

EPISODE TRANSCRIPT



Announcer: The Art of Leadership Network

Daniel Harkavy: If you're to pass away today, I want you to tell me who's sitting in the reserved rows at your memorial. I want to know who's in row one and who's in row two. There's a rope, a banister that says reserved, and those are for the people that your loss will be significant. Because you're the only you, you're the only son, you're the only older brother. You're the only husband or the only wife. You're the only dad. You know, you are the only to those people usually in the first one or two rows. And what I want you to do is I want you to tell me what would they say about you if they're attending your memorial today at 3:30 p.m.

Carey Nieuwhof: Welcome to the Carey Nieuwhof Leadership Podcast, it's Carey here. I hope our time together today helps you thrive in life and leadership and it will. Today we've got Daniel Harkavy. He works with some of the top leaders.

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And today he's going to coach you. We are going to talk about imagining your funeral when you're a young leader. Yeah, not as morbid as it sounds. Self-leadership, team effectiveness, and what separates the very best leaders from the rest. If you're like me, you're always looking to grow your leadership. Sit down, get a pen out, and you're gonna learn a lot in this episode. Today's episode is brought to you by Overflow. So, question for you, what if church giving could be as simple as the contactless pay-to-tap app methods and coffee shops? With overflow plus tap, that's exactly what it is. Go to overflow.com/carey to learn how you can tap into the future of giving. And today's episode is brought to you by Belay. Belay wants you to spend your time on what you do best. So to help you get started Belay is offering listeners a free download of their resource, 24 Things to Stop Doing to Grow Your Church. I'm a fan of that. Just text CAREY to 55123 for your free copy.

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Well, Daniel Harkavy is the Founder and CEO of Building Champions. He has been coaching business leaders to peak levels of performance, efficacy, and fulfillment for more than 25 years. In 1996, he harnessed his passion for coaching leaders and teams to found Building Champions, where he serves as CEO and executive coach. Daniel and his team of coaches have worked with thousands of clients and

organizations to improve the way they live and lead. Daniel's a sought-after author and speaker. He's authored *The Seven Perspectives of Effective Leaders*, *Living Forward*, and *Becoming a Coaching Leader*, and a whole lot more. So, excited to have Daniel here. This one is long overdue.

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And a question for you, for those of you who are trying to raise money for your church, what if church giving could be as simple as the contactless, like a tap-and-pay method in a coffee shop or like Apple Pay?

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Well, what if the same level of innovation was locked for churches where your congregation simply taps to give? Well, the answer is here actually Overflow. The world's most powerful giving platform has reimagined giving once again with Overflow + Tap technology. I've tried it out. It's pretty cool. So with Overflow + Tap your church can simply tap the phone against the seat in front of them and instantly be transported to your giving page or choose their preferred giving method, credit, debit, Apple Pay, Google Pay, stock, crypto, and more, with a single tap of their phone. The best part, users of Overflow + Tap have seen up to 50x engagement increase compared to the QR codes and the physical cards combined. Curious? Head on over to overflow.co/carey to learn how you can tap into the future of giving that's overflow.co/Carey.

And then the thing about leading well is it takes a lot of time, right? And when you're the one in charge time can be the hardest resource to steward and manage. I hear this from church leaders all the time. And before you know it you're putting out fires, you're not writing your sermon, you're not getting home to your family. Well, Belay's US-based Virtual Assistants and Accounting Specialists have given pastors the time they need to lead well for over a decade. So whether it's administrative accounting or social media tasks that bog you down Belay's exceptional US-based talent can take it off your plate. I've used them many times. They're absolutely great at what they do and to help you get started Belay's offering listeners a free download of their resource, *24 Things to Stop Doing to Grow your Church*. This resource identifies the items you can stop wasting time on and start delegating to someone you trust today. Just text my name, CAREY to 55123 for your free copy, and you're off to the races. And now my conversation with Daniel Harkavy.

Carey Nieuwhof: Daniel, long overdue. Welcome to the podcast.

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Daniel Harkavy: Carey, it's a privilege and yeah, it is long overdue. I've been circling around your name for at least a decade, maybe two. So it's great to have the privilege to connect with you today.

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Carey Nieuwhof: And likewise, so I want to know, because you do so much in leadership these days, when in your life did it first dawn on you that you might be a leader?

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Daniel Harkavy: It's a story of it's a story of a bit of shame as well as impact. So I was a young man and I'll just call it maybe even a before teenage boy. It was probably 10, 11, 12, somewhere in that zone and Carey, I was just naughty man. I was an awful young man. And that's a whole story in itself and if we go down that road. Your listeners will think differently of you so we'll stay away. But I was with my extended family and I had my mom's first cousin who was like an aunt to me and I've been doing things. I was the oldest of all the cousins and I was always causing trouble and I remember being in her kitchen.

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And I remember what she was preparing, Carey . I come from a Jewish Family and she was making a Jewish meal called matzo braai, which is matzah in eggs, and it was a breakfast and I can just remember it. I'm standing there in the kitchen and I just got in trouble and she looked at me and she said Daniel. She said you have so much influence and she said my concern is that you're not going to learn to use it for good and if you don't and you use it for bad, I'm real worried about who you're going to turn out to be. She said if you do figure out how to use it for good. She said I'm really excited to see who you're going to turn out to be. And that was the first moment where I just remember somebody saying I had influence and it wasn't for a good reason, but I vividly remember that so. That's always my answer and my auntie Aileen moved to heaven during covid and 2020 and we got to celebrate her life. Just last year. But she spoke into me in a way that profoundly impacted me.

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Carey Nieuwhof: What caused you, and I don't mind going there, by the age of 10 or 11 to be going off the rails?

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Daniel Harkavy: I would say there were three things, and I'm prepared for this, even though we're going down in this direction, because I just did a life history exercise with about 30 leaders last month, where I shared with them my lows and highs decade by decade, and led them through the process of identifying themes so they could understand how to best leverage their platform in the decade ahead. What has their life equipped them to do through the beautiful moments and through the painful moments, which all together make you who you are today, and it can all be so good. So for me, I just went through this and I shared it with them as an example, but for me, what caused the rebellious troublemaker was number one growing up Jewish in a time and in a community where there was not a lot of us, so I was born in the 60s now. We're in the 70s and where I grew up there was still some form of anti-Semitism even as a 10 11 and 12 year old there were five Jewish kids in the school. I was early on given a nickname BNJ, big nosed Jew. And I was little I was not athletic I wasn't all that academic. So, and we moved from one neighborhood to another at about the age 10 or 11. So I had to start over again. Bottom line you get bullied and for being a Jewish kid and you know BNJ and you're small you get bullied. So you can only run so many times.

