently, kindly, lovingly. Folks, look, you have never been loved like this, no one has ever done this for you like what Jesus did for you at the cross. Where did God prove his love? It's without question in the sacrifice of his son, we have to start there.

John Eldredge:

Because if you just look for a change in circumstance, you're on the roller coaster, you'll never get off that ride. It's going to be a great day, a terrible day, a great day, a terrible day. God is good. No, he is not. He's with me. But I think I want to come back to the idea of union. What we have not taught is that salvation means to be inhabited by the presence of Jesus Christ. That's what it means. To have Christ dwelling and not just somewhere remotely, but literally filling our humanity. We experience union with Christ. We must recover that, because that's the only thing that's going to heal the human condition in this hour.

Carey Nieuwhof:

What brought you out of your period of questioning last year?

John Eldredge:

Union with Christ.

Carey Nieuwhof:

Yeah.

John Eldredge:

Because I had practiced it before this hit. Because I had already cultivated a very deep life with God.

Carey Nieuwhof:

Okay. Just to push a little bit further. Why didn't you just stop that practice? Why did you go back?

John Eldredge:

Like you. You know a better option?

Carey Nieuwhof:

Yeah. Okay. Fair enough. Fair enough.

John Eldredge:

Right? I mean, come on. There is no other light.

Carey Nieuwhof:

I was thinking of Nietzsche and then I'm like, "Oh yeah. Yeah. That's a dark hole. That's a really dark hole, nihilism, existentialism." It gets in deconstruction itself. I mean, I've studied deconstruction when I was in university long before it became the vogue that is today. And it's like, yeah, that just leads nowhere because you eventually see through everything and you're left with nothing, right? You're not converting to anything, you're just cynical about everything, and then it's like, "So that's how I'm going to live? No." Yeah.

John Eldredge:

Yeah. There's nothing at the end of that road but despair.

Carey Nieuwhof:

What else would you say to leaders in this moment? What do we need to be paying attention to? I want to ask this question. What is your greatest worry for leaders moving forward?

John Eldredge:

Well, I'm sure you've talked about the CT survey that, what was it? 43% of the clergy. It was back in November of '21 said that they'd rather get out.

Carey Nieuwhof:

Yeah, yeah.

John Eldredge:

Yeah. So I would say you have been traumatized as a leader by being required to do absolute Cirque du Soleil gymnastics to make your church work. It's insane what is asked of the modern pastor. It is absolute madness. He no longer is the person who cares for souls. He's got to be a corporate executive, a real estate expert, a psychologist and a semi-sophisticated pundit on global affairs. It's insane. So I would say, "Name your trauma. Name your trauma, write it down. What were your losses? What were your heartaches? What's been hard? What's been hard?" Literally get out a pad of paper and just name it all. Name it, name it, name it. This actually works by the way. And grieve it. You say, "This has been awful that I was asked to do this. That my people walked out because of masks," all that stuff, just name it. And this is what I wish had never happened, because you have to first begin to care for your own soul before you can care for the souls of others.

Carey Nieuwhof:

How specific do you get in that list of griefs?

John Eldredge:

As detailed as you can be. As detailed as you can be.

Carey Nieuwhof:

When so and so by name said these words to me on this day, in this context.

John Eldredge:

That email.

Carey Nieuwhof:

That email. Right. So you're going-

John Eldredge:

That email. That text.

Carey Nieuwhof:

Yep.

John Eldredge:

Exactly. Because the leading researcher on human burnout said that it is the accumulation of a thousand disappointments. It's not the big crises. We rallied to crisis. It's the accumulation of a thousand disappointments. And if you don't attend to that, it's death by a thousand cuts, right? Yeah.

Carey Nieuwhof:

You hinted at the church too. I love the church. I'm planted one, led one for many years, still very involved. And yet I think we'd all admit, it's sort of sometimes crazy town as well. When you look at, as you said, all the expectations and that I always find it really interesting that it's almost impossible to find silence at most large churches now.

John Eldredge:

Yes.

Carey Nieuwhof:

It's just noise, and I've led noise for many years.

John Eldredge:

Yes. Yes.

Carey Nieuwhof:

What do you think some changes might be that would be healthy for the church? If we want a more robust spirituality and a more resilient church and body of Christ, and a more resilient leadership. What are some of the ways of being the church that could or should change, John?

