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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 life and leadership. We are going to talk about scarcity thinking today on the podcast. One of the things that I think we really have to overcome. I've run into it in leadership, I don't know. The, you have stay tuned. Today's episode is brought to you by On The Rise. It's my newsletter that goes out every Friday to almost 90,000 leaders around the world and you can get to it at, ontherisenewsletter.com, you can subscribe today. And by Compassion. When people experience God in ways that are outside of their usual rhythms and routines, lives change. That's why you can bring the Compassion experience to your church. Go to compassion.com/carey to learn more.

Well, today I've got Peter Greer and Chris Horst on the podcast and we talk about the bad math of scarcity thinking, envy and unhealthy competition. This happens so often in Ministry and Leadership. So we just thought, well, let's put a spotlight on it and overcoming Mission drift so that you can learn how to play as Simon Sinek says, an infinite game. Peter Greer is the president and CEO of Hope International, a global christ-centered economic development organization that serves around the world. He received an MPP in political and economic development from Harvard's, Kennedy School. Peter has co-authored 15. Books, including Mission Drift, which is an award winner. And then Chris is the Senior Advancement Ambassador at Hope International where he employs his passion for advancing the initiatives at the intersection of faith and work. Chris serves on the board of Mile-High Workshop, he loves to write, having been published in the Denver Post and Christianity today. He's also co-authored numerous books including the one that we're gonna talk about a little bit today, Rooting for Rivals with Peter Greer.

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So if you're like me, you're always looking for ways to get an edge as a leader. And that's why I started my newsletter earlier this year. It's called On The Rise, and I bring you a curious mix of all kinds of articles. So for example, we might talk about the long-term trajectory of giving or church membership or myths about Baby Busters and Boomers, the real story behind Oppenheimer, how to tie your shoes correctly. Believe it or not, that's a thing. And then, you know, it's whatever catches my attention, like how to make meetings shorter, for real. Or, the best bike routes across America, or podcasts I'm listening to, or videos I find really fascinating. So if

your interest is tweaked by that, think of it as your online reader. It's the best content I can give, people seem to love it. It's my most opened email of the week.

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And you could subscribe for free at ontherisenewsletter.com.

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Well, often you think about the power of a great sermon but you might underestimate the power of great experiences. That's why I'd encourage you to think about bringing a Compassion experience to your church. It's an interactive way to witness the realities of life for children in poverty, and the church's incredible response.

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I've had the privilege, like, some of you had, of going to Guatemala, Nicaragua, or Africa. I've been to Central America and not so much Africa, but you know what?

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For the average person, they haven't been there. They haven't seen it. They haven't been in The Villages.

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Well, what if you could bring an immersive experience to your church compassion is currently working with the local church to release over two point, two million children from poverty in Jesus name and I personally been a supporter of them for years.

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My wife and I sponsor several children. To learn more about compassion, visit compassion.com/carey. And now, let's dive into today's episode.

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Here is my conversation with Peter Greer and Chris Horst.

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CAREY NIEUWHOF: Well, Peter and Chris, welcome to the podcast.

PETER GREER: Thanks for having us.

CHRIS HORST: Yeah, great to be here.

CAREY NIEUWHOF: Yeah, yeah, so Rooting for Rivals. I saw the book, one of you sent me a card and a note in the book, is that right? Was that you Peter?

PETER GREER: That was me. Yeah.

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I've been a longtime listener of the podcast and you made some comments that related to some of the themes. Thanks for reading it. It means so much.

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CAREY NIEUWHOF: Well it's a needed talked about subject and the book came out a few years ago but I It's only gotten worse maybe, over the last few years. Rivalry has become more intense, less cooperation, more competition. So you diagnose, I want to start here. You diagnose a rival, is apeering to compete for staff funding or recognition.

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So you guys have been involved in a non-profit for years. So it could be you know, our competition is other nonprofits, businesses see other businesses as competitors. Believe it or not, if you're in the church, you know this no surprise, churches see churches across town as competitors write that what you're talking about. How does that set us up for natural competition? Like when you think about it, why do so many of us go there saying I'm competing with the growing church down the road, or I'm competing with this church that's stealing our people.

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Why do you think that seems to happen in almost every industry and field?

PETER GREER: I think this topic of rivalry is nothing new.

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I do appreciate you say that it's, you know, maybe feels more acute right now, but even in the opening pages of scripture, we see Cain and Abel, sibling rivalry. It starts a long time ago and it continues today. This idea that there is not enough to go around and so we see the other, especially those that are closest to us, as a threat. And you're exactly right it. Oftentimes, we don't compare ourselves with individuals or organizations that are so far removed or in a different sector oftentimes, it's organizations that are closest and I believe that it's rude. It really is this worldview

of scarcity. There's not enough to go around, there's not enough funding, there's not enough staff, there's not enough resources, and so we identify other organizations as the competition here is our team, that is their team, and that is who are we are competing against and we believe that is a common but fundamentally flawed way of viewing other organizations.

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CAREY NIEUWHOF: Chris, what's your take on that?

CHRIS HORST: Yeah I mean it is as old as time. I mean it's evident as Peter said with Cain and Abel. You look at Jesus' disciples, you look at the early church, you look at the history of our tradition, the Protestant tradition, you know, protest is in our name. So there is this dynamic of, we see challenges and issues within our institutions and we blow them up, and we build new ones, and we split, and we divide, and we're not arguing in the book that every rival or every, you know, peer organization should merge into one. What we are arguing is that we could do a lot better of working together, and recognizing the respective gifts and strengths of organizations that we don't work with him or the church, is that we don't attend and in doing so I believe we can create a better witness for the gospel and culture at large.

CAREY NIEUWHOF: I'd love you to share, because you tell some stories in the book about rivalries and competitive tactics that you've actually seen in ministry. So feel free to pull from the horror show files if you want. But it does get pretty bad at times.

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PETER GREER: I think, you know, oftentimes when yet look at others, it is perhaps easier to see you ways that they have had an unhealthy view of competition. But really as we explored this, I mean, these were issues that we were feeling and on went so far as to have a little graph on my wall right here next to me, and it was graph of the growth rates of hope international. And who did I compare myself against? It was other nonprofits in the space. And I would measure how well we are doing based on the relative growth towards others and that just does crazy things. It does crazy things when we identify these other peer organizations as our competition, it either leads to an inflated sense of pride. Look at us, we're growing really fast right now compared to the others, or, what are we doing wrong, as opposed to a different question. How we doing with the resources and opportunities that God has given us right now in this moment?

