



Leadership Begins With Stories | An Interview with Kyle Turner

December 10, 2023

Speaker 1 00:00:02 How do you help someone tell their spouse that they have secretly been viewing pornography? Wow. These are tough situations. Thankfully, one of my favorite and most effective therapists, Jeff Reer, put together a presentation about disclosing betrayal. Jeff explains how disclosing betrayal can make recovery and repentance so much more difficult if it isn't handled correctly. This isn't a rip the bandaid off quickly type of situation. With a better understanding of betrayal, church leaders can be a strong resource in helping couples navigate the awful effects of pornography usage. You can watch Jeff's entire presentation at no cost in the Liberating Saints virtual library. Simply go to leading-saints.org/fourteen and you can sign up for 14 days of free access to Jeff's presentation and the entire library. It's one of my favorite interviews.

Speaker 1 00:00:56 Hey, if you're newbie to Leading Saints, it's important that, you know, what is this Leading Saints thing? Well, leading Saints is a nonprofit organization dedicated, helping latter day saints be better prepared to lead. And the way we do that is through content creation. So we have this phenomenal podcast, we have a newsletter, we have virtual conferences. So much more at articles on our website. I mean, I could go on and on, right? <laugh>, and we encourage you to, uh, jump in, check out Leading Saints, uh, go to the search bar@leadingsaints.org and type in some topics and see what pops up. We're just glad you're here to join us. Welcome back to another episode of the Leading Saints podcast. Today I am welcoming in Kyle Turner. How are you? I'm

Speaker 2 00:01:46 Good. How are you?

Speaker 1 00:01:46 Very good. Now you teach pharmacy at the University of Utah? I do. To the medical students? Uh,

Speaker 2 00:01:53 Yeah.

Speaker 1 00:01:53 Or are they going to become pharmacists

Speaker 2 00:01:55 Themselves? They're, yep. Gonna become pharmacists. Nice.

Speaker 1 00:01:56 Yep. And you're in a Bishopric? I am. I'm in Bishopric. But you also deal with a lot of healthcare leadership development. Like how did, how'd you get into that?

Speaker 2 00:02:05 Yeah, so about 10 years ago while I was a student, actually, I had a faculty member basically asked me like, do you want a free trip to Boston <laugh>? I'm like, okay. Right. I was a pharmacy student. That sounded good, but I ended up going to a leadership summit, and it was, it was really amazing. It was actually based in storytelling, so in narrative and how that's a leadership skill. And that was sort of the kind of ignited that this idea that, oh, we need to be good leaders. Mm-Hmm. <affirmative>, we need leadership development and healthcare is like full of opportunities to lead <laugh>. There's lots of broken things in healthcare <laugh>. Yeah. And so, uh, that planted the seed, uh, as a resident in Minnesota, I had a program based in leadership that I loved, and I've just sort of stuck with it. And I actually, I love it more than, than pharmacy, right? I don't actually do a lot of pharmacy. I spend a, a lot of my time in how do teams work together? How do we develop leaders self-awareness?

Speaker 1 00:02:58 That's cool. So was this conference you went to in Boston? Was it a for like, uh, healthcare professionals? Yeah.

Speaker 2 00:03:04 It was me and then as a pharmacy student in a whole room of medical students. Nice. I was like, oh, what am I doing here? And they kept asking the same thing, like, why are you here? Yeah. But yeah, that just the idea that, you know, how do you lead change and Mm-Hmm. <affirmative>, how do we use our stories to help us

Speaker 1 00:03:20 Yeah. To do that. So we're gonna talk about as far as relational leadership as sort of the concept that, is it your, the portion? Like how, how, where did this concept come from?

Speaker 2 00:03:30 That conference actually was led by a group called Intent Health Strategies. So that's, it's a nonprofit while we spend a lot of our time doing trainings, either with individuals or teams. And so how do you help a team function better? So they put that conference on, and I was sort of like the, you know, the leech, I never left right. <laugh>, I just kind of, I worked with him as a student, as a resident. And now in my regular job, I actually get to bring that into my day job. Nice. Which

Speaker 1 00:03:55 Is really fun. So relational leadership is also tied into this concept of a, a narrative, having a telling stories and, and focusing on a narrative in leadership. Like maybe where's a good launching

Speaker 2 00:04:05 Off that? Yeah. Yeah. Let me, let me draw the connection. So relational leadership is all about harnessing our connections as people to then go and do whatever change work needs to be done. But it's really the idea, I kind of phrase it as a focus on the who and the why as much as the what and the how. And I feel like in leadership development, there's a lot about the what and the how. Yeah. But you start a foundation of who am I, who are you, where do we connect? And then narrative is one of the things that we teach as part of that framework. Yeah.

Speaker 1 00:04:36 So I, I see this a lot, like just my work with Leading Saints where people want, when they listen to a podcast episode or hear a presentation they want, like, no, how did you do that? Like, you said what? And then you did what? Then they want the five step plan, right? Yeah. Which is interesting and helpful to talk about, but we sort of jump into that too, too quickly.

Speaker 2 00:04:54 Yeah. I mean, think about most meetings we go to, right? We just jump right into the agenda. Yeah. And, uh, we spend a lot of time and No, let's slow down check in. How are you? You know, where do we, where do we line up? What are our shared values? And then we'll get to the stuff, but we'll go so much further and faster if we've developed Yeah. Trust in a relationship there.

Speaker 1 00:05:12 And this is a really difficult thing to do. I mean, it's easier said than done. Right? Absolutely. And I, and you see this like, just to use some more church examples of, you know, it's easy for that leader, like an elders quorum president, be like, you know, we, we wanna create a ministering culture here, right? And obviously we need to do our ministry and everybody's assigned. And we sort of jump into like, now go do this thing uhhuh. When in reality, that leader hasn't taken the time to just connect that community, that little elders quorum community and be like, let's hear each other's stories. Yeah. Like, where do you come from? Right. Like, that's a crucial foundation and any leadership effort that you undertake. Yeah,

Speaker 2 00:05:47 Absolutely. And we just, we blow by it so fast. Yeah, right. We don't take the time to do that. And so yeah, absolutely. A hundred percent focus on who am I as a leader, but then listen to all the other stories. And that's where we actually begin to see people Mm-Hmm. <affirmative> like, oh, I, I actually know you now in a different way than I did before. Yeah.

Speaker 1 00:06:06 So where's the next step in, in this relational leadership? Or like, how do we begin to do this thing is sometimes difficult.

Speaker 2 00:06:13 Yeah. So we talk a lot about, we have to raise our level of awareness so that we act with more intentionality. Hmm. So that's not rocket science, but as we become more self-aware, as we become more aware of people around us, then we can decide is my knee jerk reaction the right thing? Or do I need to slow down and, and really think, so I think a lot of it is just about where are we being intentional to create the spaces we need to do this type of work? Hmm. Right. Do we need to get to the others quorum lesson, or do we need to stop and take

20, 30, maybe the whole hour and do this work? We need to make the container instead of just moving through the motions. Yeah. Like

Speaker 1 00:06:51 Normally. So, so how do you increase awareness? I mean, and it seems like, like on paper it makes so much sense, right? But sometimes in practice it's, it's nuanced. So how do, how do you do that?

Speaker 2 00:07:02 Yeah. I mean, I think first it's self-awareness, right? It's me like, what do I care about? What am I good at? I mean, so many episodes and, and different tools out there, right? Maybe you wanna do StrengthsFinder, maybe you wanna do, we use one called Five Dynamics, but it's, you know, how do I normally operate? And once I know that, then I can start to think, well, how do you operate? Right? How does Kerr operate different than Kyle? And how do we blend that together? And stories one way to do that. But there's lots of other ways Yeah.

Speaker 1 00:07:28 Because there are these more technical assessments, right? Yeah. And, you know, I love Strength Finders and there's several others that, and I'm just thinking in a church context. I mean, maybe you don't, you know, force everybody to take strengths finders, and you put the results on the, on the walls and you, but, uh, nonetheless, you know, if, if you have some type of measuring stick that way, again, just sort of see what comes to the surface. Mm-Hmm. <affirmative>, whether it's super scientific or not. Yeah. So it's a starting point,

Speaker 2 00:07:53 Right? Yeah. And it might be different, like in a presidency, I might advocate that maybe we do use a tool. Mm-Hmm. <affirmative>. Right. Maybe we do actually take the time. 'cause we're gonna work closely together for a very long time, but in a bigger context. Yeah. It can be more simple. Yeah.

