

Leadership Toolkit Workbook

Table of Contents

Introduction	1
Choose to Be a Disciple-Leader	5
Strive to Become & Build Others	11
Create Spiritually	15
Create Physically and Be Accountable	23
Culture and Communication	29
Problem Solving and Collaboration	41
Embracing Differences and Overcoming Contention	47
Influencing Others and Measuring True Success	53
7 Habits Infographic	59

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Introduction

The overarching objective of this workbook is to help prepare each of us as disciple leaders to better fulfill the mission of BYU-Idaho: "...to develop disciples of Jesus Christ who are leaders in their homes, the Church, and their communities." As disciple leaders, we have the daunting, yet the noble mission of trying to become more like Him and to lead as He did.

Learn to apply the example and principles taught by Jesus Christ consistently and other true principles to **lead effectively and solve problems in key organizations like at work, in your home, in the Church, and in the community**. While we will learn true principles from many sources, the fundamental questions we will ponder and apply as we solve problems together throughout the course follow:

Disciple-Leadership Model

In the world, there are many leadership and management styles. In this book, we want to explore how you can become a disciple-leader in the real world. Demonstrating disciple-leadership can impact all areas of your life, including your home, work, church, and community.

In choosing to be a disciple of Jesus Christ and to try to lead as he does, we also choose to follow a process of refining and change that will last until long after we have passed on to the next life. Similarly, it is an impossible task to design a course that teaches all that goes into leading, like the Savior. In this journey of disciple-leadership, we will focus our learning on four key principles:

- **Choose to Be a Disciple-Leader:** Throughout our lives, we receive many invitations to live our lives more like the Savior. At the heart of disciple-leadership is an invitation to make a choice: the choice to act and lead like the Savior. *At the heart of disciple-leadership is an invitation to make a choice: the choice to act and lead like the Savior.* In choosing to be a disciple-leader, we make an active, personal choice to seek to pattern our lives, our decisions, and our leadership after Jesus: The Perfect Leader.
- **Strive to Become and to Build Others:** Our Father's work and glory is "to bring to pass the immortality and eternal life of man." As our great Exemplar, the Savior showed us how to live, and as our Redeemer, he made it possible to exercise our faith to repent and progress along the path that leads to eternal life. The way of the disciple requires a commitment both to striving to become better ourselves and to lifting and building others.
- **Create Spiritually and Physically and Be Accountable:** In the scriptures, we find a pattern by which Heavenly Father and Jesus Christ co-created the universe and our planet. We also seek to follow this pattern as we work with others to co-create good things and to accomplish righteous purposes.
- **Generate Light and Drive Out Darkness:** As disciples, we seek to build teams and organizations based on true principles (light) and to drive out that which is false, harmful, or destructive (darkness).¹

Disciple-Leader Pondering Questions

While we will learn true principles from many sources, the fundamental questions we will ponder and apply as we solve problems together follow:

- What would Jesus do if He were in this situation and context?
- How do the two great commandments apply in this situation and context?
 - Love of God: What is the right path (His will according to His laws and communication from the Holy Ghost)?
 - Love of Others: What is right and best for each person involved?
- What doctrine or principles, if understood, would help me (and those I lead) solve this situation as effectively as possible?

About the Workbook

This workbook is organized based on the Disciple-Leadership Model. Besides reading content in the workbook, you will read articles and watch videos linked to different sources that relate to the content. You will be guided to read two books, *7 Habits of Highly Effective People* and *The Anatomy of Peace*.

Let's embark on this journey to becoming a disciple-leader. The first step requires you to make a decision and "Choose to be a Disciple-Leader."



1. "Generate Light and Drive Out Darkness" is a phrase used by Kim B. Clark in his devotional talk, ["Becoming a Disciple-Leader."](#)



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Choose to Be a Disciple-Leader

Questions to Ponder

- What is a disciple-leader?
- Why choose to be a disciple-leader?



decision, and you have to "choose to be a disciple-leader." You have the agency to become whoever you want to be. One does not become a disciple-leader by accident. There are too many other influences from the world and the natural man to prevent you from becoming such a leader.

Throughout our lives, we receive many invitations to live our lives more like the Savior. **At the heart of disciple-leadership is an invitation to make a choice: acting and leading like the Savior.** In choosing to be a disciple-leader, we

make an active, personal choice to seek to pattern our lives, our decisions, and our leadership after Jesus: The Perfect Leader.

Before you decide to be a disciple-leader, you need to know what one is.

What is a Disciple-Leader?

What does it really mean to be a disciple of Jesus Christ? What does it mean to be a disciple-leader?

Read the following articles and reflect on the following questions:

- [Jesus: The Perfect Leader](#) - Spencer W. Kimball
- [Becoming a Disciple-Leader](#) Kim B. Clark
- [BYU-Idaho Mission Statement](#)

Reflection

Reflect on the following questions:

Jesus: The Perfect Leader highlights multiple attributes of the Savior. What 3-5 attributes of the Savior do you feel are most important in leadership and why?

(Note: Your responses will not save)

In what ways, does Kim B. Clark say you can become a disciple-leader? (Note: Your responses will not save)

Example of Christ: The Greatest Commandment

[WATCH The Greatest Commandment](#) or [READ Mark 12:28-34](#), then consider the following questions:

- Why is the first commandment first?
- How is the second commandment like the first?
- What does this mean as we consider how we are to feel about all of God's children?
- Jesus states that "*There is none other commandment greater than these.*" What does this statement mean as we consider all of the commandments and true principles we will need to learn and apply as we seek to become better disciple-leaders?

Disciple-Leader Pondering Questions

Use these guiding questions as you consider situations in the case studies and in your life:

- What would Jesus do if He were in this situation and context?
- How do the 2 Great Commandments apply in this situation and context?
 - Love of God: What is the right path (His will according to His laws and commandments and communication from the Holy Ghost)?
 - Love of Others: What is right and best for each person involved?
- What doctrine or principles, if understood, would help me (and those I lead) solve this situation as effectively as possible?

Servant Leadership

The term disciple-leadership is not commonly used in the secular world of leadership and management. The closest term that fits disciple-leadership is servant leadership. Please note this is not the same thing, but you can use this term to explain the principles you are learning in this class in a workplace setting.

Read the following article about 10 characteristics of servant leadership and reflect on the following question:

[10 Characteristics of Servant Leadership](#)

What are the differences and similarities between disciple-leadership and servant leadership?

(Note: Your responses will not save)

Why Choose to Be a Disciple-Leader?

Read the following articles and reflect on the following questions:

- [Matthew 22:36-40](#) Two Great Commandments
- ["The Principles of My Gospel," Bednar CR April 2021](#), Doctrine-Principle-Application

Why would you want to become a disciple-leader? (Note: Your responses will not save)

Learn to apply the example and principles taught by Jesus Christ consistently and other true principles to lead effectively and solve problems at work, at home, in the Church, and in the community.

As you become a disciple-leader, you will be an effective leader blessing the lives and organizations you serve. You will understand that disciple-leadership is both a choice and a lifelong practice and that the fruit of the journey is to influence others for good and to experience increasing amounts of Heavenly Father's joy in this life and in the next.

So choose this day whether you want to become a disciple-leader.

Example of Real-life Disciple-Leadership



Here is an example of real-life disciple-leadership. These pages from Chick-fil-A are a great example of disciples of Christ who are practicing what they preach. In this case, the company was not started by a member of the Church of Jesus Christ of Latter-day Saints:

- [Who We Are - More Than The Original Chicken Sandwich](#)
- [Our Culture and Values](#)

Corporate Purpose - *"To glorify God by being a faithful steward of all that is entrusted to us and to have a positive influence on all who come in contact with Chick-fil-A."*

Also, Chick-fil-A has been **America's favorite restaurant for 8 years in a row** based [ACSI Restaurant Study](#).



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Strive to Become & Build Others

Objectives

- What does it mean to "Strive to Become"?
- How do we build others?

Our Father's work and glory are "to bring to pass the immortality and eternal life of man."

As our great Exemplar, the Savior showed us how to live, and as our Redeemer, he made it possible to exercise our faith to repent and progress along the path that leads to eternal life.

The way of the disciple requires a commitment both to **striving to become better ourselves and to lifting and building others.**

What does it mean to "Strive to Become"?

The ultimate end goal of "Strive to Become" is to become like our Savior. However, it is a process that we will work on throughout our lives.

Read the following articles and reflect on the following questions:

- [Striving to Become Like Him](#) - The Spoken Word
- [Until Seventy Times Seven](#) - Lynn G. Robbins
- [2 Nephi 32](#)



How can your mistakes make you a better leader? (Note: Your responses will not save)

What is the doctrine of Christ? How do the words of Christ TELL us all we should do, and the Holy Ghost SHOW us all things that we should do? (Note: Your responses will not save)

The Man in the Arena

Read this quote called "The Man in the Arena" by Theodore Roosevelt, the 26th President of the United States.

It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

How do you keep going when things become difficult? (Note: Your responses will not save)

Example of Christ: Jesus Teaches of Being Born Again

WATCH Jesus Teaches of Being Born Again or READ [John 3:1-21](#), then consider the following questions:

- o What do we learn in these verses about the process that must happen in each of us as we choose to become a disciple-leader?
- o What can we learn by observing how Jesus taught and lifted Nicodemus in this important conversation?
- o Each of us has a person in our life who we would like to help change. CHALLENGE: choose a specific person in your life who you would like to help change his or her life for the better. Prayerfully consider all that you know about this person.

How do We Build Others?

Building others can be seen as serving, helping, and teaching those people you lead. You need to show respect to all people. Also, building others will require you to show kindness and love.

