

# LEADING SAINTS

## Creating and Empowering Leaders Through Ward Council | An Interview with Louie Hamner

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We live in a world plagued by pornography and people are looking for help winning individual struggles with pornography. They often turn to their church leader for that help. How does the leader help us. Overcome the shame of this issue and start seeing positive progress. How can a leader help youth to open up about struggles with pornography. Whatever some lasting proven tactics actually make a difference. In order to help leading saints has created the liberating saints library with more than twenty presentations featuring individuals who have a unique perspective or expertise around this topic. Three of those most popular sessions are available to watch now simply text. The word lead to four seven four seven four seven to start watching now or visit leading saints dot org slash liberating valerie from twin falls. Idaho and i like leading saints. Because i'm able to listen and it if me great ideas for when i'm helping other people and i'm trying to serve them as jesus would serve and it helps me of great ideas or the best way to reach people and to bring the gospel to them back to the leading saints. Podcast my name is kurt. Franken your host. And if you're leading saints is important that you know that leading saints is a nonprofit organization dedicated to helping latter day saints. That's you be better prepared to lead and we do that through various methods of content creation. Like this podcast. Which you should subscribe to make sure you're on the newsletter. At leading saints dot org slash subscribe. That goes out that newsletter goes out weekly. We also have a website a leading saints dot org with thousands of articles and other types of content that you can jump in to actually search. According to the role and responsibility you have and be led to some content. The may just change your life now. Speaking of life changes. I hope and i anticipate this episode. We'll do just that. I interview louis ham. Ner and louise been somebody in my his sort of my network. He's a friend. And i've known that he's been serving as a bishop. I think it was released just a few years ago and he is a dynamic individual and i always thought i'd love to sit down with louie and just figure out what it is. He does and how he approaches leadership. And i'm so glad. I did because this is a awesome episode. I'm gonna make a prediction right now. This episode will be easily in the top ten. Most downloaded episodes of all time dined. So i think

you'll enjoy it so good. just what. Why are we just jumping into this list. Let's get into it. here is my friend. Louis hammer Today i am in ls midvale with louis hammer. How you louis great. Great good no we were. You told me the story before and you're joking. Obviously we're recording this on a recording device. And you told me you had you got three patriarchal blessings because of the threat. That's briefly tells us story. Just generally i. I wasn't that i got the the patriarch after. Like he's been doing it for thirty five forty years and he's like i can't find the blessing and he called so reich. You can't find it. So then i had to get another one. And he got the tape recorder out and put the mic on and gave the blessing and then he's like what just check to make sure that it worked and he rewound and unplayed it again and it just was like Testing one two three testing them with a scary thing with me goes. Are you still live at might want at. Ag that's pretty scary. Yeah and then the third one third one talk now. Most patriots have a backup and a backup the thanks. Yeah yeah that's great. Well maybe nobody will hear this. This just be for my benefit but it is recording. I'm seeing it counts so this this is good so give us a little bit background. You recently released as a bishop. Yeah two years. I got really about two years ago. Almost to the day in april uncle so april of nineteen and i live in saratoga springs married for twenty five years twenty six years coming up and got three kids one on a mission now comes home in a couple months from spain and yup cool nice and you served in greece serving greece. That's cool yeah. You don't hear that very often. Yeah and probably back then. You didn't i mean you're not an old man louis. But i'm just saying i think it was like number eighty missionary like the eightieth or seventieth. Missionary work to go to greece. And how's your greek is terrible yeah. It's all great to me like terrorists terrible so and we've been right. We had some mutual friends. That connection sue times and i've always appreciated like just being in those circles of discussion and things with you and i always thought you know and then i found out later. You're a bishop. Unlike louis be good fit. Because you've really made the meeting speak. You've you didn't just go to college.

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They gave great my education's done but you've made a life of education. Yeah yeah. I've been self employed for eighteen years own my own company for fifteen right and that when you when you're self employed and especially if you're running a company like you feel like you to get keep ahead of things that are changing and the skill sets that year competition a very competitive industry. I'm at various. Yeah yeah yeah title insurance. It's super competitive. And so yes. I just like a read hundreds of books on waiter ship or you know communications anything. That helped me run my business better and i need a lot of help so i had to read a lot of books and i've attended several trainings. Some of the best training in the world. I think from tony robbins. A darren hardy to john maxwell just stuff that really impacted me as a business owner and yeah. So that's been my you know in those trains. You'll stop these aren't like pay eighty dollars and spent a weekend with his these series investments to really develop as a one hundred percent. That's thousands of dollars you know some of the strains are six grand. Just walk in the door. Yeah we have a lot yet but worth it because their insight and the nuances and certain skills that you just don't realize you know and it's the fascinates me may be having this conversation as leaders like you that you've had years and years even decades of applying

some these leadership principles in the in a professional setting. And then your calls bishop and naturally you're going to default to what works that the applied elsewhere and in that makes you a more powerful leader. Yeah yeah exactly. And i think you know you know just thinking about this like jesus when a sock into peter. We talked about being fishers of men because related to his vocation. You know what he did. He could understand it by fishing. You know and so we kinda when i realizes not that you run your ward like business but you learn the skills in the business that actually apply that are universal whether regardless of the environment into my home. I'd learned skills from those trainings and all that from my work. That helped me be a better father and better husband but yeah and every business or church service it's a people business right. Your attitudes and perspectives in a lot of these principles apply one hundred percent. Yeah yeah anything with leading up to your services as bishop. That would be worth mentioning. Was it something that i mean. What do you remember from that transition into being a bishop one ever member just being feeling overwhelmed. Some of the neural be overwhelmed because but realizing you know in my business. I really what i do in business. I just saw problems. All i do you know and so what i realized as a bishop is the i got to be able to be good at solving problems. Helping people solve them in a way that took the burden off of me but it's overwhelming because you think they get to do it differently but problems are still problems and just what you said. They're the same person whether they're in your business or their. Their problems are created the same. They need a similar resolution. It just one is about their spiritual growth. One is about the personal growth so it really is like what i felt was. Am i really going to be able to use everything. I learned and just kind of approach it with that or is it going to be something else and then i kind of thought. Well i was called. He knew who. I was just going to do what i know. You know and just kind of not running like a business but use the same principles that i've learned in my business in my ward. Yeah and i'm curious coming into a calling that a leadership role where you have so much experience in the professional world the trainings. You've gone to the principles the books you've read it. Was it difficult times to because you can walk in. There were a lot of conferencing. Oh well i'm a manager. I'm a leader. I can do this. I've proved myself in the professional world. Like how do you create space still for for that spiritual side of it with the humidity side of it. Well it's interesting. Because i kind of felt that thinking. Oh i got this. I can't how hard can it be. I have one hundred four. He's like how hard can this be. You know that like when you get in the office and someone breaks down in a different way for me. An a business. I just fire you or whatever if you know it's not you it's me it's not going to let you go you. It's a whole different aspect because it's really what they you know in that calling that person's entire life is it like it's the life blood. It's it's just who they are their identity at a higher at a deeper deeper level than i'm going to say just a job percents right so when i remember talking to someone and hearing the pain that they were in than hearing the pain the how the pain got started. And all of these things. And i'm like man. This is not going to be fixed with the title policies.

