

Andy Stanley

Brave Ones Lead with Boldness

Myths of Bold Leadership

1. Bold leadership is reserved for bold people.
2. Bold leadership is reserved for fearless people. All the fearless people are dead.
3. Bold leadership requires a specific gift or talent. Giftedness can actually get in the way of potential.
4. Bold leadership is for the ultra-smart or ultra-resourced. Sometimes, smart people talk themselves out of really good ideas. Most people start with ideas not resources.

Bold leadership is clarity around an unreasonable commitment to what should be. It's a middle school girl in pursuit of an iPhone. She has clarity, focus, stubbornness and resourcefulness.

Lawrence F. Martinek was frustrated that people struggled with math. He launched Mathnasium because of a commitment to what should be. Howard Shultz launched Starbucks because he believed coffee was more about community than coffee.

Bold leaders refused to be cowed by how. You can *how* a great idea right out the door. When people come to you with an idea, say “wow” not “how.” Nobody who has ever accomplished anything in the corporate world if they fixed on how much it costs.

Two Questions

1. **What do I believe is impossible to do in my field but if it could be done would fundamentally change my business?** (Question comes from Joel Barker, 1992, [Paradigms](#)) We did not invent multi-site churches, but we split the leadership role from the preaching role and it changed the church world. Steve Jobs breakthrough idea was not faster or smaller

computers, but computers that were easy to use.

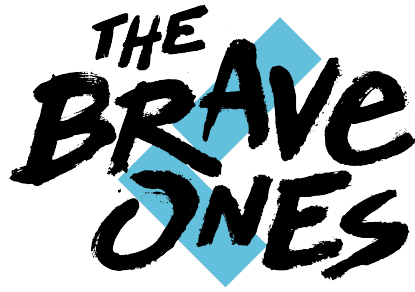
- 2. What breaks your heart?** Every significant non-profit or social movement began with a broken hearted issue. TOMS shoes is a for-profit company born from a broken heart and popularized a one-for-one movement. Ask yourself, “What would you like people to line up and thank me for when I am old?”

“I am doing a great work and I cannot come down.” – Nehemiah, in response to his critics.

Do not let your calendar or your organization to conspire against you.

ANDY STANLEY founded Atlanta-based North Point Ministries in 1995. Today, NPM is comprised of six churches in the Atlanta area, serving more than 36,000 people weekly, as well as a network of 30 churches around the globe.





Rorke Denver

Brave Ones Lead with Boldness

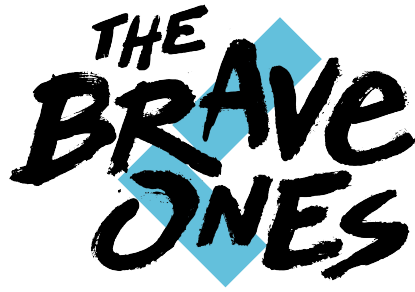
You cannot have brave moments without fear. They are dependent on each other. Immerse yourself in that which you fear. Advance when everything in you tells you to retreat.

1. **Limit your field of view and you'll see more.** A sniper has to deconstruct a hillside and break it into smaller sections to find the target.
2. **Make bold corrections.** Spin the dials on a rifle before you make minor adjustments.
3. **Bravery doesn't have to be a solo experience.** It's easier to take a hill when you are surrounded by brave people.
4. **Choose your ruck wisely.** No matter what size backpack you take, you will fill it. Choose the amount of work you're going to take on because you will fill it.

Harmonic Gait – when you achieve the position you were designed by God to reach. You have to find this place.

Physical pain can transform you into a stronger person. Tearing down a muscle tells cells to attack and rebuild. Do it enough and you build strength. Lean into the pain and you'll find bravery.

COMMANDER RORKE T. DENVER has run every phase of training for the U.S. Navy SEALs and led special-forces missions in the Middle East, Africa, Latin America and other international hot spots. He starred in the hit film Act of Valor, which is based on true SEAL adventures. His NY Times Bestseller, [Damn Few: Making the Modern SEAL Warrior](#), takes you inside his personal story and the fascinating, demanding SEAL training program he oversaw.