Watch the Building Others/Choose2TOA video:

Paradigms and 7 Habits Overview

Watch and read the following about the *7 Habits of Highly Effective People*:

1. Watch the Paradigms video.
2. Read the first part of the [Paradigms and Principles](#) chapter (Starting on page 34 and ending on page 50).
 - o Take notes as you read.
3. Read [The 7 Habits-An Overview](#) (pages 57-68).
4. Review the following [7 Habits of Highly Effective People at a Glance infographic](#).

Habit 1: Be Proactive

1. Watch this video, [The 7 Habits Coach: Episode 10 \(start at 6:50 min\)](#).
2. Read [Habit 1: Be Proactive](#) (pages 70-81)
3. Read the [Circle of Concern/Circle of Influence](#) (pages 81-91)
4. You will apply these concepts in future assignments.

Habit 1

- **Principle:** I am free to choose, and I am responsible for my choices.
- **Ineffective Paradigm:** I am a product of my circumstances.
- **Effective Paradigm:** I am a product of my choices.

*Values and principles guide behavior. Hence, each of the Habits is based on a principle **or** value.*

"When we can no longer change a situation, we are challenged to change ourselves."

-Viktor Frankl

"Our destiny is not determined by the number of times we stumble but by the number of times we stand up, dust ourselves off, and stride forward."

-Dieter F. Uchtdorf

Mini-Case: Gaining Trust as a New Leader

Henri, a young leader from France, had had great success in building an outstanding network of distribution partners throughout Europe. Impressed with his success, the CEO of the company asked him to move from Europe to the head office in the United States to lead the entire international network.

While a caring person at heart, Henri was also a deeply private person. His management style, while effective in Europe, was foreign to his colleagues from America and from other parts of the world. For example, in a meeting with the Latin American region, he made the following sincere statement: "I don't want to be your friend; I want to be your partner." This message resonated well with his European colleagues, but his new Latin American counterparts were more accustomed to a "Friends first, business second" way of doing things, and they interpreted his message as, "I don't want to be your friend."

Similarly, back at headquarters, his colleagues were accustomed to building trust and shared meaning through open conversations about family, life decisions, and other private matters. Since Henri kept personal matters to himself, some mistrusted his intentions, felt that he was "all business," and that he didn't have their best intentions at heart.

Henri worried that if he couldn't get people to trust him, he would struggle to lead them where they needed to go.

- *Based on the principles we have learned so far about learning and growing personally, and about building others, what would you do if you were in Henri's shoes?*
- *What doctrine or principles, if understood, would help you gain the trust and commitment of your colleagues?*

Please note: You will be discussing this mini-case in your groups.



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Create Spiritually

Accomplish the Right Things Effectively

Objectives

- Why is it important to create spiritually?
- How do I create spiritually?



In the scriptures, we find a pattern by which Heavenly Father and Jesus Christ created the universe and our planet.

"For I, the Lord God, created all things, of which I have spoken, spiritually, before they were naturally upon the face of the earth...."

Moses 3:5

As a leader, it is important to accomplish the work and get things done. You will be learning the same pattern that the very earth was created. The first step of that pattern is to create spiritually or, in other words, to create a plan, strategy, or mission.

Why is It Important to Create Spiritually?

Benjamin Franklin said, *"If You Fail to Plan, You Are Planning to Fail."* He was correct; if we don't prepare, we will lead ourselves to failure. Having a plan, strategy, or mission for our organization is the first step to success.

Read the following articles and reflect on the following questions:

- [Moses 3:5-9](#) Creation of the Earth
- [Luke 14:28-30](#) Jesus is speaking to His disciples
- ["Revelation for the Church, Revelation for Our Lives"](#) Russell M. Nelson

How can you make sure you "have sufficient to finish" a project? (Note: Your responses will not save)

How can you, as a leader, include revelation as you create a plan, strategy, or mission?

(Note: Your responses will not save)

Example of Christ: Jesus Declares He is the Messiah

WATCH [Jesus Declares He is the Messiah](#) or READ [Luke 4:15-30](#), then consider the following questions:

- Why do you believe Jesus quoted the words of Isaiah to declare His mission?
- Knowing that the people of Nazareth would reject His declaration that He was the promised Messiah, why do you think He chose to declare His mission in the synagogue that day? Why was he unafraid to do so?
- What does Jesus' firm commitment to His mission teach us about the importance of discovering, clarifying, and sharing our own personal mission(s)?

How do I Create Spiritually

As you read The 7 Habits this week, Covey will refer to spiritual creation with phrases like "first creation" and "mental creation."

Habit 2: Begin with the End in Mind

Watch and read the following from the *7 Habits of Highly Effective People*:

1. Read the first part of [Habit 2: Begin with the End in Mind](#) chapter (from pages 92–100).
 - o Take notes as you read.
2. Watch this video, ["80th Birthday" as it relates to a Personal Mission Statement](#).
3. Continue reading starting at the heading, ["A Personal Mission Statement."](#) (pages 100–117) Think about this quote by Viktor Frankl, "We detect rather than invent our missions in life."

Habit 3: Put First Things First

1. Watch this video, [The Time Matrix](#).
2. Read the first part of the [Habit 3: Put First Things First](#) (pages 128-141)
 1. Remember to take notes as you read.
3. Watch this video, [Big Rocks](#)
2. Watch this video, [Weekly Planning](#).
4. Continue reading starting at the heading, ["Becoming a Quadrant II Self-Manager."](#) (pages 141–155)
5. You will apply these concepts in future assignments.

Habit 2

Principle: Mental creation precedes physical creation

Ineffective Paradigm: I live by default.

Effective Paradigm: I live by design.

"Would you tell me please which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where," said Alice.

"Then it doesn't matter which way you go," said the Cat.

-From Alice's Adventures in Wonderland.

Habit 3

Principle: Effectiveness requires the integrity to act on your priorities.

Ineffective Paradigm: I put urgent things first.

Effective Paradigm: I put important things first.

"Things which matter most must never be at the mercy of things which matter least." – Johann Goethe

Habit 3 is the habit of execution and integrity.

"To live more fully each hour and to glean the most from each day is wisdom. How unwise we are to waste our todays when they determine the significance of our tomorrows. We should wisely live a day at a time because that is all that we have."

How can I create and clearly communicate mission, vision, and values for the people I lead?

There are many great books, websites, and other sources that can help us learn the principles of creating and communicating a clear vision. For our purposes in this course, we will seek to understand the differences between Mission, Vision, Values, Strategy, Goals, and Priorities.

Mission

We addressed personal mission statements in the last chapter. Whether you are creating or discovering your personal mission or the mission of an organization of which you are a part, the simplest way to define your mission is to ask yourself why you or your organization exist; what is your purpose?

The following video with Simon Sinek, "Start with Why," can help us determine the "why" or the purpose of the organizations we lead:

- Start with Why by Simon Sinek
-

As we ponder Simon Sinek's explanation of the "why" of an organization, we might also ask ourselves whether the idea of "starting with why" is based on eternal, timeless principles. Does our Heavenly Father have a "why" or a mission?

In Moses 1:39, the Lord states his purpose or mission in these simple words: "For behold, this is my work and my glory —to bring to pass the immortality and eternal life of man." [emphasis added]

In other words, although the Lord does an infinite number of things to accomplish his work, His actions are always aligned with His mission: "to bring to pass the immortality and eternal life of man."

In John 10:10-11, we find one of many statements of the Savior's purpose: "I am come that they might have life, and that they might have it more abundantly. I am the good shepherd: the good shepherd giveth his life for the sheep."

Similarly, in alignment with our Heavenly Father's and the Savior's purposes, the Church explains our mission as: "The mission of The Church of Jesus Christ of Latter-day Saints is to help all of God's children come to Jesus Christ through learning about His gospel, making and keeping promises with God (covenants), and practicing Christlike love and service." [Mission of the Church](#)

BYU-Idaho, a university created by and sponsored by the Church, explains our mission as: "Brigham Young University-Idaho was founded and is supported and guided by The Church of Jesus Christ of Latter-day Saints. Its mission is to develop disciples of Jesus Christ who are leaders in their homes, the Church, and their communities."

In each case, the Savior, His Church, and BYU-Idaho all pursue missions in support of our Heavenly Father's mission "to bring to pass the immortality and eternal life of man."

As a disciple-leader in your own life, in your home, in the Church, at work, and in the community, you will often have the responsibility of setting and communicating the mission of the people you serve. At times, that mission will have already been set by other leaders in the organization. At other times, you will need to seek inspiration from Heaven, from scriptures and good books, from other members of the organization, and from other sources of truth to "spiritually create" and define your common purpose and mission.

Mission vs. Vision

In some circles, mission and vision are spoken of as synonyms. However, for our purposes, your mission is the “why” and the vision is “a clear picture of where you want to go.”

For example, Cotopaxi (a well-known outdoor gear brand started by Davis Smith, a Latter-day Saint who spent several years of his youth in Latin America and who wanted to start a company with a noble purpose of helping alleviate poverty) has the following mission statement: “Adventure inspires us to see the world and make it better. That’s why we build gear that fuels both outdoor experiences and global change. To achieve our mission, we dedicate at least 1% of our revenue to nonprofits that help communities experiencing poverty.”

([Click here](#) if you’d like to explore more examples of compelling mission statements.)

Mission statements are usually externally facing as they give employees, customers, and investors a clear picture of why the company exists. By contrast, vision statements are often aspirational, internally facing statements intended to let employees and investors know where the company plans to go over time.