John Eldredge:

I would say don't try and win the competition for the best childcare program, the best school, the best marriage workshops, you will exhaust yourself. You'll exhaust your resources on all that. You have one purpose and it is to bring people into an experience of the living God, that you would know Christ. As the scriptures say, "That you would know him." I mean, this is first John, right? He says, "The reason we wrote this, folks, is so that you would know him and experience him." So you reset your priorities and you say, "We are not going to try and keep up with the world and have the best financial seminars and the best parenting seminars." You will exhaust your resources. You can't keep that show up. You say, "We are here to heal the human soul through union with Christ. How do we get that done?" And you will have so much fun thinking through the implications of that.

Carey Nieuwhof:

It feels like a very different future for the church than perhaps the recent past. Agree? Disagree?

John Eldredge:

Could be. Yeah. It depends.

Carey Nieuwhof:

What do you see? What do you see that gives you hope?

John Eldredge:

Well, the most difficult fact for any of us to keep in front of us is that the story of God is still the story of the world. Right?

Carey Nieuwhof:

Yeah, yeah, yeah. Yeah.

John Eldredge:

Oh yeah. Oh it is. The war for your attention. No, it's not. No, it's not. Ukraine is the story of the world, Elon Musk is the story of the world. TikTok is the story of the world. The story of God remains the story of the world. What am I encouraged on? For example, in Islam right now, thousands of conversions are taking place because Jesus Christ is literally walking into their lives. It's actually happening in the occult as well. It was a very large occult gathering a couple years ago in Europe, and everyone present heard the voice of a living God. And he said, "Choose," and thousands gave their life to Christ. Jesus Christ is working in the world today. That's what's encouraging. It's God and what he's up to. It's God in his pursuit of the human heart, that's what's encouraging.

Carey Nieuwhof:

You've got some really practical strategies and skills, and I'd like you to walk through a few of them. And then you close the book with, if you don't do anything else, do this. It's a plea. Make sure you cover that one. But what are some of the strategies that people can adopt, embrace?

John Eldredge:

Well, I'm thinking of the limits of a podcast. And so let me give a little shout out. So we, prior to the pandemic, we built an app called The One Minute Pause, and we gave away for free online. There's a quarter of a million downloads. It guides people in very simple practices of stillness and communion. We are about to release in that app, in The One Minute Pause app something called 30 Days to Resilience. And it's a morning and evening, 10 minute contemplative, guided experience through the healing of trauma and through intimacy with Christ. It's just phenomenal. You're going to love it. It's music. It's beauty. It's just phenomenal. So that's the best answer to my question is yeah, go get that. Try it. Let that nourish you. Practices. So silence in the morning before the chaos begins, silence as you close your day, because the way you wake up and the way you go to bed up frames your mental experience. 3. Silence that allows you to practice benevolent detachment. I release everything to you, God.

Carey Nieuwhof:

Okay. I was going to ask you what that means, benevolent detachment.

John Eldredge:

You have to learn to release it even for four minutes. Just do it for four minutes. You can do folks. I give everyone and everything to you. I give you my people. I give you the projects. I just give you everything. I give you the news report I just read, the latest shooting. I release it because Augustine said, "You must empty yourself of all that fills you so that you may be filled with the presence of God." I would practice that every morning and every evening. That alone will bring you mental health, I guarantee it. Okay. I think that we need to learn to be better amphibians. I would ask for what? Ephesians 3 promises, pray Ephesians 3:14 through 17. Ask for the strengthening of the spirit in your inmost being. Pray John 7, that

the river of living water would flow from your inmost being. I mean, that's the presence of God. Yeah. Ask for it. Okay.

John Eldredge:

But you said the one thing, what's the one thing? I would take three minutes a day and love Jesus. You will be surprised how difficult it is to do. You'll do it for about 20 seconds and you'll look at your watch and you'll go, "Holy cow." But as you do that, you are winning the war. You're winning the war for your attention and your affection, and you're giving it to Christ and he is right there.

Carey Nieuwhof:

I want to think a little bit about the future. If we get this moment right, if we become resilient, if we actually heal, not just the escape to the beach or Europe or wherever you happen to be going. But if there is a real healing, what do you think is possible if we get this moment right?

John Eldredge:

Well, we will be able to demonstrate for people the provision of God. We will have stories to tell, personal stories of the provision of God so that people will be one to him, right? Humanity is hurting. There's not a lot of options left for humanity. I mean, come on.

Carey Nieuwhof:

No. We're not doing particularly well as a species.

John Eldredge:

No. Well, and they tried everything.

Carey Nieuwhof:

Yeah, we have.