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So, yeah, I guess maybe the first horror show is when we I looked in the mirror and saw that, we had some unhealthy things in our own life, in our own leadership.

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But then perhaps the most acute example that I did see was when we released a devotional that was built around a question that God asked Moses of, what's in your hands. And was really a devotional talking about how oftentimes God uses what He's already entrusted to us in doing the miraculous. And as we launch this video, there was another nonprofit that reached out and said, Peter, you gotta stop using that video and the reason was because they said, we have trademarked Exodus 4:2. They had trademarked those words and I guess two questions, Carey, one, I didn't even think it was possible that you could have a trademark on a Bible verse and turns out they had filed for it. But the second question is, why would we do that? And I think that when we view other organizations as our competition, we hold on with tight fists to things that really are not even ours to hold onto but to be fair, a few months later, there was a third organization that used that verse in a similar way.

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And I remember reaching out to Chris and saying Chris, they're using our verse on that. And I think it was at that moment that Chris helped me see there was a giant log protruding for my eye that I better pay attention to on this verse. But how easy it is for all of us to hold onto things, especially when it is rooted in a belief of scarcity how easy it is to hold on to things that really should be held with open hands.

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CAREY NIEUWHOF: Chris, what's your take on that? What are some of the things that you've seen and feel free to share some examples. Yeah that that one's pretty extreme. Like actually, you know, I love that trademarking a verse from the book of Exodus. It's like, yeah, I don't think you can do that. I'm not sure that's going to stand up in eternity.

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CHRIS HORST: There are the personal examples which we talked about.

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I mean ultimately as leaders and staff members at faith-based nonprofits, we have our own battle you know to fight on this front. But then institutionally I think we also saw some really jarring examples within our own sector in the Christian relief and development organizations. But also within the Bible translation movement.

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One of our friends shared a really striking example from from his foundation where he shared that different Bible translation organizations approached him asking for money. And they, each were asking for the funds to fund the translation for the exact same language for the same people group.

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And the thing that was striking to him when he went back to them and say, do you know these other organizations are also working on the same translation? They had no idea. And again that wasn't insidious. It wasn't that they were trying to kind of fight against these nonprofits, they're just so focused on their own work and their own project they're missing the fact that there are other organizations, peers, friends, out there, Brothers and Sisters in Christ who are doing the exact same work at the exact same time and they were totally unaware of it. And so that example, I think ,maybe we'll get into more of kind of how that came full circle, but I think that those realities are true and every sector in the work that we're doing right now of organizations just being so focused on building their own little kingdom that they missed that the Big K Kingdom.

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CAREY NIEUWHOF: Well, I wonder if some of that is a natural evolution of where we've come as a culture. So for example, you know, you go through any um town or village or city in America or Canada and you'll see an Anglican church, Presbyterian church, United Church, United Methodist church, right across the street from each other, very normal, and then sometimes a Baptist church or Pentecostal church more on the edge of town, etc. And it made a lot of sense because you didn't have connectivity, like if you're gonna go to Presbyterian church, you had to be within walking or soon driving distance.

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And so it would be natural that you're cooperating with other Presbyterian churches, but like you're the only game in town. You're the only hot dog stand in town now all of a sudden, you know, we have much greater mobility.

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We've got much greater awareness. Do you think some of that is that play, think about Bible translation societies. Yeah, fifty years ago, you could potentially because you just didn't have three translators in Haiti working on the same translation and you be unaware of it. Do you think some of that is technology and we just haven't caught up or do you think it's more malevolent than that?

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PETER GREER: You know, Carey, here in Lancaster, Pennsylvania, where I live, it's really interesting to look at when I moved here, I thought that there was the Amish, and any time you see a horse and buggy, I guess, I thought that was all part of one, but you can actually trace the history back and I think there is this history of, you know, it is one organization, one group of individuals, and then a difference of opinion and a split happens, and another split, and now there are multiple different branches within this broader community.

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CAREY NIEUWHOF: Yes. Say more about that because those of us who don't know, Amish culture as well. I think our shock like that went on for a few pages in the book and just tell some of the distinctions like it's crazy.

PETER GREER: Well I mean you actually can tell some of the differences, they have chosen to paint their buggies a different color so you can actually if you're looking carefully enough you can tell even the different type of the Amish or old order Mennonite, based on the color that they use on their buggy. As if to say, we're not quite like them, there is a difference. And some of the splits have happened over some maybe significant theological differences, but some of the splits happened over, what I would say, are some pretty minor differences about certain aspects of clothing and the use of buttons vs zippers and um, believe it or not, there have been splits over perhaps less significant issues than that. So I think there's something in us and this is not to point to the Amish or old-order Mennonite, I think it's actually just to recognize that if we're not careful, we can very easily look at others and need to have some sort of validation by saying we're different.

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We're not like them. and that leads to splinter, it leads to factions, and really what we're seeing is, but what if?

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What if we could rediscover a shared mission that was beyond any organization? What if we could rediscover a bigger and more compelling mission to go after and instead of focusing on those minor differences? What if we had clarity about what is most important and then had some pretty creative partnership in pursuit of that. So, to think beyond our smaller differences and maybe to rediscover what we do have in common, we think that is where the movements are happening in our time, in our day. And that's what we want to be a part of. We want to be a part of not just building a smaller organization, but being part of a mission that would be impossible for any one organization to accomplish on its own. A mission that requires us to have some creative alliances with individuals that are pursuing that goal together. And again, there's so many great examples where right now in our time of that type of movements that are happening.

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CAREY NIEUWHOF: So Chris, I want to bounce a theory off of you. This is when I developed a few years ago so I'm in Canada. We have a tiny splinter of the population that's going to show up in church this weekend, less than 10%.

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And that's just the way it's been here for a while. My theory is this, and feel free to disagree, you don't have to be polite. When Christians are in the majority in a culture where most people are Christians, we define ourselves by our differences.

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And so we say, this is how we do baptism, that's how you do it, we're buttons not zippers.

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So it's sort of, I've got to distinguish myself from you, because everyone's going to church. I just have to say why we're different. When Christians form a minority in culture, in a place like Canada, in a place like Europe, Australia, New Zealand and many other places around the world, I think we're united by our commonalities, not our differences. And so I kind of grew up doing ministry going, okay, Jesus, Bible, prayer.

