

612[00:00:01.200]

Announcer: The Art of Leadership Network

Carey Nieuwhof: Welcome to the Carey Nieuwhof Leadership Podcast. I'm so glad you joined us today and I hope our time together today helps you thrive in life and leadership. Well, we are getting very personal on the podcast today, Kyle Idleman and I ended up with a long conversation that had nothing to do with the questions I sent him ahead of time and we talked about sabbatical. He took a break. He was hoping to get a month off and then, well as Elder said what about three? I've talked to so many leaders who've taken multiple months off. We talked about having your productivity as your identity, that owns a lot of people, including me, why it's so hard to ask for help redefining moral failure, that can be really difficult, the power of early intervention, and the surprising value of a sabbatical when you're not actually in crisis. So all of that is coming up. I want to thank our episode Partners Belay and Compassion.

[00:01:00.000]

Your pastor not a superhero. Belay is offering its latest eBook, The Power of Productivity, for free. I don't know about you. I find productivity harder and harder all the time. You can text CAREY to 55123. And, it's pretty hard to get your whole church overseas right now, but Compassion VR will come to you. This is an experience set up that will transport your church to Brazil to learn more about this free experience go to compassion.com/carey. Well, Kyle Idleman is the senior pastor at Southeast Christian Church, one of the largest churches in America.

[00:01:37.200]

He's the best-selling author of several books including One at a Time, God's at War, End of Me, and of course Not a Fan, his book Not a Fan sold over 1.3 million copies and sparked a movement. His newest release is When Your Way Isn't Working. We talk about some of that because he ran into that this summer. I so appreciate Kyle's transparency. We've had a lot of transparent moments on this show over the last few months and I am so, so grateful for that because you know what, it's been hard. Hard to lead. It's always hard to lead and we want to be in your corner.

[00:02:09.600]

If you enjoy conversations like this, please leave a rating and review, tell a friend. It helps us get the word out there and we can bring you the very best show. So if you're a church leader, guess what? You're not a superhero. I know you're great, but hey, you're not a superhero. Just because you're in charge of leading a church does

not mean that you're the one who has to manage all the responsibilities. And a lot of pastors I know, including me in the early days, really struggled with this. So our friends at Belay are productivity experts. For over a decade, they've helped busy pastors like you delegate time-consuming tasks to maximize their productivity and transform their workday. Belay intentionally matches you with a US-based virtual assistant accounting Specialist or a social media manager find the right hire right now and get back to doing what you do.

[00:02:55.800]

Best to get started, Belay is offering its latest eBook The Power of Productivity for free. This guide is full of practical tips and strategies to help you maximize productivity for those you lead and also for yourself so to get it just text CAREY to 55123.

[00:03:16.400]

You might have heard me talk recently also about Compassion experiences and the powerful impact they could have on your church. One of those experiences is compassion VR a virtual reality experience from my friends at Compassion.

[00:03:30.600]

It may not be practical. Well, it's never practical to take your church on a mission trip, like get everybody out there, nobody does that, and certainly right now it's harder to get overseas. This unique experience sets up your church building to become Brazil, like basically through a VR experience, you can expose your church to what Compassion is doing on the ground. You'll be immersed in the true story of a family living in extreme poverty. You'll see the work they're doing and it's completely free. You don't even have to be a tech genius because they do everything for you. So if you're interested about Compassion VR go to compassion.com/carey. And now another authentic real raw behind-the-scenes conversation with my friend, Kyle Idleman.

CAREY NIEUWHOF: Kyle, welcome back. It's good to have you.

KYLE IDLEMAN: It's really good to be back with you. Thanks for having me.

[00:04:24.000]

CAREY NIEUWHOF: You were telling me you did a sabbatical, sort of post -COVID recovery or previously scheduled meeting or what was that?

[00:04:33.800]

KYLE IDLEMAN: Well, you know, it was partly your idea. I was on what I thought was a little bit of an extended vacation. I was taking a week and a half off for the first time in like four or five years. I just kept putting it off thinking, okay, I'm going to have a time here. There's going to be a window, but I wasn't doing it. And during that time, I listened to a number of books, but one of them was your audiobook. And you talked in there about, correct me if I'm wrong on this, but the difference between, I want to say, time management and energy management, this was a big thing.

[00:05:11.000]

CAREY NIEUWHOF: It must have been At Your Best, yeah.

[00:05:13.000]

KYLE IDLEMAN: Okay. And I started to recognize that my issue here isn't just time management, it's energy management. And I took some time away and then realized I needed more time away. So I here's what that looks like. I want to wait until I'm going to write for like three weeks and just get as much cranked out as I could, and after like a week of writing. I had almost nothing to show for it. It's the worst.

CAREY NIEUWHOF: It's horrible.

[00:05:47.600]

KYLE IDLEMAN: Oh, yeah, I'd like four pages. Right and it's the metaphor I use is it's like putting a bucket into a well over and over again and there's just no water. There's no water in there. And so, you know out of that just recognizing the need to dig that well deeper and needing to take some time. I so I came back from what I thought was going to be a bit of a writing break and I told my elders I said, hey I need a month just off. I just need a month off.

[00:06:20.700]

And they came back and said now we think you should take three months off and I didn't want to take three months off. I wanted to take a month off. You know, I felt like there was a lot to be done and it wasn't the right time. It didn't feel planned and intentional enough to me. So I went from thinking I'm going to take a month off to it being three months. And at first I resisted it. I went home though when I told my wife I'm like, hey, they're telling me I need to take three months off and they were concerned about you know, they knew I hadn't been myself lately and I think when somebody says I need three months are I need a month off. I just need to be left

alone. I think that was my exact quote. He you know, that that's a little bit of a you know, that's a little bit of a concern.

[00:07:10.400]

CAREY NIEUWHOF: So before before you go further, why do you think you only got like four pages what when you look back on that? How would you diagnose it?

[00:07:18.900]

KYLE IDLEMAN: You know, I think it was an input -output issue. I was over the last number of years very focused on output and not much on input In fact what I began to recognize is that everything That I considered input. I was also doing output It would be like going on a retreat to get input But I'm also speaking at the retreat or I'm going on a vacation to rest But I'm also trying to hit my writing deadline and play in a sermon series. And so I was not Having input that was pure right? I was always trying to connect it to efficiency. In my mind I was well-intentioned like I'm gonna make the most of this time by having something to show for it but I don't think that was sustainable.

[00:08:09.900]

Just being out of balance with output-input.