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And then you figure out all right, I'm in a corner. So now I'm going to fight. And then you see fighting works and you've got a lot of fear in you so that fear that bullying brings out a nasty side of Danny. That's number one. Number two, my parents today 84 years old next Wednesday celebrating their 85th wedding anniversary. Both of them dealing with some cognitive decline and living very close to me. But they're together and I share that because if you were to look at their life when I was at that stage of life, 10 or 11, mom was a functioning alcoholic. Dad was an only child, now a father of three. I was the oldest and he was a bit on the passive side.

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So, you know, I had mom coming home and not being in the best of shape and that was embarrassing with my friends, et cetera, and not seeing dad jump in. And me being the oldest of three, I had to jump into I think an adult role way before I was ready. And that caused anger. So I think that would be the second thing.

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And the third thing is that every human needs to belong. And if you don't belong to the athletic crew and you don't belong to the academic crew and you're only one of, say, five who are Jewish, and now you're fighting and you're pushing the edge to...

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To fit in and belong somewhere who you will belong to are those that will accept you and if you're a troublemaker, well, then the troublemakers will accept you and they'll protect you. So my Posse became really rough kids, and if you were to look at my early Posse not This is a story in itself. I'll tell you about it if you have any interest because it's a cool story. My cool friends before that crew, some of them turned out to be heroin addicts. Some of them are still in jail. And I don't even know if they're all still alive, but they were trouble. I mean trouble.

Carey Nieuwhof: Yeah, and I want to hear about. Um, so those of you watching can see.

Daniel Harkavy: Hooligans.

Carey Nieuwhof: Okay, tell us about hooligan.

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Daniel Harkavy: Okay, so I started skateboarding and surfing at around 13, 14, 15, that changed my community. So now I started hanging out with the neighborhood kid Greg Gutierrez, Greg, I love you and you saved my life. Greg's about five years older than me and he lived across the street and he drove a VW van and he would take me to the beach and he was trouble as well and you know trouble all big Posse of Surfers that were all four or five years older took me in and two other. Guys in that were all young and they let us belong. So I started to belong to this crew of surfers and they were good guys, but partiers, surfers and I was a drummer so I'm a surfer and a drummer and that that became my next tribe.

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We got into trouble, but it wasn't mean trouble, it was adventure trouble.

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Mean trouble was probably age 9, 10 through 13 or so. And then I started to get into just adventure trouble, which is still trouble.

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But the story of the hooligans is that today, the majority of us have all had our lives transformed. We all had big crisis of faith when we got into our teen and twenties, and we're a tight crew. I mean, this morning there have been text messages going around. There's 11 of us that we surfed together all the time. A big group of them moved over to Maui, which is where I live part-time. And now they're all in San Diego, Orange County area.

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But they're some of my tightest of brothers and they're in there. We're all grandpas. We're all in our late 50s and 60s and we grew up together. So it's really cool.

Carey Nieuwhof: What was your crisis of faith? What was the turnaround for you?

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So mine was being both parents Jewish, all grandparents, Bar Mitzvah to please grandparents, but really not a practicing Jewish kid. I had all sorts of evangelists just crazy Jesus Freaks that would always approach me growing up. I had a girlfriend that was as sweet as could be and I fell for this gal at the age of 11, first day of sixth grade. She wanted nothing to do with me until we turned 16 and then she said yes, she would date me. And during our dating years between 16 and probably 18 or 19. her faith became really legit and strong and she wrestled between adventurous, know God, Danny, and from Messiah and it was a wrestling match because she loved us both but my lifestyle was pretty, it was in opposition to what a good Christian's lifestyle was. She ended up breaking up with me. We broke up probably, I don't know, seven or eight times during an eight-year dating period but she broke up with me. We were separated for a year. I had a flourishing career going as a young 20-year-old and making a lot of money had my own house drove the fancy cars. Had a wonderful career track. Was partying a lot adventuring a lot with women Etc. And then I was in a skiing accident and the skiing accident caused me to have three knee surgeries caused me to be laid up. And there were a few of my friends that had been wild men that came to faith before me. Sherry would always share the gospel with me. She would introduce me to Holocaust-surviving, Messianic, amazing older folks. There was a pastor in California, Raul Reese, who was also a surfer, and I would surf with him and talk to him. And there were just so many different people put into my life and then were praying for me. And her parents should have probably destroyed me as a result of who I was to their daughter. But when I was in the skiing accident and recuperating, living in my own home, not able to do anything because I was strapped to a machine on my bed to keep my leg moving, Sherry and I were broken up and her parents would come over and they would care for me.

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And I just saw so much love and goodness in Christian people. So the challenge to me was always, hey, do you know Jesus Christ as your personal Lord and savior? And I would always say, hey, don't worry about me. I'm chosen, I'm Jewish. But I didn't know what that meant.

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So over the years enough people had shared with me their Journeys when I was in the skiing accident in 1987. with my career going, I decided being laid up with nothing to do. You know, not the fun party guy anymore not able to go to work etc. I decided to get into the Hebrew scriptures and I knew where to read. I had spent enough time with Messianic Jews. So Genesis to the Psalms and then to the most profound book in the scriptures for me is Isaiah and Isaiah spoke to me and it just caused me to have a real crisis of faith where I either believe in God or I don't and then if I believe in God, who is he if I don't believe in God then I'm a random accident and what's the meaning? Well, I do believe in God and all right. So he's the god of the Jews. What is that mean? What is he what do we chose and for and I just followed that through and and then realized the Jews were chosen every relationship with with God first and through the Jews came the Messiah.

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And boy, he fit the bill when you read Isaiah 53, and Isaiah 9:6, it was like why don't more of us Jewish people believe and what are we waiting for? Like what Messiah are we waiting for? If it's not this guy? What the heck King David on a horse? And I don't see it. So. April 1987 surrendered, completely changed my life, and I'll tell you buddy that was the most single profound amazing life-changing decision ever ever ever ever. Carey, you know that you know that yes, I do. Yes, I do.

Carey Nieuwhof: What were you doing in your early 20s that I was thinking you're okay. And how did you channel your pain? Because it sounds like you're in a moment where could have gone gangs and drugs? Or it could have gone quote success. How did you how did you channel that into something that kept you out of prison.

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Daniel Harkavy: Yeah. So I don't know if I would have said gangs, you know, I look at age 13 and under, okay, there I could have wound up in real trouble, but 13 to 22, I would have just wound up as an addict.

