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Announcer: The Art of leadership Network.

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Carey Nieuwhof: Welcome to the Carey Nieuwhof Leadership Podcast, it's Carey here, and I hope our time together today helps you thrive in license leadership. Well, I'm excited the day is here. We've worked on this series for a number of months. This is a miniseries inside the podcast and I'm calling it The Integrity Series. I am, as I shared in the trailer with you if you listen to that, very concerned about sort of the moral state of affairs and the challenges that we're facing in leadership. This is true in the church, it's also true in business, but it really, really hurts when it happens in the church. So, how do you keep your integrity as a leader? That's what we're going to look at and we're going to turn this jewel in a number of different ways with a number of different conversations, we kick it off today with part one of our mini-series on integrity in the church. Henry Cloud weighs in on trust-building, better boards and leadership teams, why narcissists love "yes, people," why it's so easy to get duped, and a way forward after moral failure.

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Very excited for this, because guess what? Normally, when there's a moral failure, one of two things happens.

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Either the leader immediately says, hey, I'm starting again next week across the street, or the leader gets banished in the wilderness, never to be heard from again, and Henry says neither is healthy. So we're going to talk about that. Welcome to part 1 of the Integrity Series. It's brought to you by my Church Leader Toolkit, I want to help you as a church leader, and you can get some free resources that will help you break growth barriers and a healthy way by going to churchleadertoolkit.com

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And by Convoy of Hope. To learn more about how you can feed a child every school day for \$10.00 a month, you can go to convoyofhope.org/carey.

Well, Henry Cloud is an acclaimed leadership expert, a clinical psychologist, and multiple New York Times bestselling author. His 46 books, think about that for a second, 46 books, wow, include the iconic Boundaries and they have sold over 20 million copies worldwide. He has an extensive executive coaching background and experience as a leadership consultant, and he devotes the majority of his time to

working with CEOs, leadership teams, and executives to improve performance, leadership skills, and culture. So part of this series, we've got a number of other communicators, thought leaders writers coming up. And we're just going to talk about integrity, because I'm guessing most of you probably want to finish well in life. So do I. How do you make sure that you can lead a growing organization with deep integrity? That's what we're going to be focusing on in the next six episodes. And today's episode is brought to you by the Church Leader Toolkit. Hey. You know what I put this together, because at some point, you're going to get stuck as a leader.

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And if you want to figure out what the number one barrier to growth is and five things that otherwise would kill a leader's development, go check out my completely free Church Leader Toolkit at churchleadertoolkit.com or click the link in the description of this episode. I'll send you the entire toolkit right away so check that out. And let me tell you about my friends at Convoy of Hope. I love working with them. Just last year, they fed over 533,000 children on every single school day in 37 countries and they responded to 75 natural disasters and humanitarian crises around the globe, and they just seem to be going up every year, don't they?

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So in their 29-year history, Convoy has distributed over \$2 billion dollars in food and supplies to more than 200 million people. So Convoy makes it super easy for you as a church, as an individual, as a leader, or as a business, to deliver tangible hope to people who desperately need it. So when there's a hurricane or tornado, when there's a humanitarian crisis, Convoy is on the ground, you can be part of it, go to Convoyofhope.org/carey, and when your employees or your congregation says, what are you doing around the world to make a difference? You can point to your partnership with Convoy. Think about this: you can feed a child at school every day for just \$10 a month, and there's a lot more. So go to convoyofhope.org/carey to partner with them, starting today. So before we dive into part one of the Integrity Series with Henry Cloud, I'm so excited for this.

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I just want you to know. Do you know the majority of people who listen to the show haven't subscribed?

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If you can do that, it makes a big difference. Helps us get the word out, and when the word gets out the guests get better. So thank you so much. Not that there's anything

wrong with these guests, but man we are swinging for the fences on the guests that we have.

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And if you would subscribe, that would be great better yet leave a rating and review. And now my conversation with Dr Henry Cloud

Carey Nieuwhof: Henry. Welcome back to the podcast.

Henry Cloud: It's good to be here. You guys are doing great things.

Carey Nieuwhof: Well you're doing great things. I told you, you know, there's two ways to read a book. One is to get ready for the podcast and another is you read the book cover to cover, and yours, your new book on trust was absolutely the second for me. I couldn't put it down and I couldn't believe there was that much, because I've read books on trust, for me to learn on that subject. I mean, I guess that sounds arrogant. But it was it was gripping. It was really gripping and really helpful. So thank you.

Henry Cloud: Well I'm glad is helpful. You know, people say, you're an author. Not really. I'm not an author, I'm a practitioner. I spent about a hundred hours a year, with leaders, we're locked in the war rooms. And, all I do is write about the real stuff that you see.

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So hopefully, it rings true. I think that the topic, you know, all of us remember, we've been in a problem situation or been called into one at some point. You're going to get to some either greater need to trust or when to withhold it, or some issue involving trust.

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Carey Nieuwhof: Well, I think it really plays at a lot of leadership too, there are so many leaders, and I've talked to hundreds of them. You talk to so many yourself, but, you know, they had an elder go rogue on them, or they had somebody that they trusted turn on their back or, you know, turn on them or backstab them. It just shows up everywhere. It's an issue between parents and children, between, well, family of origin, spouses right? Trust. And this is beyond the headlines. It's just an everyday issue.

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Henry Cloud: Yeah, and it is the other thing about it, and I write about this in the book is for teams and companies to realize, you know, trust fuels everything and, and having trust with your outside stakeholders and your customers.

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And all of that, when that's really focused on, it makes a big difference.

Carey Nieuwhof: So I'm kind of curious, you said, you know, with outside stakeholders and that, is it possible to have trust with people on the outside when it's falling apart in the inside? Or do you see it as a continuous whole? Like the more solid you are on the inside and with your inner sphere, the easier it becomes with the outside? What's the connection there?

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Henry Cloud Well certainly, they are connected.

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It's gonna leak out somewhere, and the closer somebody is to working with an organization, you know, when you really have deeply involved stakeholders, you've got investors or you've got key customers or whatever. I think in the best scenarios, you're really almost one team in a way, your people inside theirs and and vice versa. And so it's gonna find it's way out. And everyone goes, oh you don't talk to him about that. Or you can't depend on him for that or her for that. But it's interesting, Carey, because this is one of the big problems. Some people can be so duplicitous, and be one way to the outside, and actually deliver on all the aspects of trust that everybody adores him and buys into him and this and the other. But when you go inside, it's a mess.

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And I mean, we hear that all the time you know and big blow-ups, that's why they have things like a glass door. It's different on the inside than the outside sometimes.

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Carey Nieuwhof: Well and I wonder if that's endemic to churches to. I mean, as you said that, I'm thinking about churches, and I'm not going to name names, but where that appears to be the case. Someone is wildly adored on the outside but you get to anybody too close to it, or the story comes out later that they were someone entirely different in their private life.

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Henry Cloud: Yeah, and the other thing we have to remember is, you know, humans are complex, right? And we have different relationships that actually pull at different parts of us.

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And sometimes, even just take an elder board, I mean, sometimes a senior pastor can be wonderful with 90% of them, but trust is broken down with another couple because that person pulls at a different part of the leader and they're different with them or vice versa. And now you've got a division. And if that trust isn't fixed, the whole thing blows up. And so, humans are complicated. And one of the things that I wanted to write the book for was so, you know Carey, we tend to think of trust as sort of, somebody's got integrity, right? You can believe what they say, and there is a moral foundation, obviously, to trust. If somebody lies, cheats, or steals then you know you can't trust him. But a lot of times people will think, well they have integrity, I trust them.

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And this is what I did in the book, I tried to take, you know, trust is it is a complex algorithm that happens inside the human heart and mind and soul. And there are different factors that load on getting to go. When you hit the go button. And a lot of people will hit go if somebody's just honest. But we all know leaders that, they're not gonna lie to you, but you're really not going to trust him to go take a certain project or to take over a certain department or this, that and the other. And they go, you don't trust me. Well no, I don't in that context, because there are other factors that come into play, and for people to be trusted and really get buy-in, that's why I tried to create a little model where you can kind of check the boxes before you move forward. I'll give a classic example. You see this in churches all the time.

