



Heading: The Delegating Bishop

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Kurt Francom:

If you wanted further insight into a Come Follow Me lesson, you'd probably search in YouTube or get the We Believe app. Tough church history questions? You'd reach out to the B.H. Roberts Foundation. But what if you wanted to learn to be a better leader? Well, I'm glad you asked. You'd come to Leading Saints. That's why we exist, to help Latter-day Saints be better prepared to lead by being familiar with others' leadership experiences, understand the latest leadership research, and finding a community to share ideas. That's why I'm glad you found the Leading Saints podcast. We hope you will dive into the archives and visit leadingsaints.org to find out what are the top, most listened to episodes on the podcast. Welcome. You're going to love it. Hey, you guys, some remarkable things are happening over at Zion Lab. Now, what is Zion Lab? This is the online Leading Saints community where we are bringing the world together of Latter-day Saints to talk about different topics, share insights, ask questions. This is the gathering place. So think of it as a think tank for Zion where we don't just create content through the Leading Saints podcast. We also discuss content, share best practices and ideas. And we had a live stream there. all about delegation, but not just general delegation, delegation in the context of bishoprics and youth leaders. And so I want to share with you a portion of this conversation where we talked about this give and take and the relationship between the bishopric, obviously running the young men organization in their ward, but also with the young women's presidency and parents involved and advisors involved, and how does this all get done? And what are some frustrations that bishops are experiencing or everybody involved is experiencing? And how can we get through this to effectively delegate and just make the youth program be such a blessing for the youth? And so here's a part of that conversation. If you want the full conversation, you can come over to Zion Lab and listen to the entire conversation there. So let's jump in. Here we go. I think one unspoken dynamic that happens with being bishop is

that you are like the figurehead of the ward, right? And so if something's on fire or burns down, you know, metaphorically speaking, or a program doesn't work or an activity falls flat, it's easy for bishops to see that as sort of a report card, right? Like, obviously you don't have it together. Like we put it on us. And that creates some more tension or some more angst when we're in the middle of it, when we are delegating like, well, I could hand this off, however, and what if it doesn't work? And youth are so important. And, you know, then we go even more macro level of like, what if this means they won't go on missions? What if this means they won't marry a temple? And so just that tension builds a lot more, but. Any other thoughts? Anybody else raise your hand, want to contribute? There's a great conversation that I can't keep up with, which is fine in the chat. So keep it going there. And there's great ways to contribute there. And if anybody sees a great point jump off, feel free to raise your hand and share it. So anybody else just again, not that you were not, not that you have the answer to it, but how would you articulate this more? How are you feeling?

Adam:

You know, I'm just reflecting kind of on my, on my own questions a little bit. And, uh, as, as we talk and wondering how much, how much do we set a vision for people when we call them? I think sometimes, and I think I'm guilty of this. We focus on the two dues. Hey, here's what you need to show up on this day, do these tasks, get this done, read the handbook. But how much do we give people a sense of their vision and what they can do and give them permission? And I don't know that I do that as much as I think that I do. I think that I I'm doing that, but. I think if you videotaped me, you'd probably find that I'm expecting people to do that and I don't ever... Or let my counselors, right? Or teach my counselors. This is how you need to extend the call, right? So you have this, not only just, hey, show up and do these tasks and hey, help what's, you know, everybody pitch in, but like, hey, you can have spiritual power in the work and don't limit yourself. I don't know. Those are just some of my thoughts.

Kurt Francom:

Now that is, I think, important to mention of like, what expectations are we setting? Because maybe you extend a calling to, you know, a priest quorum advisor and in their mind, they're like, oh, cool, that'll be fun to teach the priests, you know, once a month. But in your mind, you're thinking, we need you here every Wednesday showing up, helping plan activities, right? And so sometimes we have to be, you know, overemphasize the expectation and what this means, what we're actually asking you to do. So, Sean.

Sean:

Yeah, I was just thinking about that comment, and then thinking about something I'm trying right now. And so with all the young men advisors that we do have, trying to implement what I've done, what hopefully the Savior has taught us to do, which is to meet people where they're at. And so for, you know, for example, like if we're worried about someone or we're trying to help someone, like it's usually they come in and you just talk to them. Like when we've had a question about someone as a bishopric, like, oh, I wonder like why they are doing this thing or, you know, would they do this thing? And we think we have an answer. And then it's usually just like, well, let's, let's just talk to him, right? Like, we have to have their story. And so because everyone has a story, that's one of the biggest lessons I've learned as a bishop is that we just don't know until you just talk to them. And so I'm trying to invite all of my young men advisors in just for a one-on-one like quick chat. Hey, how are you doing? How are things going type thing.