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You believe in those things? Awesome. We're friends, not rivals. Um, do you think there's a difference between majority and minority culture? Because America is very

quickly moving from majority to minority culture, which is one of the reasons I wanted to have this conversation. What are your thoughts on that, Chris?

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CHRIS HORST: I agree completely. I mean, I've even seen it where I grew up in Lancaster, Pennsylvania. It is a majority Christian culture and I did feel that there was a really intense perspective on this church versus that church and what they believe, and what they believe. Being in Colorado where it's like last I saw less than five percent of people go to church on a Sunday morning or are regularly a part of a church.

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There is, I think, a spirit of kind of surprise even when you see someone out of the church or your church, that is a fellow Christian that, you know, from, you know, school or something else. And you're like, wow, you go to church, that's amazing. And you go to a different Church than me, that's great. It's a very different perspective here than even where I grew up, which is more like the Bible Belt, I'd argue, than here and so, you know, we make the same argument in the book that the kind of cultural winds right now in the United States, in particular, I think are creating an opportunity for the American Church specifically to learn from the Canadian Church to learn from, you know, churches and places where the church is minority and begin to work together. More effectively and not operate from this kind of fifty-year-old viewpoint. And you know, the Pew Trust is one of the most reputable polling and data companies here in the US. And they've been looking at American's view of the church over the last five decades and assessing America's level of trust in the church. And when they started doing this study on specifically on the church about 40 years ago, the percentage of Americans who highly distrusted the church and organized religion was at 7% and today, it's over 21%. So it's triple. So the percentage of our neighbors at a high level, highly distrust us as a church, has tripled over the last four decades and the same thing has happened on the flip for those that highly trust us. So it went from like 45% down to 20%. So over cut in half our neighbors that are highly trusting of us so we've got an increasingly suspicious, distrustful reality of the church from our neighbors, and this is certainly in some ways discouraging. We, I think, in many ways brought this on ourselves, but it also has an opportunity as you say, it's an opportunity to say what are we ultimately about? What are the things? What are our hills to die on? And then even in that place of difference and we're not saying uniformity is what we're going for. But how can we walk out in unity alongside our brothers and sisters in the faith, even if they

believe something different leading us about zippers or differently than us, you know about baptism?

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CAREY NIEUWHOF: Peter, what's your take, any thoughts on moving from a majority to a minority culture?

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PETER GREER: So Chris and I work for Hope International so we work in 23 countries around the world and we have both experienced what it looks like to show up in minority cultures and context. And when I was in Afghanistan, there were not multiple choices of where to go to church. There was one. And similar when we have traveled throughout different countries in Asia, there are not a lot of choices and there is this element of it does force you to come together.

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And I guess, yeah, as you said that there's, there's an upside on that, there's a beauty of that. And I think about John chapter 17 and the last and longest recorded prayer of Jesus was for us. He prays for those who believe in his name. So anyone who is a follower of Jesus, Jesus was praying for us the night before he went to the cross and the prayer is specific. And the prayer is that we would be brought to complete unity and it says, then the world will know that you have sent me. So there's something about our witness to the world that hinges on this issue. So, we would argue that this is not just a nice issue. Like, hey, we can accomplish a little bit more if we figure out how to get over our petty rivalries. We would say this is central to our witness to the world and maybe what Chris just shared about, the data about decreasing trust.

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Maybe, there's a connection when the world sees division all around, look at the church and they see that same level of division. I think they have a good reason to be skeptical of whether or not we actually do have the most important thing in common.

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And so I guess that's really what animates us of how do we live into that prayer that Jesus had in John chapter 17. How do we figure out how to have the most gracious approach to each other and maybe rediscover a spirit not of rivalry but a spirit of

friendship as we pursue bigger and better and bolder goals than we ever could accomplish on our own.

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CAREY NIEUWHOF: I'd love to talk to you about abundance vs scarcity thinking because you raised it already. I think that's a huge issue. It's a hisher issue in life. Um, talk about abundance vs scarcity. Maybe we'll start with this. Why do so many people, what does the psychology behind scarcity thinking?

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CHRIS HORST: I'll tell you, it's really woven deeply into who we are as humans. I see it with my four young kids, almost every day, where, you know, that one marker of the 75 that are in the bin is the marker that's creating you know, this incredible scene in my home and there are 74 other markers and in fact that markers going to be back in that bin in about eight minutes and yet, it's like, we just cling to that thing, we just desperately want it. We desperately need it. And I think as leaders it's the water that we swim in and it's so hard to get away from scarcity thinking. I remember being a new fundraiser with hope back in 2010.

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And so I had this opportunity to go and pitch Hope International to a group of really prominent businesspeople and pastors at one of the largest churches, think at that time was the largest church in Colorado. And so this this felt like this moment for me like I'm going to get a chance to go and tell everyone at this you know breakfast, why Hope International is the very best nonprofit that they could give to the most efficient and so I had my standard whole presentation and then I added this last slide on my PowerPoint deck that compared Hope to really amazing organizations like International Justice Mission, Compassion International, Healing Waters. These are organizations that are doing incredible work, but I looked at how many people you can serve per dollar over the course of a year using really crass data from annual reports and I charted Hope versus all of these other organizations.

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And as you might imagine, Hope came out like the bargain winner in that comparison. And so we were like the clear like, if you care about, you know, efficiency and you want to make sure your dollar goes farthest, you should give Hope International. So I give the pitch and my hey, listen, these organizations are awesome. You'll spend a lot more to minister to one person in the year than you

would if you give to Hope. But you do you like, you know, whatever you feel called to is awesome. And then opened it up for Q&A at the end of the presentation.

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And one of the pastors that was in the audience that hey, that last slide was like it felt like an apples-to-oranges comparison. I mean, you're doing very fundamentally different things. And that just felt kind of strange that you would kind of compare hope to these other organizations.

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And it was this really humbling moment of recognizing that, you know, was like Peter talked about earlier. I was looking in the mirror, and seeing your own scarcity thinking of like, this was my chance.