To illustrate the difference between mission and vision, consider the following statements from LinkedIn: LinkedIn’s vision statement is to “Create economic opportunity for every member of the global workforce,” and their mission statement is to “connect the world’s professionals to make them more productive and successful.” In simple terms, “creating economic opportunity for every member of the global workforce” is a picture of the end of the journey LinkedIn is pursuing. Their mission, “to connect the world’s professionals and make them more productive and successful” is the reason LinkedIn is pursuing the journey. <https://about.linkedin.com/>

Values

The values of the organization are an expression of the principles a company holds most dear and upon which they intend to build their culture. Just as it can be difficult for us as individuals to always live up to our values, companies and other organizations may also aspire to live a certain set of values that are not always honored by every employee. This is one of the reasons that stating your values can be so important.

For example, if we return to the previous example of Cotopaxi, their values are “Reduce Inequality, People and Planet, and Force for Good (<https://www.cotopaxi.com/pages/about-us>).

Here are several additional examples of organizations’ values statements:

- Patagonia (outdoor clothing company): <https://www.patagonia.com/core-values/>
- BYU Marriott School of Business: <https://marriott.byu.edu/our-story/mission/>
- Vans (shoe company): <https://www.vans.com/en-us/careers/corp/usa/our-brand>
- Huntsman Cancer Institute: <https://healthcare.utah.edu/huntsmancancerinstitute/about-us>
- Microsoft: <https://www.microsoft.com/en-us/about/corporate-values>

While most organizations base their values on good, timeless principles, you have a unique opportunity as a disciple of Jesus Christ to seek to base your values, the values of your family and the other organizations of which you are a part on principles of righteousness, light, and truth.

Consider the following questions as you consider your family or future family:

- What is our mission? Why do we do what we do?
- What is our vision? What do we want our family to become over time?
- What are our values? What core principles will we base our decisions and actions upon throughout our lifetime together?

What is strategy and how can I create an effective strategy with and for the people I lead?

Strategy is another word that can have several meanings in organizational leadership. Many people consider “strategy” as the plan for “how” you will accomplish your vision. Michael Porter of Harvard Business School offers a more-specific definition:

Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value.

Southwest Airlines Company, for example, offers short-haul, low-cost, point-to-point service between midsize cities and secondary airports in large cities. Southwest avoids large airports and does not fly great distances. Its customers include business travelers, families, and students. Southwest’s frequent departures and low fares attract price-sensitive customers who otherwise would travel by bus or car, and convenience-oriented travelers who would choose a full-service airline on other routes. (<https://hbr.org/1996/11/what-is-strategy>)

By this definition and example, your strategy is what sets you apart from others, the “unique mix of value” that you or your organization offer to the world. Your strategy is also a guide to help you determine what you will and will not do to maintain your unique competitive advantage.

See the following video for a summary of Michael Porter’s famous article on strategy:

Watch the following videos:

- Summary of Michael Porter's "[What is Strategy?](#)"
-

For example, as we discussed the Church’s mission in the previous section, it can be helpful to consider the unique set of activities (the strategy) the Church follows to accomplish their mission

(<https://www.churchofjesuschrist.org/study/manual/general-handbook?lang=eng>)

1. Living the gospel of Jesus Christ
2. Caring for those in need
3. Inviting all to receive the gospel
4. Uniting families for eternity

This unique set of activities serve as both a guide of the actions we choose to pursue as a Church and also as a guide of the actions we should say “no” to when deciding the courses of actions we pursue. If a certain plan does not support one of these four strategic activities, while it may seem interesting and exciting, it will likely be forgone to make room for activities that match our strategy.

Similarly, while BYU, BYU-Hawaii, Ensign College, BYU-Idaho, and Pathway all have very similar missions, the unique set of activities they pursue to accomplish their unique roles in that mission can be quite different. For example, BYU-Idaho was created with a unique strategy in mind, as expressed in the second half of our mission statement:

The university does this by:

1. Building testimonies of the restored gospel of Jesus Christ and fostering its principles in a wholesome academic, cultural, and social environment.
2. Providing a high-quality education that prepares students of diverse interests and abilities for lifelong learning and employment.
3. Serving as many students as possible within resource constraints.
4. Delivering education that is affordable for students and the Church.

The following mini-case shares an example of a singing group based out of BYU who, due to their unique strategy, found remarkable and unlikely success amongst the Cebuano people of the Philippines:

Mini-Case: The Hey Joe Show

WATCH the following story about BYU students who became famous in the Philippines. As you watch, think about Michael Porter's definition of strategy,

[Hey Joe! BYU students' secret life as Filipino video stars](#)

Hey Joe Show's description on the About page of their website describes elements of their [mission and strategy](#):

The Hey Joe Show is a multi-platform social media group dedicated to celebrating and exposing Filipino culture to a global audience. The members of Hey Joe Show are committed to providing clean, wholesome entertainment predominantly in the Visayan language. Sumner, Connor, Davis, Tylan and Jake learned the rich and diverse Filipino culture while living in the Philippines for two years. In an effort to stay connected with the country they grew to love, they created the Hey Joe Show upon returning to the United States. Ranging in acts from American takes on Filipino customs to popular songs translated into Bisaya, the Hey Joe Show has done all they can to make Filipinos smile.

- What is the strategy of the Hey Joe Show?
- What principles from Michael Porter's explanation of strategy helps explain why these young BYU students rose to stardom so quickly in the Philippines?
- What eternally true principles help explain why Hey Joe! Show's strategy helped them succeed in the Philippines?



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Create Physically and Be Accountable

Objectives

- What can I do to implement (or create physically) my plans effectively?
- How can hold myself and others accountable?



"But be ye doers of the word, and not hearers only..."

[James 1:22](#)

The next step of the pattern is to create physically or implement the plan, strategy, or mission. Accomplishing the work and getting things done can be challenging for a leader.

What can I do to implement (or create physically) my plans effectively?

Implementing your plan or creating physically is accomplishing the work. By accomplishing the work, you are getting results and bringing meaningful change as a disciple-leaders. General George Patton says, "A good plan, violently executed today, is better than a perfect plan next week." As a leader, sometimes we need not allow overplanning and overanalysis to create paralysis in taking action.

Read the following article and video and reflect on the following questions:

- [Learning to Delegate Responsibility](#)
- [Daniel Pink AMP video](#):

As a leader, what barriers prevent you from delegating?

How are Autonomy, Mastery, and Purpose far better motivators than "Carrots and Sticks"?

Example of Christ: Parable of the Good Samaritan

Watch "[Parable of the Good Samaritan](#)" or READ [Luke 10:25-37](#), then consider the following questions:

- In telling this timeless parable, why does Christ first emphasize that both a priest and a Levite passed by the wounded man? Who are people in today's world who you might be tempted to "pass by?"
- It probably was not convenient nor uncostly for the Samaritan to use his oil, wine, and time to bind up victim's wounds, take him to an inn, stay with him through the night, leave additional funds for his care, and promise to pay whatever more was spent to restore the victim's health. What does this example teach you about the excuses we often make when we are invited to help a person in need?
- Jesus invitation to the lawyer to "Go, and do thou likewise," is an invitation to all of us. How we make sure we take action and physically do something?

As you read The 7 Habits this week, you will learn how to motivate people to get things accomplished by creating Win/Win situations and by listening to others.

Habit 4: Think Win/Win

Watch and read the following from the *7 Habits of Highly Effective People*:

1. Watch the video, [Think Win/Win](#).
2. Read the beginning of [Habit 4: Think Win/Win](#) (Pages 173-190).
 - Take notes as you read.
3. Watch the video, [Green and Clean](#):
(4:50 mins, "Green and Clean" Transcript)
4. Finish reading the "Habit 4: Think Win/Win" chapter starting with, [Win/Win Agreement heading](#) (pages 190-195).
 - As you read, think about the win/win agreement that Covey made with his son from the "Green and Clean" video.

Habit 5: Seek First to Understand, Then to be Understood

1. Watch this video, ["Seek First to Understand, Then to be Understood."](#)

(04:28 mins, ["Seek first to understand" Transcript](#))

2. Read the [Habit 5: Seek First to Understand, Then to Be Understood](#) (pages 196-214)
 - o Remember to take notes as you read.
3. You will apply these concepts in future assignments.

Habit 4

Principle: Effective, long-term relationships require mutual respect and mutual benefit.

Ineffective Paradigm: There is only so much, and the more you get, the less there is for me.

Effective Paradigm: There is plenty out there for everyone and more to spare.

"What do we live for, if it is not to make life less difficult for each other?" -George Eliot

"Verily, verily, I say unto you, even as you desire of me so it shall be unto you; and if you desire, you shall be the means of doing much good in this generation." -[Doctrine and Covenants 6:8](#)

Habit 5

Principle: To communicate effectively with me, you must first understand me.

Ineffective Paradigm: I listen with the intent to reply.

Effective Paradigm: I listen with the intent to understand.

"Listen, or your tongue will make you deaf."

-Native American Proverb

"Let no corrupt communication proceed out of your mouth, but that which is good to the use of edifying, that it minister grace unto the hearers"

-[Ephesians 4:29](#)

How can Hold Myself and Others Accountable?

Accountability and 'return and report' can be seen throughout the scriptures.

- [Doctrine and Covenants 72:3](#) Render an Account
- [Genesis 3:9](#) Where art thou?

The principles of accountability should be regularly applied to yourself and others. It can help you "see" as a leader what is really going on in your workplace, home, church, or community.

Creating a Feedback Culture

Foster a culture of offering and receiving feedback. Feedback creates accountability. In the book, *The Oz Principle*, Connors et al. (2004) state,

"You can gain great insight from frequent, regular, and ongoing feedback from other people. Although it can cause a great deal of pain and embarrassment at times, honest input helps create the accurate picture of reality that lies at the core of accountability" (p. 81).

With any project, you need people to be accountable for their assigned tasks. With this loop of giving and receiving feedback, you, as the manager, can see the status of each part of the project. When you see epic failures with projects, many times, the lack of feedback is the underlying reason for it.