Speaker 1 00:08:05 Right. And imagine you just having, again, not jumping into the agenda too quickly, but having more of a conversational, like how do you handle things? Like how do you prefer this meeting go? Mm-Hmm. <affirmative>, what's a bad meeting look like to you? What's a positive one look like

Speaker 2 00:08:19 To you? Yeah. You know? Yeah. One thing that we talk a lot about is we don't tend to understand each other's work styles. Mm-Hmm. <affirmative>, right? Everybody approaches work and collaboration in a different way. And people get really frustrated by that. But that's because we haven't had the conversations to start to be like, well, what do you like to do? Like, which aspects do you like to do? Do you like the budget or do you not? Or like, I get the budget, that's my thing. I'm like, I can do the budget <laugh>, you know, do you like to go out and talk to people? Does that energize you? Yeah. Or does it deplete you? And so even just those simple conversations of like, how do you approach your work, but do it in an intentional way, then you start to understand, oh, I know how so and so operates and yeah. You can start to figure out how to work better

Speaker 1 00:08:56 Together. Yeah. And then that you have that organizational culture that sort of lays on top of everything. So, you know, you think of brand new bishop and a bishop Rick's like, Hey, we're supposed to have Ward council. And, and you naturally go into a room,

maybe it's the Bishop's office, maybe it's another one. You sit in a circle. Yeah. Maybe you just go around the room and see, you know, so there's these, we just assume there's a way to do it when in reality, you know, for me, that's not a great meeting for me to be in, but a more casual, like, if I'm out visiting people and we're having casual conversations, that actually helps me process things. Mm-Hmm. <affirmative> a little bit differently. Right. So again, assuming nothing Yeah. And trying to recognize what those cultural norms are just on how we do things. Yeah.

Speaker 2 00:09:36 And taking the time to check in. Right. So you're an award council. What if you get a new young women's president? Mm-Hmm. <affirmative>. Do you do any sort of like, on onboarding, this is what we do, let's, you know, like, or you just like, put the cog in the wheel and keep it spinning, you know? So I think that's the leadership part is let's say, Hey, let's slow down, let's make sure we're all good. Yeah. Right. We're all on the same page. We understand each other, we see each other. Yeah. And then ward count is gonna go better. Yeah. Right. We're gonna understand.

Speaker 1 00:10:01 So just finding some way to process as far as the, uh, the awareness. How can we get more self-aware? And you almost, I mean, there's always something to learn, right? And so you can't maybe spend too much time with awareness, but anything else you would add? Just concept.

Speaker 2 00:10:14 No. I mean, you could nerd out forever, right? <laugh>, and I think it's me. I'll take every assessment you throw at me, your, you know, average person probably doesn't wanna do that. But just taking some time to reflect and who am I, what do I value? What am I good at? Where are my weaknesses? Just be really in touch with that. Mm-Hmm. <affirmative>. And then bring that into the leadership spaces, whether it's church or work or whatever it happens

Speaker 1 00:10:35 To be. Yeah. Any other examples come to mind? Maybe whether in your, in the med healthcare world or in the church world?

Speaker 2 00:10:42 Well, I mean, we talk about this a lot. Healthcare is delivered by teams. Might have a physician, a nurse practitioner, pa a nurse, social worker, care manager. And we like to like, throw everybody into a room and pretend like we're operating as a team <laugh>. And it doesn't work like that. Right? Like that intentionality. But am I aware of that? Am I aware of so and so likes to work this way? Like, I, I learned early on when I was working with doctors, I had to figure out like, what's their style, because I'd come with a recommendation or an idea, or maybe a correction of some sort. And I had to figure out like, how do I place that? How do I frame it? Yeah. In their style and their language so that it'll go well. And we might do that at church too, right? How do I talk to my bishop? How do I talk to my relief society president? How do I, you know, how do I work on making things better? But do it in a way that's gonna resonate with that person. Yeah.

Speaker 1 00:11:36 I'm just thinking of the individual. 'cause there's many doctors who are up, but are bishops, you know, the person who's like listening to this. Like, they feel like if I'm not, I would love to create more awareness in the team I'm working with in the ward council or

the presidency, but I'm not necessarily one in charge. Yeah. And the bishop sort of has his agenda, or <inaudible> president is headed this way and she's headed down that track full bore, and there's no stopping her. Right. And so what, any, any thoughts on how we do that?

Speaker 2 00:12:03 Yeah, I mean, I feel like I've spent most of my time in what I little I leadership, right? Where you're not the one in charge Mm-Hmm. <affirmative>. And so it is a little trickier. You have to be a little more subtle, but I, I often think it's, you know, Hey, I just learned this thing, can I share it with you? And then maybe we could do it. Like, I feel like this is my role right now in my calling is I have an idea, but I'm not in charge. But, you know, is there a space to share that idea? And maybe it's not in the middle of board council. Maybe it's a quick hallway chat. Like, Hey, maybe the word council would benefit from Mm-Hmm. <affirmative> this, or it's a little more subtle. But I feel like most people will appreciate ideas when they're presented in a way that it's not threatening, it's not telling someone how to do their job.

Speaker 2 00:12:44 It's just, Hey, I, I wonder about this. Yeah. Right. And I would do that all the time in a, in a clinical setting. Hey, I wonder, I wonder if we might try a drug like this. If the patient would, it would go better for the patient. And that's all better than like, Hey, you're really screwing this up and <laugh>, you know, you should really change how you're approaching this. So, yeah. Yeah. I I think we have to be a little courageous in those little leader moments, but I think we can do that and we can find a way to be thoughtful and tactful and Right. Appeal to that person.

Speaker 1 00:13:11 And I think it just takes, you know, just the tough conversations at times. Like, if you have a leader that doesn't seem, who quickly dismisses your feedback, sometimes, like, you know, we have a need, have a conversation. I feel like whenever I give feedback, it's dismissed. Do you want feedback from me? Yeah. You just want me to go along to get along? Like, 'cause that may not work for me. <laugh>, if, you

Speaker 2 00:13:30 Know. Yeah. Yeah. So I mean, I think finding ways to have tough conversations, brave conversations. I think the other approach is go find your early adopters. Hmm. Right. Who else are you noticing might be on board or, and it's not that you're ganging up, right. But you're building that little coalition to say, Hey, we want to do something a little different. And that's a lot harder to say no to than, you know, one person just throwing out an idea.

Speaker 1 00:13:54 Yeah. All right. So awareness. Where do we go next with the relational leadership concept?

Speaker 2 00:13:59 Yeah. I mean, I think the genesis of, of my thoughts here was, I think maybe you were doing the podcast on men in the church,

Speaker 1 00:14:08 Men in El Quo in

Speaker 2 00:14:09 Elko. And we were, we were talking about stories. Mm-Hmm. <affirmative> and I, I was sitting there, I was out on a walk and I was listening, and I thought, well, we do a lot of work around stories, but how do you, how do you operationalize it? Yeah. Yeah. So my wife gives me grief all the time. She's like, you can't go around telling people that

you're like a story. Like they're not gonna get it. But it's, you know, there's, there's kind of simple ways to share your story. There's some frameworks you can use. And I was just thinking about the poor elders quorum president listening to the podcast thinking he wants me to tell stories. Yeah. It sounds like a good idea to build culture and connection and community. But like, how do I

Speaker 1 00:14:43 Do that? Or they're thinking, I think we just gotta get to the general conference talk. Right, exactly. That's why we're here. That's what the men are expecting. And you want me to have them tell stories? Like, yeah, that kinda seems weird

Speaker 2 00:14:53 Cognitive disconnect there, right? Yeah. Yeah. Like, I'm not sure what, what they're talking about. So my thought was to maybe share a framework we use Cool. In relational leadership. Love it. Does that sound okay? Yeah. Okay. So credit where credit's due, this, uh, actually has its root in community organizing, which is an, I think an avenue or a arena that we spend much time in. But it's

Speaker 1 00:15:12 Because that's more like a political community or Yeah, yeah.