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And, you know, I wound up with maybe some illegitimate kids running around a whole bunch of little BNJs. But I think what happened was I had a pretty wealthy extended family, and I always had a very, very real work ethic. So I had window washing jobs, poop scooping jobs when I was 14, 15. I was helping out entrepreneurs with their home businesses 15, 16. I always worked in construction and restaurants.

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I lived for a summer with an uncle who owned a big construction company and I learned how to really work and then I got I bought my first rental home when I was like 18 years old and when I was working at a restaurant while working construction, etc, etc, etc. The CEO of a Mortgage Firm who was a father to a friend of my younger brothers, he saw me and he saw something good in me and he saw that I was a hard worker and that I had the ability to connect with other humans and kind of pave the way for me to get into that. So I was in office supplies, printing, office furniture while going to a community college when he swooped me and said you don't need to continue with the college route. He said I own six companies and I went to the same Community College you do and I guarantee you I can say, you know on a path from a career perspective that you won't regret. He sure did.

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Carey Nieuwhof: Here you are. Well, you know one of the things that you write about and talk about and you coach leaders around the world now Daniel as well as being an author and a speaker but you believe that self-leadership precedes leadership. Can you talk more about that? What do you mean by self-leadership? I think it's a term. We all kind of know but like let's drill down on it. How do you lead yourself?

Daniel Harkavy: Yeah, so it's a you know, I I have been saying for almost three decades now self-leadership always precedes team leadership and team leadership always precedes organizational leadership. And if you really want to clarify, it's leadership before team effectiveness, team effectiveness before organizational impact. When I'm working with Executives or with our when our team of coaches at building Champions are working with the executives and leaders.

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We start with the inside of who you are because who you are impacts how you show up and what you do. So it's an internal gear job. This is where transformation takes place, right in the center of who you are. It's your identity. It's what you think about. It's what you believe and how you feel. That internal gear, thinking, feeling, and believing, all circling around identity, who you are, why you're here, what's your purpose. All of that impacts an outer gear, which is relationships, actions, and competencies.

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Those relationships, those habits or actions, and those competencies all circle around the center of that outer gear, and that is results. So that inner gear, identity, feeling, thinking, believing, and feeling is directly linking to the results that you get

because that inner gear fuels the energy and the attention that you focus on. Your competencies your skill sets the relationships and how you interact with fellow humans and then your habits or repeatable actions over and over the things that you do that make you who you are. that outer gear is just completely impacted by that inner gear.

Self-leadership. What do I believe about myself? What do I believe about you? What do I believe about the future? What do I believe about the business? How am I elevating my thinking how am I challenging my beliefs feelings always true, but the narrative causing them not necessarily true, nor beneficial, so we have to understand that as humans who are given the gift of emotion all the full array of emotion, the fears, and the happiness, and the joy, and the anger, and the passion, and the love, and in the selfishness, and the insecurities, and all the fears. Right all of the emotions. They're all real. But that narrative needs some work. So when we work with leaders, we really want to get to know who's on the inside. And then we want to help them to elevate. Their thinking they're believing. They're feeling. So that when they show up their present and they're the best they can be. And we want to understand that those leaders are multi-dimensional most leaders.

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Now, having done this for 30 years, most leaders, without having some sort of an external input such as what we do, they'll put so much energy, they'll put decades of energy into just their career account, that one area of their life, and maybe some other energy into a hobby or maybe into their finances, but they have all of these different accounts in life, that if neglected, will rob them of the goodness of life, which then impacts how they show up at work, which impacts who they are. It impacts the conscious and subconscious levels of engagement that their team has with them, which impacts how they lead the organization.

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So we're always working in all dimensions, but how you lead yourself matters, because people are watching and they're feeling. They feel how you show up. They catch you. Are you worth catching?

Carey Nieuwhof: Yeah, and you kind of are contagious right whether you want to be or not your your attitude, cultivated not cultivated, genuine not genuine, self-aware, not self-aware, it catches on. How did you because like all of us. I think we all have a journey into our young adulthood. How did you become aware of self-leadership? And then how did you begin to lead yourself out of that place? You found yourself with the crisis of Faith Etc.

Daniel Harkavy: Carey, I think that it's a pretty common story and it's an unfortunate story that gosh. Is it helpful? I was just with the young man today. I went for a run with the young man from the East Coast. He's dating a daughter of one of our executive level clients and he wanted to spend an hour with me this morning. So we went for a little trail run and we were talking about this and what we were talking about is so much gets learned through bad instruction It's bad modeling. So I learned who I didn't want to be as a result of having some just crappy leaders and you know, you you look at how some of these leaders led themselves in their lives and I just like ooh, I don't I don't want to turn out to be that. won't ever want to be that and I could see how alluring it is, you know, they would pull in and Ferraris or they would pull in the Porsches or the Maseratis and they had the beautiful homes and they were very respected in the professional realm but when you when you really looked and you understood you understood that, you know, maybe some of their kids couldn't stand them and you understood that a lot of their net worth was going to spouse number one or number two. And you saw the white powder marks in the nose and the late mornings and the foggy, and you just learn so much about that. And then you see it come out in ways that push really talented, hungry people down for whatever the inner gear problems are, the identity challenges and the feelings, and you just go, uh -uh, I'm gonna do better than that. So I started doing better than that when I was given my first opportunity to lead at the age 23.

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And I became a coaching leader before there was such a thing and later wrote a book about that, like in, I think, 2005 or 7 or something like that.

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But that's what led me into an industry that wasn't there. There was no such thing as a coaching industry. My version of leading myself and when I saw how I could lead myself in ways that would benefit other people and it would cause them to be better versions of themselves. I thought man this is really important. It's the foundation. for real transformation and impact for leader.

Carey Nieuwhof: What are some other mistakes you see in the self-leadership space some bad advice? Not just bad examples, but like bad advice or bad ways to start because I think all of us, I mean, I realized a long time ago I've got to lead myself. And as I lead myself, so I lead my family, my children, my team, you know, the impact that we have and it's a it's a tough Journey as you know, you probably heard said a million times. I'm the hardest person. I have to lead right reflecting on oneself. What does some other bad advice out there on self-leadership that you've seen?