Our Heavenly Father, at every stage of the creation of the earth, gave his feedback that "*it was good.*" ([Genesis 1:4](#))

The 4 Disciplines of Execution

A popular book about getting results through high-performance culture is called, *The 4 Disciplines of Execution*. Watch the following video about the 4 Disciplines of Execution :

- [The 4 Disciplines of Execution in a Nutshell](#)
-

Review the following pages and watch the video on each page:

[Disciple 1: Focus on the Wildly Important](#)

[Discipline 2: Act on the Lead Measures](#)

[Discipline 3: Keep a Compelling Scoreboard](#)

[Discipline 4: Create a Cadence of Accountability](#)

Although *The 4 Disciplines of Execution* is not required in this course, you can read it [online](#) through the library.

Mini-Case: Bret Mitchell - The Enthusiastic Failing Team Part 1

Bret Mitchell, Head of Product and Merchandising for a growing online company, was asked to create a new product for the company in a completely new space outside the company's current core competency. The company's leadership and employees were all excited about the new project. After the first all-hands meeting to launch the project, Bret perceived that, despite their enthusiasm, the project management team assigned to the project lacked the skills to achieve the level of quality Bret was hoping for.

Despite his concerns, Bret made assignments based on the assumption that the team had the ability to perform according to his expectations. At their next check-in, as Bret had expected, the team's performance was sub-par. Bret thought clearly articulating the standard of performance needed would boost the team's performance, so he explained where their work fell short, clearly described the level of performance required, and gave the team a new deadline. The team remained enthusiastic, working late hours for weeks to meet expectations. However, at the next check in, their performance was not adequate. Meanwhile, the entire project was faltering for several reasons, including the sub-par performance of this team.

- Consider together why this team is failing to deliver the expected results. Is this a motivation problem, an ability problem, or is it both?
- What role does Bret have in the current results the team is achieving?
- If you were in Bret's shoes, what would you do next to ensure the success of the project?

Please note: You will be discussing this mini-case in your groups through Whatsapp.



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Culture and Communication

Objectives

- What can I do to develop a culture of Christ?
- How can I improve my communication with others?

Regardless of their belief system, most leaders can probably easily recognize behaviors and paradigms that help their organization and those that harm it. As disciple-leaders, we can consider behaviors and paradigms that **help the organization as “light”** and **those that harm it as “darkness.”**

Examples of light might include:

- uniting behind a clear purpose
- overcoming contention to find a peaceful solution
- strengthening relationships
- working together to achieve results
- helping people be their best selves.

On the other hand, manifestations of darkness might include:

- laziness and mediocrity
- talking behind others' backs
- destructive arguments and contention
- dishonesty and corruption
- confusion, distraction, and lack of purpose

As disciple-leaders, we must respect the agency of every human being with whom we will ever interact. When people act against true principles and invite darkness into the organization, it can be tempting to try and force others to comply and to “get with the program.” However, it is contrary to the nature of God to seek to control, force, or manipulate others. We have to find a **way to generate or invite more light and to effectively drive out darkness** without violating the agency of others.

In [Doctrine and Covenants 50:23-25](#), the Savior teaches us how to recognize light and darkness and instructs us to “chase darkness from among [us].” In [Moroni 7:12-20](#), the prophet Mormon gives powerful instruction regarding how to

recognize or discern between light and darkness. He also **warns us not to “judge wrongfully”** and asks the poignant question: “How is it possible that ye can lay hold upon every good thing?” The answers that come throughout the remainder of the chapter powerfully illustrate the relationship between faith, hope, and charity and how those principles can help all mankind to embrace the principles of light and to overcome darkness.

While not everyone currently believes in Christ or in His teachings as taught in the scriptures, there are people all over the world, from many different belief systems, who love the truth and want to follow it. That means that as disciple-leaders, while it is usually inappropriate to teach religious principles in a non-religious context, we can still **teach true principles in a way that resonates with the various belief systems of those we lead**, trusting that their love for the truth will allow the principles to resonate with and inspire them.

In verse 28, Mormon also explains that as disciple-leaders, we can count on the Savior’s support: *“wherefore he advanceth the cause of the children of men.”* Christ is the advocate of all mankind, and as leaders, we can **expect His help in generating light and driving darkness from the organizations we lead**.

The Culture of Christ: How can I create a culture of inclusion and belonging at home, at Church, at work, and in the community, especially in a world with so many differences?

Throughout the management world, many people have come to believe that an organization’s culture is even more important than its strategy, not because the organization can succeed without a strong strategy, but because no strategy, no matter how good, can survive the constraints imposed by a sick culture. In words often attributed to management guru Peter Drucker, **“Culture eats strategy for breakfast.”**

As we understand the importance of organizational culture, we also realize that no leader can effectively lead others without at least some understanding of what culture is and how to effectively build it.

When we think about culture building, many of our first thoughts might include images of people gathered together in corporate retreats in which they play games, have deep conversations, sing songs, or do any number of activities designed to build trust and understanding.

While these types of activities can certainly be helpful, our focus in this chapter as we think about building a culture of belonging will focus on

- a specific definition of culture
- a simple, effective approach to culture building
- how Christlike principles can help us build a lasting culture of inclusion and belonging

What is organizational culture?

Edgar Schein, one of the world’s most renowned experts on organizational culture out of the Massachusetts Institute of Technology (MIT) offers the following specific **definition of culture**:

A pattern of shared basic assumptions, invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid, and therefore, is to be taught to new members of the group as the correct way to perceive, think, and feel in relation to those problems.

While this is a fairly complex definition, we can attempt to simplify it in the following way: **Culture is a pattern developed over time as a group solves problems together. If the pattern works well enough to be accepted by the group, the pattern is taught to new group members as the way to solve problems.** In short, the culture becomes “the way we do things around here.”

For example, if a family has learned that yelling at each other works well enough to solve their problems, they will keep doing it and will then teach their children, perhaps mostly by example, that yelling is *the way* to solve problems. Thus yelling becomes the general way of doing things - the family culture.

How can we build organizational culture?

In the book, *How Will You Measure Your Life?*, the late Clayton M. Christensen, a world-renowned business thinker, professor at the Harvard Business School, and an exemplary Latter-day Saint, builds off of Edgar Schein’s definition of culture to suggest three simple things we can do to build an organization’s culture. While the book goes into greater detail, for our purposes, we can summarize it as follows:

1. Decide what you will value in your culture.
2. Determine what you will repeatedly do to solve problems in a way that honors those values.
3. Identify beforehand how you will respond whenever a person acts against the values of the culture.

To illustrate the importance of giving feedback consistent with the desired culture, Clayton Christensen explains:

You can tell the health of a company’s culture by asking, ‘When faced with a choice on how to do something, did employees make the decision that the culture ‘wanted’ them to make? And was the feedback they received consistent with that?’ If these elements aren’t actively managed, then a single wrong decision or wrong outcome can quite easily send a firm’s culture down entirely the wrong path.

Clayton Christensen further explains that once the hard work has been done to internalize the values of the culture, the culture can effectively “lead itself” in the right direction:

If these paradigms of how to work together, and of what things should be given priority over other things, are pursued successfully over and over again, ultimately employees won’t stop and ask each other how they should work together. They will just assume that the way they have been doing it is the way of doing it. The advantage of this is that it effectively causes an organization to become self-managing.

As an example, if an organization has decided that they want a culture in which people feel safe to share their opinions without fear of harsh judgment or retribution, they will also need to reflect that value over and over again in formal and informal meetings. If, at some point, a leader in the organization, rather than listening and responding respectfully to another team member’s differing opinion, instead raises her voice in an opposing, threatening way, the organization will have to have some way of quickly showing the manager that her behavior is not appropriate and is in fact, against the

culture. If this feedback is already a built-in part of the culture, the feedback process will happen naturally and expectedly. On the other hand, if inappropriate behavior is ignored, the value of sharing opinions openly without fear can quickly erode away and become mere lip service.

Similarly, if the Garcia family has decided that “The Garcia’s are kind,” they will also need to decide how to repeatedly show kindness to one another and to people with whom they interact. If the father of the family at some point loses his temper and speaks unkindly, if they are to preserve their desired culture, the family will also need to have a predetermined way to let Dad know that his angry outburst was inappropriate and that he should apologize.

How can Christlike principles help us build a lasting culture of inclusion and belonging?

Throughout today’s world, there is much talk about creating diverse cultures of belonging. Many well-meaning efforts seek to impose measures of inclusion on the culture. For example, hiring quotas that require certain percentages of certain genders, races, ages, or orientations, while they may serve to force compliance and externally demonstrate inclusion, they cannot actually change the hearts of individuals or become a natural and permanent part of the organization’s culture. **For a culture to truly change, people must willingly choose to solve problems together in a new and better way that eventually becomes “the way we do things around here.”** For this to happen, the individuals in the organization will need to understand and adopt true principles that lead them to perceive and act in a better way than worked “well enough” before the change.

While there are many sources of true and good principles in the world, as disciple-leaders we have the singular blessing of following the Savior, “the way, the truth, and the life.” As people learn to see each other more truly and to treat one another according to true principles, belonging and inclusion will become a principle valued by the individuals in the organization and, rather than an imposed program, will become, “the way we do things.”

Read the following talk by Elder Jackson. He illustrates beautifully how a culture can be based on the teachings of Christ and thus transcend incomplete or incorrect traditions and beliefs, no matter how deep or universally held:

- [The Culture of Christ](#)

Ponder the following quote by Elder Jackson:

In most man-made cultures, there is found both good and bad, constructive and destructive...Many of our world's problems are a direct result of clashes between those of differing ideas and customs arising from their culture. But virtually all conflict and chaos would quickly fade if the world would only accept its original culture, the one we all possessed not so very long ago.