[00:08:13.400]

CAREY NIEUWHOF: You know, it's funny. I'm going to I really want to hear the rest of the story but I lived in that tension for a long time as a leader to and I've never said this publicly so, you know, here come the emails, but now when I think about that like a retreat where I'm also speaking so let's say it's a two-day retreat. I'm there for the two days, but I'm speaking. I now consider that work quote work. It's ministry. I get it and it's definitely something I do out of a calling but It's not a vacation and if I get a little or a break like because you kind of have to be on and you're sort of on and public and people are going to want to talk to you. I don't know do you think of it that way? I'm just like oh, that's not that's not downtime. That's work.

[00:08:57.400]

KYLE IDLEMAN: Yes, so I would think of it exactly like that. I enjoyed those things I meet so I felt like they were replenishing and I think they were but they were still work-related, it was still output, it was still requiring something of me and my focus then was not on on growth or replenishment. It wasn't on digging that well deeper it

was on, you know pulling water up out of it. And so I think I thought because I liked it and because I enjoyed it. It was meeting and an input need that it wasn't meeting.

CAREY NIEUWHOF: Okay, so you come back you're depleted. And you realize I think I need a month off.

KYLE IDLEMAN: Yeah, I came back and I think my exact words were you know, I just need to be left alone for a month. And I sat down with a few of our elders and and shared that and they came back to me and said hey, we think you need three months and I wouldn't have done that otherwise.

CAREY NIEUWHOF: What made them say that, like do you know?

[00:09:58.900]

KYLE IDLEMAN: Yeah, they I they would say I haven't been myself for a little while I think, because when I came back and was feeling like, hey, I need a month off, when somebody comes and says that, then it's probably a good indication that they need more than a month off, right? And so I think they recognized that. They had talked about the need to have some of that in place, and we were gonna plan it out further, but just saying, you know what, let's just do it. And I was resistant at first, and then I went home and told my wife about it, and I was kind of venting to her, like, I can't believe, it's gonna be three months. I just wanted a month break. And I think she said, you know, thank you, Jesus, right?

[00:10:45.200]

Like, I saw in her eyes that I should be welcoming it the way that she was welcoming it, that I was resisting something that could be a gift, like I could accept it as a gift. And...

[00:10:59.800]

And so that began a three-month sabbatical after what had just been, you know, in 2019 we transitioned. I became the senior pastor and then six months into it covid hit and it had just been kind of a marathon and I didn't know how much I needed it.

CAREY NIEUWHOF: Okay, what did you do with those three months? Like did you decide I'm now I'm going to write the book or are you like book's off the table? And I'm going to do something else. How did you spend that?

KYLE IDLEMAN: Well, you know the look that I would had been working on and I know it's called when your way isn't working and when I was writing it initially it

wasn't supposed to be about my way. It's supposed to be about you know, everybody else's way and it came out of just a time as pastor of seeing people.

[00:11:49.000]

Feeling more than discouraged but disillusioned by a recognition of what they'd put their hope in or what they were trying to lean on it wasn't holding them up. It just became more of a personal journey for me that I did process during the sabbatical by writing. I didn't know if I would put that in the form of a book or not, but I knew that for me thinking through those things, by writing, was going to be helpful. And so I was trying not to write it for productivity purposes. Right? Like if you're taking a sabbatical because you need a break from production and trying to write a book is probably not the right approach. So that wasn't necessarily the plan, but it ended up being a time of personal reflection. So the book is much more personal than I'm comfortable with or probably would have done otherwise.

[00:12:42.200]

And I used that time, those three months, the first month or so was just a time to kind of rest and renew the second month was more of a time to grow focus on resetting some things and then the third month was really about you know re-engaging and coming back into things a little bit slowly not all at once So I don't know that that is a perfect way to do it I think it would have been helpful to plan further ahead that wasn't you know quite so impromptu, but the timing was right.

[00:13:19.700]

CAREY NIEUWHOF: You know, it's funny. I've had a number of friends who have done three-month sabbatical. So I've had a month off at a time that's it. And so far, to date, that's worked great for me. But that whole pattern of first season like first month unplug recharge your way more tired than you thought you were second month. Try to get some kind of Rhythm. That's enjoyable do some enjoyable things then third month. It's sort of like, oh, we're going back onto the Starship Enterprise. So, now what, right, you're sort of preparing your mind to re-engage and deal with the issues. What were some things you learned about yourself on your sabbatical?

[00:13:56.900]

KYLE IDLEMAN: I think I learned that I didn't miss the stage. Like I thought it would be really hard for me to not preach and teach as much as anything. I thought it would be hard for me to have somebody else preach and teach messages that I had planned and you know had been working towards I hadn't had a season of not being on stage or you know behind a microphone for decades, right? And so just having

that time away made me realize I'm okay like I wow, okay, if I don't do this and there was something incredibly freeing for me in that and just to find out that I'd love this. I feel called to it, but I'm okay if I don't do it. I would not have known that so as much as anything the three month span was helpful in taking that much time out of the spotlight and off of the stage.

CAREY NIEUWHOF: I think one of the things all of us in leadership particularly in pastoral Ministry struggle with is, is my work my identity and it's always a false question because we end up going back to our work right usually. Did you learn anything about your identity during those three months?

[00:15:17.000]

KYLE IDLEMAN: I talk about this some in the book. I learned that my identity isn't necessarily so tied to my role as it is to productivity. Like I value myself based on what I can point to, based on production, whether that is a book or a sermon or an article or goals that are set and met. So for me, the sabbatical kind of forced my identity to be more rooted in connection and less production. And that's changed how I do everything. I used to really organize my life and my calendar all around the production side of it. Here are the things that need to get done. I'm working on organizing all those things around connection and then finding the space for production. So I really flipped that metric but I learned in that season that my identity was overly tied to productivity even if it wasn't a role. I don't know that it was the role. It was just, here's what I got done.

[00:16:21.000]

CAREY NIEUWHOF: Yeah, okay, talk about productivity and connection, production and connection. It's really interesting. So I'm re working through Pete Scazarro's Emotionally Healthy Discipleship and he kind of talks about that a little bit. I'm just like I read that book when it first came out and I was like, ooh in trouble. I made some progress over the years but there's still some edges that need to be sharpened a little bit or dulled depending on how you look at it. So, what does that mean to you?