Daniel Harkavy: Bad advice, you know Carey, I mean I've definitely heard leaders say that in order for you to be an effective leader, this becomes your primary and your number one and if you don't give this 110% meaning your career your church your business, whatever it is if you don't give it 110% you won't make it and I actually don't believe you can give anything 110%. If you understand math, you can only give 100% And and that's it, you know 100% of full. It's complete. And I think that many leaders. Will they will believe that they can self-sacrifice or sacrifice theories of their life until they get to a certain point. But then once they get to that point, then it will be different. Then they'll start really caring for her. Then they'll start really caring for themselves. Then they'll start to focus on them. As soon as the business or the church or the whatever it is, get to this certain point. But the truth of the matter is success begets success. So there's always a new opportunity and always a new challenge. So you have to develop your rhythm in your way that will enable you to be who you want to be in all areas of your life. Then out of that, out of really doing that work of figuring out who you want to be, then you can start to architect what you need to do to be that person.

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So the advice is just self -sacrifice until you get to this stage. Hey, Psalm 90:12, teach us to number our days so that we may gain a heart of wisdom. There's no guarantee of tomorrow. You architect who you need to be and who you want to be.

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And who you need to be in the areas where you need to steward in very unique roles you and only you can Steward your relationships or how you care for these areas of your life. Nobody else can do it for you architect that with intentionality today because today is it.

Carey Nieuwhof: Yeah. How do you get through to a young driven leader what you're describing there reminds me of me when I was in my thirties. And as I said before we hit record. You know a big hinge point in my life came up 40-41 when I hit burnout and prior to that as leading a rapidly growing church. Definitely not a horrendous husband or father, but definitely work came first. Work came first. I was at my kids game, but I was either always on my phone on my laptop preoccupied thinking about work and really at that season in my life for that decade addicted to the results at work and it felt chaotic at home. So if it felt chaotic at home, I just went back to work if you were to sit down with 30 year old me. How would you coach me out of that situation? God did it through arresting me at 41? Basically sucking all the energy out of me I burned out I was depressed and God's like, well now do I have your attention? Okay, great. Let's go on this reconstruction journey, and that's been

the last 17, 18 years of my life. So very grateful for that. I can say that now I'm grateful that I burned out but hey in a perfect world, I would have loved an earlier invention and it's not that people didn't try to intervene. I don't think I was that interested in listening. And he advised. For the 30-year-old me or the 30-year-old leader who's heading down that trail right now before something bad happens that you may or may not recover from.

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Daniel Harkavy: Yeah. So here's a little shameless plug because I'm going to try to help your listeners, should they even be younger than 30 or should they have kids younger than 30? You want to check out SetPath.org. I am just launching a not-for-profit to help America's young adults to transfer purpose, belief, and direction through free life planning and mentorship because I've had way too many people ask me that exact same question. You know, in 2016, I wrote a book with a friend and longtime client, Michael Hyatt. We wrote Living Forward and that's a life-planning process.

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And in the beginning of that process, in the beginning of that book, what I have every individual do is I have them write out their eulogy as if they were to die today. Hmm. And if I'm talking to a 30 year old, what I'm going to do is I'm going to say okay tell me if you're to pass away today. I want you to tell me who's sitting in the reserved rows at your memorial? I want to know who's in row one and who's in row two. There's a rope, a banister that says reserved, and those are for the people that your loss will be significant because you're the only you. You're the only person, you're the only older brother, you're the only husband, or the only wife, you're the only dad. You know, you are the only to those people usually in the first one or two rows. And what I want you to do is I want you to know tell me what would they say about you if they're attending your memorial today at 3:30 p.m.

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I want you to go write it out. And the reason I would have people do that. Is because I want them to come to grips with the fact that there is no guarantee of tomorrow and I would take them back to that Psalm 90:12. because I think that so often we can buy it a lie that we can just get to that other stuff lately. And carry one of the greatest blessings which I would have never seen as a blessing. Is that I have been with friends. As they've passed away at Young ages and in 1998, I had two friends die in front of me at different times. One from cancer and one from a heart attack and both of them were 38 years old. And one of them their wife, Brian, his wife and his kids

were all staying at my house with other wives and kids as me and a group of guys were at a men's retreat.

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And boom, he passed right there. And another time, one of my very dear friends that I used to work construction with and that I worked in mortgage banking with, I was with him journeying as he was making his way from here to heaven. And what you see is, oh, there is no guarantee of tomorrow.

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So I do my best to help people deal with the fact that you need to be keenly aware. Moses was the one saying, teach me to number my days so that I may gain a heart of wisdom, not a head of wisdom, the head so easily deceived, right? But a conviction, a heart of wisdom. I want to know my days are numbered. So what I would do to help a young leader to avoid the burnout is I would say, hey, listen, you're going to blink. And there's no guarantee you get 82 years, like there's just no guarantee. So let's come to grips with the end. Let's put that destination spot in there and let's marinate your heart. Now. Let's start to do some thinking and head work. To help you to make decisions day after day that will enable you to avoid burnout, to avoid regret, to avoid a train wreck. Because the drift, when it comes in, it's just kind of this. You know subtle I'm not going to be mean or abusive. I'm not gonna be intentionally neglectful. But as you said it's harder at home, you don't you're not the rock star Pastor. You're not the rock star business leader. You're not, you know slaughtering the big deal or building the big beautiful structure. You're you're dad and you know, it's like go scoop the poop and clean the dishes, do homework with little Dylan, and do this and do that, and do this and then there's nothing left over for you. And hey, that's life. I mean, it's In this life, you will suffer we suffer. And we experience the joys and the richness.

Carey Nieuwhof: Do you find that usually a sobering and arresting moment for leaders to imagine who's on that front row?

Daniel Harkavy: Oh, yeah, that really gets gets. Oh, yeah. I've been doing that. I will actually, you know when I'm speaking to a large room. on the topic if I'm walking a group through life planning and I'll I will show them I'm like up here is a six foot five box and it's mahogany in your urine in it and then I'll get off the stage and I'll walk them through it and I will just rows here. There's my mom and there's my dad, they didn't expect to lose their son.

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There's my brother and my sister. They didn't expect it. I will just, and then I have them go write it out and you'll just see people, they're broken. They're in tears because what's being said in rows one and two today is not what they would want for many of them. You know, I say, hey, what we do is we spend all of our energy giving our best to those in rows 20, 25, row 30.

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We're so wrapped around the axle around what they think about us and how we're treating them. And then when we get home exhausted, what do we give to those in rows one and two? And everybody always answers the same way. You spend it all day long giving it to rows 25 through 35, you get home, you're exhausted. What do you give to your rows one and two? I'll give you a guess at what everybody says.

Carey Nieuwhof: Fumes.