And so I've done that so far with one and one didn't show up even to that meeting last night when I had it scheduled. But I guess hopefully that can, in addition to helping people understand what the expectations maybe are, right, the to-dos, but what are you striving to be and become? And how can I help you? How can we help you And what's like the later on accountability, right? Like these, I think there's value in meeting as a council, as a group of all young men advisors. But I think there's great power to in an occasional check-in one-on-one ministering type effort. And to be careful that that doesn't become micromanaging, but it's more of a ministering outreach to that person of like, hey, just how are you doing? How are things going? Because then you'll get further light knowledge that will inspire the hopefully the revelation that you can receive. So that's something I'm at least starting to try to do with specifically young men advisors.

Kurt Francom:

Yeah. So what I'm hearing in this discussion is so far we're focused on that delegating when it comes to youth, right? Your responsibility of focusing on the youth and which is more, I think more appropriate in the handbook is the rising generation, right? Which includes everybody from I was just born to I'm a young single adult, right? But we do kind of hyper focus on that, those teenage years. I'm just curious, like, yeah, delegation within those things is one thing, but we also have, you know, I say we, but, you know, the bishops also have several other responsibilities happening outside of that. And, you know, since this shift and change where the young men's presidency was dissolved, The idea, part of that idea was that the elders quorum president and the Relief Society president would sort of take a new level of engagement. Correct me if I'm wrong, but that's how I understood it. And so how have you been going about delegating that? Or what does that look like? Or is that even, I mean, sometimes those things fall off because maybe the consequence isn't as daunting when it's like, Just Elders, you do your thing and Relief Society Presidents, you do your thing. But I'm curious if anything comes to mind for people with that delegating to Elders Quorum and delegating to Relief Society. Sean, go ahead.

Sean:

Sorry, I feel like I'm talking a lot, but I feel like our ward has done really well at that, at least for the adults. Like, I have a stellar Elders Quorum President and Release Study President, and I've gone through three or four each in my time so far, and they've all been very incredible. Something my Stake President said when I was called was, he says, as you read the handbook of your responsibilities, if it says Bishop or Counselors, it's not yours. You delegate that. right? Or bishop and or something else, right? It's not yours. Only do what you can do as a bishop. I really tried to do that the best I can. And so anything adult related when I absolutely know it's not repentance, I'm just like Elderscore Relief Society, Elderscore Relief Society, and I give it to them and they've just run with it. They take a huge, huge load off as far as the adults go. And so that's something I've always tried to live by was what my stake president said is do only what the bishop can do and you know, work on that and do it the best that you can and delegate away everything else. And you know, if you do have a good elders quorum release side of president, then that's easy. If you don't, then it's kind of what I'm going with young men advisors, you know, right with the youth.

Bishop Ransom:

Yeah. Bishop Ransom. All right, good deal. OK, so a couple of things. One, I think part of the reason that we focus, I do anyways, on the youth so much is that they, most of my time is taken up with handling youth responsibilities. So that's where I tend to prioritize my time and energy. The members, a lot of times we have an amazing Elders Quorum and Relief Society president in our ward, but they can only do what the members will let them do. So I have members coming to me and they're wanting to talk to me and I ask them, you know, as you do, have you talked to the release study president about this? Have you counseled with her before coming to me? And their face kind of tends to fall and they're like, you don't want to talk to me. They think I don't have time for them, that I don't want to talk to them. Yeah, right. So it's made it a challenge to, even though I'm really happy to give them some time, but really that's where they should go first, right? Or at least they should be going there primarily when that applies. So I do agree with what was said as well. I'm kind of summarizing real fast, but with, I've tried to pass off anything that I can that doesn't need to be done by me as the bishop. I'm only two years, two months in, sorry, I'm two months in, so still learning the ropes a little bit. But in general, I have found as long as I prioritize like youth interviews, even though I only have to do one a year, I do all the youth interviews right now because I want to get to know the youth better. Right. So there's things that I'm doing intentionally to make sure that I am prioritizing them at whatever capacity I can. But in general, my Elders Quorum is happy to handle anything that that I pass them. And same with Elite Society. They're stellar rock stars. So that's made it really easy for us.