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If I don't put down all of these other organizations that are, by the way, closing down brothels, changing laws and countries about trafficking, helping children to meet Jesus, and like be like in a supportive community of friends. I mean, if I have to put that down in order to talk about hope, I mean what an absolute tragedy of a sinful heart. And so it was I was so glad that that that that Pastor, and I still know him, Dave, good guy, I'm so glad he had the courage to sort of call me out in front of this group because it was just, it was the, the sort of the mirror that I needed to recognize that that's not how I want to go about fundraising for this organization. I can fundraise for Hope in a way that elevates the incredible work God's doing through Hope and celebrates the incredible ways in which other ministries around us are enabling Hope's work to thrive. Like we need to be working alongside them.

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We shouldn't be working in competition with them. We should be arm-in-arm with them. Thankfully, we've grown a lot in that, I think in large measure because of recognizing, there's just no life in that area of scarcity thinking, there's just no life. It makes us feel gross.

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CAREY NIEUWHOF: Peter, I'd love for you to talk a little bit more about scarcity thinking. So in the scenario that Chris raised, you have Pastors sitting there and I know I'm just speaking on behalf of a friend. I'm not saying I've ever had these thoughts when I led a church, but there is this natural. I love how you're saying. It's just natural to think scarcity, that hey, if I let Hope International into my church, that

means less money for me, right? So a lot of pastors and a lot of leaders of organizations, get very protective of, well, if I'm running a restaurant, but I talk about other restaurants, I'm going to lose business.

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I'm running an auto repair store garage and I talk about another guy who does transmissions better, I'm gonna lose business. If I'm a landscaper I talk about other landscapers, I'm gonna lose business. And so there's the scarcity mentality when it comes to you know, your first ten percent has to be to our church and then if you want to give over it above you can give to other causes like Hope or Compassion, etc. What are your thoughts about that kind of scarcity mentality?

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PETER GREER: And I love what Chris said. There's no joy when we become obsessed with comparison. Mark Twain said that he said it is the death of joy. Um, that is true and that is what we've experienced and the opposite is actually true as well, that there is an energy. There is a refreshment. There is an excitement when we can think beyond just the balance of our organization, but I think it fundamentally comes down to bad math, Carey, like what we actually believe if we've got a community of individuals.

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And we have an individual that leaves our church, but goes to the other church and is so animated by that other church that they invite four of their friends. What's our math? Is our math minus 1? Or is it plus 4? And I think too often we just have bad math because we do not think beyond the bounds of our organization. And I think you're totally right. Fundraising is where we feel this most acutely. We think there are limited resources. And I so appreciate, Chris was talking about IJM, but Melissa Russell was leading their fundraising team and I so appreciated her perspective that when the ice bucket challenge was happening, a friend came to her and said, Melissa, I wish all of this attention was for you and IJM.

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And in a world of scarcity, that makes sense, right? If people are paying attention to this other cause that means there's less attention for the good work of IJM. But she kind of turned that on its head and said, imagine if you had a family member that you love that was dealing with ALS. Imagine how it would feel right now when the world is paying attention and that moment does not take away from a broader movement of the ability to get excited about a broader movement's generosity. And

then she said this, that I'll never forget. She said, I believe in a God that took five loaves and two fish and fed the multitudes. And my favorite part of that story is that there was a basket full of leftovers for every single one of the disciples as a giant exclamation point of, guess what? God's got enough. God has absolutely enough. So I think maybe it's a little bit rooted in, yeah.

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Maybe we need to think beyond just a fixed pride. Maybe we need to think about a God of abundance that can do abundantly more than we could ask or imagine, then maybe just one additional thought.

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If we're going to be competitive about anything, let's be competitive with the fact that as a percent of GDP giving in the United States has been static at around two percent for the last fifty years. There has been no movement in the broader percentage that we get. So what's gonna happen if we actually collectively say let's move the needle on that? Let's move the needle on the broader generosity movement. Let's go from two percent to four percent. Guess what happens, then there is more than enough for all of us. And I believe that sort of bigger vision is going to attract more individuals to want to be part and it's going to expand that amount of resources for all of us when we start tearing down each other and start casting bigger visions, broader visions that require some creative collaboration.

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CAREY NIEUWHOF: So two things. One, I did the Ice Bucket Challenge that was almost 10 years ago, and until you mentioned it. I was struggling to remember who on Earth was out on behalf of like, I don't even remember, I just remember the ice bucket challenge. That was one of the first viral things that happened, you know, on social media to raise money for charity. So there's that. And then second, talk to the leader who says hey I need to raise three million dollars a year for my organization. If I start profiling you that's going to cut into what I take. Now you've got all kinds of examples in your work that show the opposite but speak directly to that leader and say think again, your math is bad.

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Scarcity thinking leads to dwindling resources. Abundance thinking leads to expanding resources. Some of the people are going to need data so help them. Help them see it. What would you say to that leader?

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CHRIS HORST: Well I'm not sure this data can be applied to financial giving but I will say, you know, every Giving Tuesday for probably the last seven or eight years, Hope International has given away our platform. And so we recommend five other organizations that, you know, our donor base, those that subscribe to Hope, should give to. And so we just started doing that like here are organizations that we love. Sometimes it's organizations we were working with. Sometimes, you're just organizations that we think are great and it is our most opened email, most clicked email, most feedback email that we send out every year for the last 8 years.

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So that's one little data point of how countercultural it is to operate that way as a nonprofit that also needs to raise money and also Giving Tuesdays a great day to raise money. And it's such a small thing that we do, but it is so surprising to our community of supporters, because it's just not something that many nonprofits do. And so I would suggest that when we think about specifically fundraising and that leader that needs to raise three million dollars, the first thing I would say, and this sounds so simple, but I think for fundraisers, it's really important that we remember this.

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There are no donors that are our donors.

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There are no donors whose money is our money. And so, I think a lot of times we operate, and the way we conduct our fundraising, like we have power over another individual and over the way that they give, and in fact, we don't, we can invite, we can cast The Net, we can extend an invitation, but ultimately, we are not the ones that are that are writing the check, that are sending the pledge, and making the gift.

[00:33:29.200]

And when we can believe that then we start to ask the question if it's not our donor and it's not our money, then how in the midst of that truth, would we want someone to approach us and invite us to get involved in their organization? And I think we've all been a part of organizations that will not relent in their solicitation. They will not relent in the mailers they're sending us, the desperation, the scarcity, the ways in which things are, you know, give now or children are going to die, give now or people are going to starve. Like it makes us feel guilty and shameful because we

aren't getting involved and we can write a go away. Like appease-my-guilt check but we're not going to give in a transformative in a generous and excited way to a cause that's raising money like that. Now I'm using an extreme of kind of abundance and scarcity, like the children will die if you don't give today.