Daniel Harkavy: Fumes, leftovers. Yep. Like oh cool. The one that you said till death, do we part? That's what she signed up for. Hey, give me a life of leftovers. You know you make these little ones with your last name. Hey, I'll tell you what. I brought you into the world what you're gonna get a leftovers, fumes.

Carey Nieuwhof: This is this bit of a diversion, but I was having a conversation yesterday with my assistant. And you know, there's a lot of leaders and I'm sure you have this. I have this, who have a ton of inbound more opportunities than you have hours in the day days in the week Etc. I'd love to say yes to everything. I just can't we get overwhelmed over my staff is so good pairing down the ones that I need to see I don't even know what I don't see, but even when I finally see that final list that comes to me still have to say no. most of the time and there was one thing I said yes to and because I really wanted to do it for years. I won't say what it was because the guise of friend but I really wanted to do it. We were gonna have an incredible experience at this event. And then I kind of looked at we're going out to BC to be with my oldest son. I would have to either cut that short or the flights to get to where I would need to be. It's gonna be like a 20-hour trip and that was no way for me to spend the rest of that week. I'd show up exhausted. I'd be tired. I'd be late night event. So I said, you know what to my assistant. I don't think I can do that. So, can you undo my yes, and she said yeah, I'll take care of that. And so she did and I was in a meeting with her yesterday.

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And I said, did you hear anything from the fact that I'm not going to be attending this big conference? And she's like, no, no, really nothing. And I don't know why at this stage in life, Daniel, but it hit me. It's so hard to say no. But to them, if you're hosting

a big party, let's just say, and this is the analogy I used in my head. If I'm hosting a big party and I'm inviting 75 people and like one person says, oh, my spouse and I, we can't make it. I'd be like, oh, that's really too bad. But the party's going to go on.

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And I think too often in my head, I'm like, oh, I can't really say no, because they've invited me multiple times and I really wanted to go. The amount of emotional energy I put into that no was way bigger than probably what they felt on the other end. Anyway, I don't know whether there's anything there but I talked to leaders who are overburdened all the time, and we're just so afraid of disappointing people. But what I got to say yes to is now I'm on the flight home with my younger son and his wife and my wife, and we're going to be relaxed and we're going to get into the airport and I'm going to show up at work refreshed after this vacation.

Daniel Harkavy: Good choice.

Carey Nieuwhof: Any comments on that?

Daniel Harkavy: Oh gosh. Yes.

Carey Nieuwhof: Okay. Go go go go go. Yeah.

Daniel Harkavy: Yeah. So if you hang out with me, you'll hear I'm not all that creative and there's not a lot of original you'll hear me repeat things over and over and over again. And one of the Daniel-isms I'm always saying it is you have to say no to the good so you can say yes to the great.

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You know, you're not going to be wrestling with oh, it's a really bad opportunity. Should I do it?

Carey Nieuwhof: Yes, this was 80,000 people and I got to be a part of it.

Daniel Harkavy: Right like it's pretty cool. It's pretty cool, good, you know saying no to this. This is good. So you can say yes to the great. You invested time with in this moment those that you believed you would make the greatest difference with you would enjoy most you would remember most. But it took courage you said no because you knew what mattered most. All right, that's number one. I'm thinking back to Young leaders that I've mentored and there's one in particular whom I love dearly his name's Pete Fisher and he owns a company called Human Investing and they're just phenomenal. He's a neighbor of mine and he's a good brother, good brother. He's actually officiating my daughter's wedding in two weeks. But Pete,

when he was young, he would always meet with me for coffee and he'd open his journal and he would just like, this guy's a driver, man. He would open his journal and go, okay, I've got question, question, question, question, question. And he would just unload on me while we'd have coffee. And sometimes the questions were about marriage and other times about owning a company and other times about leadership and other times about parenting and faith and whatever. It was always a great ride. I love spending time with him because he's so hungry.

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I remember being young and he was starting to really get to levels of success where he just had more requests than he had space.

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And it's so hard and I walked through this with many leaders, many thought leaders some of the guests that you've had on your podcast have been my clients.

Carey Nieuwhof: I'm sure yeah, you look at it. It's like hey, how do you get into my contacts?

Daniel Harkavy: It's great and I sit here I go. Yeah we talked about like, how do you deal with just the sheer volume of requests and what I remember telling Pete was hey Pete. Get really comfortable disappointing people. I disappoint people every day every day. I go to sleep knowing I have disappointed people. I do it every day. I do it seven days a week I disappoint people. The magic is that I do everything I can not to disappoint the wrong people and you have to think about that?

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Carey Nieuwhof: Yeah, you have to think about right versus wrong. How do you determine that? What's your filter? What are what are some helpful filters for us to think about?

Daniel Harkavy: Yeah, so, you know, we'll use that life planning process. If you made my life plan, well, you're the right people. I mean if you're on my life plan, it means that I play a unique stewardship role. I said, yes forever regardless of circumstances. I said, yes till death do we part? I'm yours. That's pretty big commitment that commitment trumps every other commitment. That commitment trumps every other commitment. Hey, Daniel. Do you want to come do this event and take this contract on and and yeah, you'll be away from your family all of these times and you'll be away from her and it's going to exhaust you but you're going to

make a few extra blankety blank dollars. Well, no. No, if it's going to hurt her, my number one, then no.

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So we have to figure that out together. And then when I decided to have fun with my wife, and we made babies, there came with that a responsibility. And they all are now my responsibility to train up. That's my job. That's not the school's job. That's not the youth leader's job. That's not the community leader's job. That's not their friend's job. My job is train them up the way they should go. That's mine. Really clear. That takes time. That takes energy. That takes intentionality.

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Now to do all of that. I need to take really good care of me. Because I need energy every day. Like my superpower strength is energy. If I have energy then I can listen. If I have energy then I can deploy curiosity and I can ask questions and I can engage. If I have energy I can play with grandbabies. If I have energy I can bring what I need to bring to the areas of my life that are most important. So how do we figure out who to disappoint and who not to disappoint? Well if you're on my life plan you're a not disappoint. My Band of Brothers, my hooligan, boys, and don't disappoint them. Now I can disappoint them if they come in and say hey can you do this but I've got a commitment with with Sherry or the kids or with my job which is an important part of what I do. I don't sit there and I signed up as a leader and I have to serve as a CEO the mission of the job, but that's a whole different topic because CEO really doesn't do a lot a CEO helps align and has amazingly smart gifted people that do a lot. And so that's a whole different topic but you just know, you know, we're in the first few rows? And then every situation is different. You don't become dogmatic with. Oh, I always say no to these events or I always say no to these people. No, I pray, sometimes I talk to my bride, and sometimes I talk to my team, and sometimes I count the cost, and I ask for permission to be absent so that I can go do this, but I'm crystal clear it's a one and done.

