



**Uncertainty and disruption  
are why the world  
needs leaders.**

## 3 Keys for Leading Through Disruption

*Andy Stanley, Best-Selling Author and Leadership Communicator*

In the wake of the 2019 coronavirus pandemic felt around the globe, leadership communicator and pastor Andy Stanley shares a dirty little secret about leadership: “We don’t always know what to do. We don’t have all the answers. We’re making this up as we go along.” In times of uncertainty and disruption, people look to leaders for reassurance above all else. Andy says during these moments, it’s a leader’s job to pastor (or shepherd) those they lead to provide them with this reassurance. In his talk at [Leadercast 2020—Positive Disruption](#), he shares three essentials for leading through disruption.

**people need  
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voice**

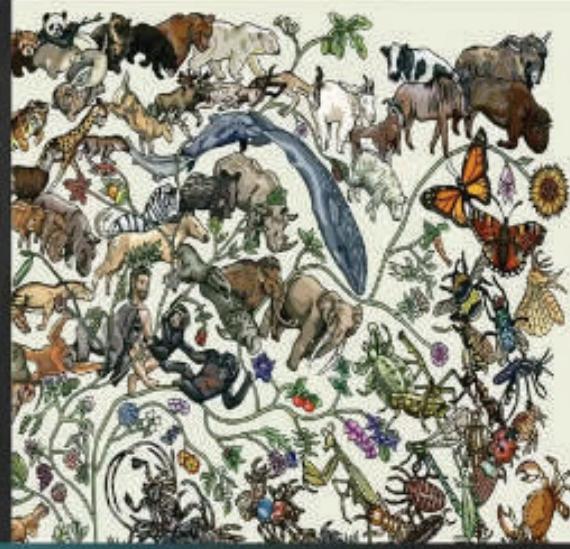
**1. Your voice is more important than your words.** In moments of disruption, “People need to hear your voice,” says Andy. People need encouragement, and it’s unlikely they’ll get that through emails and texts. “Call somebody even if you can’t call everybody,” he notes.

**2. Your presence is more important than your presentation.** Andy says leaders experiencing disruption should communicate even before they have the answers. Your instincts may be to not pull people together until you have solutions, strategies and a plan, but that’s a mistake. You can’t reassure people if you aren’t present.

**3. Clarity is the next best thing to certainty.** It’s human nature to crave certainty, but leaders can’t truly provide it. “Certainty is in the realm that we have no control over—namely, the future,” explains Andy. While we can’t provide certainty, we can provide clarity. “In times of disruption, clarity is enough... be clear even if you’re not certain.”



EMBRACE AN  
EVOLUTIONARY  
MINDSET



# Leadership in Times of Disruptive Change

**Rahaf Harfoush, Digital Anthropologist and Executive Director, Red Thread Institute**

Disruption is “awesome and terrible, but at the same time,” says Rahaf Harfoush, digital anthropologist and best-selling author in her talk at [Leadercast 2020—Positive Disruption](#). When navigating seasons of disruption, leaders must be intentional about how they will evolve through it. “Disruption always creates opportunities. In all of the chaos that happens... there is always an opportunity for positive disruption.” How will you evolve through the disruptions you face as a leader?

**disruption  
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**1. Be mindful of how you use technology.** We live in an era of constant distraction due to digital social norms that impede our focus and ability to be creative. “We have to be very careful about the tools we bring into the workplace, because some of the most innovative tools can actually get in the way of innovation,” says Rahaf.

**2. Make self-care a priority.** Our society celebrates overwork. “But the problem with overwork is that it kills creativity,” she says, noting that you can’t have innovation without creativity. Rahaf shares that when you are intentional about your time for rest and recovery, you actually give yourself the space to reach your goals faster.

**3. Embrace an evolutionary mindset.** Understand that change and disruption are constant. Rahaf says leaders should commit to being as adaptive and resilient as possible in the face of continuous change.