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Somebody starts a church, and they gather, they asked people to be Elders because the person understands them well. and understands the mission, and their motives are pure, right? And they believe in it and they know they've got their support.

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Well, then you get this elder board, and this thing starts to grow, and the next level of trust, which is competency. Can somebody actually deliver what I'm entrusting them to do in this context? And they're sitting there with now, an organization of

scale or size with complicated factors and they can't really trust their Elders with that issue because they don't have the competency. They're not bringing that competency to the party. So then what do they do? They go have a board of directors that's separate.

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And because you can trust this group for this, and this group for that.

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You might be able to solve that little better in the beginning, if you know what to look for.

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Carey Nieuwhof: Yeah, that's interesting. We were going to touch on, I was hoping we would get to governance, but let's go there right now, because I see that as an issue that keeps coming up in the church, so you have large churches with no effective boards. Like, basically, there's nobody, it's just the pastor and his or her close associates running the church. You kind of have straw boards, you have outside board of directors, but one of the points you really raised, and I believe this was in the questions I sent to you was the whole issue of like what happens, and I faced this to a certain extent at Connexus, where the qualifications for eldership, part of that, obviously, there's biblical qualifications etc. But it's like the person that becomes an elder has to have the ability to process some of the challenges that a church is facing. And if you get into a relatively large church, that's a small group of people that you can pull from. How do you navigate that tension when, maybe some of your elders have never led anything remotely as big as the church you're leading, and therefore might not be able to speak into it. Or is that is that off point? Am I just missing something in the way I frame that?

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Henry Cloud: It's not off-point at all. In fact, so you know the model that I've used in companies and organizations in leadership development for years. It's got some components to it. You want to check all the boxes right? Well, somebody can have great competencies, even, let's go past that, make it more complicated. They can have great competencies in running something.

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But then you get to the next factor, which is their personal makeup, you know, in the book I called it character, but character is way more than honesty and integrity.

Character is your makeup. Okay, if you have a character in a movie, they're going to have an arc of how they show up in different circumstances in different things. You know, I had a brother-in-law who was a Navy SEAL, I would trust him.

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Trust his makeup to defend me against the bad guys. But if I'm going through the dark night of the soul and my dog dies and I got to cry, I'm not going to Mark. He'd be like, get over it, dude. You know, I'm going to one of my empathic friends, but I'm not going to trust their makeup to lead through a crisis.

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And so a lot of times in these situations Carey, you know, they picked people who have might have competencies, and maybe they're a good HR Director of a large company, a good attorney, or a good business person, and they've got this board, but they didn't look at the person's makeup past moral integrity.

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And what if that person, I dealt with this just the other day in a large private equity firm, where the leader, they're going through a crisis and they got some difficult conflicts coming at him. And he said to me said, one of the things I've had to learn in this, and we use a mutual attorney.

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He said, she is so great because if somebody's coming at me, I put on the armor and hole up and I'm gonna fire back and I'm gonna win this battle. He said she's been able to modulate me through them. So that's a makeup of the person. And this is why the Bible talks about, for example, I got called into a big Christian organization one time, the CEO says, I want you do leadership development with my executive team. I said okay. So far back there. And so, I go, mostly I work in companies, and so much fun to be here because you talk about the spiritual side of leadership, and Carey, I thought his hair was gonna catch on fire. He goes, wait a minute. Whoa. I don't need you coming in here and doing spiritual development. These are godly men. These are godly men. They've been walking with the Lord for twenty-five years. I need leadership development. And I said, don't you think they're kind of connected? He said, no. These are godly men. I said, what kind of leadership problems are you having? He says, well, I can't get them to work together.

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He said that they guard their little fiefdom, and they won't share information and resources and I can't get them above it, to work together. And I say, these are the godly men? He says, oh, they're godly men, you know. And I said, well, my Bible says that love doesn't seek its own. If you read 2 Peter 1, it talks about personal makeup in order to be fruitful and one of those is mutual affection, So, you've got competency but the makeup a few of these people is emotionally detached, not able to understand, not able to give up things so you got to get into the, is this person that I'm trusting, is their makeup contextually appropriate, for what I'm entrusting them with?

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Carey Nieuwhof: Those are really good nuances. So I want to think through the governance issue. I'm getting that question a lot these days maybe because in part of all the moral failure we've seen in the church and the failure of boards to oversee rogue leaders, inside and outside the church. But if you're putting together, let's say a church of 250, and then a church of 2000, just to pick two numbers. What are the qualities and characteristics, you're looking for in Elders/board members for the 250 person Church and the 2500 person church?

Henry Cloud: That are different?

Carey Nieuwhof: Yeah. Or maybe they're identical. I don't know.

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Henry Cloud: Well, if you just think of the trust paradigm. Now, all of this is again, it's contextually dependent.

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I just had two knee replacements and a spine surgery and wrote in the book how I've found some surgeons that I would trust on competency and all this and the other. But if they didn't have the other part of it, you go to Yelp and read the reviews of how they follow up, or, you know, they don't really care after the surgery's over and all of that. So it's all contextual. But if you think about it, I think the elements of trust are going to be the same, whether it's 200, 2500, or global entity, and it starts with, does this person have the capacity to understand me and really hear and connect with what I need? What the organization needs? Can I hear it?

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And you know you've got a lot of people that think they understand. But you walk out of a meeting and go, they didn't get it, because you can tell they're nodding but

they're not getting it, and one of the, I talked about this one day, you know, it's deep listening and understanding, and there's a neurobiological basis to all this. All the way down your spinal column people you're negotiating with, people that you're working with, there are going to be neurological basis for their hitting trust, the go button, that are based on how well they experience being mirrored.

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And to mirror somebody, you got to shut up and listen and understand, even if they're telling you there's little green men on the roof. If they don't feel like you understand and validate that is true for them, and really get that, they're not going to trust you. And I was talking about this one day and a guy walked up to me afterward and he said, I'm the lead hostage negotiator for the FBI and everything you just described is our entire training program. The guy's got a bomb strapped to him, you don't walk in there, and do what leaders do, they always do this, they try to persuade people into trusting their vision.

Carey Nieuwhof: Why do you want to blow the building up and kill all those people? Right? What a bad thing?

Henry Cloud: Exactly. They're going to talk him out of it and nobody's listened. They go in, I'm Joey and they sent me in here to talk to you. What's your name? And then they'll ask, so tell me, how'd we get here today?

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What's going on? How do we find ourselves here? And they gradually start to listen and understand. And if you hire somebody that doesn't really get what's important to you, and that elder didn't understand what's really important to the vision, what hurts it, what helps it, what you fear, what makes you happy, you don't have trust because they're detached from it. They don't feel it when you feel it. They don't feel what their actions do if they go out there and start to interfere with your step. They don't understand, from where you sit, what that causes you. So there's a deep empathy. The second thing is motive.

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You know, some people, you hire them and you've got a vision, you've got an agenda, or the board has an agenda, but they really have their own. And if they aren't for you, everybody's got their own interests and everything.

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But if we don't feel like somebody's got our back, and when we're not in the room, they're not looking out for us, then you can't really trust them. You want to be able to be able to know somebody is there not only for their own interests, they're there because they want you or the vision to win, and that's their main motive. And so, this is where you get into churches. Because when you get goofy governance, you'll have people coming in with their own agendas, and they might be the most powerful personality, or they might have the biggest influence or whatever, and that personal agenda can train wreck the whole thing.

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So if somebody doesn't have the capacity to transcend their agenda, one of the great leaders that I've ever worked with us on times.

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He finally sat down with the guy, number two guy, and said, you know what, I can't have my foot on the accelerator when you got yours on the break. And this is the guy that we have the meeting after the meeting, and then he'd go get his own little clique.