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That you can't fix us what the and i can't fix this with firing somebody or i can't like i realized right away that i'm not gonna be able to do this entirely like humbled me real quick like you. This

exactly like. I do this work. Nice is it's good to have that dynamic you humble and and you discover you learn more right. Yeah yeah yeah that's awesome. Well you know typically a esque individuals to write down principles that maybe we can get our discussion by and there's a lot of that jumped out to me like okay. This can be great. Like the first one leader vulnerability and this you know. Vote ability sort of buzzword these days like no we need more vulnerability and and everybody sort of naza ahead. Yeah yeah sure. But like in the context of an organization especially a volunteer organization where we don't wanna offend anybody or make it weird for anybody so he just about vulnerability and and leading leading out with it. Yeah So i'll tell you the verse in regards to vulnerability what i realized in. Running my company is that culture. The culture of the company is what makes the company right someplace us now. A business perspective. You know peter drucker said culture eats strategy for breakfast. There's no strategy. That's better than a culture right and gin business. Tony robbins says. Business is eighty percent psychology twenty percent mechanics and so something. I walked into thinking like what's the culture that would promote people wanting. What's the hardest thing about being a member of the church with the hardest thing about being a bishop you know. Where's the pain point than what the culture book like. That would make that pain point softer that would just ease. It would take it from ten to a seven just kind of like lower the you know the pain and what i realized is that the hardest thing is is really just admitting you've done something wrong right like and that's the first principle br faith his faith repentance right. Yeah it's the first next it's up there. It's not one number two. I got it backwards but in order to repay you have to be able to recognize that something is wrong like you've done something that's not congruent with what is right and nobody wants to be the only person that's wrong. Nobody wants to in a group of guys. Nobody wants group and integral. Nobody wants to say yeah. I was on the got the wrong answer on that test. Question number nine. Nobody wants to say that. So you know. I've been reading about bernie brown what she talks about. How the power vulnerability how it creates a creates a safe environment like it leads the way and makes it okay to not fill enough right that s-psychology says that the two problems that we have the most are m. I had enough and will i ever be loved. Those are the two fundamental questions that we ask. Psychologically in our minds we spent her whole life trying to answer those questions. Right am i not am i gotta be loved and so when i realized is that if i could step out and kind of share with on struggling as the bishop the it would make it okay for every share with their struggle and so to me and i did it here at work and when i would say to my employees like i don't have all panthers and struggling at getting this done and i don't know what the so frustrated and today because i feel like nothing's working out then what i saw at work is that people would step up or people would own you know what they were struggling with what they were doing wrong and so to me. What that looks like is an ward council. If that was the first place. I really felt like the asked the feel safe. I 'cause they're the pillars in award council is really the foundation especially if the culture right culture. Yeah so sunday's we'd have would counsel a talk about things. Ride struggled or in my marriage where i got in a fight with my wife or a yelled at my kid. You know where i lost. My damper would share these things. And how i felt like as anybody else feeling us who also struggling with this just made open and that then led them to share where they were and share like what they were afraid of and be able to acknowledge where they felt like. They made a mistake or they didn't know enough or they didn't feel like they were nothing couldn't do the lesson that or was he didn't feel guilty. You just felt like validated. Like yeah i feel like. I don't

know if i can just do this week. And so with. That voted really. There's a few tricky parts where people always say. I don't wanna. I don't over share the over share but also you know. Sometimes it's like as a leader. Life is going pretty good. Like i mean but you know i could share. Maybe i snapped at my kids but dying of cancer and so they sort of see as sort of like pretend vulnerability like well. You don't even know what what pain looks like you know. I need any advice on how to help them. Like i remember one. On a fifth sunday. I talked about how i struggled in my relationship with my parents. And how helped me back and how like even was holding me back.

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Currently i hadn't really resolved and saying like i feel guilty for i felt and i said but i'm not trying to make it right. I'm not trying to be victim minute. But the fact is i feel this way and i'm okay like the fact is i'm still trying and i'm okay but i don't have to feel like a not enough or i'll never be loved or never accepted or i'm not a good person just because i struggle with that i do sure and the more what i found is the more i was able to acknowledge it then the easier. It came from me to start seeing what i could do to be better. But if i was shameful about or couldn't talk about it felt like i was less of a person about or something a secret i had to hide than i can. Never get to seeing changes. I needed to make that. I still need to make so. It's kind of the reason why we confess our sins certain things that we we confess all of our sense right. Yeah some of them to a bishop. Some some of them to release a leader the all of them to god an vulnerability is form of confessing. The former just saying i get it like i'm you don't have to share your worst you know but in a but you have to share enough to where people see that it's real the wanted him to feel like the struggles real struggle that make sound. Yeah yeah yeah. Yeah and we all have of those wounds. We may be in our past like you said it may be with parents that have been having long. Time could be something that happened this week but the sort of find opportunities to to take it just far enough where the where they feel the realness of it right. Yeah and then in. The net perpetuates a culture of others doing the threat. Yeah yeah anything else. You'd you'd recommend as far as perpetuating like the a culture of being more vulnerable. And yeah i would just say that you know when there's kind of just giving examples like when it showed up like when awake so i would talk about it and then you know when it would show up for example in ward council it would shop. Someone would say something. And i would say that. Thank you for being vulnerable in what i want to say. Sometimes people feigned vulnerability. I'm gonna be vulnerable. Here's a picture of when i was fat. Mike vulnerable like that. When they're like i'm vulnerability right is a risk of being hurt So it's not like hey look see this. I was fat and now i'm skinny yet. There's no risk because you one fillets before right. That's right so in the risk of saying look i'm fat and i'm i'm getting fatter i don't know what to do. Yeah you know. So when that showed up whether it was in vulnerability whether it was in ward council or in my preschool arm. Or wherever i saw that i would always recognize with a bring a back toward counselor. I'd bring it back to a group and say. Did you recognize how you felt win. So and so said this. That was mona ability. That wasn't like i'm having a hard time. You know complaining or like wanting you know sympathy from somebody but just saying i don't know the answer is in hearing it also pointed out and so so they could see what it looked like when it actually happened and then

how they felt when they experienced it that makes sense. Yeah that's that's really helpful for the leaders Assume that role of. I'm not just supposed to give owner would also supposed to point it out right and maybe it's at individuals stands up to give testimony and it was like she went someplace to most people. Don't write for the leader standard. Say thank you. I'd love to hear more of others that maybe had could relate to that. Yeah that's right it's like So you know an example. This happened a couple of years into my colleague. had this priest. We had like fifteen sixteen kids and the preschool and had this one priest that not athletic overweight an preschool in the camp. He said this as we are to share. What did we learned that. He said this he goes on the least athletic person in this group and any time we do something hard. I'm always the last person to make it to the top right so we says that and like all the kids are just like tip because he's acknowledging where he's not he's not trying to gain their sympathy he just saying the facts he goes and and he said i'm always the last one whenever we do something hard but what i noticed i'm never and he just cried and like the the most athletic kidney group in jumps up runs around the fire. Just hugs kid than every just hugs up. You know and like he wasn't doing that for attention but what he wanted everybody to know. Is that like i know. I'm pain like i know i could drag down and i know i'm loved and that's enough for me and that's why i show up everyday. You know that. When i told that story i mean people get it. And that's unity unity. yeah. I haven't talked about the unity pizza parties where somebody razor and carbon says we need more unity in it all right. Let's have a pizza party. And if this is gonna do it like creating these scenarios where somebody can like open their heart and like lay their soul out and be like look at it.