## Influencing Behavior Change

**Matt Wallaert, Behavioral Scientist and Chief Behavior Officer, Clover Health**

As John Maxwell says, “Leadership is influence—nothing more, nothing less.” So it should come as no surprise that leaders are key influencers of behavior change. “All leaders—the service that is leadership—exist to change behavior,” says Matt Wallaert, behavioral scientist and entrepreneur, in his talk at [Leadercast 2020—Positive Disruption](#). He shares that behavior change happens as a result of promoting pressures (reasons to do something) and inhibiting pressures (reasons not to do something). As leaders, if we want to influence and change behaviors, we can either strengthen promoting pressures or weaken inhibiting pressures.

**leaders exist  
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**1. Remove inhibiting pressures.** When inhibiting pressures aren't a factor, people will behave differently. For example, Matt shares that women don't shy away from asking for raises because they don't want them. Really, it's due to the inhibiting pressures that come with them (such as women being less likely to get raises and being socialized not to ask). When those pressures are removed, women are more likely to ask for raises.

**2. Encourage promoting pressures.** On the flipside, behavior is also influenced when we increase promoting pressures. As an example, Matt imagines a leader's goal of wanting more men to attend women's events. There are promoting and inhibiting pressures on both sides, so by having women invite the men it increases promoting pressures by changing the environment to one that promotes men to attend.

**3. Know the “why” behind the behaviors you wish to change.** In order to change a behavior, you have to know why it exists in the first place, says Matt. This is the only way you'll learn the promoting and inhibiting pressures that influence the behavior and how you can intervene as a leader.

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# POSITIVE DISRUPTION



## The Power of Community

**Sangram Vajre, Co-Founder and Chief Evangelist, Terminus: Account-Based Marketing**

What do Martin Luther King Jr., Mother Teresa, Simon Sinek and Brené Brown have in common? They all understand the power of community, or “belongship” as Sangram Vajre defines it in his talk at [Leadercast 2020—Positive Disruption](#). “The best of the best leaders in the business world, and the world of influence, understand [belongship] and implement it,” he says. “Without a community, you are simply a commodity.” Belongship is about creating a community based on trust, safety and care, and the way to achieve that on your team is to have the following four key attributes.

**without community, you're a commodity**

**1. Paint a picture of success.** This is the ability to paint a clear picture of where exactly you are headed. “[As a leader, you] need to create a Promise Land, a picture of success, so clear that people will run through walls for you,” explains Sangram. It must be a clear picture, otherwise there will be a lack of clarity that will cause confusion.

**2. Have extreme focus.** “You’ve got to own the narrative that you want to have in the marketplace, and that happens when you are extremely focused on that one thing that is your greatest differentiator,” he says. Once you figure out what that is, you can be a disruptor.

**3. Be authentic.** Authenticity creates trust, and Sangram explains that trust is a force multiplier for an organization’s success. “When you win the hearts and minds of people, their wallets automatically start opening up because you care,” he shares.

**4. Put kindness above everything else.** Kindness sounds soft, but it’s actually the one thing you should double down on because it is a basic human need, says Sangram. The positive disruptors of this world are the ones who put people first.

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# What Makes a Disruptive Leader?

**Bozoma Saint John**, *Chief Marketing Officer, Endeavor*

Positive disruption is one of the most difficult things for us to understand, says Bozoma Saint John, chief marketing officer of Endeavor, in her talk at [Leadercast 2020—Positive Disruption](#). “How do you do it in a way that will make you better without affecting and truly negatively disrupting everything around you?” she asks. For her, positive disruption means constantly challenging her interactions with people and her career.

**simply showing up as yourself is positive disruption**

**1. Innovate yourself.** You should always be working to better yourself, even if you’re in the spotlight where your mistakes are out there for everyone to see. The spotlight is an opportunity to always put your best foot forward, says Bozoma, but it shouldn’t deter you from evolving and stepping outside of your comfort zone.