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So what's their motive? What is the agenda here? And the third thing, can they pull it off? Talk about competency.

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What takes certain competency to govern a church of 200? It takes, other competencies in 2500, it takes other competencies in 100,000.

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But the competencies still have to be there. You know, if Mabel or Joey makes nice Jello for the gatherings, to be an elder, you gotta do more than that. So we're looking at competency. And then, the fourth one is the makeup, the personal makeup apart from competencies, like somebody can be a great surgeon. And I talked about my surgeon and how I picked one. And what if they have all three of the first, they understand my pain, the motive is a really want to help me, not just charge me and you know, show me off as a research project or something. They're really competent. And then they say, if you want to, you can come, watch me do one of these. And so I go in the theater and watch the operating room and he starts to cut on people. And then also halfway there he goes, oh, crap, he's bleeding, oh no. If that's somebody's makeup, I need someone who's calm under crisis.

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So we get to the, how they're made up, and then lastly, and we do this all the time, we ignore this or don't do it right, what's their track record? And you've got to look at track record contextually because if somebody hasn't done, essentially the elements of what I'm asking them to do. A classic example, I went to a company, they said our CEO needs coaching. He's been there for a year, he's floundered. I said, well, tell me about him, and they said, well, he was our COO for 10 years and he was incredible. Everybody loves him. He changed distribution chains, he changed supply chains. He redid all of our IT and our infrastructure, he's incredible. Our CEO retired and we made him the CEO. And I said, where'd he get the "e?"

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What do you mean? I said, he was the COO and now he's the CEO? Where'd he get the e? And they said, well, we promoted him. He's sitting in the chair, but everything you've described to me about morale and foundering, and the results, I look at his functioning. He's functioning very strongly as an operator, but not as a CEO. And they looked at the track record of his work, but they didn't look at the track record of, does he have the contextually appropriate competencies to do what I'm going to need?

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It sounds like we trust one person and don't trust another one. You know, my oldest daughter, when she started to drive, everybody's had that experience, the first time that you get the learner's permit and you're in the other seat. It's like, might need some heroin or something. And I remember we got to the first stop sign. She kinda rolled through it, and I said, Olivia, you didn't stop. She goes, she goes, Dad. I know how to drive. I said, Olivia, pull over. She said, what? I said, pull over. I said, let me tell you how you'll know when you can drive. When I can sit over here and not fear for my life. I'm going to have to see a track record of what happened the last time. Last time we did this, last time I trusted you. And doesn't have to mean that they have to have been a CEO before, but they've had to function in ways that show us that somebody can actually do that or we need to build it into them. And that's another thing we can do.

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But the best predictor of the future is the past.

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Always, if people say, well then you can't get another start. Oh yes, you can.

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You say, I want to trust you in this, you haven't done this before, but we're going to do some things, or if you've screwed up here, we're going to do some things.

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And if and as you change and develop, then we're going to entrust some things to you and trust more, but you still trust in the past because now they've got a new past. The past year was different and this gets to moral failure, it gets to a lot of other things that somebody says, I'm sorry. That's not enough. That starts the process of asking the question, do we want to restore this person, and why, and what will it take to get to that place? Because you're going to entrust something to somebody. It's like with a marriage when there's an affair or something. There's a process you got to go through if you're going to repair, that you don't it's not based only on, "I'm sorry and I'll never do it again." Forgiveness is free, trust is earned. And it's got to go through some steps.

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Carey Nieuwhof: So I definitely want to come back to the whole process of restoration, reconciliation if that's possible. Because I think that's a major issue. But those five criteria I think it's five super helpful. What a lot of people struggle with in boards, Henry, and you've seen this, is the criticism, particularly where there's been a failure, whether that's a moral failure, financial failure or something that didn't go right. The pastor was abusive or bullying. You hear, well what the pastor did was put a lot of yes, people in place on the board. Which can be the case.

Henry Cloud: It's often the case when the person is narcissistic.

Carey Nieuwhof: Okay. Tell me more about that.

Henry Cloud: Because a charming, narcissistic person.

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The only relationship that works with somebody like that is someone that mirrors how wonderful they are, and they get fed off of that. So they get, kind of brought into the, "oh they're so wonderful" and all this kind of stuff and that's kind of the role they play in the dyad. And so it takes two to do this dance, right? So, not only do they have those people around them, that's the kind of people that they attract. So it gets sped up all the time.

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Carey Nieuwhof: So you have yes people on the one hand, and then on the other, and I've actually heard this, I'm thinking about Elder elections we went through a long time ago, and someone said, what you need is like a leader of the opposition on your Elder board, you need someone who can critique you. And often, if you look at the autopsy after there's been a failure, they will say you had yes people on the board, you didn't have anyone who opposed you properly. I sense you're saying neither of those is helpful, and if so can you nuance that, explain why I'm wrong or perhaps why either the yes person or the leader opposition is not who you want for your board?

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Henry Cloud: Well we certainly don't want "yes people." I've been in this situation and come back from Catalina Island one night at midnight with my 80-some year old parents and a bunch of guests. And I'm six miles offshore in turbulences and it's 45 degrees outside and also in the lights went off and the alarms go off. My boat's on fire.

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There was nothing I could do. I went down in the engine room and looked at the whole thing and I got it closed and went back and I went on the radio. I called. mayday.

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I am out there waiting and then the fire boats are coming. You see the lights off in the distance, and when they got there and the seas are going like this and they make the determination, they got to get us into the Lifeboat. I'm doing what the experts tell me to do.

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What if I had yes men?

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And I said, well I don't like...I'm not going to step in that or I'm not gonna do this. You don't, in a crisis, if you can't listen to people that know what they're doing, they are your safety net. The Bible says in a multitude of counselors, there's safety. So if you're a leader, I had a great CEO client one time who fired his CFO, who was

brilliant and did everything well. Except he said, I can't get you to tell me when I have a bad idea.

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He fired him. He said, I can't trust you. So if all you've got is yes people, you are in danger and you're omnipotent, and omnipotence always leads to destruction.

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On the other hand, you go to the personal makeup.

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You called it contrarian?

Carey Nieuwhof: Leader of the opposition, contrarian, pick your term. Yeah.

Henry Cloud: The opposition. Opposed to what?

Carey Nieuwhof: That was my question, right? What are you trying to accomplish here?

Henry Cloud: If their only relationship is with the word "no," if they're just oppositional by nature, don't let him in the room. We've got a vision to accomplish here. We need people that can come alongside and then oppose bad ideas, as well as get behind good ideas, and we're getting to the makeup here, that requires judgment, and wisdom, and cognitive flexibility, and emotional flexibility. And if they don't like something, we've all heard the phrase, you've got to debate it right? You've gotta debate it. And then it ultimately, the leader says we talked about that and I heard you on that. "Well I still don't like." I said, no, we spent a half day on that. I've heard you. Now, can you disagree and commit?

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Because if you can't, I can't have a new opposing me after we're all going in the same direction. So we need people with both abilities. the Bible tells us, and Neuroscience, and any pediatrician will tell you, a baby comes into the world Only knowing two words and that is yes and no. You do something pleasurable. You see them light up and they go, yeah, give me more of that. I like that.

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And you give him some displeasureable, their little heads turn like this. They're already saying yes or no. And some people will only say yes, and some people will only say no.

Carey Nieuwhof: What I love about your framework is, it's so different, because the first two parts of the five parts, are sort of, you could say, oh, are you going in the field of yes people, deeply understood, deeply listened to, but you're not. You're really creating or cultivating people who love you enough to tell you the truth which is something I think we desperately need in leadership. So they're not the leader of the opposition.

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Henry Cloud: And they love you enough to tell you the truth. And they also have personal access to the truth. So they don't have a lot of blind spots and they don't have a lot of confirmation bias, when they're coming in with a viewpoint, they use every piece of data to confirm that they're right. And so they love you enough to tell you the truth but they actually love the truth enough, to be curious enough, and open enough to find it.