[00:16:56.600]

KYLE IDLEMAN: You know, I read early on in my sabbatical I read through and studied John 15 at length where, you know, Jesus here in the final discourse talks to his disciples, you know as they're leaving The Upper Room heading to the garden and he passing these Vines and branches and he says John 15:5, you know, if you remain in me and I remain in you you'll bear much fruit apart from me. You can't do

anything. I was really struck by here's Jesus leaving his disciples to fulfill this overwhelming challenge right, this huge Mission and he doesn't give them a five-year plan. He doesn't say here's your checklist. He doesn't strategize with him them. He just says stay connected to me and that word abide or remain shows up again and again in that passage and it's all about connection if you stay connected to me you'll bear much fruit.

[00:17:55.000]

What I had done is, and this is such a religious thing to do, right, is that I had confused the two. I was thinking that connection with Jesus happens through production, that if I produce enough, that that keeps me connected or somehow earns me connection. I never would have said that. I understand theologically that that's not accurate, but I was living in a way that reflected that value, that connection happens through production. I got to produce my way into it.

[00:18:28.300]

And John 15, Jesus just pushes on this and says, no, it's all about connection. And out of connection, production comes. And I just began to recognize how, as a pastor, but also as a husband, also as a father, that I was getting that flipped. I was trying to produce my way into connection and I'd really needed to reprioritize your own connection. And then trust that production would come from it. You know, it's interesting because you mentioned family you're getting into the empty nest stage. You're telling me your youngest just graduated high school, you know, my kids are 31 and 27 and I was talking to my oldest son last night and he's very he's a software engineer. So he's no slouch but he's very good at disconnecting from work and just being rather than doing and he really challenged me about five years ago around the time that I started to work on At Your Best.

[00:19:25.500]

You know, we went to an all-inclusive and he said dad, your job is to relax. That was so uncomfortable for me. It was so hard just to relax because there's always activity right like, oh we'll go into this town today are let's go here for breakfast. I don't know inclusive you basically lie around, you know, there's a few things to do and I've been on that Journey now for five years, four years, whatever that is and you're right that doing should flow out a being but no not not for me either. Ali so say more about your sabbatical and then I want to talk about what's happened since you've come back and how that's changed things but I don't, we got time. So go ahead. What else did you learn? What else did you learn on your summer vacation Kyle?

[00:20:10.900]

KYLE IDLEMAN: Yeah. Well, you know it's to connect it to your son's conversation with you. I learned that even if I can handle some of those things it doesn't just affect me. It affects the people around me, right?

[00:20:22.200]

if I'm worn out then I'm wearing people out. And I saw that that was true, that as much as I needed a sabbatical and a break and some healthier rhythms there, the people around me needed me to have that because they were tired because I was tired. And so one of the things that happened around the same time is a buddy of mine knew that I hadn't been myself lately, recognized some things, tried to challenge me on them. I kind of minimized it. I have this tendency to be positive about everything, which is a strength but can also have a pretty big shadow side. And he finally said, look, you just need to make an appointment with this executive coach that I know.

[00:21:09.700]

And I'm like, okay, you know executive coach. Maybe that's a good idea. Yeah, and and that's what happened man. I've made an appointment with this guy I get a month or a few minutes into that conversation and I'm like, oh bro you you are a therapist who calls themselves an executive coach for people like me will call you and sheep in Wolf's clothing.

[00:21:35.700]

Yeah, and in one of the things he really helped me with that ended up being an important exercise during my sabbatical was to understand. There are some things that are good to grieve right? Like I had a hard time recognizing sadness, instead it surface for me and frustration and so he kept saying to me, you know, when's the last time you were sad and like man, I'm not a sad person. I don't know, and he said no I just want I just want you to write down some times you were sad this week. And you know, honestly, that seemed like a silly exercise. But what I discovered was that things that were making me sad. Looked like frustration irritation. That's how they surfaced.

CAREY NIEUWHOF: Sadness is anger. Yeah, yep familiar with that.

KYLE IDLEMAN: So here I'll give you an example of this. Like there's this couple in the church who had been around for quite a long time pretty connected and

Ministry with us and I found out that they were going to be leaving because they didn't agree with some ways we were handling tough situations.

[00:22:49.200]

And when I heard it, I was really frustrated. I scheduled an appointment to sit down and express my frustration with them. And before that, I talked to my executive coach friend and he's like, hey, are you frustrated that they're leaving or are you sad that they're leaving?

[00:23:05.700]

I'm like, I'm sad, you know, sad, it hurts. And so I sat down with them and just said, hey, I love you all, I'm sad about this and expressed that differently.

[00:23:19.300]

And I just began to recognize that there was, you know, this grieving that needed to take place, partly because in 2019 we had that transition, had all kinds of big plans.

[00:23:31.200]

And like everybody else, you know covid comes in and messes it up and I didn't really grieve the loss of all of that work. I just tried to push through it and then when it wasn't working, I just got frustrated and tried to help push the people around me more like, hey, we're going to still start these campuses. We're going to still you know moving, we're not going to let these things slow us down instead of instead of grieving some of those things. I it was surfacing and frustration or anger.

CAREY NIEUWHOF: Thank you for sharing that. I think that is such a huge issue. I can relate to that. I remember you know my own life I had asked, not At Your Best, but Didn't See It Coming. I had asked a couple of people to write a foreword the publisher thought I needed a forward and I asked two people that I knew well and both said no.

[00:24:22.000]

Because they were just busy and as you know writing a forward is a lot and they're they're great friends to this day. And at first I was like an angry and then you know insecure it's like, oh gosh, they don't even like me and then I realized I'm sad and I spent the morning in both cases. Just kind of not quite going all Samus like David on on God, but close like wow, I'm just really sad and I felt it and by noon it lifted and literally I've texted both of them in the last 48 hours and they're great friends to this day. It was just, they were busy. How did the couple that you met with, how did they

handle it? Because I can't imagine going in. You know, if you're all irritated frustrated aggravated. You're kind of going to leak all over them. But if you just sat down and said to me, you know, I'm really sad you're leaving, that would feel good.

[00:25:15.300]

I don't know, how did that meeting go?

KYLE IDLEMAN: Yeah, it kept us connected. You know, it allowed there to be more of a partnership in that. And I better understood where they were coming from. And there were some personal things that had led to that decision that I would not have taken the time to listen to. And so it's kept us connected. I think it kept there from being, you know, division. Or for the cumulative effect of that, you know how it is. I felt like those things start to add up, right? And I felt like that was able to be processed in a way that kept that account balanced. And so, you know, the relationship stayed intact.

