

- [Announcer] This is the Craig Groeschel Leadership Podcast.

- It's great to have you guys back for another episode of the Leadership Podcast. Today we are talking about part two of the really important subject called embracing change. If you're a new listener with us, there's a lot of ways you can consume this content. You can actually watch on YouTube. I'd love it if you'd subscribe on iTunes that way it'll come directly to you. We release a brand new broadcast, the first Thursday of every month. Also if you leave a review on iTunes, that's really helpful. If you want the notes kind of a summary of what we're talking about, you can go to Life.Church/leadershippodcast and all the notes are there. I also love hearing from you guys, if you have questions, thoughts, comments, ideas, suggestions, email us at leadership@Life.Church. What I like to do is answer a couple of questions in each episode and then we'll do a teaching. We'll teach on embracing change then at the end, I'll kind of give you a recap and give you some questions for application and then next month, really excited, we'll do the first part of a two-part teaching, responding to what is the most commonly asked question from you all over and over and over again, people ask, "How do I influence my boss?" "How do I lead when I'm not in charge?" "I've got great ideas but no one will listen to me." "How do I influence the organization to change "when I'm kind of deep in the organization or whatever?" Next month we're going to talk about, how do we lead up, how do we influence those that are above us. Let's dive into a question. Jordan asked this. Jordan said, "I've read in leadership books "about the importance of focusing your energy and time "on a few things rather than on many things. "How do you do that when you're called "to do many different things in your job?" Well Jordan, good question. Almost all of us are gonna have to do many different things in our job. And so what I like to do is not just think about time management but I want to think about energy management. Everyone talks about how do you manage your time, another way to look at it is, how do you manage your energy because think about this, all work hours are not created equal, right? There are certain times of the day when you get interrupted more when you're not quite as sharp other times of the day when you're more creative and so think about this. All work hours are not created equal. When you're trying to really kind of manage your energy, what you want to do is you want to think when and what, think when and what. Two thoughts, number one, determine when you're most productive and number two, determine what are your most important responsibilities. So we're looking at energy management. Determine when you're most productive, what time of the day, the week, are you creative, are you energized, you make decisions quickly, when are you most productive and then number two, determine what are your most important responsibilities because Jordan you said, you're gonna have to do a lot of different things well, everything you do doesn't have an equal return. Some things are much more important than others so determine what are your most important responsibilities. When I look at my own life and my own rhythms, I'm most productive early in the day. I'm gonna do first what matters most in my day. When I want to make decisions, I want to be creative, I want to do my writing, I want to do that early in the day. In your life, determine what you do that has the highest impact. whatever you do that's most important, has the highest impact and then do that when you're at your best. Do it first in the week or whatever and we want to do the things first that have the highest impact and that way, if we don't get to everything, we're still getting to the things that matter most. Steve said this. Steve said, "We have core values for our organization "but not for our staff. "Do you have any helpful resources "for a team to develop core values for those on your team?" Steve has organizational core values but he doesn't have values for the staff. Great question, important question and it's actually a pretty easy response and it should be relatively easy for you to find these values. What I want to just talk about the difference between types of values. Core values are most often defined kind of as what you believe or what drives you, what you stand for in an organization. When you're talking about values for your team, I think it's Patrick Lencioni who defines it this way, let's call those behavioral values. So we're gonna have values that drive us,