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Because you know, in great boards, everybody's pushing against everybody. And we got to hear all that. I gotta hear it. At least, if I don't agree, what am I doing that gives you the perception that that's what we're doing? Because we've got to solve that problem. So we kind of have the freedom, you know, diversity, it's interesting now, because people have finally started to study the science of diversity. And what we know from diversity in the research is, the more diverse a group is, or hits a certain level of diversity, the IQ of the group goes up.

[00:35:56.000]

And part of diversity is not just, you know, backgrounds or ethnicity. Part of diversity is diverse viewpoints and ideas. We need those. And that's why these churches, and sometimes boards and companies then become a closed system. There's no diverse thought anywhere in there, even though you might have diversity on other measures, one of the things, you probably know Tim Tassopoulos. So Tim is the president of Chick-fil-A. Truett was the founder, and then Dan was a CEO for a long time, and Tim's the president, he's been there since Truett, now Andrew.

[00:36:44.000]

They just honored him and I spoke at that, a little bit, to honor Tim. And one of the things I said about Tim and why that company has grown and they're incredible in so many things they do, is he always kept it and he pushed for an open system. They have used consultants and coaches, and send people to, you know, Harvard for leadership development or here and there, and they bring in the Jim Collens' and all these people. And so, they get diversity, and they have their Executives meet with CEOs of the biggest companies in America that have nothing to do with food. They're getting diversity of thinking.

[00:37:35.800]

And that's one of the main things that diversity can bring us. If you just want people to agree with you, watch out, baby. Get ready for a train wreck.

Carey Nieuwhof: So I didn't intend to make this complete board or senior leadership team episode. But it's such an interesting thread. I'm gonna pull out it one more time before we go in different directions. One of the other critiques I hear Henry, and I'm really curious about your take on this.

Henry Cloud: You didn't mean to have what?

Carey Nieuwhof: I didn't mean to turn this into like a whole episode on boards or senior leadership, but it's just a really fascinating conversation. But one of the things I've heard quite a bit, and read quite a bit is when a leader has a moral failure. So let's say it's a sexual thing.

[00:38:27.100]

People will say, well, the board didn't do its job, and I'm not asking you to critique specific boards, but it really makes me think, I think you could have the healthiest board in the world, but if a leader is determined to hide something that leader will find a way to hide it. Do you agree? Disagree? Any thoughts on that? Can good governance prevent moral failure? I think it can curb it. I think you can bring it to a line. We need greater accountability, but I'm just I'm wondering. Like, can you govern Earn moral Behavior away or immoral Behavior away in a senior leader, who's determined to do something outside the lines?

[00:39:03.700]

Henry Cloud: Well, you know, Moses tried it, didn't work.

[00:39:07.800]

Carey Nieuwhof: How so? How so with Moses?

Henry Cloud: He came out the Mountain with all the policies and all this. But if you keep reading it and all the instructions that God gave him, you also got to have a lot of provisions for when it goes south.

[00:39:29.800]

So, it wasn't like, oh, I picked the wrong leader or board. It's, I equipped the leaders and the board on how to deal with situations when they occur. Now, obviously, great governance does a lot of things to prevent things from happening and you do everything you can, but you're dealing with humans.

[00:39:57.800]

And so the best board, look, one of the things I talked about in the book, and this is a problem I had in writing in the book. I'm trying to equip people to know how to trust. And I'm telling you, if you look for these five things and you do them well, you will make better decisions in trusting. But I started with, but, remember, bad people happen to good people. We can all get duped. I mean, look at how did the smartest people, these are really smart people, give Bernie Madoff billions over a long period of time these are not idiots.

[00:40:46.800]

Carey Nieuwhof: I'm reading Morgan Housel's book on exactly that issue right now. You know Bernie Madoff was a very trusted name on Wall Street and people gave him ridiculous amounts of money and got duped for years.

[00:40:58.500]

Henry Cloud: Yeah. So it's not like they're asleep at the switch. This went on for a long time, a long time, so don't look if you're in that situation, or even a spouse, don't blame yourself. Anybody can get duped.

[00:41:18.700]

There also are times when we have blinders on.

[00:41:22.100]

Carey Nieuwhof: Now that's fair.

Henry Cloud: I'll give you a great example this I got called into a board one time. They were choosing a new CEO and the board got it down to one candidate. The guy was so incredible. So charming and brilliant and, you know, just had everything, the whole package, and they were so excited, but it's a final interview where he goes

before the whole board, and they asked me to come in and sit there and give my feedback. And so I'm listening this guy and, gosh, he was wowing. I mean, the strategy he was presenting and the plans and all of this and I'm gradually kind of feeling like, Carey, I got to go take a shower. I'm feeling there's something that just feels slick and slimy.

[00:42:17.900]

I couldn't describe it, but then it got down to questions. And I looked at him. I said, well I know this is a lot of great stuff. It's incredible what you can bring. I said, I got a question. Can you tell us about maybe your two greatest weaknesses? And in this context, of this role, in this market, and this organization, how those weaknesses might impact what you've got to do, and kind of how you handle those and what you do with those? And he looked at me and literally, it was like a blank stare. It was like, not that he was dreaming up how to defend. He didn't know what I was talking about.

[00:43:14.100]

Like it was almost like if you could read between weaknesses, what?

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I said yeah, your weaknesses, he said, well I tend to be a driver and I love to push things forward and achieve and sometimes people get left behind. I said, stop, that kind of sounds like a strength to me. Tell me about a weakness. And it kind of got uncomfortable, somebody kind of rescued him from the conversation. So he leaves and the board says, this is our guy. I said, stop guys. Please put it in the minutes that I said, no. Because if he has never failed, you're going to be his first.

[00:43:56.500]

Or he doesn't know what he's done to contribute to failure, you're going to be his first.

[00:44:02.800]

Well, they hired him.

[00:44:05.500]

Year-and-a-half later, they were just about in bankruptcy. And all sorts of because all of his grandiosity and all of that and people who had said no and corrected, slow down, or whatever. He just wasn't trustworthy. And these are good people. But to

your point, how do you make a mistake like that? And this was a smart board, but they were in a place where they were in great need of a new leader. The founder had retired, they had kind of been stuck for a while, and they were needing this so badly and the greater our need, the more blind we are in seeing what's wrong because we need that person to be what they can do, but we don't see the downsides. It's like somebody who's been lonely for, you know, silences the earthquakes. When a lonely woman or unmarried woman finds a husband issues and same thing vice versa, that that the needier we are, we have more tendency to trust. Because we need this person so badly. And there's a lot of blind spots like that.

Carey Nieuwhof: So on that note, what should we be looking for to determine if someone is trustworthy? Because you open your book with the phrase, "If someone says, just trust me, you should have warning bells and sirens and lights flashing, telling you get away, get away, stop, stop, stop."

[00:45:47.500]

And we've, all been duped. I've been duped, other people have been duped. There's a lot of leaders listening who have been duped by Bosses, who have been duped by Boards, who have been duped by colleagues, who've been duped by members they trusted. So when you're looking to determine if someone is trustworthy, what do you look for?

Henry Cloud: Well, what I tried to do is simplify it and give you these categories as kind of a diagnostic framework, but you've got to start with a very important point and that is, trust fuels everything.

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So I met a guy on a plane who said, so what are you doing? I said, I'm researching trust, and he said, well I don't trust anybody. I learned a long time ago, you can't trust people. I only trust myself. And I said, well, you're psychotic. I'm a psychologist, I can tell you, you're crazy. He said, what do you mean? I said, look out the window. You're at 40,000 feet. I said, did you get yourself up here? You trusted a couple of guys up there in the cockpit to fly this thing, you trust somebody. How do you know they didn't put chocolate milk in the gas tank? You trust all the time. You drove to the airport, you trusted people to stay on the other side of the road. But my hunch is, you've been burned personally somewhere, and there's a woundedness in there. We unpacked the story and you could see how that's lived itself out. He's lived a very small life in some key relational areas, and other areas. You will never build a big organization if you can't trust people.