[00:25:59.300]

CAREY NIEUWHOF: This has been pretty fruitful through three months. Anything else that really got reprogrammed over that sabbatical?

[00:26:08.400]

KYLE IDLEMAN: Here's one of the biggest things that came out of it. I understood Galatians 6:2 in a different way, you know where it says bear one another's burdens. I was so bad at asking for help. I am embarrassed at how many people around me are highly capable and more than willing to help if I would have asked them, if I would have first recognized my need for it and secondly if I would have asked them for help. And so I feel like I learned, you know to ask for help and learn to bear burdens with one another. I have a pastor friend in Phoenix who, during that time, we just started having weekly conversations where I would tell him if you hard things that I was dealing with and he would tell me if you hard things he was dealing with and we wouldn't try to fix it for each other. You know, we would just listen and encourage each other. Sometimes we laugh a little bit and kind of annoying laugh and I would say before this that would have seemed like and I would have seen that helpful like what what changed nothing really change but the the value of bearing burdens like just saying. Hey, here's something heavy right now. I think before this I would have felt like I was complaining or whining and I just don't do well with you know, whiny people I don't ever want to be a whiny person but that's not what it is. It's bearing a burden, and so some of the relationships that came out of that time where I I started to be a little bit more vulnerable around those things. I just

changed how I recognized the need for that kind of Brotherhood or that kind of burden-bearing.

[00:27:53.500]

CAREY NIEUWHOF: Appreciate you sharing that. So, you're back. What's different?

[00:28:02.000]

KYLE IDLEMAN: I think a few things, you know, personally that are different. I'm going slower. Like there's a saying in some branch of the military, smooth is fast. And slow is smooth, smooth is fast.

[00:28:17.200]

CAREY NIEUWHOF: You're a boater too, right? Slow is pro. That's if you ever want to dock your boat, slow is pro. That's so true. It's crazy. Slow is pro.

[00:28:26.200]

KYLE IDLEMAN: 100%. And know how to use reverse. So slow is smooth, smooth is fast. And one of the things that changed for me is recognizing how true that is. Like I like to move quickly, and being able to recognize the need sometimes to go quickly by slowing down, by, you know, engaging key stakeholders more strategically, some of that really helped to yeah, in stepping back, those things just became more obvious. And so coming back with more intentionality around that, you know, I would also say one of the things that has changed is just better recognizing the difference between the time management the energy management. And being more intentional there and and part of that is just friendships and relationships and spending some of that time with the right people to re-energize rather than just a I'm going to take a break and rest but not necessarily do anything. So some of those habits changed.

[00:29:38.300]

CAREY NIEUWHOF: You mentioned learning about your energy. What are you learning about managing your energy not just your time? And by the way for those I mean you probably heard the bio listeners of Kyle. I mean, you do lead one of the largest churches in the United States, so it's not like, you know, you don't have 70 hours worth of work that could happen if you chose to make it happen, but what are you learning about managing your energy?

[00:30:01.000]

KYLE IDLEMAN: For me, it's that it starts in the morning. If I can be intentional with the first 30 minutes of my day and really plan out and pray through how I'm going to spend my day the conversations. I'm going to have you know, here's what I want to think through and pray to in the car. Here's a meeting where I know I need to be a little more intentional with encouragement and I as I pray through my day that way it it gives me a different kind of energy that comes from purpose and intentionality.

[00:30:37.000]

For me, starting in the morning makes all the difference on how my energy level is in the afternoon and the evening when I come home. If I skip out on that morning time, it doesn't work. I think of Jesus in Mark, I think it's one, it might be chapter two. It's that passage where it says early in the morning while it was still dark. But what doesn't always get followed up on in that story is the town comes to that house and they all have expectations of Jesus for that day. And after having time in the morning with the Father, Jesus comes back and he says to them, sorry, y'all, we're heading to the next town. And what allowed him to determine his day wasn't the expectations of the crowd, it was spending time in the morning with his heavenly Father. And I think, the intentionality of not letting people dictate your day with their expectations, but being purposeful and dedicating that time to what God has in mind changes the energy, right? It gives you a different different kind of energy for it. The other thing for me is getting out of town. I recognize that I just need to get out of town once in a while and being intentional to schedule that and plan that I don't need to go somewhere exotic, you know, it doesn't need to be very far. I just need to get out of town and something for me happens when I get out of town with people. I love that is really replenishing. So I'm trying to be more intentional about scheduling those types of things.

[00:32:09.700]

CAREY NIEUWHOF: What does getting out of town look like for you? Because I hear you, you know, like like sometimes when you're at home is like well, garden needs to be we did law needs to be cut this needs to be fixed. Right you just get caught in the busyness what is getting out of town help with?

[00:32:25.000]

KYLE IDLEMAN: Well, you know that goes to the production connection conversation, right? Like the value of getting out of town is that you are released from all these production pressures that you can't get away from when you're at home or or when you're in town and when you get out of town, a lot of that production pressure goes away. Most of us know that to be true if it's a week

somewhere that we've planned on a vacation, but just having short shorter windows around that so, you know, we'll go to the lake an hour and a half down the road from our house and just having some time where there's no pressure and production is not on the list and it's just a time for connection like, that's what's replenishing for me.

[00:33:10.500]

CAREY NIEUWHOF: What about hobbies? What do you do for hobbies?

[00:33:13.500]

KYLE IDLEMAN: Oh man, I hope you cut this. I feel like my wife sent you this.

[00:33:20.300]

She's on me right now. She's like, you've got to get a new hobby. So my son just graduated from high school and he and I did, you know, we would do a lot together. And so now, you know, we're at home together and she just has too much of my energy. She's like, you need to find a new hobby. So I'm working on it. Like I'm working on finding a hobby, but I'm definitely in the hobby transition.

[00:33:48.600]

CAREY NIEUWHOF: Well, that's, you know, that's okay. Writing used to be my hobby, man, and then it became my life. So, you know, what are you going to do? Yeah, hobbies are fun. I have a weird one, knife sharpening.

KYLE IDLEMAN: Come on, really? Yeah. So this is a great metaphor for hobby.

[00:34:04.600]

CAREY NIEUWHOF: That can go very dark very fast, but no, dull knives in the kitchen are a pet peeve of mine.

[00:34:12.400]

And we tried all these little contraptions over the years that I bought at kitchen stores or online that are supposed to sharpen your knives or have to bring them in to get them sharpened, and my boys for Christmas got me tis thing called the Horl 2. We'll link to it in the show notes. It's just it's beautifully designed it's beautifully made and you can literally get things sharp enough to slice through paper and you know tomato Cuts or really that's how you know, whether your knife is sharp or not. I mean no pressure on the knife.