What do you know (from the scriptures and the example of Christ) about how Christ views inclusion and belonging?

The Emotional Bank Account: What can I do to strengthen my relationships with others?

One of the most important ways that we can move from independence to interdependence is to proactively focus on building strong, trusting relationships with others.

As we consider what we've learned in The 7 Habits about the Emotional Bank Account, it's helpful to ponder the relationships in our own lives. We may want to reflect on each relationship and ask ourselves whether we currently have a strong positive balance or a negative balance in the Emotional Bank Account.

Emotional Bank Account

How can I know whether a relationship has a positive or negative balance in the Emotional Bank Account?

While people don't walk around with a visible sign on their foreheads that indicates the status of our emotional bank account with them, we can learn to notice signs that the relationship is strong or weak. For example, you probably have friends, family members, or coworkers in your life who, no matter what you say or do, just seem to understand you and don't seem to get offended easily. The relationship flows smoothly and you are able to talk about a variety of topics in easy-flowing conversation. You can easily tell that you have a strong positive balance in your emotional bank account.

On the other hand, you may also have people in your life who, even though you care about each other, seem to get offended at even the slightest comment, even when no offense was intended. In spite of your mutual best intentions, your conversation with each other is guarded, and you feel like you have to "walk on eggshells" to avoid problems or offense. You are able to accomplish things together, but the process is slow and laborious. These are indicators that the balance in the emotional bank account is negative or overdrawn.

What can I do to grow the positive balance in the Emotional Bank Account of someone I care about?

In an actual bank account, the best ways to get a negative balance going in the right direction are to add more money and to stop withdrawing more than the available balance. The same formula applies to the Emotional Bank Account.

Watch the video, [The Emotional Bank Account](#).

When we have a struggling relationship, or simply a relationship we would like to strengthen, we are wise to ask ourselves questions to help evaluate how we can develop a more positive balance in the Emotional Bank Account, questions like:

- What words and actions are the most meaningful to the person in the relationship I'm trying to strengthen?
- How can I say or do those things more often? What words and actions are the most damaging or hurtful to this person?
- What can I do to ensure that I never say and do those things or to make sure they happen as infrequently as possible?

It can also be helpful to evaluate the deposits and withdrawals you make similarly to how you would an actual bank account. The t-chart below shows an example of common deposits and withdrawals. We invite you to make your own t-chart and to do the work necessary to understand the most important deposits and withdrawals for the people and relationships in your life. You may already know some of their most important deposits and withdrawals, but you may also discover that you need to talk with the people in your life to understand the deposits and withdrawals that mean the most to them:

Deposits

Withdrawals

- | | |
|---|---|
| <ul style="list-style-type: none"> • Be on time • Express sincere gratitude • Compliment them in areas that matter most in their life • Keep commitments • Be loyal to them when they are absent • Be loyal to others in their presence • Be true and consistent in how I live my values • Etc. | <ul style="list-style-type: none"> • Arrive late often • Complain • Keep compliments to myself - don't notice or express what is good in them • Fail to keep commitments • Talk badly about them or others behind their back • Say one thing, but do another; be inconsistent • Etc. |
|---|---|

Why is effective communication essential to disciple-leadership?

As you read the 7 Habits this week, you will learn the deep importance of Habit 5 - Seek First to Understand, Then to Be Understood. As we consider the Disciple Leadership Model above, we are now moving from the Lord's pattern of creation to the work leaders must be engaged in at all times: to generate light and drive out darkness.

Generating light and driving out darkness in the lives of others is not as simple as it is in our individual lives. We can never forget that agency is not only an important reality for each human being, it is also a principle so important that our Father in Heaven was willing to wage the War in Heaven to preserve it and to give the life of His Son so that we might be able to learn from our own experience by making choices and exercising the gift of agency.

Knowing that agency is so important, we must also understand that we cannot effectively lead others without understanding what matters to them and **communicating light and truth in such a way that it motivates proactive action and improvement** based on true principles.

Communication is not easy and many leaders seek to obtain compliance and results through manipulation, force, or coercion. While this type of leadership may work in the short run (we have thousands of years of history that show that coercive leadership can definitely make things happen), it is contrary to the laws of God. It ultimately leads to resentment, rebellion, and even war.

Therefore, as disciple-leaders, we must learn to value, study, and practice effective communication as we *Seek First to Understand, Then to Be Understood*.

What examples of effective communication can I learn from in the life of the Savior and in modern life?

Example of Christ: Christ and the Rich Young Ruler

Watch "[Christ and the Rich Young Ruler](#)" or READ [Matthew 19: 16-26](#), then consider the following questions:

- Last week, we studied the principle of "Seek First to Understand...Then to Be Understood." What evidence is there of this principle in the story of the rich young ruler?
- How deeply did He understand the rich young ruler? How did this understanding influence the counsel he gave him?
- How did the way Christ communicated His counsel ensure that the rich young ruler understood the intended message?

What principles do I need to study and make part of my life to become an effective listener?

As you read and study the material for this week, you may want to consider the following question (adapted from Elder Bednar's question referred to earlier from his book, *Increase in Learning*):

"What doctrine or principles, if understood, would help me to deeply understand others and to communicate in an effective, influential way?"

This chapter will teach essential principles that help us answer this question. You may also want to ponder and consider other principles that facilitate deep, impactful communication. For example, you might consider how charity is necessary to help others feel safe and willing to share their thoughts and feelings. You might also know of other books or resources on communication that share other true and important principles.

As you read The 7 Habits this week, you will continue to learn about how to motivate people by taking a synergistic approach. Also, you will learn the power of 'sharpening the saw' in your own life.

How can I listen empathically? Can I understand others when I'm "in the box?"

We've already learned much about listening empathically from the reading. The following video offers additional insight into what empathy really is and how we can learn to listen to others with genuine empathy:

Watch this video,[Brené Brown on Empathy](#).

Ponder the following:

- What is the difference between empathy and sympathy?
- How can I remember to show genuine empathy in every interaction, especially when I'm in a hurry, or when I don't agree with another person's feelings or point of view?

As we've been reading, *The Anatomy of Peace*, much of the conversation has centered on being in or out of "the box," or having a "heart at peace" vs. a "heart at war." While we can ask all the right questions and seem like we are listening on the outside, if our heart is not right toward another person, our listening can never be as effective as when we have a heart at peace. If we are seeing another person as an object or a problem to be solved, our listening will be tainted by that point of view. However, we can take comfort in the fact that if **our attempts to understand truly are sincere, this is one of the most effective ways to get out of the box.** Our sincere efforts to understand others and to see them as they really are will also help us get out of the box and develop a heart at peace.

Habit 6: Synergize

1. Watch this video, [**What is Synergy?**](#).
2. Read the first part of the [**Habit 6: Synergize**](#) (pages 215-222)
 - o Remember to take notes as you read.
3. Watch this video: [**The Third Alternative and Family**](#).
4. Continue reading starting at the heading, "[**Fishing for the Third Alternative.**](#)" (pages 222–232)
5. You will apply these concepts in future assignments.

Habit 7: Sharpen the Saw

1. Watch this video, "Daily Private Victory".
- 2.
3. Read the [**Habit 7: Sharpen the Saw chapter**](#) (pages 234-248)
 - o Remember to take notes as you read.
4. You will apply these concepts in future assignments.

Habit 6

Principle: The whole is greater than the sum of its parts.

Ineffective Paradigm: It's either your way or my way or a compromise.

Effective Paradigm: Together we can create a better way, a higher way.

"And I command you to take it upon you to counsel with your elder brothers in your undertakings; for behold, thou art in thy youth, and ye stand in need to be nourished by your brothers. And give heed to their counsel"

-Alma 39:10

Habit 7

Principle: To maintain and increase effectiveness, we must renew ourselves in body, heart, mind, and soul.

Ineffective Paradigm: I focus only on getting the golden eggs.

Effective Paradigm: I nurture the goose that lays the golden eggs.

"A long, healthy, and happy life is the result of making contributions, of having meaningful projects that are personally exciting and contribute to and bless the lives of others."

-Hans Selye

"And see that these things are done in wisdom and order; for it is not requisite that a man should run faster than he has strength. And again, it is expedient that he should be diligent, that thereby he might win the prize; therefore, all things must be done in order."

-Mosiah 4:27

How can I communicate effectively in life's most challenging conversations?

All of us have had and will have challenging conversations. Whether in marriage, with our children, at work, or in our ministry in the Church, how we handle challenging conversations can have a dramatic impact on our lives. For example, how many of us have wished that we knew how to find peaceful and mutually-beneficial solutions to arguments with those we care about? How many marriages have ended in divorce because the spouses could not effectively work through their differences of opinion? How many of us have found ourselves frustrated at work because we couldn't effectively manage differences of opinion? How many people have left the Church because they were offended in a conversation with a leader or another member of the congregation?

In the book, *Crucial Conversations: Tools for Talking When the Stakes Are High*, the authors share powerful principles and skills to help us learn to handle life's most difficult conversations. While we recommend reading the entire book, for purposes of this course, we refer you to the following summary material:

- Read the [Summary of Crucial Conversations: Tools for Talking When the Stakes Are High](#)
- Review [The Law of Crucial Conversations](#)

As you read the resources above, consider the following questions:

- What problems and relationships in your life are currently less than they might be because of conversations you are either not holding or not holding well?
- If you had more skill in challenging conversations, in what ways could you improve your relationships at work, at home, or at church?
- How do the principles of Physical and Spiritual Creation compare with the principles of Start with Heart?
- How does Habit 5 apply to the principles of Making it Safe?
- How could Mastering Your Stories help you when you have a "heart at war?"
- How can the principle of Making it Safe help us Generate Light and Drive Out Darkness in conversations and relationships?