Kurt Francom:

Yeah. And, you know, this is interesting. We kind of throw out the phrase, you know, the bishop handles repentance. Right. And that's sort of that's a blanket term for a lot of mechanics going on behind the scenes. What I mean by that is, you know, what is repentance? And I think we would do ourselves a favor in all of our spare time. to really dig into what is my role in the repentance process as a bishop. And I think there's a lot more even in that, right? Because I remember as a time as a bishop, we kind of felt like, okay, this person's struggling with this thing, and it's kind of not gone away, like, there's still a thing, they're still struggling, or they're having a hard time getting past it. So I need to meet personally with that individual as many times until that person just suddenly stopped scheduling appointments with me. And I guess we're good then, right? Where I think there's a more intentional approach there of, you know, and this goes back, I think Adam Washburn was asking a question about what are these spiritual dynamics that we can delegate? And I think there's even a lot in that repentance, which can, you know, fill up your calendar where If it's a youth coming in, like, are your parents involved in this? Do you feel comfortable having discussions about this with your youth leader, right? Or if an elder comes in and is struggling or a sister, tell me about your relationship with your elders quorum president. Is this something you feel open talking about? Where the bishop's still involved, obviously his keys are still important in that repentance process. However, those six, seven, eight appointments, those touch points could happen with that elders quorum president. you know, me being an elders quorum president and a former bishop, I'm completely comfortable with that. And I get that maybe some elders quorum presidents wouldn't be. However, it's something you could, you know, nobody trained you, per se, how to have those conversations. And so and again, this would all be done under the agreement of the person, you know, to be open to that. And again, community is a big part of repentance and overcoming these things. And so that's an interesting thing. Sometimes we have these things.

Well, that's a bishop responsibility. However, that's a lot that's going on there, right? So what else comes to mind? Anybody want to add to that or maybe left a, made a comment in the chat that would be appropriate. There's a ransom.

Bishop Ransom:

Yeah. Can I share one more thing that has helped because, and we talked a little about this before with setting expectations when extending calls, but I found that I use a lot of positive reinforcement when members are doing something that's good that I need them to do and they're calling. If I have people showing up for youth night and maybe I didn't know they were coming or maybe they were, but I always walk over, thank them for being there. Tell them how important it is that we have good leadership supporting the youth, and I always go out of my way heavily, heavily, heavily to thank them. And I get a lot of response, usually over text, like, thanks so much for making me feel loved and important and special. I get a lot of individual texts that way because I spend so much time reinforcing the good behaviors they're doing to try to help them. Next week, when you're kind of deciding, do I want to go see a movie or do I want to go to youth night, that you'll go to youth night knowing how important your calling is doing that as an advisor. Adam, did you?

Adam:

A little change in topic, I'm thinking about delegation and parents and youth. I'll just throw this question out here. I feel like over the years, maybe it was historical, when I was a youth, I feel like maybe parents, you kind of delegated teaching the law of chastity to your bishop, right? The bishop will teach you this, right? I think a lot of parents kind of expect that's happening and don't realize that one, with our lesson format and really with the youth teaching lessons, we're not getting those kind of lessons that maybe we got when we were kids. And I think the expectation is that it's parents teaching this, but I don't think a lot of parents know that. So I don't know. Has anybody had any conversation with parents about, Hey, this is really your responsibility. This is something I've been thinking about. I need to do, but curious if anybody's had success or, you know, other topics as well, realizing like, we're not going to, these aren't lined up in the manual. It's come follow me. Right. It's come follow me every week for everybody. And so if you want these special topics, like parents really need to dive in deep with their kids. Yeah. I don't know. Anybody, anybody had any thoughts or experiences with that?

Kurt Francom:

Great. Go ahead.

SPEAKER_07:

Yeah. Our ward council has been addressing that to a degree and we've actually used our teaching, like train the teacher to teach parents how to teach their families. So not just teaching in class, but we're teaching the parents how to teach their kids about tough topics. And as well as just regular come follow me, because some of them, we think they've got it, but they need more handholding. And so we dedicate second hour sometimes to that. And that class is full with parents, grandparents on how to teach those topics. But it also helps us to be very clear that they need to teach that it's not on the bishop or the ward to do that.

Kurt Francom:

And just give a shout out to the last week we did a Sunday school presidency live stream like this discussion. And we did talk about that as far as the Sunday school presidencies responsibilities, not just teaching at church, but teaching in the home as well. And so that's a

great thing to delegate buzzword of the day. delegate to your Sunday school presidency and say, hey, you know, I'm noticing I'm getting a lot of quests or I'm noticing maybe there's a learning deficit in the various homes of the youth. Like, would you put together something that would help parents more effectively teach topics ABC, right? So I think there's a lot you can do there. Let's see, Joe, go ahead.