[00:47:25.000]

Because that means it is going to be so small. This guy's gonna be walking to New York. He's not going to be getting on a plane. The only way to scale is through the fabric of trust that's in the DNA of every cell in there. And we're wired to trust. You have chemicals that God put in your brain, oxytocin and other chemicals that start at birth and go all the way through life that open your system up to trust, because, everybody listening to this, you've been breathing for the last sixty seconds. But you haven't been thinking about it.

[00:48:19.600]

The reason is, your system has been testing the air, all the way down to your spinal column, determined it's safe. But if you smelled a fume, before you consciously knew it, your system would back off and go, wait. And you'd withhold trust because you determined something that wasn't right. Okay, we can't even live without trusting. So the first thing is, I want leaders and people to know trust is your most valuable characteristic as a human being. It's what gets you saved. The first step is to trust. All right, a baby has got to get milk and if they can't trust, we have to stimulate the system to trust. You'll never build anything big if you can't trust. So, if trust is the fuel, you know, you already know the subtitle of the book. We've got to know when to give it.

[00:49:18.000]

When to withhold it.

[00:49:21.200]

How to earn it.

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And what to do when it gets broken. How do we fix it, determine if it's fixable, and so that's what my whole push is here. You've got to be able to trust a lot of people have trust muscles that are broken.

Carey Nieuwhof: Yeah, I think even more so now than 10 years ago, Henry. So I know you've got some frameworks in the book and I'd love for you to trot them out. We already talked about the five things, if it's reiterating them briefly, that's great. But you know, what do we look for when I try to determine, are you trustworthy? How do I know that the signal I'm getting is correct? If you and I were meeting, I

mean, we've known each other for a number of years, but I like Henry he wants to do some work together, etc. Like how do I know whether you're trustworthy or not?

[00:50:16.100]

How do I assess that? Because I tend to be a very trusting person by nature.

Henry Cloud: Yeah. Apart from the five that we talked about. But let's go for me and I'd really want you, as you're talking to me, first of all, the first thing you're not going to do because we know it is a valid and insufficient criteria. And that is, you know somebody well and they trust me and you call and say, yeah, he's trustworthy. And then you sign up. That's how Bernie Madoff did it. Well, so and so invested with him. Of course I'm in, cause that's a smart guy. So that's not enough. Now if you called everybody and they tell you stay away from that guy, well that's another thing. But hopefully, whatever you're going to trust me with, you want to sit down and start to tell me about what you need. What do you need from me? And you've got to really listen to see if you feel like, I understand, I really get it. I hear it. I resonate with it, okay, and you feel that I care about it, but then you're going to try to vet, you know, Carey's got his own deal here and what he's trying to drive. We'll take today, for example. Okay, you've got a podcast that you really want to acquit. You want to meet the needs of leaders. That's your agenda. Now, fortunately I hope you trust us.

[00:52:03.900]

That's my whole mission.

[00:52:06.300]

But I got to come on here, and I bet you've had people on, you know they're only there to sell a book. What I always try to do is, and when I go speak, I'll always tell the organization. I don't have a template that I'm going to just come in and deliver. I want to have a long call.

[00:52:32.300]

I want to know what you need to drive in this session, you know, in this, what is it you're trying to push forward, because I'll adapt to what you need to push. I'll emphasize this or that, but you tell me.

[00:52:49.300]

Okay, so that gets to motive. So you got to feel like you and I are both here to serve what you need to have happen here.

[00:53:01.000]

And boy do pastors get duped on that one all the time, you know, somebody's got an agenda. And then thirdly, you know, you can just go through.

Carey Nieuwhof: Before we get to number three, how do you get duped on motive?

Not asking enough questions? Believing things at face value? Because the other side of this is you could become a cynic, right? Which you're not advocating. How do I figure out the motive in people?

Henry Cloud: Well one of the ways that you can figure it out is, motive is all about interests. Whose interests are being served here? Are they for what I'm for, and want to drive what I'm for, in this context?

[00:53:50.900]

Okay, so now we get into it and you start to have a relationship where you're gradually, you know, they're understanding what you're trying to do here, and you're going to see when you start to talk about this or that, you're going to see the, "well yeah but what I think is important is...", you're going to start to feel this force field that's pushing onto your agenda, where it's starting to morph, and you've got mission creep here. So what's their intent and motive? I struggled with those two words to know which one to use in the book, and what are they intending to do when they open their mouth?

[00:54:43.300]

So you start to feel that, and everybody knows that feeling, you know and you get on a board say seems like they got an agenda here, they're trying to push the board in a certain direction and that's not a "we" direction that we have all decided on, that's a clique or a little corner of the deal and that's how you get divisiveness. So we got to get into this. This is why trust takes time.

Carey Nieuwhof: Okay, that's super helpful. What about number three? You were moving us through.

Henry Cloud: Well, the competency thing, you know, we vet that in a lot of ways. Competency really goes to skills and ability.

[00:55:33.200]

I use an example of the knee surgeon. And I said, he understands my pain and he's really for me, and I'm all ready to sign up and he says, I'm really excited about doing

your knee. Because I'm an OB-GYN and I've never done a knee before. I'd go, woah! And competency is difficult, sometimes, because sometimes we'll over contextualize competency, meaning, oh, they've run a bank. But this is a church, you know, well competency has to do with the skills, and certainly there is contextual learning that they're going to have to do. You've probably heard of Mulally.

[00:56:27.900]

When he went from running Boeing to GM, he goes for the press conferences, he's getting hammered. You know about the airline industry, what do you know about cars? And he has that famous quote where he says, Well, you know, I know a lot about manufacturing and building things he said, and, you know, I've studied this now and I'm getting up to speed and, you know, a car has two million parts. A 747 has 43 million parts and it's gotta stay in the air. So you can have people come join your staff that have run businesses or vice versa. We see that all the time but the competencies of the way they're going to have show up and deliver, you get that, and then you got to get to some sort of look at their makeup and see if it fits what we're going to need and go through.

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And that only comes through vetting somebody, you know, personally in a process, outside objective vetting, all that kind of stuff that we normally do. I just want people to know what to look for.

[00:57:36.400]

Carey Nieuwhof: So one of the challenges I see, and I see a lot of faith leaders make this mistake. It happens in private business, but I see it happen all the time in church world. I don't know that you use these categories, but I've always thought of personal trust, I know you use something similar in the book, personal trust versus competency. Because at the end of the day, trust is confidence. And I've seen a lot of churches, say, Oh Henry the person you've got to hire. You gotta hire, you know, Joseph here, Josef's the nicest person you'll ever meet, just a good guy, really great. You hire Joseph, he's not competent at all.

Henry Cloud: And how many people start a business or a church with their best friend?

Carey Nieuwhof: Because like we know each other, I can trust him with my kids, with my bank pin number, the whole deal. And it turns out he's not competent. Or you know, you hire someone who's super competent, but not a nice person.

Churches, and I always say to church leaders, it's like, look, you're a charity. But working here is not a charity. You've got to find competent people.

Henry Cloud: Could you please say that louder?

Carey Nieuwhof: This is a charity. But working here is not a charity. You're not just creating jobs for people right?

Henry Cloud: You know what, one of the things I've found myself saying over and over to Christian organizations is, I always hear this Carey. In fact, I bet you can tell me the phrase.

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Somebody comes in and they know how to run something, and they're starting to measure some things and have some accountability, right? And then they're starting to look at people's performance and somebody at the table is going to say what?

[00:59:17.200]

Carey Nieuwhof: But there's such great people and they've been here for such a long time Henry, we can't possibly let them go or hold them to account. And I mean, what else are they going to do? Because we love them and we're family. We're family here.