Bill McDermott

Brave Ones Lead with Boldness

It takes courage be a little better than you were yesterday.

Complexity and bureaucracy kills companies. Rethink your processes to make them simpler. Making things simple is actually the complex work of business.

Create a culture that values risk-taking not comfort.

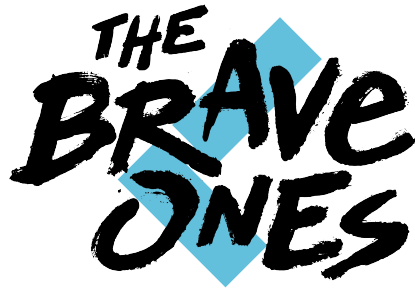
Without a good strategy, good people will dig a ditch to nowhere.

If you're leading an organization, listen to the people. That's where the answers are.

When we asked people in the company what they wanted, they wanted clear vision and a holiday party. So we threw a holiday party and challenged them to go from 64th place to the top of the market. Trust is the ultimate human currency.

Do the thing you competition can't do or won't do.

BILL MCDERMOTT became SAP's first non-European, CEO in 2014. As a member of the SAP Executive Board and Global Managing Board, McDermott focuses on developing and executing SAP's strategy. McDermott was first named to the SAP Executive Board in 2008 to manage global field operations. During this time, he has been instrumental in rearchitecting the company's go-to-market strategy, closely aligning the field organizations with the product development teams. McDermott's journey is chronicled in his first book, Winners Dream, that was just released October 2014.



Malala Yousafzai

Perseverance Despite Circumstances

“Weakness, fear and hopelessness died. Strength, power and courage was born.”

What will it look like if something doesn't change?

Some fight wars with guns. This war will be fought with books and pens. At the age of 11, Malala started writing a blog for the BBC, speaking out for education.

If you're waiting on change, it will not come. You must step forward. What are you waiting for? It is your duty to stand up and speak out.

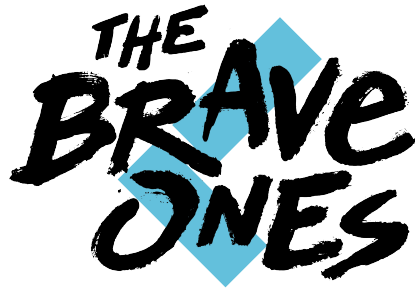
“I never let my fear overcome my courage.”

Believe in a happy ending.

Bravery is not limited to politicians, social workers or business people. Bravery has no limit.

Who are you waiting for?

From the age of 10, MALALA YOUSAFZAI has campaigned for the rights of girls to receive an education. In October 2012, the then 15-year-old Malala was shot by the Taliban while travelling home from school on the bus with her friends. Since the attack, she has become internationally known for her courage in refusing to be silenced and continuing her fight for the right of everyone to receive an education. She is also the winner of Pakistan's first National Youth Peace Prize and the 2014 Nobel Peace Prize. promote education for girls throughout the world.



Peyton Manning

Perseverance Despite Circumstances

Brave ones better be prepared to be game changers. If you wait for others to initiate change, you're following not leading. You need courage as much as you need competence.

Decision making means you evaluate every relevant possibility. But what you do with what you don't know can be more important anything else you do. Leaders lead in ambiguity.

Get qualified opinions from people who will shoot straight with you. Too many people are lazy and unimaginative, so they convince themselves old ideas are new ways of thinking.