Joe:

I was just going to say, we've got so a couple of things tied to this that we've worked on. So the first is the teacher council for parents that you just brought up. We use that pretty religiously as a ward since we started. Our Sunday school president has done a great job of making sure those happen. And it just so happens that next week, I forget if it's next week, two weeks, doesn't matter. Coming soon, we're having a counselor come in from the area who's going to address those type of topics with the parents, how we're how to better teach those type of things in the home and address chastity and that kind of stuff. At the same time, some other inspiration that we had as a bishopric was to have a meeting around those topics without addressing them, you know, boldly in front of the kids anyway. So I had the same inspiration, Brother Washburn. that these type of conversations aren't happening as often as they should be and they need to happen. So what we're doing as a ward is we're using, or as a bishopric, we're doing a bishop's fireside and we're taking the For Strength of Youth booklet and just teaching on watching in God's light or walking in God's light and pointing them towards what it takes to do that from the FSY manual. and we'll be touching on the subject of chastity, of dress, of choosing your friends, of language, of that kind of stuff without specifically drawing it out and whatnot. And then we're tying it to a tree of life activity and holding to the rod as well. It's something I've been needing to work on as a ward as well. And those are the things that we're working on. The teacher council for parents, there's not very many people that do it in my experience anyway. We're the only one in our stake. And then the stake next to us, nobody's doing the teacher council for parents, but it's been a really effective tool. We do it for one hour on Sunday night. It's casual dress and there are refreshments and nursery provided. And we usually get decent attendance and they can be a pretty powerful meeting.

Kurt Francom:

Yeah. And, you know, just that I love this model that we have, you know, in the context of Sunday school, these teacher council meetings or the parent teacher council meetings. But imagine, I think this is part of delegation as far as like an old adage I always reiterate, like never confuse an ability problem for a motivation problem. But our brains default to this motivation space of like, oh, they're not showing up. They're not doing it. They must be unmotivated, right? When in reality, a lot of them are thinking, I don't know how to do that. I don't know how to show up on a Wednesday and lead, facilitate a youth activity, or I don't know. I don't know how to teach a lesson or, you know, these types of things. And I'm even thinking with the, you know, I think of the load like repentance. Let's say, I think a lot of bishops, especially with youth, experience a high rate of appointments for repentance, or it comes up a lot in that one-to-one. What if you had a parent council meeting all about how do we facilitate repentance as a group, right? What should you be doing at home? Or do we just sort of say, hey, Johnny, you need to go meet with a bishop and not talk about it at home, right? So I think you can use this council model and so many different ways to help enable whatever group it is or whatever problem it is to help them rise to that level of that skill level.

Sean:

Something as far as, you know, loud chastity and I guess just standards is with the youth, kind of a successful like a win that we had last year is when we do that annual for the strength of youth meeting with youth and parents. We've had the youth just run and pretty much the entire thing. So like our Young Women's President would say something kind of at the beginning very briefly, and then I might say something really brief at the end. And everything in between was the youth talking about the topics in the For Strength of Youth. And so they were the ones having an opportunity to say the words, right? Oh, sex, right? Pornography, masturbation, right? They're actually saying these words themselves. And I got we got feedback from like a mother that kid and she was just very grateful that she said it was awesome to have the youth up there talking about those topics and not the adults sitting there in a big group talking about that. And so at least for her, it was a win. I thought the night overall was great. And so that's something we've always tried to do each year. But it was good to get the youth up there saying the words, talking about those things and maybe opening the door of like them hearing it from their peers and saying, hey, I think I might go talk to my mom or dad about that or a church leader or whoever.

Bishop Ransom:

Bishop Ransom, go ahead. I was just going to share something that I often talk to people about when I extend calls that when I, especially the youth, when I was a president of probably the Deacons Quorum, might have been Deacons Quorum, but they continued to pull us in regularly every three weeks or so, and they would chastise us for not doing our callings over and over again. For whatever reason, they just kept telling us, you're not doing your calling. And I remember feeling really bad about it as a young man. I'm not doing my calling. I'm terrible. I'm not a good leader. I don't know what I'm doing. But I would go home for three days and I would feel bad and then I would just forget about it until they called us in three weeks later and did the same thing. And I mention this because I try to encourage people, if you don't know what you're doing or you're calling, because I wasn't trained. They just never told me what I was supposed to be doing, right? And so I was just very confused on why I kept getting in trouble, but I didn't know what to tell them. I don't know what my calling entails. I don't know what I'm supposed to be doing as a president. You need to teach me how to do it so I can do it, which is what I would respond with now, right? But it's good for me as a bishop. This memory came back to me of don't set people up for failure. Make sure that they know what you need them to do. Be specific. If they're not doing it, talk to them about it. Don't wait for them to fail for six months and then release them because you need something that will actually do what they're supposed to be doing.

