



Creating Engagement Through Ministering Interviews | An Interview with DeAnna Murphy

September 29, 2021

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We live in a world plague by pornography and people are looking for help. When an individual struggles with pornography, they often turn to their church leader for that help. How does a leader help a person overcome the shame of this issue and start seeing positive progress? How can a leader help youth to open up about struggles with pornography? What are some lasting proven tactics that actually make a difference? In order to help leading saints has created the liberating saints library with more than 20 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 747 four 7 to start watching now or visit leading saints dot org slash liberating. Leading saints is a nonprofit organization dedicated to helping Latter day Saints be better prepared to lead. And we do that through various ways, including this very podcast that you're listening to. I hope you subscribe. Maybe you leave this a review while you're at it. And I think you'll enjoy the content you find on this podcast. And then jump on over to leading saints org and you'll find thousands of articles dedicated to leadership context as it relates to being a latter day saint. We have virtual summits that we've done, tricks out on social media and also a weekly newsletter goes out that has unique content you won't find anywhere else. So a jump into the leading saints world. We're glad to have you. Today I am in a Marriott in Provo Utah with Deanna Murphy. How are you, Deanna? I'm thrilled to be here today. Well, it's been a good day already. You need to know that let's see the first interview we did for the podcast is probably been one of the most listened to. I get emails all the time from individuals that say, I had to listen to that one two or three times. It was so helpful. And so you're

making the difference out there. I know you know that, but in ways that maybe you don't realize. We appreciate your contribution leading LDS. Now, I heard you were coming down because you have a new book that just come out. Tell us about that. What's the new book? And what does it preach? Well, the book is called shift up. String strategies for optimal living. And it's really designed to help individuals and couples and that means parents. It's both marriage and family. It's really designed to help individuals understand how to use strengths, strategically, in order to create what we would call optimal zone living and working. So the optimal zone would be high energy and high performance. And the principles apply at work, however they also apply in life. You can become disengaged and work. You can also become disengaged in life. And you can become disengaged in the church. You can be active and disengaged, interestingly enough and many are. So I think one of the pieces that becomes particularly relevant to our conversation today is how do we help ourselves and others stay fully engaged because of the interdependent nature of our very makeup? It is that when individuals choose interdependence, it influences others to choose interdependence also. And we live in a world that is really enthroning independence. It's about me and mine and sometimes sadly that can drift into the culture of the church. And we have a strong co dependent business orientation. A lot of times, I think we want to be interdependent, but we're co dependent. And again, because we live and work in the world, sometimes that drifts over into the church. And so this really is about how do we shift that. The first string strategy is about strategic interdependence. How do we create it? How do we become one? So we can be Hiss. So there's bigger purposes, I think it work here in writing a book about interdependence about the use of strengths, the use of our gifts because it matters so much in God's universe for us to understand and use both.

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Well, definitely a great resource and it's available to wherever you buy books. Amazon looks on Amazon. And Barnes and noble, you can order it at your bookstore. However it's not on the shows. You have to order it. Nice. And you know, we were just talking about before we record just the changes that are coming that we're now just general conference. And there's a lot there's literally about 25,000 plus new eligible presidents, a lot of release today, presidents that are scratching their heads. But like you said, a lot of these lineup with these four principles of interdependence. Exactly. That's important. But let's first want to kind of talk about what just and I was just here in a training you did a showcase. I don't know what you did. You could call it just a brief deploy engagement. Okay, about employe engagement. And I just sat there and went after point I was just thinking, man, member engagement. Core member engagement. So many people show up and help engage together. And the joke is another room is on the back road playing something on their phone or scrolling through Facebook. So how do we engage them type of thing? So and what I heard is it really starts with understanding the strengths of the quorum. But what do we need to know about strengths? So one, I want to answer your question, and I want to make a comment that was really interesting. It was important Megan was here today. And she came today because she wanted to understand how do I do a better job of creating engagement at home? So I think it's just a noticing Kurt that the principles that apply that we talked today about of creating engagement at work are the same principles that

we would use and apply it engagement at home or at church. It's the same. So if I would name there are some sort of high level things that create engagement. In fact, if you do the academic literature, when we talk about the individual, we name three things that are really crucial. And we had a couple of really nice quotes that kind of backed that up from some academic researchers. We talked about for us to be, meaningfully engaged. There needs to be a sense of connection and its emotional connection. It's emotional connection of me to me and in our case for me to God and for me to the others around me. The absence of emotional connection creates a withdrawal. We were chatting a little bit earlier that a lot of people can be active in the church. I love my covenants. I still want to go to church. However, I become emotionally disconnected from people in the culture. In fact, I might be a bit transparent, what we call confidently vulnerable in our vernacular. And I would name that I believe that I had a period of time as a member of the church who loves my covenants, never not had my temple recommend, but I was a back row, disengaged emotionally disengaged at the time all my husbands in the state presidency and a bishop, right? It's just that sometimes we get mindsets and we're not aware. So there's that emotional connection that we are responsible for. It's not our bishop's job or our quorum leader's job or at least any president to engage us. It's up to us to do that. However, many of us still don't know how to do it. Second piece, we call it strengths strategy. I think in the church we talk about it. We talk about spiritual gifts. We talk about Paul's analogy of where all a different body part, you know, someone's a fingers, someone's an ear, someone's an eye, and everyone matters. There are, of course, wonderful tools out there that help people understand strengths. I personally love gallop's strengths finder. It changed my whole life. I've written a chapter about that in my new book that will be coming out next year. Just about the impact of understanding strengths and how that starts to shift us. It also matters at church. It's that each of us have a contribution to making guess where that contribution is going to come from. The unique gifts and talents that we have. And by the way, in my perspective, is that our strengths become reflections of our heavenly father's DNA in us. He has them all, and he gives each of us a handful of them when we see them, we begin to see him and us. And when I see them in someone else, I see him in them, which creates an emotional connection. And that creates a way a language and understanding that allows us to immediately appreciate and value even those who may be driving us crazy because their strengths are different from us and we don't understand them. The last thing just quickly cursed since I was naming three things, interdependent string strategy in the last one is purpose alignment. We crave purpose we crave it. It is as though we came to earth with that. I believe the millennial generation more than any other. There's an interesting statistics that statistic that suggests that when you look at what engages millennials, the millennial generation, which they'll be 75% of the workforce by 2025 purpose is huge. 83% of all millennials say that they can not feel engaged at work without it. I believe that that's probably true for most of us. It is also true at church. And there isn't just the big purpose, bringing to past the immortality and turtle life of mankind. And then a secondary purpose of wow, we're all here to help the savior come back again.