[00:34:40.600]

It just kind of just you just goes right in like a hot knife through butter and so often I'll just take 10 minutes to sharpen some knives or sometimes sit down for an hour and sharpen everything in the kitchen and that's really weird. But I'll tell you there's something very soothing about it.

[00:34:55.100]

And then I'm very excited to go chop some vegetables.

[00:34:57.800]

KYLE IDLEMAN: Hey, I see your lawn lines.

[00:35:00.500]

Yeah, so I know there's that's kind of the little bit of a hobby there.

CAREY NIEUWHOF: Yeah. Yeah, or maybe I need to go see your executive coach and unpack. What's underneath all that stuff, right? Yeah, I do finally I do find it therapeutic.

KYLE IDLEMAN: We live on a farm my wife and daughter run a horse farm here in Kentucky. And so we live on this horse farm and I do find it therapeutic to get the chainsaw out and just cut down things. We yeah, it's so I don't want that to be a hobby though because I get credit for it right now is work that I saw I need to find I need to find some hobbies.

CAREY NIEUWHOF: When you look out at the state of leadership today, and we've all been through so much over the last four or five years. What are some of the patterns you see and other leaders, you know, knowing what you know now about energy management rest the gift of the quote for sabbatical and so on. What would your counsel be two other leaders who may be feeling the pressure or hearing themselves in this story?

[00:35:53.700]

KYLE IDLEMAN: You know, I'd say a couple things. One is that there is a pressure that feels especially intense these days to take more of a pundit approach to being a pastor where it's this constant daily, do I comment on this? Do I post about this? People want to hear about these things. And the more you do it, the more of an expectation there is every time there's an opportunity for it. And so to not think of yourself as a pundit, right, to not think of yourself as a commentator on culture

doesn't mean you don't speak to these things. It doesn't mean you're not selective as a voice on what you want to address.

[00:36:34.600]

But it's not your job, it's not my calling to comment on everything that happens. And I know how much pressure I get to do that, and so I'm sure other pastors and leaders feel that as well.

[00:36:50.000]

But to say it's okay, like give yourself permission. Like that's not what it means to be a pastor. Even though there's that very real pressure these days. I think it's an intense challenge for us as pastors, as leaders, is you know, moving from this, you know, high trust to low trust culture now, I feel this so intensely from five years ago where I felt like, you know, there's a benefit of the doubt and now that just isn't the case you don't I know that's not unique to the church. I know that is true in organizational authority as well. But just the constant questioning, you know, this hideout culture that we live and one of the questions that I'm constantly thinking through is you know, how do we build a high trust culture right in a world where it's so low trust right now, what's one of the things that helped me with this is to think of myself as if I went to a different country as a missionary and I understood that culturally that this was the challenge at wouldn't discourage me or overwhelm me what feels discouraging about it is how much that's changed here at least in my context.

[00:38:17.100]

It changed so quickly that it's easy to be frustrated or feel bitter about it. But really it's accepting like, oh, no, this is the world that we live in now. This is the people that we're called to love and lead. So how do we build that high trust culture?

[00:38:36.800]

And I was a church planter before coming here.

[00:38:40.400]

I remember like in the 90s, the challenge for me as a leader was to address the church being irrelevant. The church is irrelevant. How do I make the church more relevant? That was the focus. I feel like the shift that's taken place, and I don't want to state this too strongly, is that the perception of the church went from being irrelevant to being dangerous. And so now I'm trying to address that perspective. Not focus so much on how do I make the church relevant, but how do I make the

church safe? How do I build that kind of trust? And so some of the opportunities that we are trying to lean into now, it's not so much about relevance. And by the way, there's something very freeing about that because it's more about the perception that it's dangerous or it's not trusted. And leaning into that rather than the relevance issue I think is an important shift that we that we start making.

CAREY NIEUWHOF: Well that ties into the pressure you feel to be a cultural commentator, right, all the pressure.

[00:39:53.100]

And it probably ties into that meeting you had with the couple who was leaving because somehow trust got fractured and I get it it would be easier, you know to look at your predecessors Dave Stone and Bob Russell who obviously had their own battles to fight and go it was easier back then you know, this is this is hard now. What are you doing to build trust? It'll I think you're totally right low trust, low trust in the church, low trust in pastors, low trust in leadership, low trust in institutions, in organizations. I mean, you're right it's just shifted. So what are you doing to build trust in a low-trust hideout culture?

KYLE IDLEMAN: You know, one of the things we're doing is working hard, to meet obvious felt needs that we see in our community. I'll give you an example of this.

[00:40:43.000]

We did a marriage series a few months ago and in the past, the focus of a marriage series might have been on relevance like, you know, we want to engage people in this and really identify what their challenges are and make it as captivating as possible, but this time we focused on helping as many couples as we could And so we made a marriage counseling available to any couple who needed it and we had 437 couples sign up and we said we'll pay 80% of your marriage counseling for up to six months.

[00:41:21.600]

And what that did was it didn't just communicate to those couples that we love you, we care about you, were here to help you. It sent a message to our church family into our community that we really care we're not just preaching a sermon series on this, like we really want to help each of those couples. I think that that builds trust when you can demonstrate genuine one-at-a-time compassion it also makes you relevant by the way, but it first and foremost, you know builds trust. For me, what I can become a little bit resentful of but I trying to learn to embrace is I've got to just explain the why on things all the time.

[00:42:09.000]

Like here's why we're doing this. I've got to double down on it. I have to remind people. I think when there's a low trust culture just coming back to here's why we're doing what we're doing.

[00:42:20.900]

And learning to over-communicate the why especially with key stakeholders who will influence other people, you know, that feels like a lot of work sometimes but I think that that goes a long way so for me if I go visit different groups or different classes or different campuses where I know there's some distrust. I don't want to do that. I'd rather not go to that. But going in and having that conversation. I'm trying to address the why we're doing it, I've discovered can go a long way.

CAREY NIEUWHOF: So how do you do that at scale? Because it's one thing if you're pastoring 100 people you can kind of go one by one and you're pastoring tens of thousands. And you have a large staff and multiple locations. So how do you rebuild trust at scale?