John Eldredge:

There's nothing left to try. We've taken the lid off everything. There's literally nothing left to try. And so what they're doing now is creating an artificial universe. Now you can try all sorts of new things.

Carey Nieuwhof:

It'll be perfect until people arrive. You know? Yeah. Be fantastic.

John Eldredge:

I think there is the possibility that... Well, I'll just share a story. So I asked Jesus in a time of prayer where I said, "Lord, it does not look well. The future does not look well. What are you doing? Show me what you're doing." And in a moment, whether they want to call it a vision or an impression or a sense or a picture, what he showed me is that Jesus Christ is personally introducing himself to millions of people in the world right now. And I told you about that you can read *A Wind in the House of Islam* is the book by a University of Chicago professor. *A Wind in the House of Islam*, on the conversions going on within the Muslim community. He is. It is taking place. And so I think we could be a part of that if we truly have union with Christ.

Carey Nieuwhof:

Well, that's a really good place to end, John. Thank you. So a book is called Resilient. It's out and available now. And if people want, it's The Pause app, which is available on the App Store, Google Play, et cetera, et cetera.

John Eldredge:

Yeah. Yeah. It's free.

Carey Nieuwhof:

It's free, which is amazing. And then, where can people connect with you online?

John Eldredge:

Yeah, wildatheart.org.

Carey Nieuwhof:

Fantastic. John, it's been a joy. Thank you.

John Eldredge:

Yeah. I always enjoy chatting with you, Carey. Thank you. I really do. You're working very intentionally to blend head and heart. Thank you for that.

Carey Nieuwhof:

It's the only thing that's gotten me this far, I'll tell you. And often they get separated, they get separated in the faith, you have heart people, you have head people. In academics, it's all heart head. And then, you get into the heart stuff, that's sort of the self-help whatever, whatever woo, woo stuff. But I think Christianity, I'm thinking about this verse a lot, because I'll be preaching on it soon. Love the Lord your God with all your heart, mind, which we forget, soul and strength.

John Eldredge:

Yes.

Carey Nieuwhof:

And I think when Christians do that well, God is glorified.

John Eldredge:

Yes. And they are healed.

Carey Nieuwhof:

Yeah. Oh wow.

John Eldredge:

If they will do that, they will be healed through union with Christ, because it's the human person. So that's your personhood, your heart, soul, mind and strength. As you love Christ, it opens your humanity to his presence. And then, he is able to love you in return.

Carey Nieuwhof:

Yeah. I'll say one more thing too. I forget which book, this might have been Wild at Heart. I don't remember. But the quote on the inside cover was, and help me with the pronunciation, Irenaeus or Irenaeus.

John Eldredge:

Yes. Irenaeus.

Carey Nieuwhof:

"The glory of God is manfully alive." Irenaeus.

John Eldredge:

Yes. Yes.

Carey Nieuwhof:

Did I get that right?

John Eldredge:

Yes.

Carey Nieuwhof:

"The glory of God is manfully alive."

John Eldredge:

That's right.

Carey Nieuwhof:

I think about that a lot. I think about that quote. And that was what? Almost 20 years ago. When was that? 18 years ago.

John Eldredge:

20 years ago.

Carey Nieuwhof:

Yeah. 20 years ago. And I think about it when I see an artist who doesn't know Jesus doing their art. A musician really fully alive. When I see dancers perform or actors act.

John Eldredge:

Yes.

Carey Nieuwhof:

When I see people just really get into this life, I'm like, "Yeah. There's a glory of God there." What does that quote mean to you?

John Eldredge:

Yes, exactly.

Carey Nieuwhof:

I know we wrapped up five minutes ago, but this is fun.

John Eldredge:

Well, I know, I know. No. No, no. This is great.

Carey Nieuwhof:

This is great.

John Eldredge:

Because that is his intention. His intention is the healing of your humanity to the... It is the restoration of the human race. That's the goal here in Isaiah 61. So the glory of God is as that happens. Right? That's how I see it as well. I agree with you. It's the artist. It's the scientist. It's the mother with her children. But there is something about when the gospel project is working, people are being restored in their humanity and it's just breathtaking.

Carey Nieuwhof:

Yeah. We are intentionally created the way we are, right? With our limits and with our abilities and skills. And I think about that quote, because three and a half decades into this adult leadership thing or adult living, whatever you want to call that. It's very easy. You develop a skillset and, John, I find it very easy. I know how to write a post. I know how to write a book. I know how to deliver a talk. But am I really squeezing every ounce of energy God has put in me out of me? The way a musician would really play guitar or really lay down that vocal. Am I really doing that or am I phoning it in? Am I relying on the formula? Relying on the memory? Or is it really all of my heart? All of my stake? All of my soul? All my mind? The glory of God, am I fully alive? That quote has challenged me so many times.