Speaker 2 00:15:15 Right. Your traditional, like, you know, picket line, you know, make change. But it actually has its genesis, uh, with someone named Marshall Gantz. He's a Harvard professor, and he, our work is with someone named, uh, Matt Lewis. He actually has a PhD in storytelling. I give him

Speaker 1 00:15:31 A hard time. No way.

Speaker 2 00:15:32 That's a thing. Yeah. I know. He's, you know,

Speaker 1 00:15:33 I'm going back to

Speaker 2 00:15:34 Schoolly. I think it's, uh, what is he called? It's cultural ethnography. Okay. But we like to say it's a PhD in storytelling, but we have a framework called narrative leadership. And it's, uh, three parts story of self. Who am I? Why am I called as a leader? A story of us, what are our shared values? What makes us a group? And then the story of now is what's the action? What's the change? But we spend a lot of time in story of self, which is, why am I called as a leader? What do I care about? How do I show up? And it has a really easy framework to it. It's challenge, choice, outcome. So what's a challenge I faced, a choice I made, and then an outcome.

Speaker 1 00:16:16 Love it.

Speaker 2 00:16:17 Which is kind of the narrative arc of most stories. Yeah. So if you think about like most movies or good books, right? It's protagonist faces some daunting challenge, makes a difficult choice, and then, you know, lives happily ever after. Yeah. But it's how do we, you know, how do we bring that into us Right. Our own story of self.

Speaker 1 00:16:38 Yeah. And that's, 'cause I think a lot of, a lot of leaders may hear like, oh, you should share your story. And most people are like, well, I don't really have a story and I'm just listen to, like, the stake president just asked me to do this thing, this calling. So I'm doing it like I'm not <laugh>. Yeah. Like, there's nothing Yep. Dramatic behind it. Right. But to then frame it like, well, what challenges have you faced in life? And what choices that lead to? And then where are you at now? Or where did that lead you?

Speaker 2 00:17:03 Well, if you think about it, we read ourselves into stories that way. Oh, yeah. Right. When

Speaker 1 00:17:07 We're the protagonist.

Speaker 2 00:17:08 Yeah. Like when Luke Skywalker is having a problem. Right. Like, we are now in that, or

Speaker 1 00:17:12 We all face Darth Vaders in life. Exactly. And sometimes they're our dad. Yeah.

Speaker 2 00:17:16 <laugh>. And the the scriptures are full of it too. Right. Yeah. I was thinking a little bit about this, like, Nephi, go get the plates. Oh, layman won't give you the plates. Like, that's a problem. Yeah. I'm gonna go back, I'm gonna try again. And then, you know, the outcome. And we just see it over and over again in the scriptures. And so it just provides, I like to think it's a pretty simple way for us to just try it out, you know? And Mm-Hmm. <affirmative>, okay. What's a challenge I faced in my life? What choice did I make because of it? And then what happened?

Speaker 1 00:17:44 Yeah.

Speaker 2 00:17:45 It works pretty well.

Speaker 1 00:17:46 So don't let me take you too far in your outline here. But so what does this look like in practice? Like you're, you're gathering maybe an elder's quorum together and saying, everybody think of a challenge and share it with your neighbor, or like

Speaker 2 00:17:57 Yeah, I think, I think this is kind of awkward if you just try and like leap into it. So you do have to lay the groundwork just a little bit. And I don't think you always have to like lay out the framework and it's very countercultural, like you said, everyone's gonna show up and they're gonna be like, so what's the lesson? Mm-Hmm. <affirmative>. And you're like, we've actually thrown the lesson out today, and we're gonna tell stories. Like that is not gonna Yeah. That's gonna feel funny. Right. And

Speaker 1 00:18:20 This is the, this is a tough thing, and it's not just with this concept, but just in general, we've trained our culture that when you go to church, like when I walk into a Sunday school class, I'm sort of trained to be in a beta state where I'm just like, I'm gonna passively listen. Maybe I'll share a comment. Yeah. But my default state is

Speaker 2 00:18:36 Beta. It's like receive,

Speaker 1 00:18:38 Rather than being like an alpha, like, oh, hey, I'm gonna be involved here. And so whether it's a leader, a teacher, they have to coax them outta that state, that passive state and say, no, this is a different experience and it's, everybody's gonna be safe. You know? Yeah. Walk with me here as we do this. Right?

Speaker 2 00:18:53 Yeah. And I often will just give people the warning, like, warning, something different is about to happen. Uhuh. Like, I think about national conferences, and most people like pull out their laptop and they're kind of passively listening. Uhuh, <affirmative>. I usually start my talks of like, just so you know, you're not gonna be able to do that today. Mm-Hmm. <affirmative> like, today it's gonna be active. We're gonna ask you to do something. You're gonna be a little uncomfortable. Right. We're gonna try and stretch you just a little bit. And that at least puts everyone's, you know, like their signals go up. They start paying attention. And so I think when you're thinking about culture change, and I was pondering on this as I was listening, you do have to stick with it. You have to just plan that. It's gonna be awkward. Mm-Hmm. <affirmative>, you'll probably fumble once or twice, and it's gonna require just a little bit of persistence to make sure it happens.

Speaker 1 00:19:36 Yeah. Awesome. Where do we go next? Well,

Speaker 2 00:19:39 We could talk specifically around a little more around the framework or,

Speaker 1 00:19:44 Yeah, yeah. So with, well, let me ask what these narratives, or as you're, you're teasing out everybody's story, is this something that should be like 30 minute activity? Yeah. Obviously there's different ways to do it maybe, but Yeah.

Speaker 2 00:19:56 Yeah. Maybe some basic principles. Right? Okay. When we do this, it's generally a two to three minute story. And we do that because one, people aren't gonna pay attention for very long. Mm-Hmm. <affirmative> two, it encourages you to actually like, get to the point. And usually these stories are like a snapshot. Like it's a moment in time. It's not, oh, then I did this, and two years later I did this. And you know, like, we're not given the history. We're, we're trying to pull people into a moment that was important for us. And I like to, to kind of rightsize it. It's not, you know, Matt will always say it's not big C challenge always. It doesn't have to be like your deepest, darkest, biggest challenge you've ever faced. Because the setting might not be right for that. Yeah. There might not be enough safety in an elder's quorum or a belief society to have everybody just like dive into their deepest moments. But what's a little c What was like a little thing that was hard? And go there. And so as people are thinking, you know, what can I share? It can be really simple. It can be something that was a little tricky, but you, you made your way through it.

Speaker 1 00:20:56 Yeah. And, and there's so many opportunities, maybe framed a certain way of like, take a lot of the people back to their mission or as Yeah. As it being a youth in the church. Like when, when was that moment? Because you're want, you're wanting a moment

you're not wanting Yeah. Life was tough in the first six months of my mission. Like, no, what was the moment that was tough. Yeah. You know, where were you? What was the setup?

Speaker 2 00:21:19 Yeah. And the big part is, is you know, stories a way that we share our values without telling people what we value. 'cause you might sit down and say, you know, I value hard work and family and yada yada yada. And you, and people are like, okay, yeah.

Speaker 1 00:21:33 Who doesn't,

Speaker 2 00:21:34 Whatever. But when you tell a story and you say, lemme tell you about the time that I struggle as a dad. Mm-Hmm. <affirmative> and what I did and what happened, all of a sudden all those values come out. But they do it in, in just a more powerful way. And what ends up happening is we end up connecting on those shared values. Mm-Hmm. <affirmative>. So as we're sitting, you know, listening to somebody else tell their story, we're again writing ourselves into their story, but it's someone we know. And now all of a sudden we're, we're developing a connection and that starts to build that community Yeah. Of people together. And that's the powerful moment. Mm-Hmm. <affirmative> when we connect on shared values.

Speaker 1 00:22:06 So this may be just a few minutes where you're each sharing some stories, a moment, a story in your life. How do we transition this from story of self to story of us? So it becomes like, not only am I benefited from hearing your story and sharing my story, but we're like more united. And maybe that just happens organically.