In what ways does communication impact all aspects of leadership?

This course explicitly focuses on helping us become more effective disciple-leaders. If we take another look at our disciple-leadership model, we can notice multiple ways in which listening is essential to our success. For example, as we seek to build others, we cannot build them until we understand clearly what they most need. Similarly, even our own efforts to become more like the Savior will be impossibly stalled without cultivating an ability to hear and respond to the whisperings of the Holy Ghost. We also must listen, understand, and communicate effectively to create things with others and to be accountable and help others be accountable for results. Throughout this chapter, we've also seen several ways communication is foundational to all our efforts to generate light and drive out the darkness from the organization.

Although we cannot begin to study all aspects of leadership in a semester-long course, it can be helpful to consider how communication impacts other areas of leadership. As you go about the coming week, it may be helpful to ponder the following questions:

- In what other ways do I observe communication affecting my ability to lead others?
- How can I make it a priority to continuously seek to improve my ability to communicate with others?

Mini-Case: Influencing Culture without Formal Authority

After years of hard work and sacrifice, Sarah was excited to graduate and begin her first full-time job as a social media content writer for SeeDoGet, a New York City-based marketing agency. She was raised in small town, served a mission in Uganda, and attended BYU online while continuing to work in the family business. She knew that moving to New York would be a new experience, and she liked the people she had met during the interview process. But since her interviews had all been on Zoom, she really didn't know what the culture would be like.

Sarah's first week at the office was exciting, challenging, and at times uncomfortable. The firm was working on inspiring projects, and everyone seemed to want to do great work for their clients. In spite of her excitement for her new role, Sarah also had several experiences that caused her to question whether she really belonged at the firm. Her concerns included the following:

- Jessica, also a recent graduate and a talented content writer, welcomed Sarah to the team by inviting her to go for drinks with several other members of the team after work on Friday. Sarah wanted to graciously accept the invitation, but she also worried that when she explained her religious reasons for not drinking, she might damage the trust that her team members were trying to build with her. She also noticed that Amara, who Sarah thought might be Muslim since she wore a head scarf at work, did not participate in the conversation about going drinking with the other team members. Amara also tended to eat alone and mostly kept to herself.
- Rick, a cheerful and talented programmer who regularly interacted with the social media team, tended to swear in about every other sentence. Several other team members also swore occasionally, and most people didn't even notice Rick's language. But it made Sarah feel uncomfortable, and she wondered whether she was alone in wishing that language in the office might improve.
- One evening as Sarah was leaving the office, she left the elevator and overheard her co-worker, Rita, shout angrily at her boyfriend before hanging up the phone and bursting into tears. Wanting to offer comfort, Sarah approached Rita and asked if she could help her. Rita angrily responded, "What is a small-town rich girl going to know about how to help me?!" Sarah quickly apologized and uncomfortably walked away.
- When the boss was around, it seemed like most of the team acted mostly cheerful and willing. But when the boss left the room, several of the team members would talk behind her back about how demanding she was and how out of touch she was with their reality.

With all of these challenges, Sarah honestly just wanted to pack her bags and head back home to search for a better job. Still, she had prayed and felt good about coming to New York and she didn't want to quit so soon. She believed she had a lot to offer the firm, and she also believed that she belonged there; she just didn't feel like it at the moment. While she lacked formal authority, Sarah knew she had to do her part to make things better, or she would be in for a long, lonely road.

- What can Sarah do to find belonging with a group of people who are different from her?
- What doctrine or principles, if understood, could help Sarah understand how to help foster a culture of belonging without any formal authority?
- How can Sarah help influence others to think and act differently (i.e. better language, finding ways to help others belong that may not involve drinking, helping Amara feel included, interacting differently with the boss, seeing her as an understanding friend instead of a "small-town rich girl," etc.) when she has no formal authority?
- If you were in Sarah's shoes, what specific steps would you take? What steps do you think the Savior would counsel her to take?

Please note: You will be discussing this mini-case in your groups through Whatsapp.



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Problem Solving and Collaboration

Questions to Ponder

- What can I do to problem solve more effectively?
- How can I improve collaboration with others?
- How to use the AMP model for organizational engagement?

"And now come, and let us reason together, that ye may understand;"

[Doctrine & Covenants 50:10](#)

As a leader, you aren't just to have your team complete tasks. Your team is really called upon to solve problems. Many times, the more difficult the problem, the more inefficiencies, conflicts, and frustrations can happen in your team. Think back on some of your group projects for your courses.

Many times, you will find to create the best product, or end result requires collaboration as an organization.

What Can I Do to Problem Solve More Effectively?

In the Harvard Business Review article, ["Why Groups Struggle to Solve Problems Together."](#) Al Pittampalli shares the 5 Stages of Problem Solving. You will see that the five stages are:



1. Define the problem
2. Generate solutions
3. Evaluate solutions
4. Pick solutions
5. Make a plan

The 5 Stages of Problem Solving

We subconsciously move back and forth between these stages before landing on a solution and making a plan.

Stage 1 \longleftrightarrow Stage 2 \longleftrightarrow Stage 3 \longleftrightarrow Stage 4 \longleftrightarrow Stage 5

Define the problem

Generate solutions

Evaluate solutions

Pick a solution

Make a plan

Source: Al Pittampalli



Image from [HBR: Why Groups Struggle to Solve Problems](#)

Solving problems as a group can many times be more challenging because people in the group are in different stages. So a person may not be ready to evaluate solutions because they are still generating solutions. A few people in the group could be ready to make a plan and execute it while others are still evaluating solutions. Having people in different stages is problematic. As a leader, it will be important to keep everyone on the same stage and progressing together.

Habit 5 and Habit 6 Revisited

Watch the following videos about Habit 5 and Habit 6 and think about how practicing these habits help with problem solving in an organization:

- [Seek First Habit 5 Part A Diagnose Before You Prescribe](#)
- [The Nature of Synergy](#)

Example of Christ: A House Divided / Jesus Declares: I Am the Light of the World, the Truth Shall Make You Free

WATCH A House Divided or READ [Luke 11:14-26; Matthew 12:31-42](#). Also WATCH Jesus Declares I am the Light of the World the Truth Shall Make You Free or READ [John 8:12-58](#).

- What do we learn in these examples about the need for a leader to seek and generate light and to drive out darkness from the organization?
- In what ways does Jesus drive out darkness in these examples?
- What must a leader do to establish a collaborative culture of good works? How can a leader know when the culture is sick and darkness must be cast out?
- What does this verse in Jacob 5 teach us about the process of removing that which is harmful or bad for the organization and fostering a culture based on principles of light?

Anatomy of Peace

You will begin your reading of the *Anatomy of Peace*. While The *Anatomy of Peace* teaches principles that you may incorporate into collaborating with others in groups, the main purpose of your reading, for now, is to begin your preparation for the next few weeks ahead when we will learn and apply principles of seeing others more fully, overcoming conflict, influencing others for good, and other life-changing principles. While it isn't long, we will be reading the whole book, so it's best to start now and enjoy the journey. We're confident that you will find important truths and principles that will impact you for years to come as you practice disciple-leadership.

Part 1: The Heart of Peace

1. Watch this video, [Anatomy of Peace](#).
2. Read all of [Part 1: The Heart of Peace](#) (Chapters 1-7)
 - o Remember to take notes as you read.
3. Watch [Two Mindsets](#).
4. Reflect on the following, "*How can an inward mindset by me or by others impact the collaboration of my group or team?*"
5. You will apply these concepts in future assignments.

How can I improve collaboration with others?

Watch the following video and read the talk and reflect on the following questions::

- [The 7 Habits Video: Walls video](#).
- [Counseling with Our Councils](#) Elder M. Russell Ballard.

What can you do to prevent the "walls" from being built in your organization? and how to encourage collaboration?

How can you prevent yourself from being the "one-cylinder" of your organization's engine?

How to use the AMP model for organizational engagement?

Organizational engagement means the level of commitment and connection that the employees have to your organization. The level of engagement has been proven to be connected to business success and performance. It also indicates the satisfaction of your employees, which helps retention and loyalty. A couple of chapters ago, you learned [Daniel Pink's AMP model](#).

AMP Model

- **AUTONOMY:** The urge to direct our own lives
- **MASTERY:** The desire to get better and better in something that matters
- **PURPOSE:** The yearning to do what we do in the service of something larger than ourselves

PONDER: It has been said that "Rewards narrow our focus and concentrate the mind." Reflect on the following questions:

- Why is this a problem for complex tasks and work?
- Do you agree with the assertion that for complex problems, if-then rewards don't work? Why or why not?
- What then, is the role of pay?

Mini-Case: Wilderness Survival Scenario

You have gone on a Boundary Waters canoe trip with five friends to upper Minnesota and southern Ontario in the Quetico Provincial Park. Your group has been traveling Saganagons Lake to Kawnipi Lake, following through Canyon Falls and Kennebas Falls and Kenny Lake. 15 -18 miles away is the closest road, which is arrived at by paddling through lakes and rivers and usually portaging (taking the land path) around numerous falls.

Saganagons Lake is impossible to cross in bad weather, generally because of heavy rain. The nearest town is Grand Marais, Minnesota, 60 miles away. That town has plenty of camping outfitters but limited medical help, so residents rely on hospitals farther to the south.

The terrain is about 70 percent land and 30 percent water, with small patches of land here and there, in between the lakes and rivers. Bears are not uncommon in this region. It's now mid-May, when the (daytime) temperature ranges from about 25° to 70° Fahrenheit, often in the same day. Nighttime temperatures can be in the 20s. Rain is frequent during the day (night, too) and can be life-threatening if the temperature is cold. It's unusual for the weather to stay the same for more than a day or two. Generally, it will rain one day and be warm and clear the next, with a third day windy: It's not easy to predict what type of weather will come next. In fact, it may be clear and warm, and then rainy and windy all in the same day.