[00:43:13.100]

KYLE IDLEMAN: Yeah, one of the ways that we do that is certainly through preaching and through the sermon series. As an example, like next year, 2024, we're just gonna take the whole year and go through Romans. One of the reasons we're doing that though is to build trust. Like there's this paranoia around, you know, churches, are you staying grounded in scripture? And so I like the idea of taking 2024 and hitting a book all the way through, not for that reason primarily, but here's what happens. Romans 13-14, talking about Christians and government, talking about unity in the church. Guess where that lands? You know, it lands right around November, right around our election season.

[00:43:59.000]

And so allowing scripture to be the foundation for which you have these conversations.

[00:44:07.200]

I think builds trust like the scriptures the impetus rather than like this platform or this agenda or this thing that you always have to question, where are they coming from? And why are they talking about this now like allowing scripture to set the terms for that conversation. I think that that that goes a long way but asking, you know, key stakeholders to be a voice and Advocate.

[00:44:35.500]

I think that that helps a lot. I have discovered that if I can humbly say, you know to some folks have been around here a long time. Hey, I could really use your help with this. Here's you know, we're getting ready to start another campus and, you know, I want you to feel good about this decision that we're making because I know if you feel good about it other people will as well and you know, trying to intentionally write out those key stakeholders and have some of those conversations. I think there's a lot of fruit.

[00:45:08.300]

CAREY NIEUWHOF: So I'd love to drill down a little bit more on relevance because yeah, I hear you. I mean I was around in the 90s too, and we were driving motorcycles on stages and playing cool music and you know it looking back on it. Some of it looks a little bit ridiculous, but you had to be there right and it was effective and people actually got baptized but now it almost feels like getting in this is where I want to go and I want to get your thoughts on it. Like there's the Orthodoxy police that are out there watching you and are you really a Bible believer Kyle or have you you know gone astray?

[00:45:42.500]

I see a lot of churches turning inward and the opposite, the reason I still think about relevance is the opposite of relevance is irrelevance. And there's kind of a beautiful irrelevance, you know, you can talk about detachment, you can talk about Jesus, was he relevant? No, he was of another kingdom. But there's also, I don't think the church is supposed to be irrelevant to culture too. God so loved the world and we're supposed to reach the world and embrace the world. And it almost feels like we're moving in the opposite direction. What are your thoughts on how relevance plays out in the mid-2020s?

[00:46:19.100]

KYLE IDLEMAN: Well, I do think you're right about Jesus as kind of an example of this, like how often in his teaching, it came out of maybe a question someone had in the crowd or a conversation between brothers. He connected it to something right in front of them, right?

[00:46:34.900]

So there certainly is an example of being relevant in that way. But what you find if you study the gospels on this is the disproportionate amount of space that is

committed to these one-at-a-time moments these one-at-a-time encounters that Jesus has with people.

[00:46:55.700]

I think the relevance of the Kingdom there is directly connected to one-on-one life transformation, and the more I can connect that for people in our church, it communicates relevance without turning the church into you know, the riding a Harley up on stage approach. Right?

[00:47:16.200]

So one of the things we talked about a lot if you walk into my office, in fact, there's a wall that just says one at a time stories and we just have all kinds of examples of that when we're talking about how God's moving in our church, you know much more likely than us saying hey, here's how many people came we're going to be talking about. Here's the name of a person. Here's a picture. Here's a life that was changed and transformed and I think by focusing on those one-at-a-time stories, you're accomplishing relevance like yes, it's incredibly relevant when you see the transforming power of the Gospel in someone's life like that, but you're being relevant without sacrificing mission, without minimizing the gospel.

[00:48:02.200]

In fact, you're elevating those things so it's one of the ways that I think we're working to be relevant. We have worship services and like 17 addiction recovery centers here in Kentucky in the area, like, this is a really big need. That's relevant, right? Like that affects and connects to a lot of people. So to understand relevance as connecting the gospel to people in a transformative way, I think that gives you a healthy way to be relevant. And so we try to keep that as the focus.

CAREY NIEUWHOF: One of the things I think you and I share is a desire to see the church be outward-focused. And if you're a church planter, I mean, that's in your DNA and everything. And that's, I think, Southeast, I think over the years is you've reached a lot of people. I don't know if you're familiar with Ryan Burge or not. You know that name he is a great substitute guy linked to him quite a bit my work these days and I think he's going to be on the podcast next year too, which is great. But I was reading an article he did and it's something like 65 percent of Republicans don't trust anybody and then he made the point that a lot of Evangelical churches, white Evangelical churches, are basically a bunch of Republicans and one of the reasons that there's, and I know sometimes Churches are diverse. And I think that's a good thing and I think you should reach across the aisle people who vote differently one

of the points he makes is were so inward-looking because we don't trust anybody that we're losing the Great Commission that if you really don't trust anybody and it's everybody who thinks like us and believes like us and votes like us we're kind of losing your mission any thoughts on how to keep a church outward focused in this culture because I think the gravitational pull is inward.

[00:49:51.100]

KYLE IDLEMAN: Yeah, you know, the word that we use here is unleashed like that we want our church to understand that we are really only the church when the full force of the church is unleashed outwardly.

[00:50:07.700]

And so we try to make the mission less about you know, our programs that were offering and more about the relationships and the connections that they have, you know, when we're starting new campuses that helps a lot to keep this outwardly focused because it's essentially starting new churches and communities where the need is significant and where we are trying to reach new people that helps all of us do that more effectively, focusing on that. Things like this, when we do the marriage counseling thing that I referenced, like that's not just for church members. You know, that's not a perk that you get when you're a part of the church. That's for your neighbor. Like your neighbor may not come to church, but maybe you know that they're going through some challenges. As a church, we want to meet that need. So make that available to your neighbor. Let the church bless your neighbor in that way. And, you know, keeping it focused outwardly.

[00:51:09.000]

You know, one of our mantras that we use here is to wreck the roof, you know, that we want to do whatever it takes to help one person get connected to Jesus. So we try to tell stories around that. We try to celebrate that. We try to do things that don't make a lot of sense on paper, but can result in one person getting connected to Jesus. So as you know, just a constant intentional focus on it.

[00:51:34.500]

CAREY NIEUWHOF: So your latest book is called *When Your Way Isn't Working* and we talked about a lot of the things that were working for you but you address a lot of hot button issues disconnection discouragement frustration fatigue. Anxiety. What are you seeing out there that you think are issues that we have the opportunity to help the people that we lead with.