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And sometimes I make mistakes and sometimes I say yes to the wrong things and sometimes I have to say I'm sorry and sometimes I let the pride of the opportunity and know it's big and I make it bigger than it is and I screw up.

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Carey Nieuwhof: I make it bigger than it is, too true, yeah. Anxious or interested to know, you coach a lot of people, including some of the top leaders like Fortune 500

CEOs, et cetera, et cetera. I mean, you've been pretty much everywhere when you look at really high-capacity, high-functioning leaders versus leaders who are floundering a little bit more, always overwhelmed. What are the differences that you see between the best of the best and the rest?

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Daniel Harkavy: I cannot believe who I get to hang out with so I'm going to share some of these names because of who they are and what they've taught me. My job, I can't believe I get to sit front row in a classroom learning from these folks. Mm-hmm. So, you know, I think of a guy like Frank Blake who's the chairman of Delta and we had breakfast last Friday and he's part of my CEO Roundtable. He's amazing. Frank was the CEO of Home Depot for years and he's truly one of the most remarkable leaders, but I just think humility. He's just so humble, you would never know. So humble, you know Tim Tassopoulos who is now leaving his post at Chick-fil-A we had I just went to his retirement. Gala last Friday we had dinner two weeks before that. He's been a client friend for probably 15 plus years.

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Humble and wicked smart and what I admire about him is he knows everybody. People matter he understands and he actually teaches results and relationships are these two axes in which leadership Effectiveness is dependent upon. My last book I say it's decision-making and influence. You got to be Wicked smart and you have to be keenly aware of the influence game and how you connect with other humans. it differently, but at the same thing I think that in today's time is worth things are changing so quickly. Yes, you need to be humble. And yes, you need to be caring. You need to be focused on a better tomorrow. You need to believe and see a better tomorrow. There has to be a compelling vision and a Clear Vision. And then you need so much curiosity, and I call it intentional curiosity.

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Because everything's so complicated today. There's nuances to supply chain if you're in manufacturing that are present today that weren't here in 2019. 2020 and COVID and everything just so radically impacted. Dependencies on little teeny parts that if you don't have them, you don't ship billions of dollars worth of product. And there's just these complexities and then you have technology and now everyone is tripping out on AI and how do you tune the information in AI in such a way that it really gives you a competitive advantage? How do you tune and test? So curiosity, lifelong learning, learning, learning appetite to learn, the best of the best do that.

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Carey Nieuwhof: Yeah, that's an interesting list of characteristics.

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Yeah, I'm trying to form my next question and maybe this is a good dovetail into your last book where you talked about seven perspectives of effective leadership. Are there any other qualities, because I think that's a pretty comprehensive list and it really resonates. It was Jim Collins who famously argued with his researchers that there's no way humility could be a factor in the difference between a level 4 and what we would go on to call a level 5 leader and then he looked at the data and he's like, yeah, the very best of the best actually are humble. Humility is a tangible benefit. Well, you look at the seven practices of effective leadership. Are there a couple that come to mind in the context of separating the best of the best from the rest?

Daniel Harkavy: So each of those perspectives require intentional curiosity. Real quick fly by for those who have not read the book or familiar with it.

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The whole premise is that your leaders of effectiveness is determined by just two things the decisions they make in the influence. They have in the story. I sat down with 25 leaders from Frank Blake to Tim Tassopoulos to Horst Schultze to Martin Dom. I mean I could go on and on and on. incredibly successful leaders, who are, they're down the road in their game. I mean, these are men and women who they're not going anywhere. And I asked him I said just challeng me. I mean there's leadership more complicated the decisions and influence. If not to be a good leader. But to be an effective leader like a good leader comes before you have to have horses who is one of the founders of...you know Horst.

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Carey Nieuwhof: Yeah, he's been on the show a few times, and he's a really fascinating person to spend time with, particularly as someone in his 80s. I mean, my goodness, you meet that guy for breakfast, he's like, and I've already got like a five kilometer walk in, and I'm like, Horst, it's 8 a.m.

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Daniel Harkavy: Oh yeah, he's a beast. Yeah. And he is so good. He's part of our round table as well, and that guy just lights the room up every time he speaks. But you know, Horst, he was the only one that challenged me. He's like, no, Daniel, you need to have integrity. And I'm like, no, no, no, Horst. You need to have integrity to be

a good leader, right? You need to have integrity, and you need to have character, and you need to have work ethic, and you need to have brilliance. You need to have all of that to be a good leader. But I want to talk about effective, right? Because there's all sorts of good leaders. They were really good, but they don't move the needle in ways that are required of them by shareholders by constituents like you need to be effective. You need to get stuff done.

All right, so you bring this intentional curiosity because no leader knows it all. You bring intentional curiosity which then grows your influence and elevates your decision-making authority. In order to do that you need to see the business from at least seven different perspectives current reality perspective one, if you don't fully understand the historical that got the business to where it's at today as well as the business today. And even in the year ahead. Well then what happens is your Ivory Tower and you may be making decisions and saying things but your team's doing work around because you don't get it. You're too disconnected. Right. So you're starting pointing. Your GPS is faulty. Therefore all directions that go from that perspective to the next perspective are off.

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You're starting from off, perspective to vision. If you don't have a clear and compelling vision that promises for a better tomorrow, that causes you to want to take risks, that causes others to want to take risks, and if it's not clear enough to build strategy to, then you're missing one of the core elements of leadership. A great leader an effective leader says there is True North. This is what it will look like taste like and feel like when we get there this is who will be we will become this is what the people who work with us will belong to and that's what we're going to build. And you address those in vision. Once you have those two perspectives, you have an opportunity gap, current reality is here where we are in 2024.

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Long-term vision is where we'll be in 2034. Well, now we need strategy to move us there. So we make strategic bets grounded in current reality, anchored in long-term vision, so that we pull the organization forward. Those strategic bets are informed by those two waypoints, but we don't stop there. We move to perspective four, and that is team.

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Not telling the team, but asking the team, what do you think, what do you see, what do you need? What do I need to hear?

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A fourth perspective, the team's giving you the input because they're closest to the work. They understand the technology. They understand the customer. They understand the supply chain. They understand the legislative compliance issues. They get it, so you're asking and asking and asking.