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There is this thing that each one of us are wired with unique gifts to have a unique impact. And my impact is not yours. And your impact is not mine. I can not replicate yours. You can not replicate mine. For each person to understand the way God has wired them. And the unique impact that they can make on the lives of others is life-changing. Because it becomes a way to emotionally connect with yourself with God with other simultaneously. There is a real purpose that matters as a stake relief society president. I was very clear that there were things that I needed to accomplish during the time that I was in that kind. And I had been called for those reasons just like Ezra tap Benson was called because of the book of Mormon. He was called to help us as a church understand the book of Mormon. And Howard W hunter was called and it was about temples and making the temple to supreme standard of our membership of the church and president monson. It was about service. We each have a role purpose that is unique to us and to know what it is is to say in this time the legacy I will leave when I leave behind not because it's about me, but because this is what God needs me to do before I leave. That matters. That's a second level of purpose alignment. The third one is equally important. And that is we are in this situation together. What is the bigger why? When I go visit teaching with my companion, who is from South America struggles with some personal challenges as a part member family, I recognize that I have more than one purpose. And one of them is to love her. One of them is to create connection with her. One of them is to give her an anchor and to help her feel valuable and love to need it. And it's also about those we serve. So it's about having clear. What is the situational purpose? And then when we align with other people around us to order shared situational purpose, you explode engagement because we have a bigger Y and it's a wire that really matters and we feel aligned together around it. It's a big deal. It's sort of that engagement. You want to engage the group in order to align that you also align so that you can engage. Yeah. And so I love that you name that. There are very skillful ways that leaders. So if you are a relief society president or you are an elders core president and all of a sudden, now, you have to teach by counsel, and you have been talking head for the last two decades. That's tricky. And so there are skills that we can use that are quite simple that as you do, you will engage people. One of my favorites, if you love using a scripture reference, is using doctor and covenants 43 8 and 9, which the lord was teaching Joseph Smith, way back then. And in short, he teaches Joseph way back then he was teaching Joseph about teaching by counsel, that we are to instruct an edify one another. And it is the space of I don't know more than the people around me or in my classroom do. I think I know different things. They know different things. So the skill set is a powerful one. If I can name it, it's actually a similar to what we're seeing in seminary and institute, what we're seeing in young men's and young women's and it's learning to ask powerful questions. I'm going to tell you my super secret formula, which by the way, we also teach our facilitators who pay billions of dollars to come and learn it. So the secret formula is this. Anytime you take a concept, you don't deliver deliver deliver, you take a nugget of something that's important that you know that God needs us to learn. You feel that by revelation and inspiration. And you take a nugget and then you say, what did you notice? So if we were to read D and C 43 8 and 9, and we were to look at that together, actually, Sean and look it up on your phone and let's do it just because we'll model it. I think it could be interesting. So we can look at what a scripture says or what a profit says that then the very first thing is that we want to ask questions that nobody gets to be wrong about. The challenges if we don't know how to ask good questions, then judgment comes into the space. People will judge themselves before they

answer. And so learning how to Anne's ask really good questions is a key to teaching by counsel. It's also a key to creating situational purpose alignment. So let's just nice and loud Shauna, let's read D and C 43 versus 8. And we'll just start that so everybody just like, listen, and I'm actually going to mod it for you and then you watch and see what it was, okay? So nice and loud China. I give unto you a commandment that when you're assembled together, you show instructed edifying each other that you may know how to act and direct my church how to act upon the points of my lawn commandments, which I have given. And thus he shall become instructed in a law of my church and be sanctified by that which he have received. And you shall find yourselves to act in all holiness before me. Okay. If we were in the classroom together, I would have someone read that, and then I would ask everybody, look down, read it again, and see what you notice. Listen for where the spirit points you in your heart.

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And I would have everyone read it again to themselves. And I leave 30 seconds of space, which we don't hardly ever do. Silence, no. Silence. Because it creates room for the spirit to be the teacher. And then I would ask, what do you notice about that? What jumped out at you? So since you're all here and you're hanging out with me, what did you notice? Nice and loud. One thing that jumped out at you. What I noticed is that God cares about what we want. So if you can't hear Megan's voice, making said she was looking at DNC 43 and 8 and 9 , what I got was that God cares about everyone's voice. Instruct and edify one another does not mean talking head. Good. What else did you notice? Anyone else? She'll become instructed in the law of my church. Interesting. So there's something about that that you're looking at, Shauna. What is important about that point from your perspective? From my perspective, I feel like doctrine is absolutely vital. So if you didn't hear Shauna's voice, the question, again, to rephrase the question. So you heard it again. I asked her the second question was what is important about what you said? Which means the spirit's teaching or something. Her answer was, it feels to me that doctrine is what matters to God and he's pointing us toward the doctrine. By the way, we're hearing that from the brother, right? So when do we say instructed and edified about the law, we start to talk about doctrine? What do we mean by that? Let's define it. What would you mean by that? Talk about the doctrine. What would you say that's about? It kind of helped me come to a correct mindset kind of a perspective of how you like how you view each other kind of behavior things that shape our behavior. I love there was a really important word that popped right out at the front, which is why it jumped out at me because it's like it's inspiration in it. There's something about getting a correct understanding of a core principle. When we talk about doctor and there are some core principles that are deeply important in the gospel Jesus Christ, aren't they? So when we start to say, okay, again, I'm going to reframe. So you're here again. The first question I ask you is, what jumps out of you? You're listening for what the spirit teaches you. Then when you answer the question, I'm saying, what is important about that? Then you're starting to tell me, wow, it feels like the safest point is here. Then it's like, what does that mean? Now we're going can you feel that we're going deeper? So then the next question might be, okay, so how would you then apply that portion of that verse? How do you apply it? Now that we know that, what would that mean? What would you do differently because of that portion of that

verse? I understand. Understanding the doctrine is saying the law, the framework. So if you hear Shana, she's saying, then that means in our lessons, it means that it would point us more towards understanding the doctrine as a teacher I could prepare more to understand the doctrine. In our classes, I would be looking more toward the doctrine. And I would love you to just notice something. By the way, I would do this in a class. Notice what it feels like right now. Notice what's happening. What do you notice? It feels kind of like connected in a sense that we can figure we can move idea together. If you can't hear Megan's voice, she used some words that are very important. She said, I feel excited. Notice that that is an experience of the spirit. I feel connected. Remember we said what creates engagement? Every single person every Sunday walked out and they felt excited and connected, there would be no emotional disengagement in the culture of the church, which I think sometimes people leave the church because of the culture, not because of the doctrine. They don't know what to do. If there was a way that every single time we came to worship together, he left excited and connected. It would change everything. There's also she's coming back to the point that she made at the beginning. There's this feeling of us coming back together. You could actually feel interdependence happen in the space. And you could feel them building off of each other's ideas as an instructor notice that I was if I was in the instructor role, I'm holding my own commentary, kind of to a little bit. Because I'm interested at this point, the spirit is teaching you something, which then teaches you something, which then teaches you something and that teaches you something and all of a sudden now the engagement has happened at the speed of light. And the shared purpose alignment is whatever the thing is, even if we're opening a D and C 43, we're going that becomes the purpose. You can spend an entire lesson on one verse. We got one point. There are about 6 more that we could ask the same questions too. So let me invite you back. By the way, I would also do this with a class. What did you just learn? There were four or 5 different kinds of questions.

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What did you just learn? What did you notice? I'm going to do it again. What did you notice by what just happened? What observations do you have? Which, by the way, is the first question. In case anybody wanted to notice. What did you notice? What just happened about how we did that? Yeah, good. There's a shared knowledge in the question asking, what do you notice means you're never going to be wrong? The second thing that happens is it connects you to you and you to the spirit because the moment you're reading that scripture again to yourself or that quote of that profit, what happens is something is going on inside of you and the spirit is teaching you and you heard it. The moment you open your mouth, you become accountable to it and you have just told how many father I heard you. And I'm gonna put it out there. So that the others around me get to be blessed by it. What did you notice nobody gets to be wrong? I love teaching, I get to teach this to I've been brought into a few zone conferences, teachings, missionaries, is life-changing. Because you're never wrong if you ask what did you notice? You don't have to understand deep doctor and to say, what did you notice? So I'd love you to think about the question that I asked Sean after she said, I noticed that thing about instructed in the law of my church. I asked her a question. Do you remember what it was? And it's okay if you