[00:51:59.100]

KYLE IDLEMAN: You know, I think modeling the way of connection is really timely. What I mean by that is I would have felt this pressure early in the ministry to model the way of production like the way that I set the example and impress the people around me is by producing, producing, producing. I can tell you that more than ever that does not impress people like there is a lot of freedom when you understand that modeling connection actually is really helpful. And so I would have to say that before my sabbatical. I was a little bit of a hypocrite about this. I would you know, talk about the value of connection or I would I would try to prioritize that with staff and leave but I didn't model it very well. And I think we have to I think we have to model that we have to set the example for that. The same is true with being a more vulnerable about weaknesses. One of the things I did on this break was I was challenged to ask 10 people close to me to give me three things in my life that needed growth like, don't hold back. I'm in a season where I can process it. I want to know the truth. Give it to me and You know, my wife didn't keep it to three things but other than that most people did a pretty good job of this, but I was surprised at how much time they took and how many of them, you know, they didn't just give me a list like they wrote some things out and I invited that. I discovered in that process how freeing that was by the way I thought it would be incredibly discouraging, but I discovered that there is a lot of freedom when people around you know the weaknesses that you're already aware of and they still want you to lead. Like I thought you were following me because you didn't know these things but you you knew these things and, it was okay. Like I felt it to be very freeing but what happened out of that is I started to see different people on staff and different people in my circle do the same thing. Like they reached out asked I've a number of them have asked me. Hey, what's three things here? And so, you know, there's just a lot of power in modeling that I for me carry like you did this for me others did this for me? You gave me permission to talk about the discouragement and the frustration by sharing your story and not by just telling me things that I frankly already would have known and it's one of the reasons why I wanted to do the same thing is if I was just reading a book about this is what you should do and what you shouldn't do. It would just feel like more pressure and it would feel like shame and I would probably double down on my dysfunction right but when when when other leaders will model that and be a little vulnerable with it. It gives permission for the rest of us to do it and then that gives permission for the people we lead to do it and that's been very healthy for us.

[00:55:12.800]

CAREY NIEUWHOF: I think when I have to remind myself over and over again as people admire your strength, but they really resonate with your weaknesses and that's that's the key. So when you got that list 10 people three things each. Did you get 30 different things or was it like the same three or five things over and over again?

[00:55:29.000]

They were some of the same things, and you know, what was really hard for me and humbling is They were all things my wife has told me for years, you know that I was hard because I'm like, huh. She could see it and she was right about things and so having other people echo that was like I said, it was very freeing for the most part. But it also was challenging but I was grateful for it, I felt, it was weird. I felt loved in that process instead of feeling criticized, like that they cared enough to do this and still said, hey, we wanna follow, we wanna, you know, we're not backing down. So, yeah, it was good.

[00:56:23.300]

CAREY NIEUWHOF: When you look back before you took the three month break, had you kept going, what do you think might have happened?

[00:56:32.300]

KYLE IDLEMAN: Yeah, I tell people that I think things worked the way that they should work, right? Like I had people in my life who were in a position to say hey, this isn't healthy you need to do something about it. I had accountability where when it wasn't fully my choice that I had to be accountable to I had examples of people who had done that who coached me and encouraged me, you know, I look back before this interview before this podcast. I looked back at some messages that I had back and forth with you and you telling me at the beginning of that. Hey, it's it's not perfect. You said that it's so much. Much better on the other side and and having those types of voices. Like that's the way it's the way it should be and so I would I'm thankful that there was an accessibility that I had people around me who could speak that into me that I had accountability.

[00:57:32.200]

And if I had not had that, you know, I don't know. I think it would have gone from being, you know worn out to being burned out. I certainly think I would have been on that trajectory and but it felt to me. I compare it a little bit like going to the doctor early versus going to the doctor when you know, your body is shutting down. Yeah, and so being able to see some symptoms because others have done in a work and

made an effort in this area and address it is so good instead of waiting until it's yes stage 4.

CAREY NIEUWHOF: I am so thankful for your vulnerability today. You know Kyle I think I've told you this before but you know, my burnout happened a long time ago after a decade and Leadership, but although it was the greatest and hardest thing I've gone through in my life, I now see it as a gift. I think if I had kept going, I would have been roadkill, like just another statistic, another story, and God was merciful enough to kind of arrest me and make it so that my body didn't work anymore and my mind didn't work anymore and got me on a different track. And, you know, it's been 17 years of recovery and daily disciplines and growth and mistakes and all that, but it's, and I'm not there yet, right?

[00:58:53.200]

Like I think I'll be working on it into my 60s, 70s, 80s and beyond, but it is so much healthier.

[00:59:01.100]

It is so much better. What do the people around you notice now? And start with your wife or coworkers or Elders or friends like what? What do they see Kyle before Kyle after what do they see?

KYLE IDLEMAN: I think more joy for sure, you know, which is my natural disposition. I think you know, I went through season there where I would say I was discouraged which is normal enough, but if you kind of live without courage for too long, it doesn't just affect you like the people around you really see it and notice it and my Including my kids like they can tell you know, they can tell a difference and that I think you know, one of the other things that people around me have seen as just being more present, you know, one of the things that got my attention early on in this process was when my wife said hey, you're coming home and you're laying on the couch and getting on your phone more days than you're not and she knew that I mean she knew that's not me, and just being more engaged and present with with people. I think that that is certainly in true and then dreaming again, you know where you're not just putting out fires and thinking that the day is about the Urgent decisions that have to get taken care of having more space to dream and that's changed the way I worship I find myself, my favorite place to worship is in the shower until the water goes cold. And you know, I just have found myself doing that more often. So yeah some of those, you know, some of those things, I think, have been noticed.

[01:00:54.300]

CAREY NIEUWHOF: Kyle, this has been so good, a surprise, actually. You told me you had three months off and I'm like, all right, we can talk about that. And here we are an hour later. Any other word you want to share? Your book is called The Latest One. You've got a bunch, but when your way isn't working and it's available anywhere, and you talk about a lot of these things, but I really appreciate you picking up the box and looking underneath at the creepy-crawly things together, because we all have that in leadership. Like there's nobody, if you've led for more than 20 minutes, there's no way you can't relate to this conversation. So anything else you want to share?

[01:01:29.000]

KYLE IDLEMAN: You know, I just want to make sure that the people who are listening to this and are seeing some of those things will acknowledge them and recognize them the same way I did in listening to this podcast, right, like this conversation helped me get to the doctor early helped me make some changes, helped me step away, to give some perspective. And so, you know my prayer is that leaders who are hearing this who wear who are where I was, you know, a year two years ago, Would take those same steps and so I'm grateful. I mean honestly, I'd rather come on in and talk about other things than this but this is what I needed at the time. So my prayer is that it would be do the same thing for others that it did for me.