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And you're asking the questions and really listening and then you're thinking about those responses. Now that fourth perspective without the fifth perspective is a miss and a lot of leaders don't really nail the fifth perspective, which is the customer. What does the customer really think about your business not just today, but what are they thinking about your business for three four five years down the road? What are they thinking about for their business? If you're in a B2B business, how can your business be working today to help them solve problems that are five years down the road? You don't trust surveys. Surveys give you one bit of input. You talk to the people. If you're in a B2C business, you're actually spending time with the client with the consumer and you're studying them and understanding them and and figuring out what it is that would better serve them today. And what will better serve them tomorrow. I have so many stories on great leaders that do this.

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Sixth perspective is your role. How do you need to be changing and growing and then the seventh perspective changing and growing to be not only the best leader today? But the leader that the vision will require you to be in the in the years ahead. And then the seventh perspective is the outsider and what outsiders do you have that are help to think about all of this so that you can become that leader and get it all done. Those perspectives will help you to be effective by improving decision-making and elevating influence.

Carey Nieuwhof: There's a lot there. I want to drill down on a couple of things. One of them is. Intentional curiosity. So in that burnout season in my life I realized I'd become very cynical and it's been a goal and habit of mine to become very curious, intentionally curious, and hopefully more curious every year, not more closed, but more open. And I'm with you. I feel like, how is this even my life? How do I get to do this?

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But one of my favorite things is to talk to world experts on this podcast and just ask questions. So for someone who, because I think, I don't know whether you find this or not, but I find age and cynicism are frequent companions.

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In other words, the older I get, uncorrected, the more cynical I will become because cynicism is rooted in knowledge. It's like, oh, I know how that works. Let me tell you why it's not going to work, Daniel.

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Daniel Harkavy: Been there, done that.

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Carey Nieuwhof: Yeah, I've been there, done that.

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Yep, not going to work. And so I've tried to be open and curious. What are some good habits you've noticed, either in yourself or in others, to foster the discipline, the practice of intentional curiosity?

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Daniel Harkavy: I think that humility to know that actually You know so little. You just know so little. Carey, I was 46 years old when I was doing my end-of-year reflection time. I do a Sabbath at the end of the year it kind of this little getaway where I look at my life plan. I look for the themes of last year. I pray I I Look to learn and You know your listeners may not like my lesson at age 46. I've shared it with many but lesson at 46 was hey, Daniel. You're a dummy. And I don't say that for shock value. That is really what I felt like I understood. And the reason that I share that is because it was probably one of the best year-end messages that I've ever come to grips with.

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Because if I ever believed that I'm supposed to have all the answers, I'll move into a poser and a performer mindset to where I'll actually believe that I need to have all the answers and that my value to you has to do with my knowledge my comprehensive knowledge of all things and all topics. I can speak about you a few things with some level of confidence and expertise. But not a lot of them. I don't have a ton of knowledge in many areas. Like don't put me into an operating room and

don't get me into politics and don't put me into the front row of a sports event and don't get me to comment on Opera and you know, that's not me. I mean I am fine-tuning my competence my knowledge my interests where I believe I can move the needle most.

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And I say no to a lot of other things, and it's okay. And there's so much for me to learn. Things are changing so fast. Now the beauty of that is if I don't need to know everything, well then what I get to do is I get to surround myself with people who are smarter than me in different areas. And I just need to ask them a lot of questions, and if I can align them all together, well then together we can accomplish great things. And that's a leader's job. A leader's job isn't to know it all, to be it all, and to do it all. A leader's job is to surround themselves with the best people, to cast a vision that's clear and compelling, and then to resource and coach the heck out of them so that together they can accomplish something together that none of them could ever do on their own.

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Carey Nieuwhof: You mentioned listening to the customer, which we're taking really seriously. We hired a couple of leaders to help us really listen to people in the Art of Leadership Academy. And literally, Daniel, this afternoon, I sat down and read about an hour worth of feedback from customers in the Art of Leadership Academy. It was way more affirming than I thought and that was based on hours of interviews that our research team has done with our actual customers, and I've heard Frank Blake on different podcasts talk about walking the stores in home when he was CEO of Home Depot like just showing up at every Saturday. Home Depot in Detroit, walking the stores meeting the actual customer service people there having conversations with them and they were shocked to see a CEO do that. Here's my question; a lot of us feel like we hear people from here people we hear from people. That's what I'm trying to say because we get emails, they tend to be angry emails customer service emails or we get congregants who are upset about this or want that, and a lot of noise on social media. How do you figure out how to listen to the right customers in today's environment?

Daniel Harkavy: You know the process of figuring out who the right customers are could actually come out of a bias, which could be dangerous. Yeah, you know, um, the right customers are the ones that tell me that our company is amazing. I like those meetings a lot more than those that say You know, you're not quite as good as you used to be, you know, 25 years ago, you were it. Well, you got a lot of competition today. You need up your game. That's not a fun meeting. right so I think there's value

in hearing from everybody. Now I will say social media as a channel to hear from the customer. Needs to consume it just a few of 10% or less of your customer interface.

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It's pretty easy to be emboldened to say things behind an iPhone with your thumbs, but sitting down and having a real conversation with somebody, breaking bread with them, going for a walk with them, going to their place, taking them fishing, doing something with them. You will hear things by the investment of time that you would never hear from a survey or social media post.

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So I look at some of the best leaders. Those that are clients that are in manufacturing. We have a large global trucking firm, it's Daimler Mercedes-Benz. They're in every country and you know market share leaders. They're amazing. We work with their chairman as well as their CEOs around the world and they have a regular practice of riding drive where they will drive the products and then they will go out and they will do dealer visits and they'll just sit there and they'll talk to the customers. And it's a high-payoff activity. You know, we mentioned Chick-fil-A, those executives are in the restaurants all the time. They're talking to customers and they're asking about the quality of food and that goes from the Cathy family through Tim through all of them. It's a regular discipline of theirs Frank Blake with him being in the stores and Horst Schultze being in the in the hotel's back when he was in the business sitting down with customers and really talked in them where it's the B2C or the B2B.

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Its time, its relationships. So much of business is relationships you have this technology is changing things. But I don't know if in our lifetimes Carey, the relationships ever get so devalued, you know men, you know, maybe things do in many listeners. Maybe they're running commoditized businesses, but even commoditized businesses. I say there's a way for you to to elevate through relationship.

Carey Nieuwhof: You know, good example called estimate Apple customer support twice in the last few days getting a new battery put in my MacBook Pro and try to extend the life and I had a case on it and the adhesive wouldn't come off and it was just a nightmare. So, I called Apple thinking I had destroyed my computer, it was still working but functionally useless because there was this tacky residue all over the top and the bottom and I'm like, this thing's done and they're like, oh, good news.