don't. Well, that was the third question. Because what did that mean? And what's important about that? Those two can those are interchangeable. So that's not really a wrong answer. Because sometimes what do you mean, or what do you think he means by that? What do you think he means? I always ask it that way. Because there's not a right or wrong. What do you think doctor means? There's no wrong answer to that. What is important about that is a really powerful question because the moment that happened, purpose alignment happened at a deeper level. And we got aligned with God. Because Shauna then starts to say, God, knows that we will find joy through the doctrine of Christ. And the doctrines of the gospel of Jesus Christ. And as soon as we start to go there, all of a sudden, the reason becomes clear and we become more aligned with him, or in line with each other, and you can feel the alignment just begin to happen because you just start to feel one. My commentary about this, I just have to do this. Say something, but if I were to go to another scripture, where I would go as John 17. It's the great industry pray, right? And you open up the first verses and what's astounding to me is that he is praying for those who are his and his longing is that what they will be. As well father art and me. And it's interesting, I remember asking a group of released a study presidency members. Why? In those verses, did he go there? Why do you think he wants us to be one so bad? And it's interesting because if you go to John, 17 first, 13, he gives the answer. And his answer is that my joy might be fulfilled in you. The moment we become disconnected from ourselves and him and each other, joy disappears. And the moment we reconnect, joy reappears, and it is not about as elder Nelson then taught then elder Nelson taught that joy is not about the circumstances of our lives. It is about the choices that we make. And when we make choices to get connected to one another and to God and to ourselves, we feel joy. And that unity that you mentioned, it's not about everybody having the same opinion, but everybody is connected. Right? It's not about believing the same thing is about feeling connected. That's where the joy comes from. That is exactly right. You know, if we could have kept going with D and C 43 8 and 9, we would have we could have spent another 30 minutes because I'm pretty sure Meghan saw something different. And I bet it was also important with the spare taught her. And what it meant and we could have said, well, you know, when we instruct and edify each other, there are some amazing promises. One of them is we will bind ourselves to walk in all holiness. We become one. This is so amazing. The brother and see it. You know, they get it. They're trying to teach us how to experience instructing and edifying each other. So we feel the joy of oneness. How do we do it? You do it through teaching through counsel by asking really good questions. And it's the same four questions over and over again. What did you notice what's important about that? What does that mean in my last question is then what will you do? What will you then do? How does this apply to your life? And so many times, one of the biggest mistakes I see is that we'll reverse and before I've had a chance for the spirit to tell me something about it, at least one of my favorite ones that I see in relief society is, has anyone had an experience like this? I'm not ready to go there. And it's a very, that's the 5th question if you're going to go there. Yeah. Because by then the spirit is prepared my heart and I feel and I feel connected to everyone. Now I can go be vulnerable and tell you my story.

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That can't be the first question because you just have radio silence. No one's ready to go there. So I just think it's something about when we create questions where no one gets to be wrong. We don't put someone on the spot. We always ask those questions. What does it mean? It's not what does God mean. What do you think it means? Oh, good, and what do you think it means? And what do you think it means? Because by the time I've asked that three or four times, all of a sudden, it's like you can start to see puzzle pieces flowing together. And maybe between us, we'll get to 360° perspective of that and by the time we're done, we're all going to go, okay, God means this. And it's amazing what happens when the spirit teaches least is something different than the teacher's coral. And we have room for Lisa's voice with Carl's voice. God wants that. He wants us to do it. I'm so grateful that they're brother and are teaching us about that. A teaching is how to do that. So cool. And these are such pivotal principles, especially with the high prescript group and the elders from combining now that there's nothing all these new elder scoring presidents, all they want is engagement and really what they want is they want connection. They want unity in that core, and this is the model of counseling. Obviously, not a coincidence that they encourage counseling and then made this change. Counseling is so pivotal in unifying this new core. That's amazing. What a neat observation, right? So we start with counsels, and then we unify. And in the process teaching people to teach differently. You know, the one final thing about this whole piece of instruction. Obviously, this is what I do for my whole life. So this matters a lot to me, but I think there's something really important about saying if we're reading a talk, you know, for that's our lesson is a talk or we've got something that we're using as a source. It's like the thing that becomes so crucial instructors in their preparation. It's right where Sean was pointing us. So if we go back to application for a minute, there is something that God needs these people who are here to hear that's in there, and it might be one point. It's not ten. It's one or two. And so the thing that becomes important is to say which of the points that are inside of this talk or the material the source material are the points that report how many followers I would never do more than three. Three is almost too many. And then I would say what scripture or quote from a prophet or apostle becomes important to mine and you can again you can take one and we could have built an entire 45 minute lesson around 43 89. And we just asked those same four questions because you can pop right back up to the top again, and as soon as I'm done, talking about doctor in a while, that's so cool, then the next thing is like, what bless scenes did you notice were in those verses? And there are three or four. And what is important about that? Because the spirit taught, you know, at least it's not the different or making something different. And you can stay and go deep and deep and deep, and then you pop back out again. And all right, and what did you notice, Lisa? Because there's no way that anyone gets to be wrong. And then you build a lesson around one point or two points, but connection is deep, and we all leave feeling one, and we felt excited and connected. And I could feel the spirit test to find if something important to me that was important enough that I could say it to someone else. And when that other person looks at me with acknowledgment, they've received it. I feel loved and valued because I have made even if it's a different that's my I contributed and everyone hungers for that. And God gave each of us a piece of the equation he didn't give any of us all of the equation except the savior. He's the only guy who got it all. President Nelson has also seen is he doesn't have it all? That's why he has a core of 12 apostles into accounts. He doesn't get to have it all. None of us do. We saw it in his life. Adam leaves a comment on Facebook says, what does he want us to why does he want us to be one

that the world and quoting that the world may know that thou hast sent me and has loved them? And he says, this is powerful to me. What a great teaching to remember. Adam, you're right on the money. It's like that's the thing of it right in a day where so many people question whether the safety really was the savior and it's like, he's coming back. Yeah. He misses us. So you talk about, as far as creating engagement in a group in an organization, when we've talked a lot about this is interdependence. And that's what the council facilitates interdependence because the old tradition is that we would show up on Sunday. There'd be a teacher, and we would all depend on the teacher. And show up and say, what do you got for me? Let's hear it. Give us your spill . What object lesson are you going to show us this week? But the council setting creates the interdependence. Which is sort of fun to be a part of, but it creates connection, which then leads to engagement. That's beautiful that you saw. Just trying to make sure I'm on point here. So I'd like to see it's a noticing, right? Because if our brains have not switched to where the brother are teaching us, what will happen is you'll come in and show up if you're the instructor and you teach from independence. Yeah. So we've got four different mindsets that you can approach teaching from and we talked about interdependence is what we were just modeling, which I think is what God was teaching Joseph Smith.