Speaker 2 00:22:23 I mean, I think that's hopefully one of the outcomes. Mm-Hmm. <affirmative> right? Is after a while someone might be like, Hey, I, I listened to so-and-so share their story. And that made a difference for me. And I felt like I connected. And it's sort of like a web of you just start to connect everyone. Mm-Hmm. <affirmative>. And then you have that shared story. Now you've got a quorum or a class or a presidency that is aligned together because they understand where everybody's coming from. Yeah. And I think sometimes people are gonna be like, do I have to like, tell 'em about this challenge, choice, outcome thing? Like, that feels kind of intimidating. I think me as a teacher, I go to the default, like, let me give you the framework and teach you the didactic. And, but as an elders quorum president, that's gonna be hard.

Speaker 2 00:23:02 So I, I did come up with a few questions that I think get it, challenge, choice, outcome, but they're a little more subtle. Okay. So for example, on our team, professionally, when we would get a new member of our pharmacy team, we would take some time and I would just give people the prompt. Now tell me about a childhood experience you had that helped you become the person you are today. And there's a little bit of intention there. It's childhood experience is immediately gonna go a little vulnerable. Something we don't normally talk about, but the helped make you who you are today gives it sort of a hopeful spin. Hmm. Because what we don't want to do is sit there and kind of like, it's not therapy. Right. We're not all, you know Yeah. Just unloading on each other. So that was one. Another one was around how did you receive your testimony of the gospel?

Speaker 2 00:23:49 Hmm. I think in there you're gonna find challenge, choice, outcome, right? Like, oh, I wasn't sure about something, and then I wrestled with it and prayed about it and, and here's what happened. Or, you know, what was a challenge or a trial you've experienced that strengthened your faith? Again, the challenge is gonna be a little vulnerable, but the strength in your faith gives it a hopeful ending. So I think you could come up with any number of questions if you're in a YSA ward, if you're in a family ward, if you're, you know, depending on the setting, you might craft a question. But how do you get someone to open that vulnerability door just a little bit Mm-Hmm. <affirmative> and provide kind of that positive, hopeful outcome. Right. It doesn't always have to be that way, but I, I just find if you get too much negative outcome that you're gonna kinda lose the, the purpose. Gotcha.

Speaker 1 00:24:34 It's

Speaker 2 00:24:34 Kinda like going to a movie with a bad ending. Yeah. Right. We don't tend to, those aren't the popular ones.

Speaker 1 00:24:38 So the way you're setting it up is, is you're making sure that there's, there's hope in the, the story. Yeah. Right. Yeah. That like how did that help you in life? Right? Yep. Or whatever. Yeah.

Speaker 2 00:24:47 Help you become where you're at, strengthen your faith, whatever it happens to

Speaker 1 00:24:51 Me. Mm-Hmm. <affirmative>. Gotcha. Anything else as far as that story of us? Uh, I'm just thinking, I, I see just organically, the more iterations you do of this, you know, um, the more it's gonna unify that group and, and suddenly this identity of that group is much, much more clear. Right?

Speaker 2 00:25:09 Yeah, absolutely. And there is, you know, there is some tactic around this, right? And you could try and get up and share a story of us, right? You could try and note the shared values that you found, and maybe a leader does it, it's a little bit storytelling 2.0. The self is the easy part. Yeah. The US is, I have to make some assumptions or I need to draw on the experiences we've had together. So you could have a story of us, which, which was, you know, remember the time that we all showed up after, so-and-so's basement flooded. Mm-Hmm. <affirmative>. And we all sat there and we slung mud and we threw stuff in the dumpster. And like, that was a little bit of an us moment. And, you know, you could share that. But I do think the feeling of us is what starts to come after we, we build those connections. Yeah.

Speaker 1 00:25:53 And I'm just thinking like, if there's, in that transition of the story of us, if it feels a little empty, maybe there hasn't been a lot of those stories of, you know what, we've actually never gathered together or we've never done that service thing. Yeah. Or, but now that we know each other, maybe we can go do something. Yep. And the next time we reunite, we'll have a, a deeper, more dynamic story of us, because we did go do that service assignment. Yeah. Or we did went, you know, on that shooting activity or whatever it is. Yeah. That those, uh, the story of us become, you can write that story in real time.

Speaker 2 00:26:27 I mean, you could think about doing this a couple different ways. Like you could take your whole release society hour and you could break people into groups of four or five and give everybody that two or three minutes to share a story. And I can almost guarantee that what happens in that small group is gonna be pretty powerful. Mm-Hmm. <affirmative>, a little mini story of us is gonna develop. Or maybe you do that once, and then if people weren't around, maybe somebody takes five minutes at the beginning of a lesson and they get their chance to share their story. Yeah.

Speaker 2 00:26:54 But you stick with that long enough. You do that a few times, that's when you're gonna start to feel right. The glue. Because every time, every time we do a session on story and people are able to share together, there's a little bit of secret sauce that happens in there. Right. And it's totally organic. Right. You're not forcing it, it's whatever the group is bringing into the room. But, you know, safety goes up a little bit, trust goes up a little bit, and now you've got four or five people who feel connected to each other. Yeah. Maybe it's even a training session, training your ministers, right? Like, think about story. How do you weave story into your ministering visit? How do you share who you are? How do you kind of tease out that other person? And it's, it's in a genuine and caring way. Yeah. So I think there's a lot of little applications. It doesn't have to just be like a workshop, but Mm-Hmm. <affirmative>, how do I weave these principles in and start to build that trust with other people?

Speaker 1 00:27:43 And I'm just thinking, you know, I again, as, as you do this more and more, by the sixth time you do this, suddenly when you do get to the conference talk and the lesson Mm-Hmm. <affirmative>, it's a, it's a different experience. Oh. It becomes, comments are different. Oh yeah. Absolutely. Yeah. And because I think most elders quorums, I mean, I don't hear a lot of people rave about like, oh, I just love my El quorum lesson. Right. And bless their hearts. I know people are trying, I don't wanna diminish the efforts that are there, but sometimes you're just like, I just don't know why this isn't clicking. Yeah. Like, yeah, we got some comments happening. It's the same five people that comment. We do our thing, we go home. I guess we'll do it again next time. But again, you're sort of fostering this, this fire. Mm-Hmm. <affirmative>. And uh, suddenly it's like, wow. Like those three comments, that was like a moment for this quo. Yeah. You know? And

Speaker 2 00:28:31 I think what you're getting at is, this does happen every once in a while. Mm-Hmm. <affirmative>. Right. Somebody will actually raise their hand and say, let me tell you about, you know, this challenging thing going on. And it's usually based on the lesson, and it does change the mood, right? Mm-Hmm. <affirmative> the whole feeling in the room changes. What if we did that on purpose? Mm-Hmm. <affirmative>. Right. What if we started with that instead of hoping that maybe it happens for five minutes at some point during the lesson? Yeah.

Speaker 1 00:28:51 Yeah. And you know, obviously this is <laugh>, there's this general resistance to the term, all right, everybody turn to your neighbor. Or let's get in groups. Like people are like, ah, come on. Like, I don't wanna do that. I don't, it's something in our nature as humans, we hate to Mm-Hmm. <affirmative> get in groups. And again, we wanna be in a passive state. Just give us the lesson and We'll, anyway, so, but it sounds like, I mean, this, this is a crucial part is you're not, I can just see maybe an elders quorum president or release

cypress stand up with the group and be like, who wants to tell a story? Right. Maybe that happens every once in a while, but this is a small group activity, right? Yeah.

Speaker 2 00:29:25 I'd say, you know, or

Speaker 1 00:29:27 A pair of you

Speaker 2 00:29:28 Stand up and say, we're gonna do something different today. Mm-Hmm. <affirmative>. And we're gonna get together. And the goal here is for us to really get to know each other on a deeper level. Yeah. Now you've set the stage, they're gonna have to come out of beta and that's okay. Right. They've, they've now been, been alerted to that. I also think we're just so used to kinda doing stuff in the head. Right. The logic, I should do this. This is my duty. This is what the handbook says. Mm-Hmm. <affirmative>. But we don't spend enough time engaging the heart. Like, and stories are the way we engage the heart. Yeah. Right? We get a little emotion. If I, you know, harness my Matt Lewis here, who would give me the evidence behind this. There's actually, so there was a study done, and I'm gonna get nerdy for a second. Love it.

Speaker 1 00:30:10 I can't, that's what we do here, right?