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Yeah, that's called cosmetic damage. I'm like, no, you don't understand. You didn't do this. I did this and I bought an aftermarket product. It didn't work. I've never had this before and they're like, no, no, no, we'll cover that. And I'm like, oh. And they were laughing with me and it's going to cost me \$300 total in repair. I'm like, sign me up. But it was that personal touch, not the chatbot, not the customer service email with a visit our website and look at the FAQs.

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It was that personal touch that made the difference.

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Daniel, shifting gears.

Daniel Harkavy: No, real quick. How many listeners do you have?

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Carey Nieuwhof: On this podcast? In a typical month and half a million or so.

Daniel Harkavy: Yeah. So I mean, I'm just sitting here looking at Apple going gosh, they're genius right? So what they spend? They spent a few hundred dollars and here you are doing a plug-in commercial for Apple and their customer service, half a million people. What'd they pay for that a few hundred bucks? I'll pay for that advertising all day long.

Carey Nieuwhof: Exactly. No, you're right. You're right. And the thing that I love is I mean you you could argue when we're Apples golden days, but that was true 20 years ago when Steve Jobs was running it and it's true 20 years later when Tim Cook is running it and perhaps his successor one day and and that's culture, right? Yeah, that really is.

Daniel Harkavy: It's their way man. They get it. The customer is keenly get it and boy, oh boy. I always feel bad for the companies that are led by leaders that are, you know, they're tripping over quarters to pick up pennies with how they treat customers. It's like too bad.

Carey Nieuwhof: And you're right. It's like, you know how much money we could save if we laid a third of them off and made people wait? I didn't even wait on hold was like, you know by the time you're done with the prompt menu, you're right through to somebody and and they were both a delight to deal with which is

unfortunately rare these days. Daniel, I know you love the church and you work with church leaders. If there was one piece of advice you could offer to church leaders when you look at the broad landscape of what churches today, what would you tell us, caution us, encourage us in as people who are stewarded with leadership in the church?

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Daniel Harkavy: It's the most significant question you've asked me and probably the one that I'm most ill-equipped to answer.

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But what comes to me is be who God's called you to be and follow that calling.

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Because anyone who's in church leadership, my hope is that they answered a call. And the mission is so big. There's a military saying, mission first, people always. If you get that backwards and you put people first, mission always, you will burn out. You will burn out. You will flame out. You will fail.

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Why do I say that? If you put people first. You have meetings with 100 different congregants and you ask them. What is it that you want from me? Some will say I want you to marry the best of the best your marriage ceremonies need to be amazing. And somebody else will say well no, it's your funeral. It's your burials man, you know, they need to be the best they can be and somebody else will say no. No, you need to have like rockstar image with incredible tennis shoes and you need to be witty and you need to preach messages that make us laugh and entertain and somebody else will know no dinner entertain me. I want sound doctrine. I want expositional depth and you need to go deep with me and then somebody else will get on your elderly meetings. They need to be flanked. CEO chairman of the board quality your fiscal management three years out take on debt figure out how to blow this thing through the roof.

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People always. People always but mission first. Mission straightforward. Pastor disciple us. We're your sheep you get to disciple us. Train us up, disciple us, equip us, mobilize us, send us out get us out there doing the work. Get us out there experiencing the adventure of the Gospel Journey get us going. However, he's called you to do it. In your church. It's going to be different and his church. It's going to be

different. The communities are different. The demographics are different. Who is called you to be? That's all I got?

Carey Nieuwhof: That's great. Daniel, anything else that I have asked you that you wished I would have asked you or anything else you want to add or say or call to action by the audience?

Daniel Harkavy: You're very kind. I appreciate it. Thank you for the opportunity.

[01:07:21.700]

Carey Nieuwhof: It's been a delight and some really interesting insights I'm going to mull over. So people are going to want to connect with you online, Daniel, where can they find you easily these days?

[01:07:33.600]

Daniel Harkavy: Yeah. So the two organizations that I have the privilege of serving are Building Champions, which is our executive coaching firm, and then SetPath, which is our young mentoring life planning firm. And you can get to both of those by going to danielharkavy.com.

Carey Nieuwhof: Excellent. We'll link to all that in the show notes. Yeah, you better spell it, because Mr.

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Daniel Harkavy: Harkavy. And you'll be able to get at me that way and if my teams and I can serve you no matter how you're leading and doing your stuff would be more than happy to.

Carey Nieuwhof: Daniel thank you so much.

Daniel Harkavy: Carey thank you privileged to be spending more time with you. I look forward to another random meeting again. It's been it's been nice running into you as of late.

Carey Nieuwhof: Fantastic feel the same way. Well that was loaded with insights. And guess what? We got show notes for you. You can find them at careynieuwhof.com/episode641 that includes transcripts too. If you want to go back and recapture it they're searchable and I use them all the time.

And we want to thank our partners for this episode overflow. Have you checked out Overflow Plus Tap? This is revolutionizing giving, it's as simple as tapping your phone and boom you can give. It's way more effective than QR codes and any other

method go to overflow.co/Carey to learn how you can tap into the future of giving. And the Belay wants you to spend your time on what you should be spending your time on not on administration. Just text CAREY to 55123 and you can get started today. Well, next episode, man I love this conversation. Willie and Korie Robertson. Yes, of said Duck Dynasty. They joined me we go into the backstory of Duck Dynasty, the terrible side of rapid growth, how to make marriage family and friendships work when you're in the spotlight. I think a lot of you can probably relate to that because you're struggling with that too, right?

Also coming up, Annie F. Downs, Katie Cole, we've got Scott Galloway, Rich Birch, Matt Chandler, Ken Blanchard, and a whole lot more. And then I'd love for you to get my newsletter that I send out every Friday. It's called On The Rise and I share church insights, church trends, but really curious things as well.

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Just some interesting things I find along the way. And if you'd love to get it because there's a sea of content out there, I cut through the noise and give you stuff that I think is really going to help you. I mean, think sermon illustrations, think knowledge you need on the job, and a whole lot more podcasts to listen to, videos to watch. Again, cut through the noise, get to the stuff that really matters. If I don't believe in it, it's not in the newsletter. It's as simple as that. So it's my best take every week. You get it for free every Friday. Go to OnTheRiseNewsletter.com to get started for free today. And thanks so much for listening, everybody. I hope our time together today has helped you identify and break a growth barrier you're facing.