John Eldredge:

That's beautiful. That's beautiful. Yeah. Because what I want to say is, and the rest of you, there is the brilliant writer, but then there's the rest of you. There's the father, the friend, right? All of your being alive and flourishing.

Carey Nieuwhof:

Yeah. That's a beautiful vision.

John Eldredge:

It is. It's the gospel vision.

Carey Nieuwhof:

Yeah. Yeah. Well, I'm kind of emotional and tingling at the same time. So maybe this is a good place to stop. John Eldredge, thank you so much.

John Eldredge:

Yeah. You're so welcome. Loved it. Thanks.

Carey Nieuwhof:

What a blessing you are. Thanks.

John Eldredge:

Thanks for opening your platform to me. Thank you.

Carey Nieuwhof:

Well, that was good. Wasn't it? I enjoyed it anyway, and I needed some of that. I am taking the month of July off. Now, you're not notice because the podcast continues to roll, but I started that a couple years ago and find it so helpful. And yeah, so we just worked ahead a little bit. You're going to have uninterrupted service, and my team's getting some meaningful time off this year as well. So I really hope that you take some time to care for you. I want to thank our partners for this episode as well. Make sure you check out the exclusive resource that Tithe.ly has for you. You can go to increasegenerosity.com, that's Increase Generosity. Get access to free resources that will help you grow generosity at your church. And if you want to make a difference in Ukraine, Convoy of Hope is the way to do it. Go to convoyofhope.org/donate. They're helping over a 100,000 people in Ukraine already and you can do more by giving to convoyofhope.org/donate.

Carey Nieuwhof:

Well, next episode, Terry Crews, you know Terry Crews, Guardians of the Galaxy, Brooklyn Nine- Nine, White Chicks, and a whole lot of other movies. Yeah, Everybody Hates Chris too, he was on that show as well. He's going to talk about his journey from a tough childhood growing up in Flint, Michigan. Breaking through in Hollywood, but then finding himself living a double life. We talk all about integrity, his bad experiences with church, finding real faith and coming clean about secret addictions. Wow. It's a fascinating episode. Here's an excerpt.

Terry Crews:

And Hollywood doesn't care if you lose your family, they just don't. It's like, okay now, well, we can put you in three more movies. You don't have to go home. You know what I mean? I just go from one step to the next. You know what I mean? And so that wasn't a problem, but the problem was is that I was like, but who am I?

Carey Nieuwhof:

So if you subscribe to the podcast, you won't miss it. And if you're new, please do and share on social. We love it when you do that. And I'm pretty active on Instagram these days, but we're on basically all the platforms. And give us a shout out, careynieuwhof on Instagram, cnieuwhof on a lot of other platforms. Also, coming up on the podcast, we have Brian Tome, Malcolm Gladwell. Just got Malcolm Gladwell lined up for the podcast. Ramit Sethi, Brian Zahnd, very excited to have him on board. Stephen

This transcript was exported on Jun 28, 2022 - view latest version [here](#).

M. R. Covey, Nona Jones is coming back. Patrick Lencioni and Tim Tebow. Got a really, really good year coming up for you. And if you haven't checked out my Daily Podcast, you can do that. It's a really quick thing. Literally, you can listen to it while you're getting ready in the morning, about 10 minutes or less or on your drive to the office or while you're making breakfast. It's super simple. It's The Art of Leadership Daily, would love for you to check it out.

Carey Nieuwhof:

And just as a way of coming alongside you this summer, if you're not sure how you're doing, because this was, John's got some stuff there that really surprised me too. I have a free Burnout quiz. So text the word THRIVE to 833-777-8558. You'll be able to go through a quick burnout assessment, and then I send you some resources to get better. I burned out a long time ago, back in 2006. Never want to go there again. And I've helped 50,000 leaders get out and stay out of burnout. I would love to help you do the same. So text word THRIVE to 833-777-8558. We will get you the Burnout Assessment free and I'm going to send you my Thrive Calendar and a couple of training videos on that. So why are we doing this? Because we want you to thrive in life and leadership. Thank you so much for listening to the podcast. We'll be back next time with a fresh episode, and I hope our time together today has helped you thrive in life and leadership.