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And i feel love like that really unifies group. That's right. yeah that's right that's anything else. i'm intrigued you mentioned the preschool. Like especially youth level when it comes to vulnerability because especially that generation and young adults i mean vulnerability in authenticity is crucial to their faith experience. So anything you would suggest for leader to stimulate more vulnerability in a youth setting. Yeah like so once in prese karma just say preschool but you know i think back like when i was a kid appraise and i remember a hated followed all the rules by hated it. I hated all the things or being. Did you do this did you like. I hated that and so it was stuff like that. I would say that as the bishop. I'd say you know what. When i was a junior in high school. I hate it when my mom asked me. If i read the scriptures i hated it is it how many guys hate it and but anybody feel it. I hated it and get you guys gotta hate it as like vulnerability to me is like is appreciating and understanding their world at the time and then really remembering what you were really like. Not what you've you know. Always the captain of the football game. I swear to that thing. Eighty yards if i you know not the glory days like way you really struggle and so i would bring that up increase carbon to say anybody struggle like when your parents say they check it on you. Are you reading scriptures. Who struggles with i do. I hated it like visit. You did. I hate it when my mom you know know it tell me about. It might tell me about what what are you hate. what is it about. I know why i hated it. Why do you hate it. And they're like. I hate it because at this. I get it mike. Now what would have to happen to make a change like what what would make it. What would you have to know about your mom. When she asked you the

question. What would you really have to know about the core of why she's asking you to go. Mom i got it or i'm okay. What would you have. You know so. Then i was like walking through like something you know things that i wish i had someone walked me through. I'm like are we going to get better at that because we gotta get better at it ghetto so i would think back when i was a kid. Just what i struggled with. How many guys feel comfortable like if you did something wrong and you had to come to the bishop. The duck avoided the bishop for months. Before i talked to like i ain't cockatiel i remember like and i'm like i mean how many what what would make you avoid a you know what would make you. Then they would say it. I'm like what would make you want to just come running to me when something hot. What would you to believe. That was going to happen and they would tell me. Just because i could walk them through like what i felt when when kids when people know that you literally experienced emotions that they experienced. Then they're like. Hey you on my team. And this is what i need. You know what i mean. so it was. Vulnerability is is really acknowledging. What your struggle was like a do that with kids and it was amazing honestly yen in one thing i think will come up throughout our conversation. Is that there may be out there. Here's that or a preschool adviser. And i don't know how to do that. The reality is doing that. it's a skill and it takes practice. That's right as good. It's worth trying and it does require a a ten week course to figure out do that. You just have to sort of step in herbal. That's the that's right. Vulgar is like there no script to it. There's no it's just it's being able to say something. I don't know where to go. I don't know what what it's going to come next. But having faith needn't need fight was vulnerable by saying. I'm gonna go out the city walls what i'm gonna do but i know if i go out there god's gonna show up like he's got. I'm going to be what he has to 'cause. I'm not going back to to my father. Until i get these whites. So he has to. So an zimmer version honestly i would lead the conversation i would come and say guys. I struggled with this as a kid with that. And i'm like. I don't know where this is going. But i'm just gonna ask questions see where it takes us what i can apply. Yeah you know. Like how does that relate to nathan. They're like well. We just go out. Just try to you know we just talk about it as opposed to just the standard story again. I know their skill behind it for me. But you know but bernie brown said best when she said amphitheater and vulnerability have no script. It's a willingness to step into the darkness with someone to say. I feel it too or i have felt that too and i don't know what to do. Let's talk about how we feel. Jeremy loved that and and really when it comes from the leader the guy with the title the it like magnifies the dynamic huge right and really helps so the leader doing that. That goes a long way. Yeah anything else with the vulnerability that Women are strong. Yeah i would say. Lastly when kid says something especially youth when they say something don't correct it like for example. I had this kid out in preschool and my first year. We're talking about cassidy. And how you know god made us and the from you know you have a drive you have sexual drive right like the lodge that you have in you and the purpose of i is to get married and have a family and this an but you have to keep it in check and and these are the these are the parameters right.

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This is it and this kid raised his hand and said can i ask a question. Is it bad. If i think about having sex with my future wife bishop he white but the fabric ask the question like every kid.

Who's like i mean. It was dead quiet. I said you spoke to. That's supposed to drive you to want to said but the problem is saas. Was it for you to specifically think about all what as you say. I can't wait to have sacked when i'm married with my wife. Yeah that's okay. that's that's right like rather than because it's within the covenant. Yeah you're right. You should say that 'cause that's where you have it That's what the covenant is. That's the law you're right you should say i can't wait till i can have sex with my wife. That's right one hundred percent and he literally like he just his shoulder he's about. I just can't wait till i get married. Should everybody have but creating that vulnerability like dot kid goes on. Service mission gamer mary. Mary did all the stuff like the right things because he was at for. Say asking or you know for bringing that up yet that makes sense. Yeah and that's and that's an interesting dynamic because of course you don't want to be you want to say. Yeah everybody in the room. You should take ten minutes every and think about having sex with future but you also didn't bring like there's nothing wrong with asking that and while isn't that isn't a beautiful that this will take place for you in that in that sacred bond when you think about it. I said when it shows up you try to but when it does. Does it make you like. Are you excited to get married right. Yeah me too. I was too. I couldn't wait. I couldn't wait. Yeah but that's a real thing but it's something that we think you know you you got to keep within parameters right but it's okay to acknowledge it. The minute of our two said what. That's not an appropriate question. Then he's like well. What other questions do. I have the nonprofit. Since i don't know we are and what are not. I just won't ask any right. Exactly silent carriers. Sometimes we put so much emphasis on that moment of like. If i don't correct his thinking pattern right now. This could get out of control water times. What i've learned is when they ask you. Actually when asked the question. My response was what you guys think. It's a great question who wants to know the answer to it. I do you know like i want to know. Why do you wanna know the answer so now. I'm just like out democratic but just acknowledging yeah that's awesome and this gun spilling the next principle which he's full well like with vulnerability. There's a slight this concept of creating safety. I mean just having talked about your being vulnerable. You're allowing him to be vulnerable. But when they do automatically create safety like this is a safe place for you to share that side of you. Yeah that's right. So let me say this about safety and vulnerabilities but kinda maybe backtrack from minute. What i realize is that there are certain certain skills certain attributes certain you know certain dynamics in a culture that needed to be present right to to get the best you know to create the best culture to create people who want to do stuff and who want to shop church or who want to fulfil the callings and in order to do that. They're the thing that i did was i picked like i had like five books. I had all our word council read. That weren't church books. We read dare to lead by bernard route. I remember someone saying. Can we read this. And i'm like well doctrine confidences seeking. How the best bugs like weren't like this book is going to teach you how to do it. And so they were tried to make an example to pointing it out and three. You gotta read about it. Because i can't teach it while enough. I said everything that. I've learned business. Owner where i got really good. I had to learn from the best. Who was the best at it. And i just read a couple books. I just got better at it anyway. So we read several books and talked about every week and ward council for fifteen minutes which guys learned last week chapter three or whatever and so they got to see how i saw it and they could start to apply with. They read what they saw what they experience and said oh. I gave them confidence to try stuff new stuff your accent. Yeah yeah and so. And i sometimes get into the nitty gritty details here is like you would say this week reading chapter three and four and next



week we're going to talk ten minutes about. That's right so club have cancelled. Yeah adding word. I'm like everybody. By you. know the power vulnerability burnett round. I you can't buy the book but you're going to get it on audible. Don't have an optimal use my account. Or whatever you we're going to listen to it. We're going to i want you. I want to hear what you learn from it. I want you to find what christ like attributes showed up in that book. Yeah yeah it was powerful honestly any quick recommendations of what books were seemed to go well and more counsel yeah so dare to lead power vulnerability you know that was so Growth mindset by carol.