CAREY NIEUWHOF: Maybe this is the intervention listeners which would be good and let me ask you because it was very very hard for me to admit. I needed help. I started going to counseling.

[01:02:36.400]

Maybe three years before I burned out and trying to get help and obviously, you know that I kind of slid into the ditch and it was obvious.

[01:02:45.100]

I needed a new course in the future. But I remember going to a counselor for the first time one of the hardest things I had to do.

[01:02:52.300]

I just swallowed so much pride so much pride go. Yep. I need help. What was that hard for you? Like did you have to swallow some pride on your way to the three months?

KYLE IDLEMAN: Yeah. Yeah, you know I felt a lot of shame around that and I realized that you know part of that shame was asking for help or even needing help towns and talks about this that the more your ass worse person meaning the more you're a person that people go to for help, the less likely you are to have source people. And that had become true in my life over a period of time without me really recognizing that that was true. And then by the time I recognized it, I was embarrassed by it and I just kind of fed into the cycle of not doing it. Like I knew I should have asked for help earlier, but because I didn't, it made me less likely to do it now because I was embarrassed that I hadn't done it.

[01:03:48.600]

And so a sabbatical kind of forced that, right?

[01:03:53.400]

Like it, I knew that I needed to do it. I had this conversation, you know, with a friend at the beginning of this. I felt like the communication around it was confusing. I was concerned with what people would think. And so in my frustration, I said to my friend, I'm like, hey, I'm afraid people are gonna hear this and they're gonna think there's been some kind of moral failure. And he stopped me and he's like, Hey, you are a moral failure, right?

[01:04:23.400]

Like you know that right and I'm like no, you know what I mean? Like, you know, you know what I'm trying to say and he's like no like cure your are if you spend these next three months concerned about what degree of moral failure people think you are then you don't really know the gospel very well, right?

[01:04:42.600]

Like he really called me on that, and so to be able to find yourself in a place where you've been humbled enough that asking for help that it seems like, not just the right thing to do like that seems like the mature thing to do like it was the right kind of pressure to ask for help if I can put it that way.

[01:05:09.000]

CAREY NIEUWHOF: My goodness, I mean I don't know what to say after that. I'm a moral failure your moral failure. That's right. It's this line. It's this Preposterous line we have and it's probably different and everyone's had I'm not a millionaire, you know, I haven't woken up with another woman there for I'm not a man, you know

having stolen money. I haven't therefore I'm not a man. You're right your friend. What a gift. Yeah. What a gift.

KYLE IDLEMAN: Yeah in hindsight in hindsight and eyesight in hindsight.

CAREY NIEUWHOF: Yeah. Hey friends who tell you the truth in love are the best kind of friend? And yeah, Kyle. Wow, this over-delivered. Thank you. Thank you brother. Thank you. I took a lot of notes. I'm gonna re listen to this one a few times people who want to find you online. Where would they find you these days?

KYLE IDLEMAN: You know Instagrams probably good Kyle Idleman.com. I've got some resources and some tools on there because as well

[01:06:06.200]

CAREY NIEUWHOF: Thanks for leading well into the future, Kyle.

[01:06:08.500]

KYLE IDLEMAN: Thanks, brother.

[01:06:09.900]

Carey Nieuwhof: Really, really appreciate Kyle's transparency. We've had a lot of that, right?

[01:06:14.100]

We've had John Christ, Mike Todd, Judah and Chelsea Smith, just to name a few, and we had this one to the list. And I'm so grateful for church leaders who are just saying, I'm going to tell you what it's really like on the inside because guess what? We've all been there in one form or another, and maybe you're there right now. And that's what we try to do to help you. If this episode has helped you or another episode has helped you, leave a rating and review. And best yet, tell a friend, share it with a friend, post it to social, let the world know when you do it, we can bring you this show and bring you the very best guests.

[01:06:47.300]

So today's partners for this episode. Make sure you check out their great offers. Belay would love to help you get more productive get their latest eBook The Power of Productivity, absolutely free, text CAREY to 55123

[01:06:57.400]

Compassion wants to bring a mission trip to your church using VR. You don't have to be a tech wizard and it's free. So go to compassion.com/carey.

[01:07:16.200]

Next episode, Kevin Palau. Wow. Another great conversation.

[01:07:18.400]

I had his dad Louis on a number of years ago and sitting down with Kevin we talked about how to do ministry in a deeply post-christian and postmodern culture, building relationships as Christians with the lgbtq+ community, and how to stay passionate about evangelism and a hostile culture, hint, he's in Portland. Okay, here's an excerpt.

Kevin Palau: So Sam comes in and did such a great job like look, this is not a meeting where we're going to repair the damage or pretend that we're going to fix things or come to agreement between the Evangelical community and the LGBT community on all kinds of important things. We hadn't prepared for this meeting just saying I can imagine some of you have had some pretty hard experiences at the hands of people that you would at least identify as Evangelical followers of Jesus. So I just want to start off by saying, sorry, I get choked up thinking about it. You know, we're sorry.

[01:08:13.400]

Carey Nieuwhof: Also coming up Philip Yancey, Grant and Cheyenne Skeldon, William Van Der Bloom, and Jenni Catron John Ortberg, Brady Shearer John Mark Comer and a whole lot more on this podcast were very excited for what's ahead and thank you for listening all the way through the end. Hey, if you enjoy podcast listening, you know what blows me away. I have friends who text me. It's like I listen to your episode. This is like Tuesday morning at 7 a.m. and I'm like I haven't listened yet. But listen, thank you to all of you who just love consuming. I do listen to every single episode and I do it usually on the weekends, but I love great podcasts.

[01:08:48.000]

And I've got a podcast network called The Art of Leadership Network. And if you want to hear conversations and leadership advice from people like Adam Weber, Chris Cook, Jenny Catron, Rob Meader, Toni Nieuwhof, follow The Art of Leadership Network on Instagram. They're just at The Art of Leadership Network on Insta and they'll point you to the shows and away you go. Then you've got a whole new bevy of podcasts ready to listen to. So we'll see you there. Thank you so much for

listening, everyone. I really am truly grateful for you. I know you pay with your time. You are the best audience. Thank you for being so grateful and so generous. We really appreciate you. And I hope today's conversation helped you identify and break a growth barrier you're facing.