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Way back in D.C. 43. And the dependence mindset is I could teach from dependence. You realize that, right? And that is that I come with my list of ten questions and I put a question into the space. I watched instructors do this and then I wait. And I wait, I wait for the room to create the learning. And I've not done the work to know what is the salient thing that God cares about in this talk. So I'm not prepared to work with the group to create connection around doctrine. So I wait at the front of the room and then I'm frustrated. And then I just go to my next question. And then you start to feel like somebody is just shooting questions at you, but it's not meaningful. Yeah. The meaningfulness is that purpose alignment and we crave it. We ache for it. We long for it. So there's something about that that matters. I also see instructors that do independence, and that's talking head. I'm an expert, the rest of you, see, I've been studying this lesson now for two weeks because I was doing my spiritual preparation. Let me inform all of you what the spirit taught me. And I'm afraid it's still too common. And instructors that come be leaving it's their job to be a talking head. And there is no engagement from talking head, not anymore. Well, okay, if you're president Nelson, that might work. There's no general conference. That was amazing, right? Even there, it didn't feel that way because they have done their work. They have engaged with the spirit ahead of time so that spirit is teaching them. So there is a way that they're interacting with us because the spirit is teaching us and we are receiving them and they don't have to see our eyes to know that. And it's amazing how they do that. We could all take a page from that book. The last point though, there's a mindset that I see as codependent. And we don't usually talk about codependents. We don't talk about it at church, and we certainly don't talk about it at work, but I'm telling you that in my opinion, this is just my humble opinion from the research that we've done that codependence is alive and well. In fact, I believe it is probably the primary voice from the employ perspective. A lot of times, it's us versus them. It's those people over there don't get me. You are my people. So it's we create these

factions of like minded people if I'm in my 60s and all of my children are gone. My people are the other fellow empty nesters. You younger people aren't my people. If I'm 30 and I have two children, my people are the other young people who are growing their families. And God didn't intend for that to happen. And there's something about how we create a space of it's not us versus them. There is no us versus them in the church. It's you people who are white or you people who grew up in the United States or there is no you people. But I think we have our you people things going on in the culture of the church. And I think we can instruct at the front of the room from that. We can lead from that place. And it's a dangerous place because what happens is it's my people that I'm teaching to and validating. I'm looking for validation from you. So I will all show up and be fully present. But I need you to give me something or I'm not okay. And then I'm judging myself when I walk out the door. I just think it's a dangerous place to be. Yeah. And I think, you know, when we speak to why people disengage with the culture of the church, I think sometimes it's co dependent. You know, my people aren't doing what I think they should that I leave. I mentally leave. And we try to find our little groups around us. So I think we just have to be we have to be thoughtful about that co dependence can be a pretend interdependence. Yeah. And I get it with a few people. And then if I don't have my people now, I move to a new word and now I don't have it. And then I put the word or I disengage. Anyway, just a couple. And I think it's important you hit on those because the goal is interdependence, but we need to know what it's interdependence isn't there. What does it look like? Well, it looks like independence or dependency or codependence. It's interesting. I think one of the things that I didn't speak to that we teach when we teach this in business and when we do this with coaching, we talk about dependence, the mindset kind of behind it is you serve me. Like, I'm not quite sure what to do. So it's uncertainty and uncertainty around acting, and you could do that as a leader. You can do it as a follower. You could do it as a teaching companion. You all kinds. You serve me. It's the waiting game. I'm not sure what to contribute to I wait. Independence is I serve me. I'm just gonna go take control. Do you remember some of our earlier conversations? It's kind of like this is the directive. I am the leader, and I'm going to tell you what to do. Independence, it's about me feeling good about me, and it's almost like I know that I need to be connected to you, but I have blinders on. And one of the reasons we do it is because even in the church singing, I am a child of God from the time we were two. We have adopted a mindset of the world that says my value is equal to my performance.

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If I make a mistake if I don't have the right accomplishments, if I didn't go to the temple 5 times, it did my family history, I wrote in my journal around my scriptures every day anti by visiting teaching a 100% for the last 5 years, then my value has somehow gone down. And that is a lie and we believe it anyway. We have been taught so much have been caught in the mindset of the world that value goes up and down like the stock market and it does not does not. And there's a fear around that. They're really catches people and it's something about how we help people hold their immutable and alterable value the way God does and to be able to how often when you have made mistakes that you say, I don't want to pray. Why? Because you think your values been affected. God is going to somehow love me less because doesn't it? She's not what

the scriptures say. It was mad at the weekend people and they have to work a little hard. Well, I've been I'm wrong somehow, so God loves me. No. To understand the way that God loves is to be able to see ourselves, the guy the only guy who has the right to judge us is the guy who is the most merciful of all. And at least likely to do so. We are way harder on ourselves than he ever is. Yeah. The toughest part about that dynamic is that I saw many times as a bishop that there'd be individuals who had been returned missionaries who had gone two years preaching about the beauty of the atonement of Jesus Christ and redemption and eternal value. But then when it came to them and they were in the bishop's office, suddenly, well, that doesn't apply to me. You know, that doesn't reach me. So that's so difficult to get past that. It makes sense on paper. But in my life, I'm not sure. It doesn't feel that way. It's interesting, just a comment about that. You know, this book of writing a book about strengths. It's an interesting thing what happens when people begin to see their identity through the lens of strengths. Again, because this whole thing that my value is equal to what I do, and if I'm not aware of my strengths, I may not understand what I can do, therefore, I think my identity is called provide. Like somehow you got more than I got. You know, you're the eyeball, so you're way more important, stupid things. I'm just like a pinky figure, whatever the thing is. And so one of the things that I believe is so important it was a question that you alluded to earlier. There was something so so powerful about each person understanding what part of God's DNA is in me. The second conference talks Saturday morning. Elder Tracy, I think was his name. And he talked about that one of the greatest and most important things that we can do to help people engage in a gospel Jesus crisis helped them understand their identity. And I do not know how it happens. Somewhere between two and 20. That gets beat right out of us by this world. So true. And all of a sudden, no, it's my identity is about my grades. My identity is if I'm on that sports team, now I'm 40 and I'm still doing what I did when I was 18 or 17, and my identity is, did I go to the temple last week? Did I marry in the temple? Did I do I look like the perfect Mormon family? And all of a sudden my identity is compromised if I start to compare, which is pride, right? That's what other presidents say. Then all of a sudden my identity is compromised. And it's almost as though we get caught in the mindset of the world, which is a deficit oriented mindset. What is wrong with me? I must fix what's wrong with me, and we can't see anymore. What's right and what does God see? And how does he see? And when we can't see it about ourselves, ironically, we can't see about other people. Yeah. Because it gets reflected out. And the tough part about that is that growing up how the egg gets beat out of us isn't so much because we're hanging out with the bad kids, because we're hanging out with the good kids. You know, and we're constantly slipping into this comparing, right? We're in the world. I think it's D and C one 24 that talks about the creeds of the fathers, get riveted on the minds of the children. That's the statement that savor makes to Joseph Smith. And then he talks about how it creates confusion and unbelief. Well, yes, if my value somehow and my identity gets lost that I am no good if I do not have a 4.0 grade point average. I am no good if I didn't do my visiting teaching every single month for the last whatever. The things and we start to hang our value over things. I am no good if I didn't get to marry in the temple. I'm no good if I take it to Mary. Heaven forbid I have a sweet disabled daughter whom I love more than she's taught me more than anybody in the world. I think she came to be my teacher not the other way around. And for years, struggle with, I probably not going to marry this life. And I'm a good Mormon girl and aren't good more of a gross yet married. It was such an epiphany for her to be able to go, well God doesn't love me less. And all of those

promises are still mind someday and to be able to completely embody that. And to just love who she is.