Your group was in two canoes going down the river when they came to some rapids. Rather than taking the portage route on land, the group foolishly decided to shoot the rapids by canoe. Unfortunately, everyone fell out of the canoes, and some banged against the rocks. Luckily no one was killed, but one person suffered a broken leg, and several others had cuts and bruises. Both canoes were damaged severely. Both were bent in half - one with an open tear of 18 inches, the other with two tears of 12 and 15 inches long. Both have broken gunwales (the upper edges on both sides). You lost the packs that held the tent, most clothing, nearly all the food, cooking equipment, fuel, the first aid kit, and the flashlight. Your combined possessions include these items:

- Fanny pack of food (cheese, salami, etc.)
- Plastic-covered map of the region
- Six personal flotation devices
- Two fishing poles (broken)
- Set of clothes for three (wet)
- One yellow Frisbee
- Water purification tablets
- Duct tape (one 30' roll)
- Whiskey (one pint, 180 proof)
- Insect repellent (one bottle)
- Matches (30, dry)
- Parachute cord (35')
- Compass
- Six sleeping bags (synthetic)

You had permits to take this trip, but no one knows for sure where you are, and the closest phone is in Grand Marais. You were scheduled back four days from now, so it's likely a search party will not be sent out until at least five more days have passed (because you could have been delayed a day or so in getting back). Just now, it has started to drizzle, and it looks like rain will follow. Your task is to figure out how to survive in these unpredictable and possibly harsh conditions until you can get help.

This week's case study experience is from pp. 214-215 from *Organizational Behavior: Essentials for Improving Performance and Commitment*, by Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson. 2009. McGraw-Hill.



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Embracing Differences and Overcoming Contention

Questions to Ponder

- How do I make people feel that they belong?
- What steps can I take to embrace differences and overcome contention?

"...I say unto you, be one; and if ye are not one ye are not mine."

[Doctrine and Covenants 38:27](#)

The task of helping others feel belong and embracing differences can be daunting as a leader. With people from different backgrounds and understanding, contention will undoubtedly arise. We will explore how to deal with these challenges.

How do I Make People Feel that They Belong?

A universal human need is a desire to belong, and it can be seen in all cultures around the world. As a leader, you will need to help foster that sense of belonging in your organization.



Read the following articles and reflect on the following questions:

- [3 Nephi 11:29](#) Contention is of the devil
- [2 Nephi 26:33](#) All are alike unto God
- ["The Doctrine of Belonging"](#) Elder D. Todd Christofferson

How has contention affected your relationships and getting things done?

What principles did Elder Christofferson teach about belonging?

What Steps can I take to Embrace Differences and Overcome Contention?

You will continue your reading of the Anatomy of Peace this week. We will learn and apply principles of seeing others more fully, overcoming conflict, influencing others for good, and other life-changing principles.

Part 2: From Peace to War

You will learn how easily a heart of war can enter into personal and work relationships.

1. Watch this video, [Outward Inclusion](#).
2. Read all of [Part 2: From Peace to War](#) (Chapters 8-14)
 - o Remember to take notes as you read.
3. Watch [Critical Advice from a Conflict & Mediation Expert](#).
4. Reflect on the following, *"Think about the last time you were really upset with someone you care about. While you were upset, what were your thoughts about him or her? What about after you had made up and resolved the conflict? Was the conflict good for your relationship, or bad? Is all conflict bad?"*

Part 3: From War to Peace

In Part 3, you will learn ways to turn hearts of war to peace because individuals and organizations can change.

1. Read all of [Part 3: The Heart of Peace](#) (Chapters 15-21)
2. Watch [Listen and Learn](#).
4. You will apply these concepts in future assignments.

Example of Christ: The Beatitudes / Jesus Cleanses the Temple

WATCH Sermon on the Mount the Beatitudes or READ [Matthew 5:3-16](#). Also WATCH Jesus Cleanses the Temple or READ [John 2:13-17](#).

- What do these verses from the Sermon on the Mount teach us about the values and priorities Christ invites us to make a part of our lives?
- How can these values be taught, modeled, and incorporated into a culture in which not all people believe in Jesus or in scriptures?
- What does it mean to belong in a culture where Christlike values are embraced? When you have felt this kind of belonging, what were people doing that made each person feel like they belonged? When you have felt like you didn't belong in a group, what do you believe kept you and others from feeling like they belonged?
- As we begin this section, we will be focusing on various ways to generate light and drive out darkness. What can Jesus' example of driving the money changers from the temple teach us about driving darkness from the organizations we lead? In the situations we face, how can we know how to appropriately drive out darkness in His way (usually not by overturning tables😊)?

Mini-Case: Embracing Others As A Ward

NOTE: For the following mini-case discussion, please have each member of the team act as a member of the ward council, ensuring that you have at least one person from the following organizations (as defined in the [General Handbook 29.2.5](#))

Required Participants:

- The bishopric, ward clerk, and ward executive secretary
- Presidents of the elders quorum, Relief Society, Young Women, Primary, and Sunday School
- Optional Participants: The bishop may invite others to attend, such as the ward mission leader, the ward temple and family history leader, the leaders of the ward young single adult committee, the ward music coordinator, and the full-time missionaries.

As you prepare to meet, consider that you are a newly organized ward in which the only people who have been called and set apart are the members currently participating in the ward council.

Your ward has people of all ages, and you are aware of members who are experiencing challenges, including youth who are currently living the party lifestyle, homosexual members who keep the commandments and struggle to feel like they belong, divorced mothers, widows, families struggling with contention, a family whose mother is dying of cancer, a family whose father has lost his testimony and stepped away from the Church while the mother tries to keep the family connected to their covenants and faith, people struggling with sins, emotional struggles, and other unseen challenges, and families who are barely surviving financially.

You feel overwhelmed with the challenges ahead of you, but as you pray together, you also feel the peace that you can learn together, seek learning and revelation, and find ways to work miracles in the lives of the members of the ward. As you counsel together about how to organize your ward to best meet the needs of the members, consider the following questions:

- What is the purpose of the Church and your ward?
- The answer to the previous question is often, “to bring to pass the immortality and eternal life of man.” (Moses 1:39) If immortality is already assured through the atonement of Christ, what is the purpose of a ward and its members in bringing to pass eternal life?
- How can so few members of a ward council meet the needs of so many individuals and families?
- If you will need the help of others, how can you organize, call, and inspire others to help in the work? What have you seen work in the past? What hasn’t worked?

Also, each member of the council should propose a plan for how their organization can help the ward.

Please note: You will be discussing this mini-case in your WhatsApp groups.



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Influencing Others and Measuring True Success

Questions to Ponder

- How do I influence others?
- What is true success, and how will I measure it?

"I have fought a good fight, I have finished my course, I have kept the faith."

[2 Timothy 4:7](#)

You will read more about "The Influence Pyramid" from The Anatomy of Peace and how you, as a leader, can continue to have a heart of peace and influence others to do the same. We explore what success is in your life and how you measure it.

How do I influence others?

You will read the final three chapters of *The Anatomy of Peace* this week. The final part is called "Spreading Peace." It talks about influencing others and helping others feel peace and the Influence Pyramid.

As you study the Influence Pyramid, consider any misbehavior that you are currently trying to change. Perhaps you have a child or a team member who is misbehaving in some way. Consider the following questions:



If you have already sought to correct the behavior, but it hasn't worked, in what way could you apply principles from further down the pyramid to help motivate the person to choose to change?

- Have you taught or communicated why the misbehavior is inappropriate or how it impacts others negatively?
- Have you listened and learned carefully to understand why the person is misbehaving? Is there something behind the behavior that you have not understood?
- What have you done to build or rebuild the relationship to a relationship of greater trust?
- Is the way you are seeing the person influencing how you feel about them? Could your view of the person be creating resistance in the person you are trying to influence?

Part 4: From Peace to War

1. Read all of [Part 4: Spreading Peace](#) (Chapters 22-24)

- Remember to take notes as you read.

How can I change behaviors and habits in myself and others?

As we look back on our lives, all of us have likely observed that it can be incredibly difficult to change our habits and behaviors. How many of us have set new year's resolutions at the beginning of a year, only to find that we have faltered only days, perhaps only hours later?

If changing our own habits and behavior is so difficult, it stands to reason that changing habits and behaviors in others is even more difficult.

The Influencer Model, by VitalSmarts (name recently changed to CrucialLearning), applies the research and conclusions of a world-renowned behavioral psychologist out of Standford University, Albert Bandura, to help leaders develop a framework that makes changing habits and behaviors much more likely. For a deep dive into the Influencer model, we strongly recommend the book, *Influencer*, by Joseph Grenny, Kerry Patterson, David Maxfield, Ron McMullin, and Al Switzler. For this chapter, please read the following summary of the Influencer model and how it works to enable change in people and organizations:

READ: [The Influencer Change Framework–The Power to Change Anything](#)

The Influencer model and theory demonstrates that when leaders exercise multiple sources of influence to motivate change, the likelihood of successful change is greater. In fact, in the following study conducted with the Massachusetts Institute of Technology (MIT) "[How to 10X Your Influence](#)," the authors of the study conclude that when leaders exercise at least 4 of the 6 sources of influence described in the model, the likelihood of successful change increases by ten times.

Consider the following:

- What behaviors am I currently struggling to change in myself and others?
- What sources of influence have I tried so far?
- What additional sources of influence could I leverage to increase the likelihood of successful change over time?