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Dewick that was she that that book honestly growth mindset helped everybody to see that not that it's okay to sin but just like failure. Failure is not okay and business a business. And i would say there's a business doesn't work because it fails even though we think mike you know microsoft does fail you know. These companies like if the company is a failure that we wouldn't be experiencing their product right. But we do have to fail to get the product you know we do have to so the awake gives like this incredible explanation of how is part of the process of actually becoming confident and having the courage to act greater than what you think you are. You know step into these moments. And what was interesting i would say recaptures wanted to or whatever and they would come back and say how does the gospel apply a sin. Apply to this like we talk about. How the book explained it. Yeah that's it now. How does that apply for senate and literally people like lightbulbs. Went on to like. The person doesn't understand the principle. And that's why they send that's right sin is just unrighteous way to meet a need. Everybody just trying to get a need met her and they found unrighteous way to do it and our job is teaching the righteous way to do it the way that god wants them to meet the need. Yeah you know yeah sex before marriage not the right way but they're getting a nemec fulfils an. It's going to get mad. Yeah people get their needs. Met mike so now. Let's teach him how to do it right and why they would want to. Yeah it's powerful. That book rocked the world sets school. And i think like a traditional leader may here then well now the we need to get him in the scriptures to stay there but oftentimes these books. I know in my own life. They've propelled me into the scriptures. That's right. I read that like we read that book when people say i gotta read on chapter four carroll says this right along with third fi chapter four eighteen word. That's it yep right that's like this is so amazing like the everybody would on that book specifically talked about the the path to greatness. Yeah which through failure right. We have to descend to us. And and so everyone's like this book is really like about the gospel. I might i know. Growth mindset god had a growth mindset. I'm going to send you away from me. You got to figure it out on your own. You're gonna make all these failures. But i have a way to bring it back but you've got to trust you have to trust the process. You also kill the way says the like these authors or researchers like they go out and they research these things and they truth like god inspires them or leads into truth. Truth is truth and truth comes from god and then sometimes we engage with the truth in a different context like a book and and then say okay now go find that same truth in the scriptures and then suddenly just comes pouring out. That's a whole different meaning to get that. Totally makes sense like vulnerability of neef i going like. How is that vulnerability like. Oh yeah. that's it like an how's it growth mindset. While they failed the failed neef. I didn't say right women alleged you'll

had a fixed mindset with tried. He can kill us but just go home and fix mindset growth mindset. But have we done everything. Have we act. Has any of our efforts relied on the lord. The have it so we need to go. We need to try that one before we go back zim accent like that's it. Yeah so. I don't know if that was a huge leftovers from his first creating safety. Creating safety is the vulnerability with vulnerability help people to feel safe right when i was you know or created vulnerability when someone else was vulnerable and then they got validated than ever felt safe. And i'll give you an example of the safety is that we have situation. Where a guy to asian and actually. I've actually talked to that. The people involved as i said. Oh yeah you can tell us but guide award got up and saying his testimony saying it saying it literally i'm gonna send in. I sang the testimony. And then and it wasn't he sing a hymn like he just didn't wrote the worst he just saying. I can't remember the details saying but it was like but the second time he gets up and he says honey. Will you come up and sing with me right. Acquire okay acquiring. But he's seeing and she was like no. It's okay so he comes up. They sing it and it's a song he had written so they sing the song and they sit down right after church throughout the three hour when it was three hours back in the old days when three hours uphill both ways but we back toward council and i thought this impassioned ask the question. Ask everybody how they felt about brother. So-and-so's testimony right. There's a lot to bet. So i started morale like what he feel first person said.

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I thought that's wrong. Somebody needs to tell them. You can't sing testimony. I was totally uncomfortable. The next person said you know what. I actually kinda liked it. The next person's like i'm indifferent. Either way he can sing or say whatever the next person i love the. I thought it was so amazing. Did you see how he looked at his wife when he saying his words like i wish he did every fast and testimony meeting so here we have one of their like twelve fourteen people in ward councillor heading literally half said absolutely not correct him half the hats about forty percent said it was amazing and other percents It could go either way now. And what i felt is for people when they expressed their opposing opinions. Everybody valid there the person they had i. Yeah i see like the make sense. I you think they she shouldn't do it. But i'll tell you there's like what the impression what i felt. Holy go say to me is a notice how safe everybody thought to say exactly what was in their heart. Nobody hesitated and it wasn't like a well. Can i get you know Can i be honest. Nobody said that they said I think he shouldn't do it. And i think somebody needs to stop him. Great what do you think. I think it's totally fine for them to have that and said bishop. What are we gonna do. I said well. I'm gonna take all of the council i got today. I'ma think about it. I'll make a decision later. But thank you so much for everything. You guys sat like that was yeah. Wasn't about the testimony that point. No it was just raining vulnerability and every events saved then the next week. I m my guys. How did you feel when you sat there. Like i didn't like i'd hold back. I didn't think i was going to get like the you know the meaning. Or whatever this guy for saying that like because i said the opposite but when we recognized and that was powerful like that at that moment that was a pivotal for award council. It changed every it was like we love each other. I love coming to council. This is the greatest meeting ever you know because loved valid. It felt safe. They can be vulnerable. And they knew

they're going to be loved and they knew they were going to grow. Yeah it was great. That's awesome new creating that safety in any other areas or places that is far as creating safety. That come to mind experiences stories or so when i would have a. Yeah so it had this so for example. I'll skip onto my look like they're six things. There were six attributes right six mindsets of the culture and the third one was they have to have a growth mindset. We had to realize we're going to grow. But so when. I would experience something like i would be. I would interview somebody and have this great conversation on one. Then i would ask the person you mind if i share this like not what we learned. Can i share what we learn what you saw and i said now let me tell you why because this is going to teach the world council of the value of safety like. Have you ever felt the safe to say this to a bishop. Now tell me why you felt it. They would explain it that as can i share what you felt what you said because they need understand it like yes. This is the first time i've ever really safe. Like i didn't like i was going to be looked at differently because i said this. So like taking the person's personal you know taking their experience and getting the permission to share to be vulnerable. Do you wanna be vulnerable. Do you want to help the war to grow i do. Can i share your story. It would be so powerful or would you give a talk on it. Would you talk about your struggle with whatever and talk about what we experience. I would love to if that would help the kids or if that would help somebody else in the world i will do. There's so many people so we make sound like and these are just ways like simple ways. You're stimulating culture vulnerability and safety you're offering you're inviting them to share. Yes oh so. Here's the to me like this. Was the quintessential story of like safety at this kid. Who was the our preschool first. Assistant like he was amazing. And i'm sitting in his co. Eagle quarterback or boorda review and the guy says. Hey do you plan on going on a mission. He goes no it blew my mind. I'm like why is the basket and the whole corner. He's not gonna go on to mention. Like i'm i'm securing up. This kid is amazing. Like he's not gonna go so this was source. So i met with them and i said hey you're not going to go on a mission and he goes now i just don't feel like it's for me. I said i totally get. It may not be everybody. Mike emission isn't the covid pathway. Like you don't have to go on a mission for exaltation it's not the temple bike it's a way to learn. Its way to be christ like it's a way to learn things that you would never otherwise learn but a mission is a saving ordinance right for the other people but you know so i get if you don't want to go on a mission that's fine. Tell me.