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And the thing that's amazing is the moment that happens. It's like she is the most connected human being I know. She has friends from three to 93. She never, if we move somewhere, she never she never leaves anyone behind. Ever. Her best friend when she was three is still her best friend. And we moved when she was 6. Yeah. You figured that one out. And she teaches us something that if I'm not judging myself, then I stay connected to people. The moment I judge myself, I feel disconnected. I can feel disconnected from God and feel disconnected from other people. So huge. It goes back to engagement, right? Yeah. When people disconnect, they disengage. And so we've talked a little bit about strengths here in this conversation about eternal value and whatnot. What do leaders, for example, the new elders court presence coming in? What are they there? They're walking into a quorum. Where do they need to understand about strengths with their counselors and what their core? That is a great question. So I'm going to give you the kind of strengths 100 answer. Okay. Okay. There is something really awesome in the research that I totally love. And of course, I'm going to side gala because I've spent a lot of time there, although I've studied some of the other assessments and find them all so fascinating. But Gallup really talks about if you were to go and do what they call a factor analysis of the 34 strengths. They kind of fall mathematically into four buckets. And I've learned that if you listen to somebody or about three minutes, you can discover what their primary orientation is. Their primary contribution is when you know what their primary contribution is. What's amazing about that? Is that it then allows you to enroll people. So I'm going to just give you here are the four different kinds of people, mathematically. When you start to think about strengths. So you have one bucket of strengths that Gallup calls strategic thinking. Here's how you would know them. They are going to ask a million questions. They love asking questions. They want to understand why they love new ideas, they will be the ones that will be very excited about going deep into the understanding of something. The intellectual understanding, the strategic piece of how things fit together, that's they're the 30,000 foot view thinkers. And they can be really good at history looking back and seeing the perspective of time looking forward and seeing the future. And you can tell them because they're going to ask questions and be excited about ideas. They're also going to need room to share and brainstorm. They love that. So in that council setting, it becomes important. You can kind of listen for and watch the way that they engage with you. By the way, strategic thinkers will often look up and away when you talk to them. Because they're thinking, they look up and away. It's kind of interesting. So almost from a body language standpoint, you can see them in two or three minutes by where they put their eyes. The second, there are two kinds of task oriented strengths, strategic thinkers of one, another task oriented group is called executing. Executing are the ones who want to get it done. These are worker bees. These are going to be your people that want to have a 100% visiting teaching home teaching now ministry every single month. They're the ones that just give me a task. Thank you very much. Don't give me the whole big blah blah blah behind it. I want to know what the goal is what's important about it. And then I want to go to work. They love that they

love doing. You'll know who they are because they're going to be interested in it's a little bit about where they're looking. They're looking for what is the objective? What is my role? What do you need from me and when can I start? They're also going to want to know why should I be doing this? By the way, that is important to them. I want to think if there's anything that would be useful about how would you recognize them from body language? They tend to be a little more serious. Executed, like you'll notice they're not going to be smiley. You know, they're a little more serious. And so you'll sometimes recognize that in their demeanor, they're very thoughtful. They're going to hit their eyes together. So it's just an interesting thing to notice. So one of the things that's important to notice, we've got task oriented strengths, and we have a relationship oriented strengths, but just because you're kind of more oriented toward task. It doesn't mean you don't care about relationship. But you create relationships through the task. So if you have somebody who's disconnected, that's either kind of more like strategic thinking or executing. You know the fastest way to engage them, give them a task. Put them in a group with other people and they have to solve something. Great. That will enroll them, and they will start to create relationship almost immediately. Isn't that cool? Wow. Relationship oriented people or a relationship driven people, by the way, it doesn't mean that they don't care about task. Here's what it does mean is that if the relationships are lousy, the task will suffer. These are your people that if they're not getting along with their visiting teaching or home teaching commanding and administering companion, they're going to struggle. So it's something about paying attention to the relationships. So two different kinds of relational oriented strikes. One, we would call influencers. You will know them immediately. They're energy is big.

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Their charismatic, their confident, they carry themselves with ease. When they speak up, everyone listens, you'd follow them over a cliff, although they wouldn't usually lead you over cliff. They're about relationship for the sake of going somewhere. They want to enroll people. They might be the first people to raise their hand if you ask a question in class. Interestingly enough because they're excited. They have something to say. So it's important to know that. The other group is what you would call relationship building. And they might be a little, you're going to have to watch to spot them a little more carefully because they can look sometimes like strategic thinkers because they're often a bit more quiet. They will be the last people in the room to answer a question. And they will almost always answer question if you call on them. They almost always will have something to say because they have remarkable perspective. However, they're often they're not sure if they're contribution is this valuable. It's very interesting how we talk about the importance of relationship. And then we actually downplay it. And so relationship builders often will struggle a little bit to feel that they have something to value to offer. Which is so funny, right? Yeah. And so you'll notice them because they're about relationship for the sake of relationship. They are your superglue. They're the person who will strike up the conversation sitting next to them and release a society or an elder corpsman high priest. And they're just they just connect and they care and you can feel it. And it comes right from here. A lot of times I would say here's an interesting thing. If you ask those on the relationship access, especially relationship builders, what they think, sometimes they'll have a hard time Nancy answering you.

If you ask them what they feel, they can always tell you. And it's usually what they think, because they think with their heart. Sometimes by the same token, those that are strategic thinkers or executed if you ask them what they feel, they might go, wait, I'm not sure. I've even had some interesting conversations with members of the church who lives strong on that task axis who've said, I've never had a burning to my bosom. I don't know what that is. So I think maybe the spirit doesn't talk to me I want to say, wait a minute. Okay, tell me more. Tell me when you read a verse of scripture what it's like for you. Well, I get these ideas. I get this inside. The points we look at another verse. Okay, that is the same thing. And it's something like it's so important for us in our leadership roles and responsibilities and how we communicate this to understand that somebody who's highly tasked oriented will experience a burning in their bosom that feels a little bit more like a lightbulb in their head, and that is not bad. And if you've never felt a burning to your bosom, it's like, it's okay, because if you have lightbulbs in your head, it's the same thing. I will tell you in your mind and in your heart by the holy ghost . And there's a way that a lot of times strategic thinkers are feeling through their thoughts. If you ask them what they feel, they might not be able to tell you if they ask you what if you ask them what they think they can tell you every time. It's so funny. The relationship access, they'll tell you what you what they think about something if you ask them, what do you feel about this? They have very strong feelings. They're very impassioned for both groups. We default to how do you feel question a lot in the church, especially as missionaries? How did that make you feel when some people aren't all good, I guess? It's an interesting, let me just draw a connection back to what we were doing earlier. Remember our first question, our first question is what did you notice? What did you think or what did you feel? What did you notice? Because if I'm noticing with my mind, or if I'm noticing with my heart, it's the same. Yeah. And it isn't a surprise that when Meghan, who I think actually is a strong relational individual, strong relationship building, her answer was, I feel excited. I feel connected. That's what I noticed. Sean has answered, very more executing. She has a lot of executing strengths is I noticed this law and doctrine thing. And not good or bad or right or wrong. Just notice that her answer came to her head, her answer came to her heart. And both are right. Right. And so there's something about as we're teaching as we're engaging that what we will do here, this is an interesting thing about strengths to just share it. And this happens in the business world too. We're often drawn to people who are like us because they validate us. I can go, hey, you're just like me, and that is so cool. You must get it. You understand? Yeah. And we are frightened by people who are not like us. So and we often end up we will sometimes end up marrying people who are not like us, which is then super important that we get what I just said. Because there's this thing about I appreciate your oppositeness rather than I negate it because I don't understand it. A lot of times as leaders, it's really easy to get drawn to want to bring people in who are like you because they will validate your approach and you will feel uncertain about those who strengths are really on not like you. And that we talked about gallop has the strength finder instrument that has 34 teams of strength. Most adults play to 8 to ten. You have a range of about 15, and then it starts to drop off about 18, and by the time you get to number 20, if people show up with your number 20 or 21 or 23 or 34, you don't understand anything.