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But most I would say most nonprofits still lean toward that's that posture of urgency and that posture of desperation that I would say really runs counter to what Jesus calls us to in thinking about raising money. I mean the story of the loaves and the fishes we look at kind of all of Scripture, even going back to the Old Testament and the offerings, when the church was at its best, money wasn't an issue. The generosity from God's people came out of that place of trust in God, and trust in God that he's going to meet our needs. And that might mean their budget shrinks some years. I'm not making the case like prosperity the gospel like you start abundance fundraising then your budget's gonna grow every year. It might be that your budget doesn't need to grow. It might mean that you have to shrink for a season. But operating from a place of abundance and God's big K Kingdom, I would argue, is the obedient thing to do.

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And so it's not really a matter of like, will it work or walnut work? I really think it's a matter of either following God's prescription for how we should raise money or disobeying it.

[00:35:38.000]

CAREY NIEUWHOF: So I want to get Peters take on what he would say to the person who's just gripped by scarcity thinking but forget their, I got asked the Machiavellian question, which is, so when you send that email on Giving Tuesday, does anybody donate to your cause? What happens?

CHRIS HORST: Good question, Peter, do you know the data on that?

[00:36:02.500]

PETER GREER: Okay, I thought you were gonna ask a different question. Does anyone actually follow up and donate to the other organizations? And that I can answer definitively yes, we know lots of times that individuals support these other organizations. So the answer's yes to that. Do people give to Hope on that day, I would say probably not.

[00:36:21.900]

People end up giving more overtime because they see us as an organization that is not relentlessly pursuing its own good. And has a vision that is beyond just what we can do. Absolutely on that. So I would say probably lower on that day but I think longer term it results in a greater level of trust and unfortunately, it sets us apart. It's an uncommon aspect of Hope that we really do try to do everything possible to say, let's regularly, routinely, think beyond. And while that's an example of fundraising, I think the same principle applies with our staff prayer times. Regularly, are we praying for other organizations that are within our sector within our space?

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Regularly, are we being generous with the way that we are open-sourcing information that might be helpful to other organizations? Yes. And what happens in those moments? Relationships deepen with these other organizations creative partnerships happen and I would say there is an acceleration of the good that we're able to do as a result.

[00:37:28.900]

CAREY NIEUWHOF: I appreciate you thought I was going to ask a different question. I see it as my job to ask the question that honestly, a lot of people are thinking and no one has the courage to ask in real life. So it's like I get to have a fun conversation and ask the awkward, ah, perhaps sinful questions. So yeah, thank you for the answer. And I think you're right intuitively. It's like, oh, yeah, I'm gonna give to these guys today. But then you remember hope and perhaps it comes back too. So again, Peter, talk the scarcity because an abundance mindset is something I want to embrace in my life and I've been working on it for decades. I'm not saying I'm there. I'm just working on it.

[00:38:06.900]

Talk to the person who still stuck in scarcity thinking. How do you talk that leader off of his or her cliff?

PETER GREER: Yeah, I guess I would maybe be super pragmatic and just say try it. Try it and see if as a result, you have more joy, see if you have deeper relationships with others, see if you feel like a little bit of a lightning of the oppressive way of every conversation has to be somehow bent back to yourself. That's not life. That's not relationship. There's no joy in that. Yeah, this one line, give yourself the gift of getting over yourself, and maybe that's part of this. Have the fun of actually not thinking about every conversation in what is there for you.

[00:38:57.000]

Then have this broader piece of saying, what are the resources that are entrusted to us in this moment of time? And how do we maximize the good? And again, our experience not just with Hope, with other organizations, is absolutely in a line. Love Proverbs 11:25, it just says whoever refreshes others will be refreshed. And that is absolutely what we have experienced. As we have grown in our generosity to other organizations and having a more charitable mindset to our peers, I would say there is more energy, there is more vision, there are deeper relationships with others. And again, the ultimate outcome is, there are more people that are being served through Hope and these other organization, there is more good that is being done around the world and so we just get excited. So for the person that maybe is having a hard time, I would just say try it.

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CHRIS HORST: And I think it practically, as leaders of faith-based nonprofits, one of the things we've observed is that it really it takes practice and discipline to actually do this, you know, having participated in a lot of sales and fundraising training over the years whenever someone you're meeting with the donor potential donor, it almost always happens that early in the conversation they start making the connection between mean the work they're hearing about at Hope and these other international ministries that their churches involved in or that they've been giving to forever. And so they start sharing about these other causes and they start talking about clean water and how they've been involved with clean water and why it's so important in Congo and as a fundraiser, the training is redirect. I see that you're interested in Congo. Hope International also operates in Congo, and then you segue beautifully, you know into your pitch and I think that the opportunity is in that moment is to actually be present and curious with that person.

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Say, like how did your church get involved in clean water in Congo? And just keep exploring and learning more and growing in sort of your own understanding of the issue? And like why does clean water in Congo? Like why is this specific Church involved there? And how did that become an issue? And are there any organizations doing great work there? And what are they, and should we be connecting with them? And should we be telling others about them? And you know, that's self-forgetfulness, both for us individually and as organizations, I think ultimately leads to just more joyful conversation, it leads to that individual feeling really heard and known and I think ultimately that's what we're called to. And so I think it's kind of getting off our own track, and just being really present in that moment. And then this age that we live in, with the clutter and the busyness, and kind of messages

always coming in at us. I think providing the gift of being present to someone and listening to them and truly being curious is really a sacred opportunity that we have as Christians.

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So yeah I would argue that it's difficult though because it really runs against a lot of how we've been trained in wired in order to raise money in order to represent a cause.

CAREY NIEUWHOF: Well, in further evidence of that, just reread, Dale Carnegie How to Win Friends and Influence People and the listener usually wins, right?

[00:42:15.800]

If you're interested, rather than being interesting, it's amazing. What can happen. So I hear what you're saying. But I can also see and I'm, you know, I'm kind of unpacking objections here because I'm firmly in the abundance camp. But I also understand scarcity mindset. Some people are saying, well, maybe abundance thinking is for people who are affluent, because if you knew how tight it is around here, you knew how hard we fight for every dollar. You knew how close the line we actually live. That if we lose 10%, we could go under, and have to close the doors.

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So how do you maintain a posture of abundance when really you don't have a lot?