GAME CHANGERS

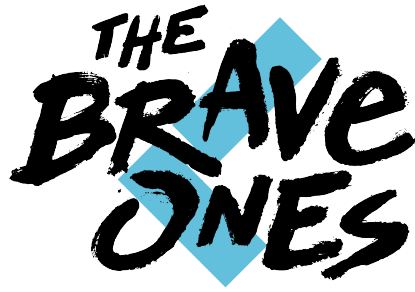
1. **Learn to thrive being uncomfortable.** A quarterback doesn't have a perfect pocket on every play. Peyton practices awkward throws, not just pocket passes.
2. **Devote yourself to intense preparation.**
3. **Invest in a coach.** Peyton and Eli still learn from their former quarterback coach, David Cutcliff. He points out what others won't. He coaches Peyton like he's a freshman in college. Peyton's coaches grade him after every game and every season.
4. **Find a way to instill trust in others.** My linemen need to trust I'm going to be 6.5 yards behind them and deliver the ball in 2.9 seconds.
5. **Adjust to realities, whether good or bad.** "I can't throw the same way I can before my injury...I had to adjust."
6. **Become a master observer.** "I devour game film." I set individual goals that will have an impact on our team's success. Your goals should contribute to the team's performance or they will be empty accolades.
7. **Understand the sustained power and influence that flows from relationships with other people.** Have the swagger of a winner, but understand your greatest accomplishments are not made alone.

Work on your weaknesses. You will get better or worse every day.

Veterans don't want to hear from rookies until those rookies earn their respect. "I was more vocal in the huddle my second season."

PEYTON MANNING is the NFL's only five-time MVP and a 14-time Pro Bowl selection and has earned his place among the greatest quarterbacks in league history. Following the 2010 season, Manning endured what seemed to be a career ending neck surgery. After missing the 2011 season, Manning bravely returned to the field and led his team to the playoffs in 2012, and the Super Bowl in 2013.





Seth Godin

Brave Ones Create the Future

You aren't brave enough because you don't care enough. Bravery is not for other people anymore...bravery is for us.

Most of us carry around a big bowl of frogs and we spend all our time and energy to get them to stay in the bowl. Growth happens when the frogs jump out of the bowl.

Jackson Pollak had a brother named Charles Pollack who simply copied the pictures of his teacher, Thomas Hart Benton. Are you going to do something worth talking about? When you raise your hand, you can still hold it higher. What are you holding back?

When Guttenberg launched the printing press, the literacy rate was 7%. Steve Case didn't wait until we all had DSL to launch an online service. It's always too soon. You can be prepared but you can never be ready

PILLARS OF BRAVERY

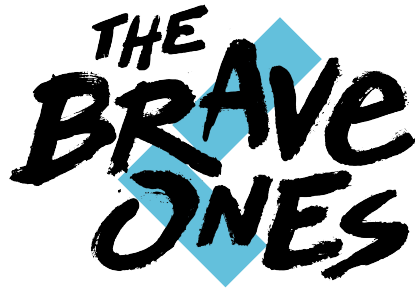
1. **Tension.** Change has a twin sister...tension. You cannot make change happen without making tension happen.
2. **Obsession.** Remarkable ideas spread. But you won't have a remarkable idea without obsession.
3. **Connection.** Scott Harrison at Charity Water has raised \$250 Million largely through the power of relationships. Bravery is connecting with people and building a bridge to others. In a connection economy, the winners are the ones who choose to be connected.
4. **Direction.** Dreams don't require bravery...doing something requires bravery.

5. **Compassion.** “I see you and I can open a door for you.” Treat every opportunity like it’s your last opportunity.

Don’t just be remarkable, be unreasonable in your desire to own it. Do work that matters.

SETH GODIN is the author of 17 books that have been best-sellers around the world and have been translated into more than 35 languages. In addition to his writing and speaking, Seth Godin was founder of Squidoo.com, a leading site recently sold to HubPages. His blog is one of the most popular in the world.





Ed Catmull

Brave Ones Create the Future

How can we develop more creativity in our organizations? Creativity is a process by which we solve problems.

Pixar started as a hardware company. A failed hardware company.

Pixar had to focus on the team not the ideas. After the success of Toy Story, many of their conclusions turned out to be wrong. The crew and creative team didn't work well together. They had to reboot and start over. If you give a good idea to a poor team, they will screw it up. If you give a poor idea to a good team, they will fix it.

The Pixar Brain Trust

- Peers talking to peers.
- Remove the power structure from the room.
- Shared ownership in success.
- Give and listen to honest notes.