motivate us but when we have a team member we want to talk about how we behave, how we work together. So for example in my organization, I lead a church, some core values we have a bunch but I'll give you three. One would be evangelism, we say it this way, that we'll do anything short of sin to reach people who don't know Christ, to reach people no one's reached, we got to do things no one's doing. Faith is a value, we say it this way, we are big thinking bet-the-farm risk takers. We'll never insult God with small thinking or safe living. Serving is a value to us, we say it this way, we are not spiritual consumers, we are spiritual contributors. The church does not exist for us, we're the church and we exist for the world. Those are values that drive us, those are our beliefs. Now on a staff level, we have what we call behavioral values and here's how you define those behavioral values. What I would encourage you Steve is, name the five or 10 or so most effective leaders in your organization. Just sit down you and two or three other people and don't tell anybody this, this is kind of a private meeting, go through and say, "Hey, she's amazing, he kills it, she's awesome." And you want to name those people who are the most effective leaders or volunteers or whatever in your organization and then ask yourself the question, how do they behave or what do they have in common. And then take those common behaviors and narrow them down to somewhere between five and 10. Let me give you ours at my church, our behavioral values. Humility, flexibility, resilience, sense of humor, cultural relevance, those who are self aware, work ethic and teachable. Those eight behavioral values matter to us. So, if you're interviewing for a role on our team what we're going to do is we're going to interview toward those values. We can teach behaviors but we can't impart values. We want to make sure that people have the same values then we're gonna teach toward these values, we're gonna lead toward them, we're gonna interview for them we're not gonna compromise on these values. We want to make sure that everyone has these values in how they behave, great question Steve. Let's review from last week and then we're gonna get into some new content. A real quick review of last week's teaching. What is the greatest threat to future success, you know it by now, the answer is, current success. It's believing that what we always did will always work and that's simply not true. As a leader, if we are not ready to embrace change, we are not ready to lead. Today we're talking about embracing change. If you don't, can't or won't lead change, you are not ready to be an effective leader. Last week we covered one big thought, we're going to change how we think about change. Change how we think about change. The common belief is, that people resist change, people hate change, that's simply not true. People don't hate change, they don't like the way, we try to change them. So as leaders, we're going to lead with the 'why' before the 'what'. We want to empower them to help them understand why we are doing this. And what we want to do is we want to help people want to change. The 'why' helps create the reason that we're going to change. The 'why' also disarms the critics and it empowers the advocates. People will likely oppose when we're trying to change but just because they're loud, those who oppose are often the loudest, does not mean they're the most. We're also gonna embrace change as a part of who we are, we have consistent variety. We're doing the same things but we're doing them in different ways, we're changing and So number one we're gonna change how we think about change. Number two and this is new content, number two, as a leader, we must discern what needs to change. We need to discern what needs to change and let me just talk about this because this is a real issue. Some organizations have a problem but they don't even know that problem exists. We've got our heads in the sands. Many leaders and many organizations have a problem and they know but they don't care. They're tolerating a problem, they're not addressing the problem, they're pretending like it's not that big of a deal, they're deceiving themselves again and again. And as leaders we have to remember that we cannot change what we're willing to tolerate. We cannot change we're willing to tolerate. So we need as leaders, we are called to discern what needs to change. Organizationally and this is important, this is my opinion, some people disagree but I stand by, you don't ask the people what needs to change. Now we always want to listen, we're gonna get feedback but we don't go around and say, "What needs to change?" The truth is

most people aren't thinking about anything. You ask them that they go, "Oh well..." and then generally they're gonna just make something up and they're gonna derail you. I like what Henry Ford said, he said, "If I'd asked people what they wanted, "they would have said a faster horse," that's so good. We're gonna discern what needs to change, it's our role to do it, we're not gonna go out and survey everybody, "What do you think needs to change?" It's our role as the leader to discern that and lead toward it. As a leader what I'm doing is I'm doing two things. First of all, is I'm watching what's happening and what's not happening. And I'm listening to what is being said and what's not being said. Let's talk about these again. I'm watching what's happening in my organization and what's not happening. I'm not just looking for visible problems but I'm looking for things that should be there that I don't see. I'm not just looking for the things that are right or the things that are wrong, I'm looking for things that are not even going on that should be going on and the second thing is, I'm listening to what is being said and what's not being said. In other words sometimes, there's that absence of the right conversations not just the presence of the wrong conversation. I'll give you an example. Years ago at our church we had a ministry that was called Day Three. It was on Tuesday Sunday's day one, Monday's day two, Tuesday's day three, Jesus was raised on the third day and kind of stuff like that that was why we thought the idea was cool for that name. It was a ministry targeting young adults and that's something that I've specialized in years. We hired the best worship leaders to come in, we hired and paid a great gift speaker to come in and we had what was probably the largest attended young adult service in the state at the time. It was considered really really successful, close to a thousand people that was 15, 18 years ago when that was a really big deal. Everyone's like, "Big big win." When I would go there something didn't feel right to me. Culturally it just didn't feel right and so, I started watching what was happening and what wasn't happening, what was being said and what wasn't being said. And let me tell you what was being said, the speaker is funny and the music's great. What was not being said was, people's lives are being transformed or, I came to Life.Church because of this ministry or this has really helped me spiritually and such. What's happening is, there were crowds coming, the numbers were good but let me tell you what wasn't happening, I didn't see the crowds changing into community. We weren't seeing lots of marriages born out of this ministry. We didn't see people serving and getting involved in the life the church or in the community from it. So I took, what was considered the biggest and most successful young adult ministry and I cut it, killed it, took it out the knees, it no longer existed. No one seemed to understand but here's what I understood as a leader, is that there were things that were not happening that should have been happening, there were things that were not being said that should have been said. Just because there were good things happening, good things being said, does not mean that it had, the highest return on the ministry investment that we were making and that's something that sometimes, only a leader can discern. Other people may not understand it, they may disagree, you may take a lot of criticism but it's your job as the leader, to discern what needs to change. As leaders, never gripe about something you allow, never complain about what you tolerate. You discern what needs to change and then you lead toward it. So number one, change the way you think about change. Number two, discern what needs to change and then number three, be bold because tweaks never change the world. Let me say it again, be bold. When you change be bold, don't just tweak, be bold, tweaks never change the world. Let me give you some examples from my world and again, I apologize but I'm a pastor not a business leader, you can apply these to whatever form of leadership that you have. In my world in leading a church, adding a church service, we're adding a Saturday night service or whatever, that's a tweak. Adding video teaching years ago when it'd never been done, that was bold. Adding on to a building that was a tweak, we've got a new kid space. Going multi-site when that had never been done before, that was bold. A Bible translation and new Bible translation, that's a tweak. Creating the Bible app, that is bold. A discount on church resources, you can get 20% off, that's a tweak. Giving free church resources away for completely free, that's bold. Putting your sermons on tapes or