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And you might be scared by them. They may be talking in English and you're going, what are you talking about? I don't even understand what you meet. Because their entire language and orientation may be completely opposite of yours and it's so easy. I can't tell you how many times there's a stake released society president. I would sit down with my one on ones with my word release society presidents, which are not stewardship interviews, by the way, because they're not accountable to me, but there is something about the one on one that matters very deeply and there was strife inside the presidency that's directly related to what I just said. And they didn't know how to bring together a 360° perspective because the release society president is scared of the people who operate differently from her and she does not know how to enroll them. I saw that I can't tell you how many times I've seen both from being a member of the church in just a role like this. You could feel the strife and tension. Yeah. You can feel if a presidency isn't one. Just the same way when you're on a mission if you've got a missionary companion and you're not connected, it's really hard to teach with the spirit. It's the same thing that, you know, I release study president C or an elder core president C their oneness becomes the pattern for the oneness of the group. Yeah, wow. So with these and you sort of simplify them to these four areas, the strategic thinking, the executing the influencer and the relationship building. So as an analogous, do I need to identify where generally everybody's at the class and then once I do what do I do with that? Or what's the role does this play in the week to week responsibilities of leading a core? That is a really great question. This might be one of those that I go, I don't know if I know how to answer that because my number one strength is individualization. So my brain does it on automatic. I think there is something about there is a recognition that becomes important. I believe that in our release society, presidency meetings as we are counseling more about how to be in service of one another, there is inspiration that comes to us around that. And there's a noticing of those who become disengaged. They're disengaged because their needs aren't being met. Now, I didn't say this earlier, but our strengths do not just inform what we do well. They inform the conditions under which we flourish. And we disengage when our needs are not met. It's a little sad thing to say, right? It's true. And I am responsible for my own needs. However, I'm going to share with you most people. If I ask them, what are your weaknesses? What are your strengths of what do you need? Can you guess which one of those things they could answer best? What are my weaknesses? I guarantee you that most people can answer that way better than any of the other questions. Which one do you think that they could answer the least about? Actually, strengths is the second. So yeah, it's needs. It's like most people if I've had a patriarchal blessing at least, I know something about my strengths because someone told me. I had Paul Allen, who's a dear friend of mine and is a latter day say to formed ancestry dot com. He was the original founder and became a Gallup strengths evangelist. They recruited him because of his amazing talents. He's just wonderful. I love him so much. You know, he said when I first saw strengths fighter, it was like I read that report and cried because it was like, I saw my Patrick blessing. I saw my gifts on paper. I saw what was in my patriotic blessing. And I could read it right there and go, God knows me. That is true because that is true. I work with the Ogden north mission to build this, it's actually a virtual training for missionaries, which by the way Curt, I would be thrilled to put it on a Google Drive and share the link with you because it would be an amazing thing to do with your companion. If you do the Gallup strengths finder, what it does is it invites you to look at your strengths. So take

your top 5. And this is really designed to be done with someone else. So you watch the webcast and you pause it when it says there's a little worksheet that goes with it. And it's an opportunity to stop and sit down with someone. You could do it as a presidency. You could do it with your companion. And you identify what does the strength mean? What are the contributions of it? And then the next thing is, when I look at my patriarchal blessing, what does my patriarchal blessing teach me about that gift? It's powerful. It's powerful. And the moment you start to go there, what happens every time is you can't not do that and see God's DNA in you. And see something about the purpose for him giving those gifts to you because you have something that you get to do and service of his children. And it starts to pop that out. In the last portion of that video that webcast is to help individuals design their unique purpose using their strengths and patriarchal blessing together to say the impact I can have on people is this. And so I'd be thrilled to share it.

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I think it would be a great resource for couples. I think it would be an amazing thing for presidencies to do because then you can go, hey, I'm in this presidency because I think God's wired me to be like this. And hey, I think part of the reason I get to be here now is because I bring this and by the time you're done, if each presidency member is clear about their impact, there is no fighting. I'm going, wow, you are so amazing that you're different from me. And I remember in my presidency, I had two women who were MBAs. One of them was a Harvard MBA, by the way, okay? Just a tiny little inadequacy. And at the same time, in the seeking, I was new to the stake when I got called just not that you want to know this, but I'll share it with you anyway. I'd only been in the stake a few months when I got called to be a stick release study president. And I didn't know anyone. However, I was an ordinance worker in the temple, and there were women for my state who had come. And when I start praying for who should I call, the faces come to my mind? Not their names, their faces. So no, I'm just, I'm kind of doing Facebook creeping to figure out who they are, you know? Okay, president, that's the one. And what was interesting is so I didn't know any of them before. And it was such a special thing for us. We actually did it as a presidency. We all did our gel string finder, and in our very first presidency meeting, it was something about what can you count on me for? And here's what I might need for me to feel confident. That was, by the way, a little scary question, you could do it without strength fighters, string fighters certainly helps. We also have a free tool on our website that could be useful if you've taken strengths finder. We have what is called the people of Cudi insight report, which is kind of awesome because it actually you put your gallop strength finder results in. And it actually gives you your contributions both doing and B and your needs related to task and relationship. And if I know my needs and I know your needs, then I know how to work with you. I think there's something let's go back to the question that started all of this occurred. It's been because this was and I told you I didn't have the answer. So this is kind of fun, although as we've been talking about it, there's an insight that comes to me. So let me name something. What I love that was announced in conference. And it was something that I felt deeply moved during the time that we were stake relief society presidency. It was like it was burned into my soul that every person is the one, and that if we were to do only one thing, it was

to work with our word release society presidencies and by example to teach them the power of one on one. So we would do one on one conversations every single month with every release society president and counsel with them for them to do that with their counselors and in release society compassionate service leader and visiting teaching coordinator because there's something important about that. And then the counselors would do one on ones with teachers. And it's so powerful. I'm just going to tell you that during that time, I still it's going to be tender. I could tell, because when I go back and I think about it at the beginning, I was kind of scared because I think a lot of us are because the announcement was, what we were counting now is those interviews. Right. I couldn't believe that elder Holland said that. It's what matters that the release study presidency member or quorum president still one on one and says, let's talk about what's going on for you. Now, I'm going to tell you what we did at the beginning because I didn't know what to do. And I'm a professional coach, by the way. All of a sudden, now, a stick release study going to make sure exactly how God wants me to do this because this is a little different. Yes. But I found there were a couple of two or three things if I could just maybe speak to this now that this change has been announced and some people are going to be freaked out about it because we don't know what to do. The first thing that I did, and I was a little bit at the beginning, I was I want to say like embarrassed is the wrong word, but I wasn't quite sure. It felt very vulnerable. So in that one on one, I would always pull a third chair to the table. And I would tell my presidents listen, I'm new to this. I've never been stick relief study president before. And I know exactly sure how this is supposed to go. So I'm just going to say that so that you know. And I want you to know that we're going to be instructed by the spirit together. And I don't know how this is going to go. And I want you to know that share right over there is going to represent the savior because he said or two or three are gathered in my name, I will be there. And I'm going to hold peace here today because I don't I'm not sure if I know. I would say that that allowed me to stop worrying about getting it wrong. The declaration of it gets it out of the way. So the first thing I would say to corn president sees and really study present sees is be okay that you don't know. The second thing that I would do is we would always pray together. And just by the way, I don't know for whatever it's worth, I would always ask my president to pray because it would prepare them. Because I'd already prepared before I came. And it helped her to get into that mindset. And I would name that there were a couple of places that we always looked. And I would always ask, first off, how, I mean, how are you, really? Let me do a little check in.