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do you want to grow spiritually. And he goes. I totally do a mike. While i only know how to grow by going on a mission. That's what i did when i was your age. What's your plan. So i just made it safer to be a head like juwan wanna grow spiritually. Yes i have my. I know you do. So what's your plan. What he what to do is like. I don't have a plan. So when he said i asked him like well. Do you wanna make one. And he goes. yeah. I said well. Why don't we meet like once a month or maybe twice a month for thirty minutes. I'll assign you some talks to read you. Read them learn from it. Then you to come and tell me what you aren't and he's like i would love to do that. I'm like okay that's gonna grow. You don't have to go on a mission and he's like. Can i tell my mom you said i said what yeah you can. I don't care if you go. It's not a staving ordinance. But i understand that you should go. I think you should go. But i get it anyway. So when i had that

dialogue. I asked him. I said hey. Can i share what we're doing with the word council like so they understand that like the covenant pathway like mission doesn't it is not covenant that make sense it's not and he has oh totally so when i shared that with the ward council there were like. Wow he still willing to meet with you. I'm like why because he feels safe right because he feels safe to grow spiritually with me. Sounds yeah and i would imagine the the first two talks. He didn't assign him. where about. Why missions are awesome. Yeah why i wanted to still want to grow spiritually. yeah adding teach in the preschool. Like why growing. Spiritually is important because he believed that so like i took what he believed an i just followed like just follow there rather that i wanna go. Yeah th right like right re trying to control the situation you know and even like like passive aggressively control it right here on the edges. So that maybe be pushing him lightly towards a mission. That's right that would not be helpful. Yeah and i told him. I said i have no interest of coercing. You have no interest in. I just want you to grow in the minute. You feel like you don't have to meet with me anymore. that's fine. I'll know that you don't want to grow with me. Get a not going to be a facilitator to help you grow your and that doesn't mean you don't want to grow your growing elsewhere since i was just whatever gender did yeah so anyway we met for a year and and we just had this great experience and a year later a walkabout saturday morning and got the spray like her. The whole ios said to me. Tell him it's time to ask me if he should go on a mission and actually so he told me i could tell i actually had him give we give a fireside for award about his whole experience so anyway i got to meet with him the next day which was sunday and he goes. We're talking and i said you know under summing it up but he just said clay. I wanna ask you this question but like because i don't want you think i led you for a year. She meeting to sit there. And try to coerce you too so but i can't deny that yesterday morning when i woke up my like i received inspiration that like holy ghost told me of my father told me through the he that i need to ask you to ask him if you're supposed to go on a mission and he looked down like immediate what i said he looked like he was like shameful and he looked down he started crying and anyway looks up. Looks at mangoes bishop. I'm going to go on a mission. I was confused. I literally said to myself. I said. I'll i our if i understood you like did you say you're going to go on a mission because yeah and i was like why what what happened. He goes well. You told me. God told you to tell me to ask him so when you said i i just said the prayer right then what you said it right now. You're young. i just said it right now. And i just felt that he's like i'm going to michigan. I go. I gotta go tell my mom. And he literally goes running out the door and we hogan and he goes on a mission and when he came back had intel that whole stories all the youth you know he's always says it's okay if you don't want to go on to mention but don't give up on your spiritual growth right. What a message as rival don't give up on it. You never know. Yeah was amazing. Yeah and again. You're not having him speak to the youth so that they'll go on a mission that's right. It's the principle is don't give up on your both. You don't know who you're going to become you know so that was like to me. So i shared that story rate as it went on with the world council and i might that safety when they'll tell me when they say i don't follow the rule but i'll follow it as much as i can with you if you'll help me. Yeah yeah like. He felt safe to say anything. And i wonder scored this principle of like. You're modeling is you're like bringing the bishop's office to the world council you know with every permission and inappropriate ways and because i remember i'd been in bishoprics and councils before i was a bishop and it sort of i sort of felt like i kind of have an idea of what that callings like and then i was the bishop and what i witnessed behind the bishops dorm. Like oh

this is like a whole 'nother level. Yeah it's like you've ever thought. But then i also felt like even with my wife you come home and you just had this like i literally witnessed a miracle tonight. Go home and you're just like i can't you right so finding avenue to communicate these things this uplift the ward makes it.

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You don't keep it all yourself. Well so the example is like you know if we said we couldn't tell the adulterous story. Jesus wrote in the sand. If she said don't tell my story don't want anybody to know. Oh man what would be. We miss an out stories satellites. I'm so mike your story. If alma the younger said dad do not right. This in that book of everett is gonna read it. Don't say i was the vilest centers. I will hate you forever you know. Yeah but like we need those stories because it's real they're vulnerable. Yeah and we feel safe with because the safety we feels like we look at their experience that we think man of jesus literally turned all these guys around. You had said something where they would all leave this adults like. She was just bound and zoellick. There's no way she rented yet the way this abbott and he did that on my gosh what would you do for me. Yeah that makes sense. It was like in the again apart. I want to be extremely clear. It's not like you. it was all in getting permission. How you shared. It's not like you stood up and said you know ben. He's addicted to porn right now. He said he's i could write you. Don't you don't have to go into those details that you can share the miracle that happened the progress that the principal like the spiritual progress like the principal so so then the evidence of that late. I had a young man who had you know. Pornography addiction overcame it and when he was going on his mission for as farewell. He said bishop i. Can i talk about the. I had an addiction please. You made it safely to talk about and people don't know that you can be safe and talk about it. They would be stock. And i would never be going on a mission. He's like can. I say i had an addiction might my actual kind of know so i actually called the stake president mike i guess right. He goes no. It's fine like he can say say it. And he got out there and cried santa. And everyone's like man's kids amazing. Yeah they don't ever forget about those sacramento they. I can change. Lives visit the feel safe and they realize like it's okay to acknowledge that you're struggling young. They witnessed the divine. I many witness. Yeah and they some awesome anything else with the as far as the growth like creating a growth mindset culture brian. Three our podcast on their own. So yeah so can. I share one more story. So so that was. The safety was like klay what he came out. And said i don't wanna mission and all this stuff and so. I had this kid who his whole life was addicted to pornography since he was twelve and he was eighteen and he came to bands like gonna mission. And he's like i'm addicted to porn. I've looked at it since i was twelve or eleven. I think actually is like. I don't know how to stop. You know other stuff right and so we sent him to sons of he. Men like to get extra help. I was meeting with them. And all the stuff and he had this amazing experience and because i've felt safe to acknowledge everything that he ever thought. And all this stuff and when people felt that they can be vulnerable and they feel safe speeds recover at speeds change speeds up change so he comes to me and he's been doing great and he says out of my office and he goes and i can tell something's wrong because he's just head down just looking at all like hey what's going on his leg. I wanna be here tonight. I might skip loves me. I love this kid was the matter here. all