**2. Listen to your inner voice.** Bozoma advises leaders to lean on their guts in their decision-making. In her experience making decisions in the spotlight, she’s learned to really depend on and trust her inner voice. “When you are trying to make a decision, or you’re trying to pivot, or you’re trying to evolve, the best advice is your own,” she explains. Seek counsel from mentors, parents or friends, but at the end of the day, it’s all about what you want to do.

**3. Showcase your authentic self.** “If you are authentically and wholly yourself as you enter spaces, you will positively disrupt those spaces,” says Bozoma. She uses the example of DNA to illustrate her point: When one strand of DNA is different from the rest, it changes the matter all together. When leaders show up as their authentic selves, that is positive disruption in and of itself.

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# Pruning Is the First Step to Innovation

Dr. Henry Cloud, *Psychologist and Leadership Expert*

One of the biggest roadblocks to innovation and positive disruption is the tendency to cling to what's always been done, says psychologist and leadership expert Dr. Henry Cloud in his talk at [Leadercast 2020—Positive Disruption](#). “Today may be the biggest enemy of your tomorrow,” he explains, noting that in order for leaders to create positive disruption, they must end what has always been in the past—what he calls necessary endings. They can do this by pruning.

**1. Prune what's good.** Just because something is going well today, profitable even, doesn't mean it's what's best for tomorrow, says Dr. Cloud. He uses the example of Steve Jobs reducing Apple's computer offerings from 43 different versions down to the four models available today. Steve shut down what wasn't best for his vision for tomorrow.

**2. Prune what's sick.** There are some business models and people that aren't going to work within the vision of tomorrow. If something is sick and unlikely to get well, it's time to let it go.

**3. Prune what's dead.** Obviously, if something isn't even working for you today, it holds no place in being part of your tomorrow.

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## Leading Like a Renegade

**Amy Jo Martin, Digital Media Pioneer and Best-Selling Author**

When Amy Jo Martin, digital media pioneer and best-selling author, decided to go against the status quo and do things her own way, her boss labeled her a “renegade” and she’s owned the term ever since. In her talk at [Leadercast 2020—Positive Disruption](#), Amy encourages leaders to lead like renegades for positive disruption.

“Renegades are all about positive disruption, not destruction,” she says. “Renegades are constantly asking, ‘Why not now? Why not me?’ They go from the known into the unknown... Renegades are definitely comfortable with getting uncomfortable. They thrive and crave that feeling.” She shares five rules for establishing a renegade mindset.

# why not now? why not me?

**Understand the worst-case scenario.** When you have an idea of the worst thing that could stand in the way of your “why not now?” idea, you realize how long it would take to get to get there. By doing this, Amy says you’re putting logic in the driver’s seat and fear in the backseat.

**Don’t give yourself an out.** Amy advises to put a mechanism in place that holds yourself accountable and forces you to move forward.

**Leverage adversity.** Use it as a springboard to move forward. “Don’t ask, ‘Why is this happening?’” she explains. “Ask, ‘What is this here to teach me?’”

**Be hyperaware of your mental, physical and emotional awareness.** Amy says this should serve as your internal GPS, and the information you gather from it can be used to guide you on next steps.

**Have strong operating and belief systems.** The two are in sync. Your operating system is how you navigate your days, meetings, etc. But your belief system is the big picture. You should be able to flip back and forth between these two.