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I would say let's do a little check in about your life. What's happening that would be useful for me to know? I'm not talking about your Colin. I'm talking about you. And I found it was interesting. Sometimes that check in question would be the entire hour. I will never forget when I had a release study president say to me. It was about the 5th time I met with her before she got here, but she said, I've been married for almost 50 years. And I feel really disconnected from my husband and I have for a long time, and I don't know how to fix that. And I'm really excited. And I'm really sad about that. And guess where we went for the entire hour? Right there. Yeah. Because that's the thing that matters because that's going to get in the way of her ministry. And

so the check in, how are you, maybe the most important question you ask. Yeah. And then it's something about what are you learning in your assignment? You know why that matters? Because that is their opportunity. Oh, actually, can I go back? That's the third question. The second question I would always ask them is, what are you learning from the spirit in your scripture study and your personal time with savior? No, it's interesting. I want to tell you why I asked that question. And I actually think it's useful. You can take it or leave it. This is Tiana Murphy chapter two versus three, but I would always ask it because I was astounded. When I had a really society president, when I asked that for the first time, her eyes filled up a tears and said, I haven't prayed in three months. And I'm really scared to ask the sisters in my ward to break because I don't know if God hears me. Oh, that's vulnerable. Wow. Yeah, now that wasn't the first interview, but I want you to know that because I asked it every single time, it allowed us to get to the core. And it's high level. It's just like your prayer description study. I just like, I'm interested in what the spirit's teaching you. Well, help me. And what it would do, I had a member of my presidency, who is not reading the scriptures. And had been for months. And when we started integrating that, guess what? She knew that every month when I have a one on one with her, I'm going to ask her, what is the spirit teaching you and your parents scripture study? And she would say, well, I've sort of read the book Mormon now. And here's what Jacob has to say. This first in chapter two feels really important to our calling. Yeah, yeah. I found that there was a level of spirituality that increased across the presidencies and the stake because somebody cared. To ask them what the spirit was teaching them. And when they got to declare, you know what that's like? It's like a testimony meeting. And I'm sitting across, and that really study president is telling me what the first taught her tears in her eyes and there's connection for her here. And here, and our hearts, and then it doesn't matter if I don't know what to do in the interview because at that moment we have become one in the spirit begins to teach me. What I learned is that as long as I prayed and I say the scripture is faithfully, and I went to the temple where that was another piece of the equation. In that interview, I always knew what to do. I didn't know until I was there, just like me phi. And then in that moment, I'd say the scripture's two days before about the thing that came up and I could go, oh, you know, it's so awesome that you say that, let's open up the book a Mormon to mosaic chapter four because king Benjamin says this really cool thing. And let's look at it together. And then we would always go to the scriptures every time in response to whatever they said. So it's like, how are you doing? What is the spirit teaching you personally? What's the spirit teaching you in your assignment? And always that allowed us to go to doctor just like Shauna said, right? And it was amazing because in that moment when that happened, then the spirit is teaching them doctrine and it was so beautiful. And then we would have whatever time, and then it was then the last thing would be tell me about the people you're serving. And what are they needing that you would want me to be aware of? That's the last thing. It's not the first thing because the purpose of those interviews God has more than more than just what are you doing there as a visiting or home teacher and now minister? That is, that's the last reason. It's not the first reason. God is building science and us and that's the laboratory for doing it. And those interviews, it's so amazing. I'm astounded. I'm astounded at what happened and I remember having that really studied president who hadn't been praying for three months who had told me her story. And she came up after she was released and she said, I think the bishop wouldn't release me. Because he thought I would leave the church. And I think I would have, because I had lost my connection to God, and she

was literally non functional in her assignment, her counselors were carrying it. But by the time we got to that fourth interview, she was able to tell me I'm hurting. And then she could tell me the circumstances of what caused it in a prayer that she had asked God for something and God had a different answer and it was kind of hard for her and she didn't know how to take it. And I just, there's something so important there. Everyone is a one. There are bishops and relief society presidents who have served who then lead the church. When they're done, and I just think there is something about this ministry in this way and these one on one interviews. That changes the equation.

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One final thing is I remember the last interview that I had before I got released and I knew I was going to be really I'm sitting across from a relief study president who said to me, there has never been one time that I didn't felt like we were being encircled by angels. It's like, you want to call on the powers of heaven? You have these one on one interviews. And it's interesting because I found them so powerful that I you know that I do something similar in a smaller way with my children. And they're grown. But there's still this place of what is spirit teaching you. What's happening in your world? What's important about that to you? That creates this connection that is sweet and deep and allows us even now that my children are all grown up, but it's still allows us to have this sweet connection. And this makes our hearts one. I love it. It's like God knew what he was doing. And the brother, the brother, what they're asking us, it is the most important thing we could do. That one on one ministry matters more than anything. And really, if you can master that skill as a leader, it takes care of so many problems. And these insights have been incredible to hear and there's one comment. Where was it? Individual just said that it's so simple, but I need bigger note pages, learning so much. Everybody here has got lots of notes and things. So these are just some key principles that I think leaders can take and really apply. I have one last question for you. But before you do that, you're coming to Salt Lake City to get on June 14th. Give us the details of that. Obviously, the train you're going to be doing isn't going to be this you're not going to be reciting from the doctor and covenants. But for businesses, but these are still a gospel principles, and I'm sure there's many out there that would love to be part of that. So tell us about that. Yeah, the days called strength strategies for optimal performance. By the way, it isn't just for business. It's also for individuals. And it is there was an experience I had alluded to it earlier, but if you've got someone in your life that matters. And you're struggling in a relationship. It might be a spouse. It might be a presidency member. This is one of the most powerful ways that I have ever seen to create almost instant connection and understanding even between disparate individuals. In fact, I shared a story earlier today. Let me just share the story and then I'll come back and answer your question. I had an experience early on, by the way, I did my master's thesis on the impact of material employment upon the developed values as children and ended up being directed into doing this really literally the stores and saying, please go through there. Please go through there. Always trying to work from home. But I remember being asked and invited by the spirit to leave and start this business. Feeling very frightened, that the lord cared that people did not understand who they were that he needed a bigger stage than northern Minnesota where I lived. And that he wanted the people of the world

to be reached within one year. I was in Abu Dhabi. And I was having an experience that I related earlier in class, which I'll share for the benefit of those of you who are listening. And I was in a group of 25 men senior leaders of the largest construction firm. There were 13 countries represented 8 different languages spoken and two weeks prior to my coming two of the senior leaders had had a fistfight because their differences were so significant and they caused the police to have to come in and break it up. I didn't know that, by the way, that wasn't part of the story till later in the day. All day long I watched these two men circle each other. It was clear there was conflict between them. I didn't know what it was about. One of them was a strategic thinking influencer. Palestinian, the other was a relationship building executor from Egypt. So we've got opposite cultures opposite language. This is exactly what happens when we get married and we get thrust into presidencies, by the way. It's maybe not different countries, but I have a different language of strikes. And my language is influencing it and you better do it the way I do it, you know? And so what ended up happening is all day long as they begin to learn these 6 string strategies, strategic interdependence. Feed the need. I am responsible for the needs of my strengths. And I need to understand how to take care of my own needs so that I can fully engage and be present with you. The third one is we call leverage success patterns rather than being deficit oriented. How do I start with a strengths mindset to solve problems in my marriage, my family, my work, the fourth one, intelligently influence in others, how do I be with people who are not like me? How do I lift them towards high energy performance? The 5th one is called creating your conditions. I'm responsible for my conditions. Not you. I have to understand how to create my own conditions. The last one is called ICU acknowledgment. It's how do I see and understand what makes you special and unique and help you understand the qualities characteristics and strengths that are valuable about you and your impact. Do you realize nobody understands their own impact? No one. Because we're inside of our own circle, we don't understand our own lens.