right. tell me what's going on. And he goes. I looked at pornography masturbated last thursday. I said oh my. Gosh did you really. That's awesome and he goes you just like you discuss. Why why would you say that. And i said no seriously. That's awesome high. Five was thursday. He goes bishop lead me. Why are you saying this. I go no high five lake. Was it thursday. I just need to know third day. Wednesday don't know it was. It was thursday for sure. Am i dude high five. He's like why are you even saying this. And i'm like i'm not gonna tell you why you do i five and i stood up. Give me this. I five is like okay reluctantly. Hide it's like. Why did you say that i said because for seven years you have never gone six weeks and three days without looking at pornography or masturbation mike. We need to celebrate it. We now know that you can go six weeks and do a three days. This is amazing. I said i promise. Jesus was here. He would high five you. Because that's the best you've ever done. I said that's what a growth mindset. Is you celebrate the accomplishments. What what you've never done before and that's what you just. Did you never in your wipe done this. And he just cried well. Cried never came back to my office for la. What i said. I think you can go ten. I thinking go ten weeks as time six.

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i think. Eight or ten. Let's let's set the goal. You wanna go eight or ten like might even be able to do twelve might perfect. That's d twelve is like and that was it for him like his progress was championed and that is what people need to know that. You love the sinner. Just love him and you. Champion their progress in overcoming sin. Like you don't have to say. Don't love the sin. Use gloves the center as powerful. Some exxon's yes elegant. And and i loved the connection to the growth mindset because in that scenario the limited. Mindset's like okay. We gotta stop this all right. Well what what are we gonna do. Let's go back to your your routines and internet filters or whatever but staying that growth mindset. Know that this is progress right like we're going somewhere said everything we've been doing is working. I said it's working. Yeah so you just had a hiccup like what do you think it was a mike. It couldn't have been that much. 'cause you're gone six weeks you've never done it before. I think it was just like then. He just immediately said. I'm like great. Did you got this. this is over. There's no way you go six weeks and two days and on the first time and you're not gonna get this licked and he's like yeah. I think i can do to off okay. And so that's awesome next. One is for creating vision. This is one of my my sweet spots here. So let's get the louie louie knowledge here. Yeah so i think like vision to me as so my vision so when i was a bishop every bishop i think every church leader when you get called like every prophet has this theme of their service right like temples our book of mormon or whatever it is right and the same thing like i think every bishop every leader. My experience has been when i was young. Men's president zapped for two years. Before i was bishop so went from young men's president to bishop but when i became a bishop i had this vision. My service was going to be about building other leaders. It wasn't just going to help them. But like to build the foundation of people that understood doctrine not culture doctorate and so my vision was an day. One right i got called i avenue it that my job was to teach people how to lead and to give them the skills so they can lead you know and so if they say a picture is worth a thousand words right so when somebody has an image of what it looks like to fulfill their role whatever that is and they're calling or whatever their live looks like that image in their mind

gives clarity of how they're going to act to get there and if you don't have a vision and you're just checking boxes you'll never get there by following the rules of the handbook. You'll never accomplish anything. Great won't be fulfilling and anyway so like every parent has a vision of what their kid what they want their kid. You know to be right so if your vision especially i'm talking about bishops here today like if a bishop just has the vision of i'm gonna do all these things i'm gonna come and do my appointments that i'm coming do this. And they don't have a vision of what their legacy is our when they leave. What changed they affect. The lives of the people then. They're just box checkers. It's the law mores. How much toilet paper can i use today. You know like it's just that when you have a vision of what it looks like that governs your actions. It's kind of like when president nelson a loved it when he said it when he said if not about what you can or can't do on sunday. The question is what sign. Are you going to give the got which your side i mean. I didn't make it clear like all. I know what saturday is about free. I know exactly what it is and you didn't need a list of today's and dotes. Yeah so to me. I'm make. I looked at when he when president nelson said that for me it was. Yeah this is my signed. Like i left people when i leave. The people that served under me are going to be better leaders when they show up next time. They're going to say i'm better at this. I want to do it again. Because i was i learned so much and if i did this calling again and i think part of why that came to me is that i had been young as president three times. Does this before. I got called back in two thousand twelve. I'd been at twice. Mike and then you know i get called again and i remembered a new ward split them like i don't want to be in this. They're gonna call me. Being may young men's president again and i told my wife. I don't wanna do it again. Ever of terrible outta wasn't good at. I don't wanna do it again. And i actually even i told us and i pray father if you if i get this calling. I'm going to deny unless you give me a sign that i need that i'm supposed to do it. You know and if there was one kid and the past ward that ever remembered me that could remember my name and said. I made a difference than i would accept the colon literally the day i was supposed to meet with the bishop. I got a wedding invitation from a kid and the ward and sandy that we re i cried but that was a sign right right and we want to give back aside.

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Yeah yeah so every you know you have to have a vision of what is. What's your sign as bishop. What is it. What's what your signature when you leave. What will people always remember that you actually did as opposed to check in the box and then go all in to that right. Well the last guy did this. So maybe i should do a little bit of that right and i loved that as far as in the context of vision like personal vision because vision in a professional setting leadership setting all right. Let's come together. What's our company vision or award vision and that's maybe an important step but it i starts with you have to walk into these roles with the personal vision of personal signature a market. You're gonna leave. That's right that's right and mine was like what i knew was that i was going to build a culture that created leaders. That was my vision. Like i'm going to make a culture so that people just grow that whoever you know an honestly my ward it was kind of interesting like the literally fifteen men in my ward. That could have been the bishop right so this wasn't award whereby there's one of three is there. Maybe there's four. Fifteen men lit i through my pride beyond their time. And like these guys. Anybody could be here. You know so.