Speaker 2 00:30:11 Kyle, you got the nerdy professor going on here. Um, that they studied people with damage amygdalas, and the, that's a part of

Speaker 1 00:30:18 The brain's

Speaker 2 00:30:19 Part of the brain. Yep. Anatomy here, right? <laugh>, it's the emotional processing center of the brain. Mm-Hmm. <affirmative>. Okay. And so what they were trying to see is like, what was the deficit? And what was fascinating is they could still reason Right? One plus one still equal two, A cow was a cow, but they couldn't make decisions. They were sort of in this kind of paralyzed state. So we often say like, don't make emotional decisions, but it turns out that actually all we're doing is making emotional decisions. Oh yeah. Oh yeah, yeah, yeah. And so when you get to, and if you think about the last piece of that is the story of now, which is the, the call to action, right? Think about how often we lead with the call to action, which is like, you should go out and do your ministry. You should show up for this activity. You should, right? We've skipped all the parts before. We haven't actually engaged the heart, that emotion, that decision making center. You know, once you get some of that going, then all of a sudden when somebody needs help, it's not like, oh, so and so down the street. It's the person I sat with and heard about. Yes. Their challenge and their life. Yes. And it's a whole different story.

Speaker 1 00:31:20 Okay. So you're gonna love this. So I found there's this guy that does this YouTube channel, it's very well done. It's sort of the leading saints of the evangelical world. And he'll give like, tips and tricks online, right? Like, and he gave the, had this video, I shared it in the Leading Saints community, which everybody should be a part of and join and can continue the conversation going. So I posted in there, but he did this video about how to give announcements in church. I mean, something so basic. You think what? Just give the announcement, right? Yeah. And he said, you'll have a much higher rate of people internalizing

and remembering it if you embed the announcement in a story. Yeah. So he'll say something like, I remember last chili Cookoff Brother Jones, you had that hot chili, right? And I remember I had to bring some extra water to, you know, you're telling this story about what happened at the last chili Cookoff. And just so you know, we're having that this, this Saturday, it's at this time, right? And so I thought what a genius way to do announcements is figure out how to embed the announcement in a story because our brains turn on, it activates that emotional part of our brain. So we lean in rather than chili Cookoff Saturday six. Thank you. Yeah. Moving on.

Speaker 2 00:32:25 And, you know, second nerdy data point there is they've done imaging studies, and as people hear stories, the brain lights up. Oh yeah. What's fascinating is the story ends and the brain stays lit. Mm-Hmm. <affirmative>. So it's a little bit of the science behind that. People are gonna hold on to what they felt, and you might get that announcement to be more effective. Right? Cool. You might get that call to come and help or do this or do that. Yeah. Be more effective

Speaker 1 00:32:48 That way. Another thing, and of course I'm a genius leader. What can I say? No, uh, I can give you my own example of a, of a good tactic. But when I was a hyper scru, or long ago, one thing I did, it was home teaching back then. But I brought in a handful of sisters from the relief society who I knew had had very positive experiences with home teaching or ministering. And I just had them tell their story about what that meant to them. And, and, you know, you're, I'm, I was trying to humanize what we're trying to do. Right. That, and for them to hear that that's going to activate something different rather than a good solid guilt trip. And Yeah. You know, you better get, get on board 'cause the prophet ask us to Yeah.

Speaker 2 00:33:25 And that's all in the head, right? Yes. Yes. And the stories right. And seeing what impact it can have. Mm-Hmm. Yeah. That's all in the heart.

Speaker 1 00:33:30 And, you know, talking about this head and heart dynamic, I think we, we fall in this trap a little bit where there's such an emphasis on teaching doctrine, which I totally get, I'm fully behind doctrine's powerful. But if we do it in a way where, where we're just sort of talking about facts, right? Like, or doctrine as if they're facts. Well, we obviously know that this scripture says this and that, and here's a quote by Elder Gong, and he said this, but we have to help them internalize the doctrine through story. Like what does this actually mean for you? Yeah. When did this doctrine actually show up in your

Speaker 2 00:34:01 Life? Yeah. The application of the doctrine through

Speaker 1 00:34:03 Story. Yes. Really important

Speaker 2 00:34:05 Actually. And it's a little bit of a tangent, but I, I went to a, a public speaking course and they talked about when you're prepping right. Get your one big idea. Like if there's one thing I'm gonna get across Mm-Hmm. <affirmative> like this is it, what's the story that goes along with it? And then what's the, like how to Yes. Associate with it? Yes. If you think like, man, if we framed our lessons, if we framed our church talks that way, just want to get this

one point across, this is what it meant to me through this story, and here's what you can do with it. It would be much more powerful. Yes. Lessons and talks.

Speaker 1 00:34:37 Yeah. The narrative is so powerful in those, in those talks, you

Speaker 2 00:34:41 Know? Yeah. And we can do this, like, we're more natural at this than we give ourselves credit for. It's true. But a little bit of framing, little bit of technique, right. People like, you know, don't skip the details. One thing we always talk about is engage the senses. Like, what was going on? What did you see? What did you smell? What did you feel as we're trying to like transport people into that moment? So it's a, this is a little bit of craft Mm-Hmm. <affirmative>. Right. But the more we practice it, and we're a little intentional about trying these techniques, then our stories start to get better and better. Yeah. Over

Speaker 1 00:35:10 Time. Yeah. I'll just reference this so it's in the show notes and people can, if they wanna dive deeper, I did an interview with Matthew Dix, not a latter day saint, but a professional storyteller. And, uh, his tactics, I, I still use them. Just so again, like creating the, we don't just tell a story like, oh, this one time I'm on my mission and we talked to this person. But it's like when you start saying, I was on my mission in Puerto Rico and it was a really hot time of the year, and it was raining, and suddenly you're like, we're like, we're hypnotized. Yeah. You're

Speaker 2 00:35:39 In

Speaker 1 00:35:40 That moment. We're bringing him into it. Yeah. And it's, it's a different experience than just getting to the point of the story. Yeah. Absolutely. So anything else that needs to touch on as far as taking, so he's talked about the story of self, the story of us, and the story of now. Like, help us understand that.

Speaker 2 00:35:55 Yeah. The last piece, if you think about this as a, you know, I've shared my story, who am I story of self. I hope that that's resonated with the group when we share those values that they've heard. The story of now is really, it's a call to action and you frame the nightmare if we don't act, and the hope if we do. Mm. And that sounds really dramatic. And if you think about,

Speaker 1 00:36:17 And almost manipulative if you use it wrong. Yeah,

Speaker 2 00:36:19 Yeah. A hundred percent. We can get there. Yeah. We can talk about that too in a second. All tools can be used Yeah. To manipulate. But, you know, if you think about the world of community organizing, those calls to action were a big deal. There was a nightmare going on, but nobody's gonna follow a nightmare. Right? We only follow leaders who have a hopeful, optimistic vision of the future. Mm-Hmm. <affirmative>. So again, in church context, this might be a little more subtle, but, you know, if we don't do something, what's gonna happen? Right. If we don't get the youth to the event, if we don't keep coming back to ministering. Right. If we don't do our administering. So you, you kind of drop that, but then you give the contrast of, but if we do something, if we decide to show up, if we decide to operate differently, here's what's gonna happen. Here's the positive outcome that's on the end of that. Mm-Hmm. <affirmative>. So don't try self us now all at once. Right. That's 1.0, 2.0, 3.0. I'd say

play around in the self sandbox. Right. Working on giving people, just telling their stories of self. Give that some time, let that marinate and then we can talk about us. And then if you, you know, you really wanna get into it that Yeah. That story of now.

Speaker 1 00:37:24 Yeah. And I think just giving permission, you know, it's, I'm sort of witnessing this and this is a tough situation and I, it causes me to ponder. 'cause I'm, I just constantly am thinking leadership. That's why I'm this guy <laugh>. So, but I'm in an ward with, it's a, a new ward. It's in a very developing area. So lots of new people moving in and I just sit in elders quorum. And part of me feels like, who, like, this is a really, like, we wanna get to the lesson, but, you know, I see the Elders quorum presidency struggling sometimes with how do we just get this group going? You know? And so I appreciate that just to, to give yourself permission to sort of slowly warm up the group. Right? Yeah. That 'cause there's such this pressure of like, all right, I'm gonna get to, here's a few announcements. Um, brother John, you got the lesson right. Let's go. But just to be like, you know, we're actually gonna tell stories for a few minutes. Mm-Hmm. <affirmative>. And we're gonna do it a lot. Yeah. And, and, uh, part of me, I think some of these would be like, but then we're doing it wrong right then, but it's like, no, no, like you're doing it Right. 'cause you're warming them up to a place where you can do it, really. Right? Yeah. Right.