[00:42:55.600]

PETER GREER: We might be the wrong people to ask that question. The work that we do brings us into relationship with the global Church in places of extreme poverty. The core models that we use are individuals saving together, individuals investing in each other's businesses together, and we have seen community and generosity in places that would take anyone who is having that conversation maybe have a little bit of a pause to say that. So I guess I would push back a little bit on that. And yes, it might mean a change of plans. Yes, it might mean that we need to do things differently. But I just, yeah, do not believe that there is not going to be enough.

[00:43:42.000]

And maybe there might be some additional creativity that will come. And how many organizations discovered significant changes that happened in the year 2020, when regular operations were disrupted. I can tell you from our vantage point, the answer

is a lot. There was new innovation that happened when individual said this is a change in circumstance. Let's figure it out. And I think in a similar way, instead of just bemoaning the fact that we feel like, oh, we don't have enough, I think to shift that question and say, well, here's is what we do have, what's the way of maximizing the good of that and real quickly having the forward momentum as opposed to just sitting back in a posture of, there's never enough for us to do. I think there's great Innovation if we have eyes, vision, and creativity to say this is where we are, let's make the most of it. And again we are inspired regularly by the families we serve around the world.

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That model that generosity in abundance mindset is not tied to the real dollars that are involved.

CAREY NIEUWHOF: Chris, any additional thoughts on it?

[00:44:49.300]

CHRIS HORST: Yeah, I remember being in Rwanda and being in a group of individuals that were living on less than \$4 a day in a savings group and there was a woman that was in the community whose husband had just run out on her. And she came to this savings group knowing that the savings group was meeting. And she basically said, hey, I've got nothing. I need help. And the group members rallied at that meeting, came up with sixty dollars in addition to a bag of beans and rice. And, you know, I was just there as an American sort of observer, donor, supporter staff member, watching it happen. I didn't, you know, we weren't asked for money, it was just she came to this community.

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And they put together an incredible sum of money, you know, which could have been used for their business. It could have been used to feed their children. It could have been used to pay for their school fees, to put a better roof on their house. You can kind of you run through the list of the things that that sixty dollars in that food could have been used for. And again, I don't I'm not in touch that community today. It's been a long time. What happened? I don't know. But I would argue that's the obedient faithful witness of the people of God and that in God's mysterious beautiful economy, as we operate that way where we just say, you know, we we need to respond generously and open-handedly in this moment. Ah, God honors that and and he provides the daily bread even in ways that that don't seem intuitive.

[00:46:22.100]

CAREY NIEUWHOF: I couldn't agree more. Haven't travelled, as widely as you have, but I've spent quite a bit of time in Guatemala, some in Nicaragua, and you're in our work there, you're among the poorest of the poor living on less than a dollar a day in the hospitality shown by them. Would embarrass most North Americans. I mean, they have almost nothing but come into my house. Stay if you want, let me prepare a meal, and they break out a feast and you're thinking my goodness, this can be two weeks worth of income for you to feed a slightly overweight Canadian, like what is going on here? And it's really, really humbling and I love the direction you took with that. Second thing, and I think your reference this in your work, but you know Craig Groeschell has said a pivot point at Life Church was they were struggling for resources. They didn't have enough margin and back in 2006. They made a decision to open up Life Church Open and just give everything away and then they built out YouVersion and they have donors fund it so you and I can open up the app, and he said that has blown the lid. Like the very counterintuitive thing, we're going to give everything away has blown the lid, off generosity at Life Church. Are there other examples where you've seen pivots like that with Craig and feel free to nuance it. You did the research? I just had a conversation but that's as I remember, It from Craig.

[00:47:42.500]

PETER GREER: No, you're exactly right and we were with Life Church and they gave us a tour and they showed us what they had done and we came back from that and we said, let's do the same thing. So we created a part of our website and literally everything that we have is available for free. And there actually were some resources that we had jointly developed with another organization. But raised money to basically compensate the other organizations so that we could make these resources available for free for anyone else that wanted to replicate similar models and we've experienced the exact same thing that has opened up the doors to incredible relationships. And then in a similar way I remember early on in the pandemic when we were trying to figure out how do we get messages to the places that we serve about what it looks like to respond well, Vision Fund was incredibly open-handed with us saying, these are some of the resources that we've developed. There were flip charts that we were able to very quickly use and get messages that truly were life-saving to the families that we serve around the world. And so we have both been a practitioner and a recipient of that sort of a posture of open-handedness. And yet the what Life Church has done is inspiring.

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For any nonprofit that does not open source their materials, the question is, are they operating within their charter to not grow an organization, but to provide a good for the world or for the community. So we take a pretty, what I hope is not a radical stance, of saying, what if we all open-sourced everything? What if there were no trademarks? Yeah, I think that it would be an accelerant to the good work that's happening around the world.

[00:49:33.000]

CAREY NIEUWHOF: Another big problem that you touch on is envy. Can you explain how you see envy surfacing and maybe why that seems to be such a persistent factor? Because, you know, there's always someone who speaks better than you. There's always someone who's bigger than you. There's always someone who has more money than you. Envy's a very real thing talk to us about Envy.

[00:49:56.500]

CHRIS HORST: Well, I remember when I started at Hope, so I have been at Hope International for 17 years. And when I started Hope, we were the little guy. No one knew Hope International, we were, at that point around a 5 million dollar-a-year budget, probably about 1,000, donors, working in a few countries. And today, you know, we're like looked at by a lot of our peers is like a large organization 36 million dollars in funds raised working in 20 plus countries. You know, I think about 1,000 employees globally as part of the Hope International Global Network and so over the course of the last 17 years, I've had this really interesting perspective of going from being a place where everyone else was bigger than Hope, it seemed like, and everyone else had less challenges and paid people more, and had better benefits. And, you know, go to the list. And now, to a point 17 years later, we're going to nations are coming like visiting Hope to learn about how we grew and you know, how we operate and it's it's still surprising me when I meet people and they know Hope International the real one because it's kind of a little bit of a bland name. I mean, there are a lot of hopes in the world. And so I'm just so I'm like conditioned that when someone says, oh, I know Hope, I'm assuming that they know some other Hope in an in fact, a lot of times people actually know this Hope, the real Hope where we were, not the real hope. Sorry, that sounds cutting. They know the hope. It's real to me as an employee and so I think that the journey of envy for the people of God is one where we first and foremost have to say, we live out of a response to our perfect savior.