Then i thought if he called me. What is it about me that he wants. Yeah what am i good at. What am i naturally. good at. He would say. I just want you to be you and that was the thing that what i was good at in business was creating the culture and what i realized is that if god asked me to be an instrument and his hand that he just wants me to be me and what am i. Good at making a culture creating leaders. That's what he wants to do. Like i heard it. But i know it. Mirrored already was an. He doesn't want you to be anything he just wants you to be who you really are. Yeah sounds like yeah. And this. And i see this. This is like the the details and the dynamics of what inspiration is because we often think of it. I just want to do. The lord's will so we go into the office and we pray and we hung a little bit we ponder. We just want this. But it's like. I made decisions as bishop because of maybe an experienced happened. Rows twelve were. God was inspired me as a bishop in two thousand thirteen because of what he did when i was twelve right and we have to have the stanzi. Now i'm going to wipe it clean. I don't want any my tendencies to skew the direction like her like you are called. You're going to make decisions because and that doesn't mean you're not inspired so one thing. When i was i called i actually was doing this. Transaction and utah county and there was a family there that there were seven brothers and a father. Every person had been a bishop. All of their brothers have been a bishop. And they're all selling on this land deal or something and anyway so the one guy they're saying it. Can you look them like an interview so it was crazy like literally like they all been best you just got caught or or he just got released and his brother got called like these are different words different states. It was crazy anyway. So i said hey. What's the one advice you'd give to me as the bishop like what would you tell me. And he says he's like the bishop before me was a psychiatrist a says and what he knew and he actually taught me. This is what what god knew. Was that. The people needed a bishop. That was a psychiatrist. He goes so everything that he did. He did it like he would already do it. He knew the tool. He was a ham. He picked up the hammer. He's like i need you to be this year. Because he knew he already was. He said so he solved everyday. He goes i hated it. He's like i was the executive secretary the for hours. 'cause he's an you know having this outlet there anyway and he says when he called me he knew the i was a carpenter he goes and he knew that i could just like hammered things home. I just cut and dry is. That's exactly measure twice. Cut once you know just like that's what you do is you just. But the whole underground. And he's like he goes and that my personality was one hundred percent needed and he literally subsystem. He's like what are you in your business. I'm mike creating leaders and building cultures. That's exactly what he wants you to an. I knew that but when he just said it like to me. It wasn't a coincidence that within six weeks eight weeks i had been called the i literally cried. I'm like oh my gosh like as this is amazing back. This is exactly what i needed to hear. He's like that's right. So that's what you're gonna do. It might snow way. This guy just shows up you know crazy now is advice has been projected to two thousand. That's how we remember. Give him the credit. Let school in again. And then on the other side. Sometimes we get leaders in our life we just don't jive with like every decision they make they like diverted. Have a totally different. And it's hard to realize. Well actually god put them there to be them and they've got some weaknesses not like they can improve the threat. But how can i work with the hammer that he's put to drop right. That's right that's right.

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Next principally talked about is empathy and this is a tough one because as leaders. We want to be empathetic. We sort of see. That's our job right but then it's hard like the practice of it is hard so we guidance you have so empathy again. This is a brunette brown kind of you know. She was to me like she's models. She's very good at teaching and empathy. You know what i realized is that we don't understand it and they're adver- name brown says and what i realized is that one day you know my the role of the bishop is to help people along the covenant pathway when a realizes that the covenant that we make have you know there's a title to covid right like there's a name to and anyway one day i was thinking about it and it. Just kinda hit me to our baptismal covered. It is a coming of empathy. Like it is the quintessential coveted right like. It's an christ. And i thought was interesting. Is that when i listen to vulnerability power vulnerability and read a dare a dare to lead talked a lot about empathy and i actually made it something like i taught it and at work apathy. I made a c. e. class for of real estate agents a two hour class because amphitheaters at the core of everything that we do until i actually understand empathy until someone knows their understood. They're never gonna share what they want to share it. I mean they can feel safe. And i can make it safe. But like but empathy part of safety ultimately safety is part when safety becomes at its highest. Point is when i can express empathy so and to me. That's about his company to more with those who more comfort those who santa anita comfort. And what does that. Empathy isn't sympathy. Empathy is a greek word and means into or end. Pathos is a greek word for passion or pain into the pain. Sympathy means to seeing to be in the same thing. So there's a being in the same pain. If you and i are boring meaty were in the same. Hey you know. But if i'm not in the meeting and you're in the boring meeting and i choose to go into your pain. Say i know how it feels to be in that meeting. It's awful you're sweating. You're like how much longer sky gotta go. Look so empathy is a choice to go into that person's pain the way they see it according to their model of the world not yours. There's right yeah. So what i realize. Is that the more. I was able to empathize with what kids were experiencing. So when you say how did you create safety at my highest. Because i understood empathy so again empathy. There's these four attributes that bernie brown talks about but theresa wiseman is a nursing scholar. Who who did this whole study of it and kind of boiled it down to four points right for attributes of at one you appreciate and understand the person's model of the world that one like i have to understand what it means to them what they experienced day today because of this not what i experience today when my dog died what they experience day-to-day because their dog died because they seem ridiculous to you. They're experience that's right. You understand that model. Yeah but even if my dog died. That's not how i thought this too. It's not that so when your dog dies when you wake up what are you feel. You know i miss going on walks. I never took my dog on a walk. We lived in the country the dog random countryside like. I don't know. I don't know what that feels like them accent. So it's like what do you miss was appreciate and understand their model of the world to recognize the emotions that they're experiencing like. What are the emotions because of this experience that you're having and three is convey understanding of those emotions and for is zero judgment. Which is the hardest to do as somebody so. What happened with empathy is that i taught this award council. We actually taught it in vis sunday. And here this is the question i asked. I said. raise your hand. If some if a neighbor you were home teacher or visiting teacher at some point in your neighbor was going through a divorce. Foreclosure jobless something big and you were

like. I don't know. I don't want to go over there and talk to them. Maybe i'll give them space gonna say right. Yeah and why people say when somebody brings me cookies. When i lost my job as the worst feels like a pity. Yeah because they're not empathize with their sympathized with and sympathy drives disconnection. If in the same vein. Now i'm just talking about my pain like you don't even care about mine you would care about. Tell me about yours. Yeah as i asked brady and more fits sunday mike. Raise your hand. If you felt this way i'd raise my. Yeah so then. I said now. Raise your hand. If you've experienced some of these things. A couple of things i put on. There was suicide of spouse suicide of a child. Death of a spouse divorce and fidelity of spouse just not playing divorce like amicably. But so i listened to us and said now.

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Here's my want you to raise your hand if you've experienced any one of these things so everybody raises their hand and i said rage. Keep your hand in the air if you felt like somebody came over and they actually knew what you were going through an ever handa so here. We are two more with those morning and nobody who actually experiencing ever felt like somebody understood me. And i said raise your hand if you want to understand how to do it everybody raise. I said. Raise your hand if you are experiencing one of these things and when the person came over you expected the person to fix it. Nobody raised their hand. I'm like i know i said. Raise your hand. If the only thing you wanted was to be understood and for someone to say that's hard. I don't know how you going through. Everybody raises their hand. So mike so i said so here it is guys you were all scared to go to the neighbor. All we wanna do is drop cookies off ring the doorbell and we all know they don't wanna fixed. So why are you scared mike. Because you don't understand. The attribute is charity. The skill is empathy. And you don't understand how to do it. It's a skill. It's a skill and i said i'm gonna taste up my dad's most an empathetic person in the world by military sergeant. You get cut. You know i remember. I got my foot. He's like i don't care that you're cut get up and walk. You know i get stitches. My brother had a broken arm is like. I don't care if you've got a broken arm. Carry the would move others can live with a broken arm. I you know. I was like listen if i could be apathetic and my dad. You know anyway mike. It's just a skill when you can ask them questions here. Are some ways that you would ask them. I walked into it. Honestly like it changed and then at the end of my who feels like you can at least feel enough courage that you wanna try it. If someone that you're home teaching was going to say hey. I'm willing to experiment on them. All the try. I know 'cause you you know it's gonna work because you know that's how you wanted to be treated that makes sense. Yeah so i tell you. I told read. This book will help you if you really want to do it. That book will help you to understand so the bookie dare to lead barely yet but that and power vulnerability they were. They were very close together but dare lead was like was with how to do it in leadership. Though my both of those books. I think either one of them. You'd learn it right. But yeah i just read. One of these books are written in both. Might when i wanna learn them. I read three books on it before. I feel like i got it. Yeah it was crazy. That and everybody said like i know you know i understand what empathy is and it gives them the courage like once you define it in paint the picture. It's like oh okay. Well i'll step into that. 'cause somebody's pointed out that that's what it is and scary and you know go for. That's right that's the last one building