Speaker 2 00:38:27 And it makes me think like someone new moves in, give 'em five minutes. Yeah. Ask 'em to come in and like really tell us who are, don't give us the quick like

Speaker 1 00:38:35 Any anybody. And so,

Speaker 2 00:38:36 And <laugh>, you know, I've got this many kids, this is what I do. And then you sit down, it's like, no, no, no. Tell us like, you know, tell us who you are and

Speaker 1 00:38:42 Yeah. Like what's the story? Yeah.

Speaker 2 00:38:44 What's

Speaker 1 00:38:44 Not just like, what are the facts? Right?

Speaker 2 00:38:46 Yeah. What matters to you. Yeah. And, and that's, that would be one way in that kind of ward. Mm-Hmm. <affirmative> to bring that in.

Speaker 1 00:38:52 And another proponent, this is actually, I'm starting this up in my current ward. I've done another wards is award podcast where I meet with people just in this, like this type of setting. And I just interview 'em. Like so tell me about your faith development. Yeah. Like, where'd you go on your mission? Yeah. What was the experience like when you got your mission call to Sacramento, California? Where you disappointed? 'cause I was sort of disappointed when I went and got called to Sacramento, California. So, and then sort of you have this library of stories then when people see like, oh God, hey, I listened to your story this week. And you're like, oh, he kind of knows me.

Speaker 2 00:39:25 Yeah. The hallway chatter would be

Speaker 1 00:39:26 Exactly.

Speaker 2 00:39:26 Would be way different.

Speaker 1 00:39:27 Yeah. And so I think the goal, like the story of now is more like this goal. You're, it's not like this thing you do as much as like a state of the community of like, we are now in a story together because we know each other. We see each other like we are, we're a community. Yeah. We're not just here because they drew the geographic lines around our neighborhood and set, told us what time church was at. Yeah. Which, uh, unfortunately where a lot of people are.

Speaker 2 00:39:50 And then the calls to action will actually get heated. Mm-Hmm. <affirmative>. So what if you were a new leader called and you said, you know what? I'm not gonna push an agenda. Right. I'm gonna build a community. Mm-Hmm. <affirmative>, I'm gonna just start with community. I'm gonna start with making sure we understand each other. And what's funny is you don't even have to be a new leader to do this. We have people that we do these workshops with that have worked together for a decade. And we'll do story sessions and they'll be like, I learned more about that person in the two to three minute story that they shared than I ever learned in the decade working together. Mm-Hmm. <affirmative>. Because we move past the surface and we start to dive in to real stuff. Mm-Hmm. <affirmative>. And then you think about you, you keep doing that, you keep getting people talking about real stuff.

Speaker 2 00:40:25 Then, you know, when people are checking in in the hall, it's a better interaction. Yeah. When they're, you know, asking to come and visit people in their home as part of a administering visit, the likelihood of acceptance of that is gonna go up because we've already had good, deep, meaningful right. Conversations. Yeah. So I don't want people to think of this as a tactic. Right. If it's a tactic, it's gonna fail. It's gotta come from a genuine place of like, I do care. I do want to hear, I do want to kind of build that, that sense of community. 'cause if you try it and it's not authentic, it's gonna come across Yeah. It probably does damage. Yeah. Right. Versus building.

Speaker 1 00:41:02 It's a foundation that we're building here. It's not like we're gonna do stories every time we're an elder quorum forever. But you have to build that foundation and then you can do the ministering, then you can come together and do something special in that. I just think I am just thinking out loud here, is that I think that's, that the default position that most wards are in is that we are built on a foundation of behaviors. Right. That which behaviors are good. I love commandments love, but when it's that, when that's your foundation, there's just no connection there. And then leaders sometimes drive themselves crazy when like, man, I can't, I told them, you know, I get the emails and I I I keep telling this administering, how hard is it diminish? Just call the people. Yeah. Go sit in their home every once in a while or talk to 'em in the hall or text 'em. Like how hard is this? Yeah. Because you have a foundation of behaviors and that it will not propel an organization forward. Like that connection that stories really

Speaker 2 00:41:53 Do. Mm-Hmm. <affirmative>. I think there's an overlap here. I I spent a lot of time in the arbing content love arb, right? Yes. Seeing people as people versus people

as objects. Yes. Stories have a way of like immediately helping us see people as people. Mm-Hmm. <affirmative>. Right. They're not administering assignment, they're not another member of my ward. Right. That sort of object. It's, that's a person. Mm-Hmm. <affirmative>. Right. And you know, in, in their model right? You have results which are driven by behaviors, which are driven by mindsets. We get that mindset, right? Like these are people, these are people that matter. Then all that behavior stuff gets better. Yeah. Right. And then the results that we're looking for start to happen. So it's one way I've found that we can humanize each other. Yes. Pretty quickly by telling a story.

Speaker 1 00:42:34 Love it. Love it. Anything we're missing in the story itself? Us now the challenge, the choice, the outcome covered it

Speaker 2 00:42:42 Pretty well. No, I, I just hope we've made it doable. Yeah. Right. I hope as people are listening, it's, it's like this is, there's a way to get this in there and it doesn't have to be so daunting. Hopefully we've brought down the, the activation energy needed to try and, and play with this. And we always tell people it's like riding a bike, right? Maybe don't start it in elders quorum. Start it in your presidency meeting. Right. Maybe don't, you know, you don't have to make the first performance in front of the whole, the whole band. Right. The whole, the whole audience <laugh> find ways to try it yourself, find ways to do it in a smaller setting, and then when you're like, oh, okay, like, I got my story or I've spent some time thinking about this, then try it on the big stage. Yeah.

Speaker 1 00:43:22 And I'm just thinking, I mean, we're tying it a lot in the context of, you know, the church meeting or the elridge quorum Lisa sad experience every other week, the second hour. But you know, even inviting a handful of men over to your house, I do this a lot, right? Yeah. And just to, and you're just casually talking. It's so much easier. It's almost a safer venue to be like, so tell me like, why are you a lawyer? Yeah. And what's that journey like, you know, and Mm-Hmm. <affirmative>, what choices did you make? Right? Like, what challenges you face? Right. I think in that more casual setting, and you could even stimulate that as, as an elders quorum, right? There's no, there's so many ways to do this, right?

Speaker 2 00:43:54 Mm-Hmm. <affirmative>. And if you want to just flip it, I've been telling you the, the broadcast mode. Mm-Hmm. <affirmative>. But there's, you flip it and you get into receiver mode, which is how do I get stories out of other people? Mm-Hmm. <affirmative>. And honestly, if you just sit there and you ask people why, not in like an interview way or a like, oh, you're a lawyer. Like why did you decide to do that? Like, oh, you went to school at, you know, Penn State. Like how in the world did you make that choice? Right? It's active listening, but it's really just asking people why. And you'll be amazed. You'll get challenge, choice, outcome. Mm-Hmm. <affirmative> story of self brought back to you. So as a leader, that can be a really helpful skill. Like little l at around the campfire at your house. That's right. Or big L in release society or, or elder quorum.

Speaker 1 00:44:37 Cool. Love it. Any other principle concept thing we missed? Did we do it all?

Speaker 2 00:44:42 I guess my only question is do we want to try an example? Of course. Or do we not, you know, try,

Speaker 1 00:44:47 I love some good examples. Make this

Speaker 2 00:44:48 Is, make

Speaker 1 00:44:49 This real. It always happens to me as most as practical. So

Speaker 2 00:44:51 Do you wanna do one or do you want me to do one? Uh, you,

Speaker 1 00:44:53 Maybe you start. Ha ha.

Speaker 2 00:44:54 Happy to do that. I came prepared for that answer. Good, good. Uh, just in case. So maybe we'll even hit the clock and just show that like, it's possible can do this in two to three minutes.

Speaker 1 00:45:03 And do you set a clock? Like would you bring a clock timer thing in elders quorum or

Speaker 2 00:45:08 This would be up for debate. Okay.