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So, we live in response to the one who committed no sin and so our envy should be like, how do we allow that perfection to permeate us a little bit more individually?

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And how would we allow the perfect nature of God to permeate our organizations a little bit more? And when we start comparing and looking across at that organization that's a little bit bigger, that's grown a little bit faster, or has a little bit more PR, they've gotten more celebrities to endorse them, they've gotten more big churches to come on board.

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We're really comparing ourselves to the wrong place, and our comparison should be, in a healthy way, to look at the glory of God and say, like, how beautiful it is that we serve this sacrificial, generous, abundance minded Creator, Savior?

[00:52:35.500]

And out of that place, we it's not like, you know, we're not beating ourselves up for that but we're recognizing that our goal is just to try and get out of the way. Our goal isn't to try and replicate these other organizations that are doing great work. It's just trying to like let God's goodness in more than we're the like our nature is like inhibiting God wanting to kind of breakthrough us as individuals in our organizations.

[00:53:01.600]

CAREY NIEUWHOF: Is this any way related to an earlier book? The two of you co-wrote on Mission drift that. Can you see any tie-in? Because I can imagine scarcity thinking probably doesn't really have a super-tight dialed-in mission with expansive thinking, can you make a connection between the two and explain maybe as well? Peter, what you mean by mission drift?

[00:53:25.700]

PETER GREER: Yeah. So, um, yeah, Chris and I um, along with Anna Haggard wrote Mission Drift and really the goal of that was to say over time. How do we make sure that we retain our focus on what matters most are as Stephen Covey says, how do we keep the main thing, the main thing, the main thing?

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How do we make sure we do not drift in our mission and so he spoke to an incredible group of leaders around the world that have scaled and professionalized their own organizations and retained that core mission.

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And so we're trying to understand what is it that they believe and what is it that they do? And I think you're absolutely right to make a connection because in that book we identify essentially twelve different ways that organizations can practice these behaviors we believe lead to a long-term faithful commitment to mission, versus the counterfactual.

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Compared to organizations that have experienced drift. But I think as we looked at mission drift, we recognize that we actually missed out on a really important one and it was the benefit of this laser-focus on mission. The benefit of having that mission when you know who you are, when you know what you're about. When you know what your organization is actively pursuing, you then start to look at other organizations and say, well how do we partner together with them so that we can accomplish that mission better? How do we stay in our area of expertise our area focus?

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But then to be radically open-handed, when we realized the mission that we are ultimately all about has got to be beyond just the work that we are doing. And I liked how it was Simon Sinek in *The Infinite Game*, he really talks about the same idea that when we think about just what's in it for us, that really is finite thinking when he thinks about what is best for all of us, that's where movements happen. That's where there is an excitement. That's when there is real significant change that happens within a sector or industry.

And so really *Rooting for Rivals* is taking, how do we stay, what we discovered in *Mission Drift*, to stay focused on who we are, what we are about and then to broaden that and say and how do we pursue that together with other organizations that are also committed to a similar mission? So it's been fun. Fun to pursue that and maybe just as a parenthetical comment, I've loved the process of writing. Everything that we've written, Carey, is not because we have figured it out. We write as enthusiasts not as experts. We write as people that then use it as an excuse to talk to incredible leaders around the world.

[00:56:05.900]

And yeah, both Mission Drift and Rooting for Rivals, I would say, have expanded our ideas, have deepened our understanding of these concepts, and everything that we're sharing today is really gleaned from the conversations with a remarkable group of global leaders.

[00:56:21.100]

CAREY NIEUWHOF: Well, I think that combination of a laser-sharp mission we know exactly what we're about, but we're open-handed is pretty irresistible, because it's one thing to have, you know, you're drifting all over the place. You don't even know what you are and you're open-handed. Well, alright, but you know, we also know people who are laser-focused and closed-fisted and that's not great. But I think that's a pretty amazing combo if you can be crystal clear about who you are, excited about the future, and open-handed and generous to others.

[00:56:54.800]

That's incredible. Chris any final thoughts? Yeah go ahead.

CHRIS HORST: I remember recently listening to a very popular podcast where a president of a large university was basically asked, is there any check too big? You know, is there any check that you couldn't put to work within your organization or that you would say no to? Like is there any point where you like we aren't the best suited to take the money because someone else could do it better. And it was interesting because he said no. He said, we're the best and it doesn't matter you know what area that, you know, the passion is of that funder we can find a way to say yes to the largest check they could write.

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And I think that's the question for nonprofit leaders to really reckon with and, like, would you be willing, if someone said, we could give you 10 million dollars or give you 100 million, or we give you a billion dollars, like what is your mission? And if you're unable to clarify like this is what this is the territory and the terrain that God's called us to. And this is the work that we feel like we are uniquely positioned to address. And if you care about human trafficking or you care about, you know, children's health and nutrition, here are other organizations that are working on those issues, and give some of that billion dollars to them, you know, put some of that money to work outside of Hope International, goodness. Like, you know, we want to be organizations that say no to that question.

[00:58:30.600]

It's really easy to point a finger at someone that's like looking at like legitimately the billion-dollar checks. Um, but when we look in our own kind of conversations that we're having every day, it's hard. It's hard to say, yeah, we that's outside of our scope or they do that better than we do. It's really difficult not to even verbalize those words.

CAREY NIEUWHOF: Any concluding thoughts?

[00:58:58.800]

I love you turning in the infinite game to that to game theory is is is really fascinating and permission to play again tomorrow. I love that idea, right? This is this is an unending task and I think those of us involved in um causal work, you know, causes that we care about, passion work. Um, it's an infinite game.

[00:59:20.700]

Any final thoughts as we wrap up?

PETER GREER: Maybe just an invitation Carey, which is oftentimes like it's easy to talk about these concepts, right? Abundance versus scarcity or to talk about is our commitment to the kingdom, or is it to our little club? And we just, in our leadership, we want a daily, not just in a book, but daily say, are we making decisions in light of, in abundance, mindset, and in light of something that is beyond us. Us and maybe the invitation is to say, take some small steps, maybe for some individuals it is going to be joining in saying, I'm going to spend more time getting to know other leaders of other organizations. If you're a pastor in a community I'm going to intentionally grow in relationship with other pastors in this community. And I'm going to show up at every single one of those meetings with one agenda item. How can I encourage this person that I'm meeting with? How can I become their biggest fan? Maybe for some, it is actually shifting in our prayer time. How often do we pray for those other organizations that we feel that twinge of envy that you were just talking about, and maybe for some of us it's being generous to other peer organizations, knowing that where our money goes there's a little piece of our heart and are we generously supporting other organizations that are in our space that are also doing really good work? So I guess maybe the invitation would be what is the one step to maybe grow towards a more Rooting for Rivals posture? Because I believe that there really is going to be refreshment and joy that's going to come when we have that posture.