01:10:02 - 01:15:00

It is not until someone comes back from the outside and says, wow, Kurt, I can't help but notice that you have this incredible sense of curiosity. And a willingness to share your learning and the impact on me. And by the way, everybody who listens to really know the S is that our perspective gets to be exponentially expanded by the use of your interdependence. Curiosity, and it changes the whole way that we operate together. It's amazing. That's ICO acknowledging, by the way. So it's about recognizing quality, strengths characteristics and helping people see their impact and understanding how to do that. This day teaches those 6 string strategies. So these two men, all day long, that's what they were learning. The end, we always tell people create accountability by declaring their learning and talk about what they're going to do. And the Palestinian who was first all day long, speak every single time I asked a question because he was an influencer at something to say. Was not the first one to speak the Egyptian man who had not spoken all day was the first one to speak. And he was he was very humble, but he looked right across the circle and made eye contact with that Palestinian said my most important learning is that you're my most important partner, because you have what I don't, you completely. And I've been wrong about you from the beginning I judged you because you

weren't like me. And I realized that I need you more than anyone else in this room. So I want to apologize for the way I've treated you. I'd like to begin again. He walks across the circle, offers his hand, and she can. He walks back. And that Palestinian was speechless for the first time all day. Everybody else speaks it. He hasn't spoken. He's looking at his shoes. Everybody's looking at him, and he knows it. And all of a sudden when he looks up his eyes are moist, which is very not like him. And he looks across the circle and says you're right. And I have done the exact same thing I've been arrogant. I've dismissed you. I've heard everybody who's from. All of you an apology, not just you, everyone, because I've created a real problem on our team. And I also want to begin again. And with a commitment to better appreciate your differences and listen longer. And so he then walks across the circle and extends his hand and this young relationship builder who is much younger than he was, reaches up and just hugs him. Wow. And he kisses him on both. Which is the arm tradition. And then everybody at first it was awkward, and then they all start laughing. And they're laughing, but it's like it's the release of the fear that's been in the space that now you're okay and I'm okay. That is that day. That day is those 6 strategies. It is designed for you to bring your spouse, someone with you. And by the way, we actually have an early bird special that if you register by the end of next week, you get to have two people come for the price of one. That's great. Our usual price is 6.99. If you sign up by the end of next week and we'll do it for four 97. And you get a free assessment that allows you to measure your engagement, interestingly enough, right? Work joy team connection productivity confident vulnerability and you get a free coaching session with that right, Carl, one hour coaching session. Awesome, right, which is the value of \$350. The entire package is worth 1748 and we would do the whole thing for four 97. And it's at the little America hotel in Salt Lake City on June 14th, from 9 to 5. And we are going to provide so in addition to the link that I said I would give you the called claiming your contribution that we did for us. I'll just provide that to anybody. So amazing. And if you do that with somebody, you do the little worksheet and work your way through that. And then we'll make sure that we also have the link in that when you put this podcast up that you can put out there so people who are interested can come. Perfect. Yeah, and when I put as far as the Facebook Live goes, I'll put that in an hour or so on the Facebook Live so you have it there. Can I mention for those people who are not in the Utah area, we're also going to be doing a string strategy for optimal performance in Washington, D.C.. And I think that will probably be in July. Something like, I don't think I don't remember the date. What's the website namely scone follow you? It's people acuity. It sounds like a little bit of a strange name, but if you think about what acuity means, it's about seen with clarity and sharpness. Yeah. I imagine what would happen if you could see yourself and others, the way God sees them. The world will change. So it became our mission to help people understand what am I really? What is the difference that I can make in this world? How do I ignite it? Other people to bring their difference and we've made a mission out of it and we call it people acuity and teaching people strategic interdependence and string strategy of purpose alignment and we're in 34 countries. We have 350 coaches and facilitators. We do virtual coach certification, as well. And we teach people how to help other people see their greatness and we've got three different kinds of certifications that people can get a specialist in the guide in a certified coach. So it allows people to learn skills that will help them to be really effective both in their parenting as well as in their work life and other places.

01:15:00 - 01:20:07

So awesome. Well, any final encouragement you'd have for if we were sitting in front of a room of at least 90 presidents and brand new underscore presence, and venture off in these one to one interview world any final encouragement you have for him? I do. I have one. Let's hear it. Well, actually, I would say go home and read Moses one 6. And read it with your name, not Moses. And just give you a little hint at something like this. I have a work for the hurt my son, Megan, my daughter. Lisa, my daughter, Carl, my son, you know, whatever your name is. I have a work for you. Part two. And you are in a similitude of mine only begun. And it doesn't just mean that he has fingers and we do. It means that the gifts and talents that he has, we have all of them in here, but we've only developed 8 ten. And I believe we've been doing that for years. Actually, there is a piece of the similitude of the savior that is more well developed in you. And when you understand, you can use it to do a work on behalf of him. So I have a work for thee that were made in the simile room might only be gone. Third thing who is full of grace and truth, which means you don't get all of him right now, you get 8 to ten things that have been fairly well developed in the preexistence before you came here and through this slide. And he has all the rest of you will complete you because he is full of grace of truth. So all the things you don't know how to do, don't worry, he does. But you can't do it from independence. You have to do interdependence with him in order to have access to all 34. He will give you access. And he will magnify your gifts through him. And he will help you create combinations of your own strengths to imitate what you don't have. Amazing. And then the last thing which may be the most important of all. And all things are present before me. Wherefore I see them at all. And so in other words, you're going, I'm a lousy relief society president because I don't know how to do this this and this. And I don't know this well. And this well in this world. Oh, that's not how God sees you. He sees you as you're already a mother in heaven. He sees you as if you are already an exalted bean. He knows, this is how this is the only thing that makes sense to me about how it must be to be a parent of so many of us who don't listen. He sees us as we will be so he can withhold his sorrow because it's only for a moment. So he sees you as if you are done complete and perfect like his son. Right now, he sees you that way. Whether you are that way or not. And the holding of that is the key to creating connection with him and other people in many ways because if I'm judging myself, I create disconnection from him and everyone else. He wants to see give up your judgment of yourself and give up that your value is equal to anything. It's not. In fact, he would say you are a branch on a tree of life. And it's not how much fruit you produce or how good the quality of fruit that you produce that makes you special. It's that nobody else is that part of that branch. Nobody has the people who flowed into your life that helped you become who you are. And nobody has the people flowing out of you that you have. No one that is completely unique to you. And there is a place that only you can fill. And when you know that you have something special and you know what that's something is that you go and give it. And you can trust in his grace. And you can let go of what you don't know. Could stop being scared. And I actually know that he'll do that. But he'll magnify our guests. He does it for me every day. Allows me to do crazy things like that book. Took me three years to write because I was so afraid of getting her own. I wrote 200,000 words before I published 52,000. How's that? And had them all attitude, by the way, which means I paid for that. That thing of just letting God do his

thing. Trust me. And that concludes this how I lead, interview, I hope you enjoyed it, and I would ask you, could you take a minute and drop this link in an email on social media in a text? Wherever it makes most sense and share it with somebody who could relate to this experience. And this is how we develop as leaders just hearing what the other guys doing, trying some things out, testing, adjusting for your area and that's where great leaderships discovered, right? So we would love to have you, share this with somebody in this calling or a related calling, and that would be great and also if you know somebody any type of leader who would be a fantastic guest on how I lead segment, reach out to us go to leading saints that orig slash contact, maybe send this individual email, letting them know that you're going to be suggesting their name for this interview. We'll reach out to them. And see if we can line them up. So again, go to leading saints dot org slash contact and there you can submit all the information and let us know. And maybe they will be on a feature how I lead segment on the leading saints podcast. And remember, Tex the word lead to four 747 four 7 in order to access the three most popular sessions of the liberating saints library.

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It came as a result of the position of leadership, which was imposed upon us by the God of heaven who brought forth a restoration of the gospel of Jesus Christ. And when the declaration was made, concerning the all and only true and living church upon the face of the earth. We were immediately put in a position of loneliness. The loneliness of leadership from which we can not shrink nor run away. And of which we must face up with boldness and courage and ability.