Kurt Francom:

Yeah, really good. Anybody else want to add to that?

SPEAKER_06:

I might jump in for a second. I don't see the hand raise button, but one of the things that I feel like I've noticed is, and this feels connected to me, but nobody's used this phrase, there's the home centered and church supported. And I think technically that has always been true, but I don't think that our organization as a church matched that in the past, perhaps. And I've got a big question about, well, how much home centered is actually getting done? So you look at what the church is delegating to the parents now, and it feels like more than it used to be. And I

missed out on that one last week where you had Sunday school, but. Many years ago, I used to feel like Sunday school was not a very important calling, but at least where I'm at now, I feel like if a Sunday school president was really nailing it, it can be a hugely impactful calling because of the teacher council and the parent councils. Like if they're actually doing all that, you actually have some influence on the home centered piece of it, where people can actually connect with the savior and connect with their family in a way that they're making spiritual progress in their lives.

Kurt Francom:

Love it. Yeah. And that's, again, kind of shifting. Sometimes it's easy to get hyper focused on the ward's specific responsibility of like, are we doing the weekday youth activity? You know, you know, how are the lessons going when we step back and say, well, what are some additional resources or how can we better focus on what's happening in the home? Because, again, again, mistaken ability problem for a motivation problem. So it's like, well, maybe it's not that they're unmotivated. Maybe it's that they don't know how to do that. So let's get our Sunday School Presidency involved or whatever we need to do to help enable parents to or homes, households to, you know, do the things, the home-centered things, right?

SPEAKER_06:

Yeah, because one of the things that my wife's young women's president right now and she strives really hard to get the youth involved and she's got a class president who's doing a really good job now and that works best when the parents are involved in that mentorship. the young women's president has influence and can do a lot. But if that is reinforced by what the parents are teaching and what the parents are trying to help the kids do as well, it just magnifies the impacts like tenfold. But the parents don't know how to do that any more than the rest of us started out knowing how to do it until we practiced a little bit.

Kurt Francom:

Yeah, for sure.

Ricky:

Ricky, go ahead. This same quote that you keep saying is true for bishops also. One day you're not bishop, and you're everybody's neighbor, and the very next day you're bishop, and you're all of a sudden expected to know how to do everything. And that's just not the case, and it's hard. It's really hard. And there's not a lot of great training, except for things like this, that people, and then you think, oh, I have to be a super bishop, right? I have to be really great all of a sudden at every calling, and they all have to run great, and things like that. And then there was this attitude for a while of, oh, delegate and let them fail. You know, they used to say, don't bring back up brownies, right? So the activity, if you delegated a young woman to bring brownies and she didn't, well, then there's no brownies. I think that's not the right way either. But it's hard to be a bishop. And to speak to the thing earlier about the delegating to parents, one thing I did, which worked really, really well, and this was as kids were coming, turning 12, and they were going to be getting temple recommend interviews, I sent home a letter about a month before that said, with a list of the temple recommended interviews. And it was, hey, we're going to be asking these questions to your kids. Please go over these questions with them and teach them everything you want to know. And then there was some highlights. Usually kids don't know what this question means. And usually kids don't know what that question means. And it helped. It absolutely changed those first interviews. Because, at least with the parents who did sit down

with him, It's hard, because, like I said, one day you're not bishop and you're everybody's neighbor, then the next day... I mean, I remember when I was called, I had one neighbor that said, oh, now I have to stop being friends with you, almost as if I had seer stones and could see everything into his life all of a sudden. I said, why? He says, oh, because now you're the bishop. You know everything. I don't know anything. I'm still your neighbor. And I don't know how to solve that, right? Other than just jumping in and not being embarrassed as a bishop to not know everything. And not be embarrassed in word counsel to say, hey, this is a problem I don't know how to solve. And to be kind of real, not nitty gritty real, right? But to be real about your experience also. And real with your ward. I mean, I remember being real with my ward saying, hey, I haven't done this before, and now all of a sudden I have to do it. yeah just acknowledging that it's hard and that there's no really great there's lots of great stuff in the handbook but there's nothing that teaches you all of a sudden all the nuances of social engineering and how to and then there's thing too uh oh i liked how the old bishop did it now you're doing it different and the same is true with welfare right and yeah all of those things just acknowledging that it's hard
Kurt Francom:

That's great advice. Great advice. And as we wrap up here, and again, we don't have like a hard stop by any means, but you can keep talking. But what I want you to do is if there's a bishop here in this virtual room who's just so overwhelmed and really stressed about this delegation principle and concept, what encouragement would you give them? And you can either put it into the chat or you can put it into or you can unmute and raise your hand and and share it that way, but maybe sit on that for a minute. What encouragement would you give to a different bishop who's struggling with this? Because oftentimes it's hard to give ourselves that encouragement.
Sean:

Sean, go ahead. So a couple things, but they kind of mesh together is it's the Lord's church, not ours, not yours. He will take care of his children, right? You can't get to everyone. You can't get to everything. You can't do all of those things. The handbook says are yours or only yours. You just can't. And the Lord knows that it's his church. And there'll be times where you focus on different things. So give yourself grace within that and always know that it's the Lord's church and that he's got you. And then secondly, I'd say too, is that it's just messy. Like mortality is messy. And like this visual always comes to my mind of when you go to clean the church building and you're the one that has to go clean the windows of the front doors. Like, you just can't get it right. You just smear it even more, and it's just not great. But the light still gets through. You can still see through those windows. And to me, that's the gospel. That's mortality. It's messy, but light gets through there, right? Like, we see through a glass darkly, and we do our best with the light that we get, knowing that the atonement of Jesus Christ covers not only our sins and our mistakes, but the things that we just fail at or don't get to it within our callings. The Lord's got it covered. And so I take great hope and peace within that as I strive to just do the best that I can. But knowing that it's going to be messy, I'm going to fail, but it's the Lord's church. He's got it. The light gets through. He'll take care of these people too.

Kurt Francom:

Just to highlight kind of what Sean says, I wrote a newsletter article, it was a couple of years ago, and it's still true today, of like, you think about all the ways you're falling short, or that your word's falling short, and I can, with full confidence, this isn't hyperbole, I can easily say, you're doing enough. You're absolutely doing enough. Because I remember an instance where, when I

was a bishop, a Revolutionary Society president came in, and we were just having our monthly you know, interface there of talking about things and she was really struggling with just how things were going and, you know, just frustrated that a lot of these things, people weren't showing up, people weren't following through doing their thing. And I said, you know, why are you nervous about this activity not going well? If it doesn't go well, nobody will want to come. And why are you nervous that nobody will want to come? Well, if they don't want to come, they won't make friends. And why are you nervous that they won't make friends? Well, if they don't make friends, they may not come to church. And, oh, well, why are you nervous that they won't come to church? Well, if they don't come to church, they won't, you know, get the ordinances and renew their ordinances. Well, why are you nervous about them not coming to church and getting their ordinances? Well, if they don't get their ordinances, then maybe they won't you know, be saved and exalted. I'm like, well, at what point was it your job to make sure that they were saved? That's always been Jesus Christ's job, right? It's his role. And so no matter how well or not well you're doing, you're always doing enough because he did everything. that we need right and so i hope you find encouragement in that that don't beat yourself up too much about these things and and it is okay to even look at your ward council even though in your mind like i can think about 10 things that you should be doing better 11 things you should be doing better and 50 things you should be doing better but to just look at them and say hey i just want you all to know you're doing enough and this weird paradox happens When you say that, it's people want to do more, right? And it's on the other end, if we go to them and say, hey, just to remind you, you're not doing enough. They actually want to do less or they want to disengage. They want to be released. They want to go anywhere else but that room. But when you say, actually, grace is of Jesus Christ is good enough for you and you're doing enough because he did everything, they'll find encouragement and want to re-engage that way. Now that we've reached the end of the episode, I quickly want to thank you for supporting the Leading Saints podcast. There's so much content out there to consider and you picked this one. If Leading Saints has made an impact in your life, we would sure like to hear about it at leadingsaints.org contact. And if you could quickly text or email this episode to a leader you know, I bet it will bless their life. You can mark off your good turn daily, and let's even call it ministering. Okay, maybe not that far. But seriously, thank you, and help us share this content. Elder Gordon B. Hinckley:

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. When the declaration was made concerning the only true and living church upon the face of the earth, we were immediately put in a position of loneliness. A loneliness of leadership from which we cannot shrink nor run away and to which we must face up with boldness and courage and ability.