[00:59:31.200]

Henry Cloud: We're family and they'll say, you're trying to run this like a business. This is a ministry, right?

[00:59:37.300]

Carey Nieuwhof: That's right, you're exactly right.

[00:59:39.000]

Henry Cloud: That's the phrase. Or like you said, you used a different word. This is a Ministry. This isn't a business.

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Well okay great. So you're telling me that God said every organization in the world can succeed except the church? But let's get worse than that. Let's get harder than that.

[01:00:01.400]

There is no such thing as a New Testament culture that is not a performance-based culture. There's no such thing. It's got to be performance based so it can perform to do its mission, which is to reach people and turn them from non-performers into performers for God. But listen to this. If somebody is given a little, and they do something with it and the master goes back and he comes back. I gave you this position. You grew it 2X. I'm giving you more because he's been faithful in this will be given more. And then you did this. Now I'm gonna put you over ten cities. But the one that didn't perform, he didn't say you were so nice, and this and other, he said, you wicked and lazy servant, why didn't you even show up and put it in the bank. I'm going to take your position and I'm gonna give it to somebody who's going to perform. For example, rejected, divisive person after a second warning. Anybody that doesn't produce fruit gets cut off. And then the ones that are there are going to get pruned and disciplined so they can be more fruitful.

[01:01:18.800]

There's nothing in the New Testament about God making an investment in a person and not requiring a return on the investment. Grace gives the investment and truth requires a return on that investment. And leaders are stewards over these vineyards and there's also no such thing as a human that's not fruitful that is truly fulfilled and happy. They're not, and worse than that, everybody around them knows and they're mad at the leader, why do you enable the find?

[01:01:57.700]

Carey Nieuwhof: That was my question is, why in the church is that such a countercultural message, among Christian leaders of the vast majority, not everybody.

[01:02:06.400]

You know, even that, that hot take on, there's nothing non-performative in the New Testament. I mean if you want to get blown up on social media, that's a good way to do it, Henry, you know, there'll be people who come out swinging. I just want to know why we think that we can excuse a lack of results, under the mask of faithfulness in the church. I'm just curious. Why do you think that is such a resounding message?

Henry Cloud: The first thing I'd say to him, if you think it's a dumb idea, then you go talk to a donor who's paying for that.

[01:02:40.600]

See how they feel.

[01:02:43.000]

Okay, but I think it is a confusing message, or can be confusing.

[01:02:49.300]

If, and Carey, you know this, we've all experienced it. Humans have a very, very, very difficult time, because it is a mark of maturity to be able to integrate opposing ideas and synthesize them. A psychoanalytic theorist called it the synthetic functions of the ego. In other words, do I have the capacity to love you and be really angry with something you're doing at the same time, or am I a borderline personality that splits it into all good, I liked you, and now you're all bad. Or a parent or a leader that takes love and limits and separates them.

[01:03:43.600]

I'm going deep into theology here. Because what you're talking about, in that confusion, you are talking about the fundamental split in the universe that happened in Genesis 3. When we were under God and Psalm 85 says this, 85 or 68, says that in him righteousness and mercy have met, indeed they have kissed They're one and the same, and then it says in John, the law was given through Moses, but grace and truth were realized in Jesus. So had them integrated in God, we fell, and we lost relationship with an integration of love and limits and grace and truth. And then he gave us, to replace their integration, he gave us the law. So, now you're on a performance culture only, and that will fail. If you are all about performance and limits, your people will get worse and it will fail. The law was powerless, as Paul told us in Romans, but then grace and truth were realized through Jesus and he comes along and he helps the non-performers, to become performers. Grace is unmerited favor, we're given coaching, we're giving support, we're giving resources. And then at the same time, we have standards of performance to help you get there. So grace comes down and elevates us to be able to meet the demands of the law, not get rid of them because you got grace. That's not the gospel. And it's not good business.

Carey Nieuwhof: I'm so glad that we took some time to nuance that. And that's why it's so hard to have these conversations on social these days, because there is nuance, and there is depth to it. And that's helpful. Well Henry, one of the challenges, I've asked a no number of guests, but I absolutely loved your take. You spend a good chunk of the book on it, and I would encourage people to pick it up because it is a primer, a manual, on how to do this. But let's talk about restoration.

[01:06:02.900]

So, when a pastor has a moral failure these days, it seems to me that culturally we have a dichotomy. On the one hand, you've got people who are like drive that person in the wilderness, and they're never to be heard from, again, not allowed to do anything, basically, they've been canceled. And the other side is, it wasn't so bad and a week later they're down the road starting a new church under a new name, or they reinstated themselves or some version of forgive me, I said I was sorry.

[01:06:38.200]

Henry Cloud: Or they take a third of the enablers from the old camp to go with them.

[01:06:46.800]

Carey Nieuwhof: One hundred percent. So you're proposing a very different route and I want to spend our remaining time on that. Can you talk about what's wrong with those two camps? The dichotomy we have in our culture, and then maybe a different way?

[01:07:06.300]

Henry Cloud: Well, you know, if you truly believe that somebody can screw up, and never have a future, then I don't know what Bible you are reading. I just don't. But if you are believing that somebody can screw up, and essentially, in the words of Jesus, in Matthew 23, clean up a little stuff and become whitewashed tombs where they clean up the outside of the cup, but inside they're full of all of this stuff. Then you've lost it on the other end. We wouldn't have a Paul. We wouldn't have a Peter. I love this story of Peter. Jesus said, look, you're gonna screw up. Peter said, no I'm not. But then Jesus says something really interesting. He says you're gonna deny me three times and you're gonna screw up big time. But after you have returned, you will become the source of strength for many.

[01:08:38.500]

He's here without a failure, except for probably cutting somebody's ear off. This is an impulsive character disorder. Decades later, he's writing the book on character traits. Go to 2 Peter 1.

Carey Nieuwhof: He's a new person.

Henry Cloud: He is a different person. Now, you just said something important. We're not going to trust that person. We're waiting for a new person. Now, that's got to be that's going to be a path. So, what I tried to do, and this is for marriage, it's for

businesses, for churches, for everything. I think I put it into six steps. So certainly you've got the betrayal.

[01:09:35.400]

And then somebody's gotta sit down and say, Will I trust this person again? Well, what's involved with that? The first step is not deciding whether you're going to trust them or not. The first step is you must heal first.

Carey Nieuwhof: You, the victim, must heal, right? The victim has to heal.

Henry Cloud: You've got to heal first because you will not make a good decision to go forward or not, or to wait or to pause or whatever, if the decision is coming out of your pain. Because in pain, there's going to be a denial phase maybe, or there's going to be a protest phase, and a revenge phrasing, and a fear phase, and a despairing phase, and all of that. And so, you know, it seems in marriage with leaders a lot.

[01:10:30.100]

And the wife or the spouse says, what do I do? Nothing. First thing is, we're gonna take care of you. We're gonna heal you or you're gonna heal the team. You're gonna heal the body. You're gonna heal, because we've got to get healthy.

Carey Nieuwhof: So the leader who violated trust has to wait until that healing takes place. Is that what you're saying?

Henry Cloud: Oh my God. Yeah.

Carey Nieuwhof: You can't say well. I gave you a month like, come on. When can I start? I'm saying that because I see that Henry, and you've seen that, too. You've seen leaders say, hey, I gave you a month. Like, what's wrong with you?

Henry Cloud: Or to a spouse. She won't forgive me, I had an affair. Well, how long ago was it? It was a month. She ought to be over by now.

[01:11:20.100]

So, but the problem is not just time though, the proper things have got to happen in that context to help get to the healing. So then from there, once you start to heal, then you've got to, in the last part of healing, now, I'm getting to whether or not you restore.

[01:11:43.200]

Carey Nieuwhof: So the victim is healing, and?

Henry Cloud: Healing and now they've got their head above water where they can think straight. Then, before you even think about it, you've got to get to forgiveness. And let me tell you what forgiveness does not mean. Forgiveness does not mean reconciliation.