And then maybe the second comment is, and please be on the lookout for where you see this happening. We didn't have time in this podcast, Carey, to give the specific case studies. But even after the book came out, I have been so encouraged by

examples of organizations collaborating together and saying, how do we clear the list of kids that are waiting to be in a safe home? How do we fundamentally rethink foster care so that every child has a home? That story that Chris told about Bible translation. They were on track to see the Bible translated into every language on Earth by the year 2150. They're now on track to see that done by the year 2033. They've taken 117 years off of the pace of progress. And I could go on and on.

[01:01:45.300]

So maybe there's a little more inspiration that would come look for those case studies of where you see individuals practicing the principles of rooting for rivals. And my guess is you are going to see accelerated impact, more joy, and the real movements of our day.

[01:02:02.200]

CAREY NIEUWHOF: Well said, well said. Yeah, that whole Bible translation thing. I'm familiar. I've had conversations with some of the people behind that and to move from competition to cooperation has been transformative and I think, you know, to tie a bow on what we said earlier. When you move into a minority culture AND the world's looking in, John 17 prayer, non-christians don't understand division. They don't understand why, I thought you guys were all Christians. Why are you... and it doesn't mean we have to completely all become totally one organization but we need to cooperate. Chris, any final words from you? Final thoughts, challenge for leaders?

[01:02:41.000]

CHRIS HORST: Well I've spent some time talking about fundraising and so I'll just maybe end there with practical steps. I mean something that I've done historically and fellow fundraisers I've talked to over the years, is that when we host fundraising events or banquets, breakfast gatherings, trips, our tendency is to group all the fundraisers from other organizations together and sort of fence them out from the other donors that are attending our event. And I think that there's an invitation for us to really flip our thinking on that and say, how do we instead be about inviting donors and fundraisers to sit alongside each other and get to know each other? And if someone comes to Hope International Event and they learn about International Justice Mission or Compassion or any number great organizations that might be there, like, awesome. That's great news. That's great news for the kingdom. It's great news for the world.

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So instead of, you know, quarantining them to their own table, intersperse those fundraisers, get those other organizations in front of everyone that's there. Because again, they're not our donors. And we want people to be exposed to how God's work and not have a limited view. And I think we'll stay at that 2% or 2.3% whatever the number is of charitable giving if we operate from a place of scarcity.

[01:04:01.900]

CAREY NIEUWHOF: Well, ah, the book we've mostly been talking about is called Rooting for Rivals. It's widely available everywhere. You also have Mission Drift. And tell me what the other book you wrote together what's called?

PETER GREER: The Gift of Disillusionment.

CAREY NIEUWHOF: Ah, yes. We'll have to explore that some other time. Ah, thank you so much. I really appreciate it. Peter, Chris, thank you so much for your time today.

[01:04:25.900]

PETER GREER: Thanks, Carey.

CHRIS HORST: Thank you, Carey.

[01:04:27.500]

CAREY NIEUWHOF: Well, I hope that was challenging for you, you know, as a young leader for me, I often found myself like jealous and competitive, and then God, right around the time I was 40, really wrestled that down. And I'll tell you it is so much more freeing to get on the other side of jealousy and rivalry. And ambition, it's a pretty big Kingdom. We all get to play a little role and I really appreciate today's conversation. If you want more, you can go to careynieuwhof.com/episode592 where you can get the show notes for free, thanks to our partners, you can also get transcripts. If you want to go down and drill down on something specific that was said that's available for you. Today's episode is brought to you by On The Rise, my curious newsletter of the best stuff I have found that week we can drop it in your inbox starting. Well, today, go to ontherisenewsletter.com And subscribe for free. And by Compassion. Bring the compassion experience to your church. Go to compassion.com/carey to learn more and get started today.

[01:05:26.200]

Next episode. Well, longtime friend of mine, Brad Lomenick, we just go all over the place, kind of off-script. It was a lot of fun. We talk about the best career advice, how

to get connected with influencers without being a social climber, a big issue a template on exactly what to say when you meet your hero, and a whole lot more, here's an excerpt.

[01:05:46.400]

Brad Lomenick: I do want to start with an honoring of your work and that could be simply, hey, you know, Carey, love the podcast. It's really been helpful for me. My leadership journey. In fact, you know I'll give you three other three episodes or three conversations that you've had in the last couple years that really were impactful, you know, your conversation with so-and-so and so-and-so and so-and-so. And here are the things I learned from that. That's honoring in person. It's also honoring in an email.

[01:06:17.500]

So, start there. Now, you don't want to spend the whole time just fanboying though, because that gets annoying. I think the second part of your connection if you're meeting somebody new in that situation that you you admire and you look up to is hey, can I ask a couple of questions that I've really been wrestling with and I think you have a lot of expertise on.

Carey Nieuwhof: Also coming up on the podcast Kevin Kelly, Richard foster and Brenda Quinn, John O'keeffe is back. Miroslav Volf, Arthur Brooks. So excited for that. We got Dave Ramsey, Mike Todd, John Crist and Louie Giglio is coming back too, and a whole lot more.

[01:07:01.100]

So excited for this and for staying to the end, let me tell you. If you enjoyed this episode, I think you'll enjoy the conversations that the podcasters are having who are part of my podcast Network, the Art of Leadership Network. You hear that little Stinger, at the beginning of this show, The Art of leadership Network. Well, there's a bunch of other shows on that Network as well.

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Like The Smart Family podcast, Adam Weber has got a show. So does Jenni Catron, Christopher Cook, and a whole lot more and actually, you know what Brad Lomenick is on that network as well. So, you can go to the Art of Leadership Network on Insta and you'll always know where to find the leadership conversations you need. Give us a follow. The Art of Leadership Network on Instagram and we'll see you there. Thank you so much for listening everybody. Hey, you know, I'm in your corner. If

this episode is helped you, please leave a rating and review and I do hope it's helped you identify and break a growth barrier you're facing.