CDs or streaming them, that's a tweak. Creating an online community that reaches every country in the world, every zip code in the world, tons and tons of people around the world, that is bold. Recently we started a new location in a way that we'd never done before and that is, we bought a piece of land out of state, started building a building before we had a campus pastor named, before we had a portable location picked, before we had anybody coming there, that's bold, that's a new level of bold in multi-site. What I want to do is encourage you in whatever form of leadership you have, when you're leading change, be bold because tweaks never change the world. How do we do that? In order to be bold we need to change the questions that we're asking ourselves. Change the questions that we're asking ourselves and you'll want to apply this to your startup business, to your company, to your job, to your family. I'm gonna give you kind of examples of my world and then you'll want to adapt these questions to your world. Here's my world today as a pastor and a church leader, weekend attendance no longer drives engagement in the church. For years if you could get them there on Sunday, they'd be involved during the week, now it's a totally different world with everything going on on Sundays or the weekend. Instead, weekend attendance does not drive engagement. Now engagement drives weekend attendance. They need to be serving, they need to be in community, they need have a reason why they're connected, so many people in this consumeristic society before they're gonna come on the weekend. So the question I'm asking myself now is, how do we increase meaningful engagement? It's a very important question. Not how do I get them there on Sunday but how do I increase meaningful engagement. The byproduct will be, they'll be there on Sunday. Here's another thing in my world, the younger generation is anti-big, anti-organized, anti-slick, all this kind of stuff established and so from the outside our church looks big, organized and all that kind of stuff so I'm asking the question, how do we think big and feel small? How do we think big and feel small? We can launch three or four new locations a year, that's pretty awesome but here's the question I'm asking myself. What do we need to change to launch twelve new churches in a year? And there's a big difference between three and 12 so if I ask a different question, it can help me be bold in my response. What do we need to do to launch 12 locations in a year? Let me give you some context or you'll think I'm crazy when I say this. But when we started the church 20 years ago, my biggest wildest dream was one day to maybe see 2,000 people attend. It was so big I didn't tell anybody because I thought they'd laugh. Well one day we had 2,000 people, I thought 20,000 was completely impossible, I thought it could never happen, there's just no way. Well one day we had 20,000 people so I knew, 40,000 people would be impossible to impact. Well we're impacting now much more than 40,000 in fact much much more than that in a church attendance. Now that we've broken through a hundred thousand in attendance multiple times, now the question I'm asking myself is, it seems impossible, how could we impact a million people? How could we impact a million people through Church? Seems impossible but so did 20,000, years ago. When I changed the questions I'm asking that can change the way I'm thinking, if you want to be bold change the questions that you ask. And I'm gonna draw something for you so if you're listening and not watching I apologize. In any organization, there's going to be a growth structure. What I'm doing, I'm drawing a growth right now and then your organization's gonna peak at some point and all organizations eventually will hit a point where they start to decline. What we want to do is we want to tank around the peak before we start to decline, is we want to create a change moment there, where we're not just going to continue to do what we did but we're going to change. When we change, there may be a decrease in momentum, there may be a bump in the road, there may be a few setbacks but we're going to grow through that and what we'll do is we can begin on a new trajectory that can take our organization way up. So in your leadership, hey things are working, things are working, things are working, things are gonna stop working at some point and most people often don't even acknowledge it down here. What we want to do is early on, we want to say "Hey, it's time for us to do something different." We don't want to just make tweaks, we want to be bold. If we're bold we can change and we could have new