[01:12:08.700]

Forgiveness takes one person God chose to forgive by himself when? While we were yet sinners.

[01:12:17.600]

So forgiveness is something internally where you canceled the debt and you've given up the judgment of it is correct, they should not have been like this.

[01:12:35.000]

And you're grieving the fact that, well, they were. And, you know, that's where the healing's got to do its work. And you say, I no longer want to get back at them.

[01:12:49.800]

I wish the best for them. Now we're not even talking about reconciliation. You can never see the person again. I mean, how do you forgive a dead parent, if you gotta go confront them. It's the stupidest. You'd see therapists do this all the time. Well you need to go confront your parents, or you'll never be healed. Well what if they're dead or what if they're not going to respond well? If you've gotta depend on an abuser to respond well to your confrontation for you to be healed, there we're all stuck. Forgiveness is something you do, and it's a work of God's grace. And here's what's interesting Carey, I was doing the research on this, I put it in the book. One of the most foremost researchers on forgiveness, and they went through mounds of stuff.

[01:13:37.200]

Unforgiveness versus forgiveness, it affects your mental health, your cholesterol levels, your immune system, your cardiovascular disease, your diabetes, your energy, your ability to have other relationships. It just is everything in health and mental health and one of the key researchers that wrote about all this, and I put a footnote paragraph in it. This is a PHD psychologist who did all this research on forgiveness. He had to forgive the person that murdered his mother on, I think it was a home invasion.

[01:14:18.600]

So we're not talking about easy stuff here, but he's talking about, if God hadn't forgiven, was he going to sit there in eternity forever with Genesis 6 saying, I wish I'd never made these humans? No, he's going to be reconciled with a bunch of them and done with the others, but he's not going to be sitting there in resentment. So you got to get there. Now, once my slate clean, I don't have anything against this person. The debt has been cancelled the decrees against us, as Ephesians says, wiped out. It is finished. God has forgiven. Not, everybody's reconciled, or realizing, or accepting, or receiving, or benefiting from that forgiveness. That's something that he does. So then, is it time to reconcile? Not yet.

[01:15:13.600]

Then comes the really, really hard work. I think I called it pondering, you've got to ponder with help. Why would I want to trust?

Carey Nieuwhof: You mean this person in particular, right? Yeah. Why would I want to trust these people again?

Henry Cloud: Yeah. And that's where you've got to look at what's at stake if I do? What's at stake if I don't? Because the decision to trust again gives you one of two bad options, one of them is, if I don't try to put the marriage back together, for example, we lose our family.

[01:16:09.600]

You lose everything you love about that person. The reason you were in it to begin with. So there's a lot of loss when we don't, and sometimes we have to not go back. On the other side, what if I do trust again? And I'm opening myself up to another possible betrayal. It is a horrible choice between two bad options. So what we're going to try to do is we try to mitigate against that and work through it, and the rest of the steps talk about how we get to go or no-go. And so there's three more after that.

[01:16:50.300]

Carey Nieuwhof: Yeah if you have time I have time, because the work that the offender has to do I thought was so, so instructive. I thought that was super helpful.

[01:17:03.100]

Henry Cloud: Well, the first this is, is reconciliation possible. Now again, I'm not talking about future trust. I'm just talking about reconciling the relationship. You can reconcile with a pastor that you never give another job too.

[01:17:16.900]

Carey Nieuwhof: Or who may never work as a pastor again, you can still reconcile.

Henry Cloud: But let's look at the reconciliation step first, and can we get to a place where we can be connected again? And maybe not even have anything to do with each other, but you and I are okay with each other, okay? So now you've done your work and you go to them. You say this is how you've hurt me. This is what you've done to me. Now it's their turn. Do they sincerely, deeply own it?

[01:17:48.000]

And do they sincerely, without excusing it, or blaming, or minimizing or whatever, do they really, really, really apologize? The Bible calls it godly sorrow. Where there is a remorse and not a guilt. I feel so bad because it leads to death, is what Paul says, Judas had that, bad or not bad, that's the sorrow of the world that leads to death as Paul said. Judas had that. Do you have a sorrow that's based in love? And it breaks your heart, what you did to me? That was Peter.

[01:18:29.300]

And so now we got to see the ownership of everything they did. And a deep understanding of everything they did, and a remorse for it, and a clear apology. Will you forgive me? Yes, I will. So now we're okay. I don't want to work with you again. There could be a thousand reasons for that. And partly it's I don't know how I would ever trust again. And that's fine. You don't have to. But if at that point, if you're not ready to trust again until all these boxes get checked, right? So now you may have decided in the pondering phase that there's so much at stake here.

[01:19:14.800]

Let's at least engage in the process. I didn't say trust, let's engage in the process.

[01:19:22.200]

So now what we got to get to, and this is why they trust paradigm, in my view, it just doesn't ever change. I mean, the laws of physics are what they are. So now they're going to apply to the new scenario. Do they really understand what I needed, and how they failed to understand me? Do they see how they didn't listen? Did they see how they were walled off to their own reality, or opinion? Can they see the failures in understanding and in motive or if their agenda was more important? Their work was more important than the marriage, how they acted it out. And you see the repentance beginning to get into a deep ownership of how they failed the five things last time.

[01:20:17.500]

And now we're gonna start to look for a process of, they're building competencies and all these areas. And we've got to see it. And at some point, you literally are not trusting them again. You're trusting a new person.

Carey Nieuwhof: You're trusting their new track record.

Henry Cloud: And then you've gotta look at this process of how they're going through it. And in the next section of the book I talk about, well, how do you know if somebody's really changing? And how do you know if they're really working on it? And there's some criteria you need to look for. And they're very clear. If you're impatient with any of these, you're going to make a mistake.

[01:21:03.200]

It takes time to capitalize the failure. It takes time to weigh the options. It takes time to get to the table and get reconciliation. It takes time to see somebody, if I'm going to open myself up to this again to see, am I dealing with a new person that's going to change and grow in these things? It takes time to vet those things and that's a process, so when we talk about restoration, we're not talking about next week, but you know, this was a while back, wasn't it Gordon MacDonald that had a failure and it was years later he came back, like Peter, but when you have returned, you'll become the source of strength for many.

[01:22:01.000]

But it wasn't next week. And remember the best predictor of the future is the past and we've got to get a new past in there. And so, we're not don't be impatient with this, but it doesn't mean somebody can never come back.

[01:22:18.500]

There's a reason in the 12 steps. It's the 12th step that says, now having received all of this awakening and all this stuff, I'll go out and help others. And we get people that say, you know, okay I screwed up, I'm sorry, we do our moral inventory, you know, I'm clean now and boom, they're out there helping others, but the work is not done. It takes time.

[01:22:45.100]

Carey Nieuwhof: You know, I was gonna say, we didn't talk about this before we hit record, but what made me so excited about your book is, the only other material I'd seen that was like it, particularly for church leaders was Gordon Macdonald's

Rebuilding Your Private World. So he's best known for ordering your private world. But um, he wrote another book years after his restoration called restoring or rebuilding your private world. We'll linked to it in the show notes and he's got a section, not unsimilar to what you laid out. And, knowing Gordon, he went through years under someone else's leadership, a counsel of people, which really takes humility, submission, change, all those things you're talking about. You've got it so masterfully laid out in your new book.

[01:23:34.000]

Carey Nieuwhof: I hope it just gets picked up by anybody who runs into it. And it's a different answer than, you're banished to the wilderness till you die, or you're back in business next week, both of which seem to be the dominant narratives in the church these days, and neither of which is helpful.

[01:23:50.100]

Henry Cloud: You know, one of my favorite verses is, and I don't know where it is.

[01:23:56.200]

But it says, but God who always makes a way back for the one who has been banished.

Carey Nieuwhof: Oh yeah. I've highlighted that, it's Old Testament. It's just beautiful. So beautiful.