Lessons from Failures

- **Rethink failures and errors.** Failure is a necessary consequence of trying something new. Make it safe for people to operate in the messy middle.
- **New ideas are fragile ideas.** At first, all of our movies suck. There were four versions of the film UP. The only thing that survived the first version was the bird and the word "up"

If you only make commercial low risk films we will become creatively bankrupt. If you only make high-risk films, we will become bankrupt.

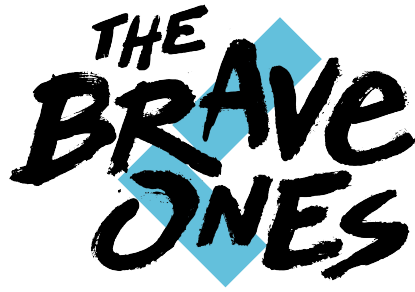
It's better to fix the problem than try to prevent the problem.

Regarding the turnaround at Walt Disney Animation...

- We could teach all of our principles in four hours, but it took four years for people to understand them. It's easy to understand our values; it's hard to live them.
- The group was considered a creative failure, and today they are considered both creative and successful. The team is largely the same...only the culture is different.

ED CATMULL is co-founder of Pixar Animation Studios and president of Pixar Animation and Disney Animation. For nearly twenty years, Pixar has dominated the world of animation, producing fourteen consecutive #1 box office hits, which have amassed \$7 billion in combined worldwide ticket sales and garnered thirty Academy Awards.





Aja Brown

Positive Change Requires Extreme Boldness

Bravery is a decision to live not just exist. Brave leaders just make the decision and do what needs to be done.

Compton is 10 square miles full of 100,000 people. In order to solve the violence issue, we had to get gang members talking. Peace is one of the most powerful things that cannot be bought.

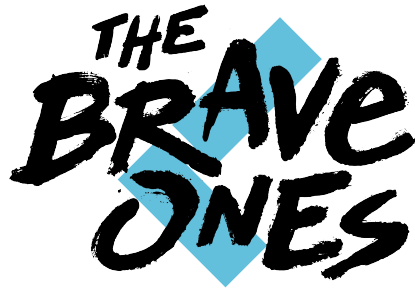
Brave leaders ask the basic question: If not me, who? Be brave enough to believe in a different future.

Brave leaders overcome the fear of failure. It's not that brave leaders never fail; it's that they never quit. The worst case is not failure but it's living in the invisible prison of fear.

Elevate your expectations in order to elevate your organization. If your team lacks momentum, elevate your vision. Dream a vision that's too big for you to achieve by yourself.

- Brave leaders are not superhuman.
- Brave leaders never fail only because they never quit
- Brave leaders serve for the purpose not the praise.

AJA BROWN made history as the City of Compton's youngest elected Mayor at the age of 31. With over 10 years of experience in community and economic development, Mayor Aja Brown has proven to be a strategic visionary concentrated on improving outcomes through policy reform, innovation and strategic partnerships.



Rudy Giuliani

Brave Leadership

“I got elected, but then I had to do the job.”

One of my rules of leadership is to always go to the scene of the incident.

1. **People who succeed have strong beliefs and big ideas.**
2. **To be a leader you have to be an optimist.** Be a problem solver. Every problem may not have a solution, but every problem comes with perspective.
3. **To be a leader, you have to have courage.** If you're not afraid, something is wrong with you.
4. **Relentless preparation takes the fear out of leadership.** “We had 20 emergency management plans for New York, but September 11 was new.”
5. **Teamwork.** It's never about you.
6. **If you want to be a leader, you have to communicate.** People cannot know what you think and want. You have to tell them, and you have to tell them again.

RUDOLPH W. GULIANI is the former Mayor of New York City. Under his leadership, overall crime was cut by 56%, murder was cut by 66% and New York City became the safest large city in America according to the FBI. He was named “Person of the Year” by Time magazine, knighted by the Queen of England, and presented with the Ronald Reagan Presidential Freedom Award.