Speaker 1 00:45:10 Read the room a little bit

Speaker 2 00:45:11 In a professional context. We always set a timer be and we ask someone. And now it's nice 'cause you can set your phone and it can go off and you don't have to be the one that like Yeah. Yeah. Cuts off story and you'll always be the bad guy Right. When you cut off and 'cause the conversation will be rich.

Speaker 1 00:45:26 Someone just started to cry about this story,

Speaker 2 00:45:29 <laugh>. Exactly right. I think if you set up in the beginning that you're going to do that, that'll be fine. Yes. The one plus to doing it is you make sure everybody gets a chance. Like, if you only have 25 minutes and you don't give people a boundary Yeah. Then two people will go and the other three will miss out. Yes. On the opportunity. So you do play a little bit of bad guy in order to foster an environment where everybody gets a chance to share. Love it. Because we know people wax long. Yes. Right. You give people the mic and we

Speaker 1 00:45:58 Can turn very ver verbose on people.

Speaker 2 00:46:00 Case in point. Right. You're getting me waxing long here. <laugh>. So yeah. So I'll give this a try. Okay. And, uh, I'll go into my story. I'm gonna give, I actually woke up this morning shifting my story. I'm gonna give the the mission story. Okay. An experience on my mission, and then maybe we could unpack it and show people Yeah. The principles. And this

Speaker 1 00:46:17 Is another, I mean, everybody's got a mission story or, or two or a thousand. Yeah. Like, it's such a easy place to

Speaker 2 00:46:23 Start anyways. Yeah, absolutely. So I went on my mission to Mexico, and in my first area, I, my companion slept until 10:00 AM every single morning <laugh> trainer. My trainer. Your trainer, trainer. Trainer. Yeah, exactly. Right. So I get there, I'm all jazzed, like fresh outta the MTC and he's in bed. Small side note, I actually tried to pull him outta bed once right by his ankles. And it, it didn't work super well, but I decided that like, well, he's gonna sleep. I didn't come here to like sleep till 10 and I wanna do stuff, but I just decided that every morning I would sit down, I'd put on my fleece jacket and kind of this chilly brick apartment. And I was just gonna read, I was gonna read everything. So like, I devoured the entire mission library <laugh>, because you think about this, right? Three months of two and a half hours every morning to read.

Speaker 1 00:47:09 That's, I mean, you already get a significant amount of study time, but that

Speaker 2 00:47:12 Is Yeah, exactly right. I read my grammar book Right. You know, like, um, I read Jesus to Christ. But in, in those two and a half hours making that choice to just study, I read, you know, the Book of Mormon in English and in Spanish, you know, in Jesus, the Christ, our search for happiness. Like in that, those two and a half hours, you know, I found the savior, right? I found I had a testimony, but it, you know, I just had these moments where I was gaining insight and I was, I was sort of lost for those couple hours, just strengthening my testimony. And then a couple weeks after I got a new companion, after this three months, I woke up one morning, I thought it's zone conference today. Somebody would always give a talk. They'd be just randomly called to give a talk in zone conference.

Speaker 2 00:47:57 And I thought, I'm gonna get called today. Like I know this is gonna happen. And so I quickly kind like put a little talk together, you know, three, three and a half months into my mission and get his own conference. And sure enough, right, we're all in there huddled. It's, it's loud. And you know, elder Turner, we're gonna give our talk today. And I went up there and gave a talk. I couldn't tell you what it was about, couldn't tell you anything about it. It seemed to go well. But everybody afterwards was like, oh, that was really great and you know, like, the language must be coming along, whatever. And, and I sat there and thought I didn't think much of it. But in that decision to still study, and not only did I find my testimony and my relationship with the savior, but all of a sudden reading that grammar book must have paid off because I was able to, to capture the language. And I just realized like, God honors our obedient Right. He's willing to give us blessings when we choose to be obedient to him.

Speaker 1 00:48:50 Love it.

Speaker 2 00:48:51 There you go.

Speaker 1 00:48:52 The end. Yeah. I mean's the story roll the credits or Yeah.

Speaker 2 00:48:54 I have no idea how long that went. It had to be close. Right? Okay. To, to two or three minutes, but all right. One of my least favorite things to do is to debrief my own story, but Okay. Maybe we can just debrief a little bit.

Speaker 1 00:49:03 So you recommend a debrief after each story or after everybody's told when

Speaker 2 00:49:06 We do it as a training. Mm-Hmm. <affirmative>, we do a debrief. Okay. I don't know that I would debrief like the principles of challenge, choice, outcome. Okay.

Speaker 1 00:49:14 So what are you debriefing then? What's the guidance there?

Speaker 2 00:49:16 You know, we just ask people, you know, somebody shared a story. Let's talk about where did you hear a challenge? Where did you hear a choice? Where did you hear an outcome? And that helps the, whoever was giving it back, oh, actually I didn't get to an outcome. Thanks for, you know, a little bit of feedback there. One question I always ask people is just, you know, what values did you hear there? So maybe as I shared that story, what did you hear? What kind of values did you hear in my story?

Speaker 1 00:49:39 Like the thing that came to mind is that you, like, that situation could have gone so negative. Like just being a frustration. I got this, here I am trying to do missionary work and you know, I've got a lazy companion and mm-Hmm. <affirmative>, he's not doing it right. And, but instead you just saw that as a sacred time to be like, you know, I'm, I'm gonna double down into some really helpful content that can bless my life and like, learn more about Christ and be a better missionary and be ready to teach the gospel like you did in zone conference.

Speaker 2 00:50:09 Right. Any of those values resonate for you?

Speaker 1 00:50:11 Yeah. I mean, I wanna be more like that type of person who's not looking for reasons or, you know, excuses why things aren't going well. But I can turn situations into a positive always, you know, I, I have examples of that and examples where I kind of fell short there. Yeah. So,

Speaker 2 00:50:27 And you could see how we could start actually a dialogue. Oh yeah. Right. Like, oh, I shared a story. Like, oh, let me, lemme tell you about a time that that happened for me. Right. Or, you know, so you can see where it would start to, to roll. The other things we talk about are, you know, was there a moment where you were in that story with me?

Speaker 1 00:50:43 Yeah.

Speaker 2 00:50:43 I mean, was there a visual that like, oh I can, I

Speaker 1 00:50:46 I'm there. I was seeing you in my missionary apartments, you know, and that wasn't Mexico, but, but you know. Yeah. It was easy to, to envision what this may look like and how, and how it felt.

Speaker 2 00:50:57 Yeah. So, uh, those are some of the things that we unpack when someone's trying to learn this as a leader and taking it, you know Yeah. At a workshop. Trying to enhance their leadership skills. Yeah. Trying to help 'em get some

Speaker 1 00:51:08 Coaching. Yeah. This is really helpful. 'cause that debrief sort of takes another level because there is, there is benefit in just you to saying a story. I'll say story and Wow, you know, that's cool. I've learned something about you. You seem like good guy and we're good. But to then have a dialogue about the principles and the Mm-Hmm. <affirmative> the values in the story just takes it that step further now we're that much more connected.

Speaker 2 00:51:28 Yeah. And what you might do if you were doing this in a class, you might do a debrief less about the, 'cause you probably didn't present the challenge choice outcome or the, the principles behind good storytelling. But you might say, what did it feel like to tell your story in this setting? What did it feel like to hear somebody else's story? What happened? And like that kind of debrief that gets to your story of us all of a sudden. Yeah. Right. 'cause you're hearing from those groups, like, this is what I heard from somebody. This is what I felt as I shared my story. That might be a valuable debrief.