leaders. Do we touch on those throughout the yard on just this to me taking the time so like ward council for me. Every week i'd spent fifteen to twenty minutes talking about a leadership principle. 'cause i might. I need to arm you with the skills to go. Do your job as my goal. Is that you guys within your own. Presidencies can solve your problems. Is it honestly the only thing you should bring the counselors. I've tried this five different ways. We can't solve it and then you bring it. You know so. Like i'm out of somebody council. They come in and say we. This is happening. Primary came as we have this kid that we can't control and we don't know what to do. We're going to his mom or something like that. What else have you tried. You know they bring it in. I might go back and try four more things before you bring it back. Go wear yourself out first before. Chinaware us out like do you. Job like figure it out like tell us what worked what didn't work because growth mindset was like when we read that book you need to fail at it several times before you really start to understand the problem so go fail out for five times then bring it back and then we'll talk about it but i'm not gonna talk about on your first aalyah. We tried one time and it didn't work are you. Don't tell me that you've got the gold and you took them and then he robbed you of it and then you say now. I don't know what else to do. Do that get to that point. The right that's scary. Now you can empathize with. And i loved that that one year empowering the leaders to go and try some things out in to like meanings are a vacuum. Like if you don't intentionally feel that time they'll bring the problems in the war council. Feel it so you know. We're doing thirty minutes of leadership stuff that's right and it will empower you not after. Bring your problems here. I try whether it was like whether we were talking about welfare. Get a whether we we had ward council. We did it twice instead of doing one. Big two hour meeting or three hour meeting. We'd we'd do it two or three times a month but just shorter spurts you know. And so every time. I'm gonna teach you something. We're going to learn this them. We're gonna go practice. i'll never forget. We had a new elvis. Calm president comedies. Like hey we have this problem when we try desma might have you tried.

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That's all you did. And he's like you know like do this. Do you know. Try four five times and whatever and he goes men and then at the end of the world council mike. What would you guys learn today. And he goes. I learned that not to bring any problems here. Till i've tried it like five or six times and i'm like that's right. What are you going to learn from that. And the lord trust you do it he gave you were. You were called. That means. he's going to inspire. He trusted me. Fi neef. I didn't say let me go back to dad. I am sure if we walk back to dad and ask him what to do he could give us the answer. Mike now keep goin' make so they felt like and i'm like it's okay to make a mistake. You're not gonna drive anybody away and if you do like you didn't do it with the intent of it it can be fixed. People understand know and so just made it safe for them to try. They love try and i will say this that. I'm not like when people would leave their calling when i would do it. Exit interview again. Just like an an and business. I would ask him like what should i have done better. What did you not like you know what what you know where we struggling. Where do you think we need to focus on. And i would ask him like. What are you gonna miss. the most. Every person said ord council. You're gonna miss a meeting the most they're like. Why am i why i learned. I understood and i gotta try it like. I actually got to try an experiment with being a

leader to gordon's before you know. They're like my leadership was my who i am my leadership and doing that the other thing that when someone was called i would ask them what i want you to do is ask god asking me father why he called you. What is it. You're supposed to teach the sisters. Why are you calling you. Like if jesus had daytona. President benzion had the buckhorn. You know these things. I'm like what is it for you. And every time they'd come back like i know what it is now like. I remember this young woman's president. She's like the girls are supposed to learn to power the temple with me. That's it if i teach them the power of the temple and that's all i did. That's enough am i right. Go for go for it. Go do it. That's it well sparkle. That's awesome last question. I have for us reflecting back especially your time as a bishop being a leader. How is that time as a leader helped you become a better follower of jesus christ so yes this like like right. After i got release something really hard. I went through something super heart right after you know and i thought from five years. I crushed like mike these kids. All these kids went on missions. Like i gave my like i felt i had anyway was great and i went through a really hard and i remember remember a month after i got released being angry like with him. I follow like i did all these things like all these kids emissions in all these kids. You know all these things that are mike an here. You laugh me to figure this out and anyway it was hard for me. I remember just feeling angry and thinking if you don't come through me on this if you don't help me in is like what am i like how i did everything and mma and what i realize is that like like i realize like you never make it meaning like you've never you don't deserve anything you've never earned it. You know bike. There's nothing you're gonna do that you're ever going to earn your salvation and that just because you're going through something hard doesn't mean that you didn't do everything right or that you did something wrong or he doesn't appreciate what you just did all the service that you did you know. And what i realized is that i'm always on president. But he backer said that we will all be saviors on mount zion lower case right and what i realize is that i'm always on a savior jerry. I'm always on a path to become greater and the path to become greater has paid and that pain doesn't mean that you're a sinner anymore than jesus dying on the cross matt. He was a senator because he was uh or that is punishing him. It just means. I'm on a path of learning how to surrender. My will his. In the better. I am learning at surrendering. That's where i feel the most up. Because that's where i allow god to lead me right till like to want to know that he's in a walk me down a path that i will end up at it will be exquisite. You know it's like we had the same vision. Right darkness cried out like what's happening now. All of a sudden blight showed up behind vision. That's you know. And i just realized like he's never forsaken me and there's nothing i can do where i'm not loved and he doesn't wanna punishment is what's been alarming and so every time i'm going through something iron mike.

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I'm ready to learn. I guess. And the second i submit to being the student the lesson shows up and the pain goes away and it makes all make all makes sense. So that's what it taught me. That concludes my interview with louis. Hefner a big shadow to him. I thank him for being willing to sit down and really be vulnerable. Ride very men episode talking about vulnerability and seeing louis gotten vulnerable. He's such a model of these principles. I was so inspired by this. I hope that you share this. Share this episode. Who needs to hear it. Drop it in an email. Put it on

social media. Whatever you need to do help. Other individuals sort of contemplate this approach to leadership that that louise lewis illustrator or or modeled for us so inspiring. We had future plans to involve louis and maybe some future content. And so if you liked what you heard. I hope that you go to [leading saints dot org slash contact](http://leading saints dot org slash contact). Let us know or put a comment on the post on the website and let me know what. Follow questions you have. What impressions came to mind some application inspiration. That came to you how you're going to apply the same. It was awesome so this is how we get. Phenomenal leaders on the podcast. Is we get people that are recommending individuals. Like louis and others to come in. Allow me to sit down and interview them and so to [leading saints slash contact](http://leading saints slash contact) if you have anybody of note that That maybe we should reach out to and Hopefully we'll do just that and remember text. The word lead to four seven four seven four seven in order to access the three most popular sessions of the liberating saints library. It came as a result of the position of leadership which was imposed upon us. I the god of heaven who brought forth a restoration of the gospel of jesus christ when the declaration was made concerning the own and only true and living church upon the face of the earth we were immediately put in a position of loneliness loneliness of leadership from which we cannot shrink nor run away and a which we must face up with boldness and courage and ability.