Henry Cloud: It's just who he is. But he'll reject a divisive person after a second warning.

[01:24:25.600]

And Paul, wasn't it in like 14 years that are unaccounted.

Carey Nieuwhof: Yeah, there's a 14-year gap between his conversion and his ministry.

Henry Cloud: 14 years. And this is the guy that wrote the love chapter.

Carey Nieuwhof: He would have written a hate chapter, year one.

[01:24:49.500]

No, I'm really grateful. I think this is so important, and everybody is struggling with trust. Henry, this could be like a five-hour episode.

Is there anything we haven't touched on, like for the person who is too quick to judge, or those who, like that seatmate on the airplane, don't trust anybody. Anything else you want to touch on?

Henry Cloud: Well, we don't have time to really unpack it. But we've been talking a lot about false positives, like a decision to say, yes, and we were wrong. But we're broken on the other side too, that a lot of times we don't trust when we should. And I've got a story in there of, you know, two guys who built a business. And it was time they could get to incredible scalable levels. But they had to take in some outside money. And one of the partners said, no.

[01:25:58.100]

And sometimes that's the right answer. There's reasons for that, but in their instance, everybody agrees it's the right thing to do. But he was so afraid of being controlled, losing control, that he couldn't do it, and we got into it, it was really, you know, play shrink here. It was all about his father, it wasn't about his partner, it wasn't about the private equity firm where the VC firm, that was coming alongside them. And sometimes we have a wounded trust muscle. The Bible says, log out of our eyes first, then we can see clearly to judge and evaluate others. So our trust muscle can be broken in either direction and all of us, it is in both directions, probably. We have a tendency to hit yes too soon based on certain characteristics. There are certain things we don't like, and so we hit no too soon. We can be broken in either way.

[01:26:54.100]

And then the last thing I would say is this, the subtitle is when to give it, trust, when to give it, when to withhold it, but the third one is, and these aren't priorities, the third one is, how to earn it. So, you can't see what you're not. It's the most narcissistic people, and the most mirroring of narcissists, they get caught up, if we aren't trying in our own, however we've been spiritually and leadership formed, and all of that, if we're not first trying to become the most trustworthy, we can be, and we all have some place to work on that.

[01:27:43.300]

Then you're gonna miss it. And also, your business, your church, it's only going to grow to the extent that you're trustworthy. Because trust fuels investment. What's going to be worse than having some guy with one foot in. We want people with two feet in, they're only gonna have two feet in if they feel and experience that it's trustworthy. And so we got to work on ourselves.

Carey Nieuwhof: Henry, I'm so glad you went there and that you wrote a significant book on it. It's going to be on my reread list. I just think it's something so foundational and increasingly rare in the world. Trustworthy people, and trust seems to be a rarefied commodity. Henry, the book is called Trust. It's available anywhere books are, and if people want to track with you, where are you active online these days Henry?

Henry Cloud: Probably the most active right now on Instagram.

[01:29:04.700]

And you know, the social stuff. I was doing a daily podcast during covid. I had to abandon it, it was so much fun, but now we're trying to figure out, well what's the new cadence I can actually do.

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But one of the things I would suggest, gotta go to boundaries.me, stop me and check that out. There's over 100 courses on there that I've filmed on all sorts of little topics.

[01:29:40.700]

And then leadu.tv is a full on leadership university, is what I call it, the people work with their teams and organizations.

[01:29:52.700]

Carey Nieuwhof: Henry, thank you for being so generous with your time today. I'm looking forward to hanging out in real life.

Henry Cloud: I just appreciate the, we talked about the coming together.

[01:30:03.200]

I think we kind of both care about this stuff and I know the people that listen to you.

[01:30:11.400]

Because these are real things, man. I mean people, maybe when they leave the room they talk to their spouse or their elders. And this is where the pain is. So thanks for giving this some attention.

Carey Nieuwhof: Well. Thanks for making a real helpful contribution, Henry. Till next time. Thank you.

Henry Cloud: Thank you, Carey.

Carey Nieuwhof: Well I loved his book, and it's funny, it was a long one. I think I mentioned that, right? It's a long one, like three hundred pages. And I'm like, I could use a little more. So I'm really glad we had this conversation. And we have everything in the show notes for you. You can go careynieuwhof.com/episode578. You'll find transcripts there, you'll find show notes there, and also a guide to everything else that I do over at careynieuwhof.com.

[01:30:58.000]

We are doing part two of the Integrity Series next time with Kaitlyn Beaty. I got her book on christian celebrities, *Celebrities For Jesus*, and I thought I wonder how this is going to be. I read it, I loved it. We had an amazing conversation. And so we're talking about Christian celebrity personas, platforms, and profits, how they harm the church, why to some extent, they're inevitable, and what to do about it. Here's an excerpt:

Katelyn Beaty: I think when we're talking about profits in the church, one of my first questions is, does this church leader want me to think that he's rich? Whether or not, he is actually rich by, kind of American Standards. Does he want me to know that he's rich?

[01:31:40.300]

And if he does, I'm concerned. And maybe, perhaps I'm especially concerned if he's not in fact rich, he's just spending money in a really poor way to try to appear impressive and flashy and, you know, attract wealthy people to the church.

[01:31:56.700]

Carey Nieuwhof: I just want you to know this is not a hit piece against the church. This is a real engagement of actual issues that keep showing up on our newsfeeds on a regular basis, and maybe you're not a church leader. Hey, this is stuff that happens in leadership too. I was talking to someone who found immediate traction, just overnight success on the internet, and we were talking about all the pros and cons. And this is somebody who, you know, is not part of a church actively but all the pros and cons of fame and everything, and this just impacts people. And so that's why I want to have this conversation. Also coming up in this integrity series, we are going to talk about the legacy of Eugene Peterson with his son, Eric, and with his biographer Wyn Collier.

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Speaking of biographers, Colin Hansen, Tim Keller's biographer, is going to be part of this as well. We're going to talk about, why did Tim live his life well? And then we've got a special Tim Keller episode. Chuck Degroat is going to be on about narcissism in the church. And of course, today's episode, and Katelyn Beaty. So that's sort of our exploration of integrity. Also coming up, John Gordon, Paula Faris, we have got Kenny Jang, Sharon McMahon, man, that was a good conversation. Can't wait to bring it to you. We have John Acuf, Dave Ramsey, Michael Todd is coming back. Mike can't wait to talk to you. Miroslav Volf. Oh my gosh, so good. John Crist, and a whole lot more coming up on the podcast. So if you subscribe, again that really, really helps. And if you enjoyed this episode if you enjoyed the series, would you please leave a rating and review wherever you're listening?

[01:33:28.000]

And I got one more thing for you before I go. If you're like me, you're always looking for some good information. Sometimes that's research for a talk you're giving or project you're working on. Sometimes it's like, I just want some quality stuff to read. I want some fun stuff. I want some interesting stuff. I want some stuff that makes me think. Well, that's why I have my On The Rise newsletter. Every Friday I send out a short newsletter with not five to seven pieces, could be a podcast I'm listening to, could be an article, a chart I found really intriguing, and we've got over 85,000 leaders who get it every single Friday. I'd love to add you to that group. You can go ontherisenewsletter.com and subscribe absolutely for free. We get great feedback. It's my most opened piece of Correspondence, every single week and it can be in your inbox. Starting this Friday, you can subscribe and unsubscribe anytime you want. Go to ontherisenewsletter.com, check it out there.

Thank you so much for listening. I love doing this with you. I would love your feedback to this series as well. Hit me up at carey@careynieuwhof.com

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You can also do that on social as well. I'm [@careynieuwhof](https://www.instagram.com/careynieuwhof) on Instagram. [@cnieuwhof](https://www.instagram.com/cnieuwhof) on most other channels. We'll catch you next time and I hope our conversation today really helped you reflect, think, and maybe break a growth barrier that you're currently facing. Thanks so much for listening, everyone. We'll catch you next time.