trajectory in order to reach more people or take your business to the next level or whatever you want to do. How are we gonna do this? We have to recognize bold ideas change the world and in your organization as it grows, the bold ideas do not have to come from the top. This is so so important, the bold ideas do not have to come from the top. What we want to do is we want to push the power to say, yes deeper into the organization. In fact the strength of your organization is determined by who can say yes. Think about this. I'm gonna say it again. The strength of your organization is determined by who has the power to say yes. If I'm the only one who could say "Yes we're gonna do that," we're not gonna get very far because I'm needed for every decision. If I'm the only one that can come with the great ideas, we're not gonna get very far. If I've got an executive team and we're the only ones who could say "Yes let's try a new idea," we're very limited in what we can do. If we pushed, anybody can say no "No." No is easy, yes is difficult, why? Because yes, it's costly, yes is risky, yes means change. If you push the ability to say yes deeper into the organization, you're gonna build better leaders, you're gonna retain better leaders and you're gonna be able to take more risks. The strength of your organization really is a reflection of how many people have the power, the authorization to say yes. All ideas don't have to be great ideas. Have a lot of ideas. If you have a hundred ideas, only one of them may be a game-changer but you may need 99 not-so-great ones to have that one good one. What happens when we have that big idea, "Well I'm not sure if it's gonna work." "I'm not sure if it's gonna work." Listen, if you wait until you're 100% sure you're way too late. It's gonna take faith, it's gonna take risk, that's what got you to where you were, you didn't get here by playing it safe and you have to continue to take risk. In my world we say this, to reach people no one's reaching, we're gonna have to do things no one's doing. We are faith-filled big thinking bet-the-farm risk-takers. We are going to lead change, we will never settle for protecting the old when God called us to create the new. Let me say it again, we will never settle for protecting the old when God called us to create the new. We're going to embrace change. Quick review. Number one, change how we think about change. Number two, discern what needs to change. Some organizations don't even know they have a problem, others have a problem but they don't care, they're tolerating the problem. You cannot change what you're willing to tolerate. So as a leader, we don't go and poll the people, "What do you think we need to change?" No instead, we watch what's happening, we watch what's not happening, we listen to what's being said and we listen to what's not being said and then we discern what needs to change and we change early before we have to we change if want to. Number two, we're gonna be bold because tweaks never... Or number three we're gonna be bold because tweaks never change the world. Bold ideas don't have to come from the top, we're gonna push the power to say yes deeper into our organization. We may not be sure when we try something new, is this gonna work? We don't know. If we wait until we're 100% sure, we're gonna be too late. Questions to ask yourself. Ask yourself these questions. What's changing around us and what do we need to learn from it? Notice what I talked about earlier about weekend engagement. I talked about the younger generation, what they like and don't like, that's me answering that question. What's changing around us and what do we need to learn from it? Second question, this is so important, don't miss this. If someone replaced us, what's the first thing they would change. This is worth a whole podcast. If someone came and took your job, what is the first thing they would change? And that gives you objectivity and suddenly, "Oh my gosh well, they would change this, "they're not emotionally involved or whatever." That's a such a helpful question. And then finally ask yourself, "What have we been tolerating that needs to be changed?" What have we been tolerating that needs to be changed? And then once you have that answer, it's time for you to lead change because that's what great leaders do. Thank you, thank you, thank you, for sharing on social media it means a lot to me. Thank you for leaving a review on iTunes. Also next month, we're gonna talk about leading up. Now as a leader, what are you gonna do? You're gonna be yourself. God created you as you are. Be real, be yourself, why? Because people would rather follow a leader who's always real than one who's always right.

- Thanks again for joining us here for another episode of the Craig Groeschel Leadership Podcast. In this episode, Craig actually illustrated an organization's growth curve and where it needs to change to find that chart as well as additional resources and discussion questions, you can find all of that and more, simply by going to Life.Church/leadershippodcast. Craig has also enjoyed all of your questions and stories about how you are growing as a leader and if you have a great story, we would love to hear about it, all you have to do is send us an email to leadership@Life.Church. And if you've been enjoying this podcast, one thing you can do to help us spread the word is simply rate and review it wherever you watch or listen to it. It's a great way that you can help us reach more people and help them grow in their leadership as well. Again thanks for joining us here at the Craig Groeschel Leadership Podcast where we have new episodes releasing the first Thursday of every month, we'd love to see you back here because as the leader gets better, everyone gets better.