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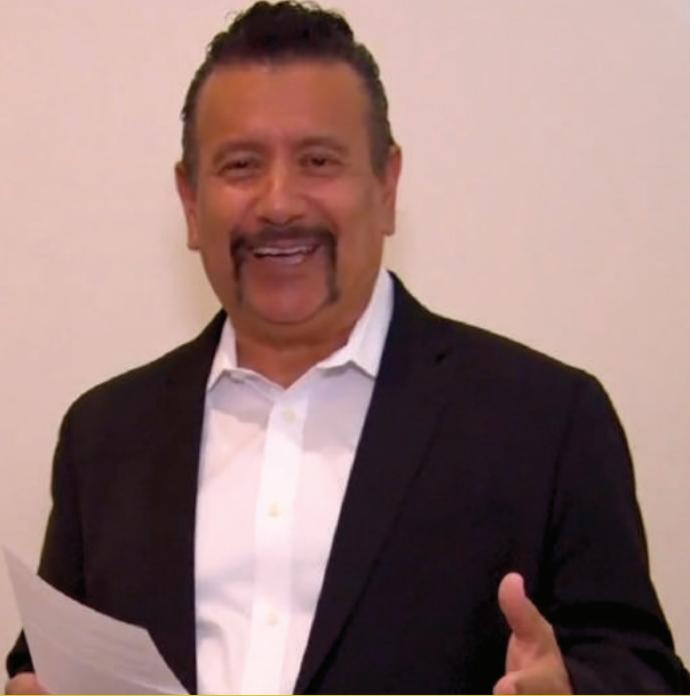
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## Revelations Spark Revolutions

**Richard Montañez, VP of Multicultural Sales & Marketing, PepsiCo North America**

Positive disruption isn't reserved for those in high-level leadership. Anyone can be a positive disruptor. Such is the case for Richard Montañez, now vice president of multicultural sales and marketing at PepsiCo North America, who was serving as a janitor at a Frito-Lay factory when he thought of the idea to use spice in chips. This revelation led to the creation of Flamin' Hot Cheetos. "All you need is one revelation to create a revolution," he says in his talk at [Leadercast 2020—Positive Disruption](#).

**all you need is  
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**Learn from your past.** "In order to find your future, many times you've got to go revisit your past," explains Richard. "When you do that, you become a visionary." For Richard, looking to his past helped him realize he wasn't created to fit in as a Spanish-speaking Latino attending an English-speaking school. "I was created to stand out," he says.

**Leave a legacy.** When Richard landed his janitor job at Frito-Lay, his grandfather reminded him of the importance of leaving a legacy in all you do. "When you mop that floor, you make sure that it shines so that when people see it they know that a Montañez mopped it," his grandfather told him. From that point on, everything Richard did was about his last name—his legacy.

**Act like an owner.** Richard's success would have never come without the revelation and permission to act like an owner. No matter where you're seated in your organization, voice your revelations and ideas. You never know where they might lead with the right people listening.



# Leadership Lessons On and Off the Court

**Earvin “Magic” Johnson, Basketball Hall-of-Famer, Entrepreneur and Philanthropist**

Leaders are chronic learners, and Earvin “Magic” Johnson—Basketball Hall-of-Famer, entrepreneur and philanthropist—is proof of that fact. As a champion basketball player turned business leader, Magic attributes his pursuit of knowledge to his success. “I was thirsty and hungry for knowledge, and that’s what really got me started,” he says of his transition from court to boardroom in an interview at [Leadercast 2020—Positive Disruption](#). He shares the following lessons he gained through his experiences on and off the court.

**Ignore the naysayers.** People told Magic he was too tall to be a point guard. They also told him he couldn’t go from the court to the boardroom. He was determined to prove them wrong. “All those doubters, I was able to say, ‘No, you’re not going to define who I can become,’” he explains. Whether you’re chasing what you believe you’re capable of or sticking to your guns in your decision-making, ignore those who doubt you.

**Lean on your team to win.** On the court, Magic could control the outcomes—the ball was in his hand. But, as leaders, we don’t have that much control. We rely on others to win. Understand you can’t control what happens on the court, but you can come up with the right strategy and have the right people in place to execute on it.

**Mitigate your failures.** You won’t win every game or deal, so learn from those moments. This requires self-evaluation. “You can learn from your mistakes and still come out to be successful,” says Magic.

**Use competitive threats to your advantage.** “Your competitor makes you better,” says Magic. Pay attention to what your competitors are doing. Be a sponge and learn from everyone.

**Know when to move on.** If you aren’t excited to go to work every day, it may be time to step down to let someone else bring the fire and passion for the work you do.

**you’re not  
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