Speaker 1 00:51:58 Yeah. That often use that question, you know, uh, what was that like? You know, it's so simple. Super simple. What did that feel like? Yeah. You know, and

Speaker 2 00:52:06 Again, we're engaging the heart. Yeah. Right. Like, what'd you feel? What was it like for you? What did you experience as you were doing

Speaker 1 00:52:12 That? And you're also revealing the story of us with those questions of like, what was that like telling your story in this setting? You know, were you scared? Did were, were you comfortable? And that sort of reveals something about us and what we're moving past and hopefully making better. Yep. You know? Absolutely. Cool. Yep. All right. Is it my turn? Tell the story. Uh,

Speaker 2 00:52:30 Yeah. You wanna do it? Let's do

Speaker 1 00:52:31 It. Yeah. I mean, I absolutely, I feel like I wanna be right for you to just tell the story. Yeah. So, and I, you gotta go to the mission. I mean this is, and this is, that's maybe a theme. You, you go with it. Sure. We're talking about missions and whatever. And the, your sleeping story triggered a, a story in my mind. And that's another benefit of telling stories is, uh, I had a companion near the end of my mission. We, we were companions twice, actually. His name is Scott Saunders. I'm very clearly calling him out on the podcast. <laugh> loved the kid. He's, he's available ladies just saying, um, from Virginia. And he had narcolepsy. Oh. So y you know, he would fall asleep all the time. And we, we were Spanish missionaries in California. So we had a car. My whole mission, I had a car.

Speaker 1 00:53:11 And the mission rule under, I think the handbook rule is that companion has to stay awake when you're driving. Right? Sure. And so I would typically be driving and I would always be nudging him. And he was always just sort of on the verge of falling asleep. And he had medication, which you could tell us all about. But, um, and I remember there was this moment he came to me and because he just, he wanted so desperately to be obedient and he wanted to be a good missionary. And he came to me and he <laugh> me this spray bottle. And he is like, elder francom, please, I know this is gonna be difficult, but every morning you've got

to spray me in the face until I wake up <laugh>. Oh, that's awesome. Because I just wanna, I wanna get up, I want to get with it because once I'm awake, I'm, I should be good. Yeah. And so we have such a, I just talked to him a few, few weeks ago and we have just such a special relationship of, of coming together as companionship, of helping one another. Like, I will help you be obedient. Will you help me be obedient? And that was such an effective companionship that I cherish because <laugh> and it was a lot of fun. Mm-Hmm. <affirmative> to, and I couldn't help but laugh as I was spraying him in the face every morning with a spray bottle

Speaker 2 00:54:19 Creates a special bond. Yes. Right?

Speaker 1 00:54:20 Yes. Yeah.

Speaker 2 00:54:21 For sure. When you spray someone in the face every

Speaker 1 00:54:22 Morning. Yeah. There's my story. Was that, is that a good story? Fantastic. Did I do it wrong? Uh, no,

Speaker 2 00:54:26 No, no. It was great. It's great.

Speaker 1 00:54:27 You can't mess this up. It's hard to mess this up.

Speaker 2 00:54:29 It's hard to mess this up. Yes. I think the only way it doesn't go well is when you just start to tell like someone else's story. Mm-Hmm. <affirmative> like in healthcare, we do this all the time. Like, lemme tell you about this patient's story. Yes. Like, no, no, no, no. My

Speaker 1 00:54:39 Story. This is the, I heard some therapist frame it like speaking from the eye. Uhhuh. <affirmative>, right? Yep. And this is one thing I hit with the word podcast is like, I don't want to come to your house and learn about how awesome your grandfather was. 'cause that's family history. No, no, no. I wanna talk about you.

Speaker 2 00:54:51 Yeah, exactly. So, mm-Hmm. <affirmative>, what do you feel like you had a challenge in that? What was the challenge for you in that story?

Speaker 1 00:54:58 Oh, now you got me. Was there a challenge? I mean, just the challenge of doing like supporting a relationship. Mm-Hmm. <affirmative> that we're asked. I mean that's why we're in Companionships right? Is to find support and to be the type of missionary we wanna be. So it wasn't much of a challenge for me then. So again, maybe I told someone else story, but nonetheless I had that because

Speaker 2 00:55:19 You were there. Right. That's absolutely your story. Okay. I heard lots of choices, right? Yes. I like the spray bottle is uh, you know, or the choice to honor your companion's request. Mm-Hmm. <affirmative>, right? Like I made that choice. Mm-Hmm. <affirmative> to say like, yes, I will help you. And then the outcome, what would you say the outcome is?

Speaker 1 00:55:35 I mean we, it built a connection with us that we were able to help each other out. Yeah. That

Speaker 2 00:55:39 Lasts through today.

Speaker 1 00:55:40 Yeah. And his example of striving to be, he just wanted to be a better missionary, whatever that took, you know?

Speaker 2 00:55:45 Yeah. Yeah. And so those values, they come out, right? Mm-Hmm. <affirmative> care about other people. When people ask for help, I will honor it. Longitudinal relationships. Yes. Right. Like, can hear all of that come through in that story.

Speaker 1 00:55:55 Love it. Yeah. Well this is fun. Did we cover it all? I mean, we gave some examples, and

Speaker 2 00:56:00 I'll give one last little background to this, is the idea that as humans, we are wired for connection and community and we are always attuned to the signals that people are sending us. And so as you think about story in that context, you say hi, you smile, like those are signals, but when you choose to tell a story, when you put yourself out there, you are signaling to the other person, this is a safe space. Mm-Hmm. <affirmative>, this is a place where we can talk about real things. You do that inside a quorum. Right? Those signals start to build culture. Wow. And what, you know, transformational. So as a leader, right, I should be really conscious of the signals that I'm sending, right? Are they signals that we care, that we can be vulnerable, that we can connect with each other or they signals that like I just here to do the job. Yeah. And story is just a way to send the right kind of signals Yeah. In a

Speaker 1 00:56:51 Group of people. I'm just thinking like in a parent context as well. My kids love to hear about the stories. My stories. Yeah. You know, of when I was a kid, when I dealt with similar things or you know, we didn't have the streaming service or my Nintendo had a cord and I couldn't just walk around the house with it. Yeah,

Speaker 2 00:57:03 Absolutely. And what that does, the signals make the relationships that much stronger. Yeah.

Speaker 1 00:57:08 That's cool. If anybody wants to like deep dive in some of these principles, I mean, is there, are there certain books or resources you would recommend or send 'em to? Yeah, I

Speaker 2 00:57:16 Mean you can find, uh, Marshall Gans has put out some of his, he's got a couple white papers and different things you can look at and you can really, if you want to geek out on self us now, that kind of thing. You know, these are workshops we do all the time. So if you're a, if you're a healthcare professional, then

Speaker 1 00:57:30 They can like hire you to come do in

Speaker 2 00:57:31 10 health strategies. Like in the healthcare space, in 10 health strategies. That's

Speaker 1 00:57:35 The name of the is the nonprofit. The nonprofit, okay.

Speaker 2 00:57:37 So come in, whether it's you wanna join a cohort of people or you just wanna bring your team. Yeah. This kind of relational leadership content, non-healthcare. Matt and I do this for in non-healthcare settings. 'cause Cool. Turns out you can tell stories Yeah. In all kinds of things as long as

Speaker 1 00:57:52 Humans are involved. Yeah. So,

Speaker 2 00:57:54 You know, can email me and we can include that, uh Okay. If people are interested and you know, if people wanted to try this in a church setting, what a fun experiment. Yeah, right. To do some workshopping and different things. So yeah. Uh, we could definitely do that. Awesome.

Speaker 1 00:58:07 All right, Kyle, the last, uh, question I have for you as is you reflect on your time as a leader. How has being a leader helped you become a better follower of Jesus Christ?

Speaker 2 00:58:16 Yeah. It's funny you listen to the podcast now, if you know this question's coming <laugh>, um, you know, every time we lead out big L leader, little L leader, we stand in the savior stead. We are there representing him. And I feel like feeling that in leadership roles makes you want to be like him, makes you wanna honor that role and become more like him and lead the way that he leads. One of my favorite thing to do is to look at the Savior's life and find the leadership principles that he displays. So it's just made me want to be more like him and to follow him better than I do now.

Speaker 1 00:59:02 The end. That's it for this Leading Saints episode. I encourage you to check out some of the most popular episodes of the podcast that we list at the bottom of the show notes. If you haven't listened to all of those, do so now. Remember, learn more about disclosing betrayal from Jeffer by visiting leading.saints.org/fourteen.

Speaker 3 00:59:31 It came as a result of the position of leadership, which was imposed upon us by the God of heaven, who brought forth a restoration of the gospel of Jesus Christ. And when the declaration was made concerning the own and only true and living church upon the face of the earth, we were immediately put in a position of loneliness. The loneliness of leadership from which we cannot shrink nor run away. And to which we must face up with boldness and courage and ability.