How can I measure the success of my life?

Clearly, if we wish to succeed in any goal or project, we must know what we are trying to achieve. If we then measure our progress toward that end, our likelihood of success and the speed of our progress will improve dramatically. But what about our life itself? How can we measure the success of an entire life?

Clayton Christensen was a Harvard Business School professor until he passed away in 2020. His professional achievements were impressive, including being recognized in 2011 and 2013 by Thinkers 50 as the most influential business thinker on earth. Also, [Forbes](#) called him "one of the most influential business theorists of the last 50 years." He was a [faithful member of the Church](#). He published many books, including his most famous book, "The Innovator's Dilemma" in which he introduced the theory of disruptive innovation to the world. He was respected, honored, and loved by his colleagues and by people all over the world for his impact as a professional.

However, Clayton was also clear that his priorities rested first with God, with his family, and with the service he gave and the love he showed as he sought to lift the people within his circle of influence. As a member of the Church of Jesus Christ of Latter-Day Saints, he worked tirelessly to share the gospel with students, colleagues, and even shared the gospel openly in venues normally reserved for non-religious conversation, such as when Forbes magazine interviewed him following his recognition as the top business thinker in the world. Rather than discussing pure business theory, the interviews led to conversations about him praying for God's help to make it through serious health complications, the relationship between science and religion, and how God and the truth can lead us to have personal courage. To see clips from his conversations with Forbes Magazine, follow this link ([C Christensen Forbes Interview](#)), or search "Clayton Christensen Forbes" on YouTube.

Clayton Christensen was an outstanding example of a disciple-leader in the way he taught, loved his students, shared the gospel with others, and gave of himself to make the world a better place. Among his outstanding professional works, he also sought to help people learn how to share their faith, including his book and accompanying website, "[The Power of Everyday Missionaries](#)." He also sought to teach the world new paradigms about how to lift the poor of our world in his book "[The Prosperity Paradox: How Innovation Can Lift Nations Out of Poverty](#)." One of the reasons he was able to live such an exemplary life and to have such tremendous impact for good in the world was that he understood his purpose in life and he had a clear way to measure his success in achieving that purpose.

In 2010, Clayton spoke to the 2010 graduating class of the Harvard Business School on the topic, "How Will You Measure Your Life." He was invited to give a TED talk in 2012 on the same subject. That talk was so influential that Forbes Magazine invited him to publish an article and followed with several interviews on the subject, as referenced previously. Lastly, Clayton worked with two of his former students to write a book of the same title: "[How Will You Measure Your Life?](#)"

We highly recommend the book as it takes the reader into a more in-depth look at powerful theories of how things work in the business world, and then applies those theories (or statements of true principles) to how we can make decisions to live our lives in way that will make the achievement of what truly matters most (family, integrity, living with purpose) more likely. The following list includes some of the truths taught in the book:

- Your life strategy is actually determined by how you allocate your time, talent, and energies. What you actually do is your strategy, not what you say you will do. You can tell your values by looking at how you spend your time, energy, and money.
- Actively choose what is fulfilling (accomplishment, learning, purpose, autonomy) and eternal over physical factors. Help your children do the same.
- Plan deliberate strategies and be open to emergent strategies (strategies that become apparent as you are working toward your original strategy) as you walk forward in the spirit of discovery.
- Ask when you take on new assignments: What will have to prove true for me to SUCCEED in this assignment? What will have to prove true for me to be HAPPY in this assignment?
- High achievers are in danger of choosing what will provide the most immediate, tangible return over that which offers the more important, long-term return. Actively observe how you are spending your time and devise a way for you to review your life regularly to see if your priorities have shifted away from what matters most to things that, while providing praise and immediate feedback, matter less.
- The time to invest in building relationships is before they are in need of repair. We have to choose to focus where it is most important, but often seems that we don't need to because our family members are patient and willing to let us focus elsewhere.
- Seek to foster deep relationships instead of shallow relationships with many people. Avoid spending our relationship capital in social media and other distractions that keep us from investing in that which builds deep friendship and trust.
- Discover and provide the Job to Be Done (the things people are trying to accomplish) of the people you care about.
- Sacrifice for each other. Help each other succeed in what is most important to each person. We must be willing to suppress our own priorities and desires to focus on doing what is required to help the people in our lives to be happy.
- We must decide our most important resources, the critical processes of our lives and families, and the priorities that govern our choices. Our children need to do the same - they must have actual, hard experiences to help them make these critical decisions, deep in their core, for themselves. Our actions display our true priorities.
- Help your kids stretch and be there to help them learn the right lesson when they fail. Urge them to dust themselves off and try again. If they aren't occasionally failing, they aren't aiming high enough. Celebrate failure if it comes as the result of a child aiming for an out-of-reach or hard-to-reach goal.
- Culture is formed through repetition. Define your desired culture at work and at home and never stop reinforcing it. When people act against the culture, don't just let it go - what you allow becomes your real culture. WE (the family) must decide on the culture we want in our family.
- "If you need a machine and don't buy it, then you will ultimately find that you have paid for it and don't have it." In sin, or just poor judgement, choosing for the short-term is almost always wrong. Take the long view and choose what will produce the best outcomes over time.
- Doing what's right 100% of the time is FAR easier than doing what's right 98% of the time.
- PURPOSE is created by a LIKENESS, COMMITMENT, and METRICS. Decide who you want to be, then resolve to pay the price to become that person.
- God measures our success by the individual (who we have become and the individuals we have impacted for good).

Clayton Christensen's TED talk, which is a short version of what is shared in the book, is included here:

In the video below, he shares his thoughts on "How Will You Measure Your Life."

1. Watch this video, [How Will You Measure Your Life?](#)

In his TED talk, Clayton gives each of us a warning: "*Whenever you have an extra ounce of energy and time, you'll allocate it to whatever activities in your life give you the most tangible, immediate evidence of achievement.*" In other words, if we aren't careful to actively choose to devote our time to the things that matter deeply and that only show rewards over the long-term (like marriage, relationships with children, our faith and devotion to serving others) we will end up devoting our time to the things that we know will bring an immediate or short-term reward (like working extra time to get the praise and admiration of our boss and colleagues).

This doesn't mean that we should never devote extra time at work to achieve an important objective, but it does mean that we need to consistently "check in" with ourselves, with God, with our families, and with others we care about to be sure we are spending the right amount of time on the goals and measures that will lead to the greatest happiness in the long term.

The following questions are examples of questions for which, if we open our hearts and seek Heaven's guidance, will lead us to a clear vision of our life's purpose and how we can measure the true success of our lives:

- What are the areas in my life in which I most deeply desire success and happiness?
- What does the answer to the previous question tell me about my purpose in life?
- What do I know about my life's purpose so far? What else do I need to find out? Where can I find answers to these questions?
- Once I know my life's purpose, how will I measure success in this purpose?
- How can I know that I am succeeding in my life's purpose (the Holy Ghost, feedback from people who care about me, etc.)?

What key takeaways did you receive from Clay Christensen?

Example of Christ: Jesus Acclaims John the Baptist / Come Unto Me

WATCH Jesus Acclaims John the Baptist/ Come Unto Me or READ [Matthew 11:1-30](#).

In verses [28-30](#) Jesus offers his oft repeated invitation "Come unto me, all ye that labor and are heavy laden, and I will give you rest. Take my yoke upon you, and learn of me; for I am meek and lowly in heart: and ye shall find rest unto your souls. For my yoke is easy, and my burden is light."

Consider the power of Jesus' invitation as you continue your disciple-leadership journey throughout your life. Ponder these questions:

- How does Christ give us rest when we labor under heavy burdens?
- How does taking Christ's yoke upon us and learning of Him help us find rest unto our souls? How can we remember this as we go through life and feel burdened under the weight of our responsibilities?
- We know that there are many things about serving and leading as Christ did that are neither easy nor light, so why does Christ promise that His yoke is easy and His burden light? How have you found this to be true in your life?

Final Invitation to Continue the Disciple-Leader Journey

As we each progress along the road of discipleship and seek to lead others as He would, we will surely face challenges that are at times, hard to bear. We must ask ourselves today, and in the future, whether we believe these promises of rest, an easy yoke, and a light burden. As we continually come unto Him, we will find that by yoking ourselves with Him, we find a perfect example, a reliable friend who willingly gives us His strength, and a Redeemer who gave His life that our tomorrows may always be filled with the promise of all His Father hath.

Endure to the end well.



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7 Habits Infographic



**7 HABITS OF
HIGHLY EFFECTIVE
PEOPLE**

AT A GLANCE

MANAGE YOURSELF (INDEPENDENCE)

1 BE PROACTIVE
Rather than being reactive to what the world imposes on you, choose to act and move things forward in ways that YOU choose.

2 BEGIN WITH THE END IN MIND
Decide what you want to be - in the eternities as well as in this life. Then "reverse engineer" your way toward those goals.

3 PUT FIRST THINGS FIRST
Don't spend all of your time reacting to what the world deems "urgent". Plan & make time for what YOU determine is truly important.

LEAD OTHERS (INTERDEPENDENCE)



4

THINK WIN-WIN

If you only watch out for yourself, others may suffer - they won't be there to help you later on. Create mutually beneficial relationships and build trust.



5

SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD

Actively Listen. Put yourself in other's shoes instead of just focusing on your own opinions.



6

SYNERGIZE

Combine the strengths of each team member to create a solution that is better than what any one person could have created alone.

RENEW, REFUEL, IMPROVE



7

SHARPEN THE SAW

Constantly improve your abilities. Safeguard against "burn-out" by taking time out to renew yourself physically, mentally, emotionally and spiritually.

In the 7-habits "culture" you will often see the habits displayed in a diagram like the one shown here.





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