

The JOHN MAXWELL **Team**

1 Leadership Transition

2 I am doing this lesson because I am asked a lot, about – “*How do you transition personnel in an*
3 *organization successfully?*”

4 In the last couple of months, I have had some things that have surfaced that made me say, I have
5 got to do a lesson on transitioning people in/out, how to do you pass the baton on to someone
6 else, how do you allow somebody else to follow you and perhaps be even more successful than
7 you were.

8 I have a wonderful company that I work with every year, Datron out of San Diego. Just
9 tremendous people. Their leader, I highly respect - Art, he is a great leader, great thinker.

10 When I was getting ready to go out to San Diego a couple months ago to talk to them, he said
11 “John I want to challenge you, I want you to talk to my team about transition.”

12 He’s getting ready because the growth of the company is phenomenal. He is getting ready to
13 transition into a different role as the leader of the organization.

14 He said, “John I would like you to ask us questions like – who is going to replace me?, Who is
15 going to ask the tough questions if I am no longer here? Who is going to tell me to stay out of
16 the way – I love that – who is going to tell the me – the leader to “get out – you shouldn’t be in
17 this meeting, we don’t need you for this....”

18 So, I went to San Diego, we had an amazing day. I talked to him about transitions all morning.
19 Then in the afternoon, I took them through transition exercises. It was a very, very interesting
20 day.

21 At the very same time, I have a friend Bob Russell, who is a highly successful pastor of a church
22 in Louisville, KY – Southeast Christian Church. One of the largest churches in America,
23 probably around 20,000 people. Very successful, long tenure, 40 years.

24 And, he wrote a book called TRANSITION PLAN. Now, if you are in transition or need to do a
25 transition, I recommend the book. It’s a good book.

26 He basically talked in the book about 40 years of leading this organization and handing the baton
27 off to a guy named Dave, who is now doing an outstanding job.

28 When Bob sent me the book, he wrote this note: “To John, Pass it on 2Timothy2:2 Pass on
29 what you have heard from me to reliable leaders who are competent to teach others.”

30 What is interesting about Bob Russell – I remember a few years ago, I was up to speak for him in
31 Louisville and I went out to dinner with him and his wife, Judy, and they had been there for 38
32 years and looking at the 40 years and realized it was about over. I had the most interesting

33 discussion that night how they felt emotionally about this whole transition and the founding
34 pastor, and letting it go and what did that mean for them. And, man, I asked questions. In fact
35 when I got done Judy said, “John, you’ve penetrated our emotions more than anybody we have
36 ever been around.”

37 I wanted to work them through that process and help them.

38 Again, Leadership Transition. The book, the Datron thing, and here our local church where I
39 have had the privilege of doing some team teaching – Christ Fellowship. Tom Mullen, who was
40 the founding pastor, and started this church over 20 years ago, just recently handed the baton
41 over to his son, Todd. Todd is about 45 – this transition has been amazing. This is almost
42 staggering how this church without any blip on the radar screen, this church has just been
43 growing and doing well.

44 OK – I say all that to say to you – that the ability to transition wherever you are to another
45 person- and you say, “I’m not leaving the organization” – Your ability to take whatever you are
46 doing right now and hand it off successfully to someone else – where they can have success that
47 you have had –is a skill that needs to be learned and is an incredible accomplishment if you can
48 pull it off.

49 OK – now let’s go to our notes.

50 I wrote “Achievement comes to someone when he is able to do great things for himself” – when
51 a person has achieved something.

52 “Success comes when he empowers followers to do great things for him.”

53 In other words, I not only can do it myself, but I have other people to do it for me and help me.

54 Here we go....

55 “But a legacy is created only when a person puts his organization into the position to do great
56 things without him.”

57 Now that’s the acid test. Not that they do it with you. Not what they did for you. But what did
58 they do without you.

59 And, Bob Russell in TRANSITION PLAN, said this, “Transitions are chapters in our lives. You
60 can go back and review it and appreciate it, but don’t make the mistake of trying to live in
61 yesterday’s chapters.”

62 I thought that was good wisdom.

63 Don’t try to live in yesterday’s chapters

64 Remember I told you in my Maximum Impact lesson, the sign I had on my wall “YESTERDAY
65 ENDED LAST NIGHT”.

66 That is one of my all-time favorite signs I ever had on my wall because that means a lot to me.

67 That means if you are messing up and had some failures, aren't you glad sometimes when a new
68 day comes?

69 How many of you messed up and when the new day comes you say Thank God I have a new
70 day. You know what I am talking about?

71 It is significant in success.

72 I think the biggest problem with success is success.

73 This whole issue – I did it yesterday and boy, it was wonderful, and hold on to it today and not
74 understand what got you here, won't keep you here.

75 And the whole transition of being able to build an organization that can do it without you.

76 That is the highest compliment of a leader.

77 It's not the easiest thing we do. But, it's the highest compliment.

78 There have been 4 chapters of transition in my life.

79 As I look at those 4 chapters of transition, I can tell you, quite candidly, some of them I didn't do
80 well at all.

81 My first transition, when I was a young pastor and when I left my first church – the good news is
82 that it really had good days under me. It really grew. Good things happened.

83 But, I didn't train anybody, I didn't equip anybody, I didn't develop anybody, I didn't transition
84 anybody.

85 And, all of my work – within 6 months, was basically gone.

86 And it was depressing.

87 I kept looking at that that first congregation and said, “Man, did I screw that one up. I did that
88 one so bad.” And, I did.

89 That's why I believe...that in your first job – you shouldn't stay there too long – you screwed it
90 up so much, you just really need another chance.

91 You know what I'm saying?

92 You need a fresh piece of paper. You know – you just have to say “this too shall pass”.

93 And I so often looked at that first experience and thought, I didn’t do anything right.

94 I didn’t equip anybody, I didn’t train anybody, I didn’t develop anybody, I just left them.

95 And they just fell apart.

96 Well, I determined in my second congregation I wasn’t going to let that happen, because I

97 learned...you have to train people, you have to equip people – it took me a while but I learned.

98 When I left my second congregation, it went extremely well.

99 I couldn’t ask for a better transition or better success.

100 It was as positive as my first one was negative.

101 Now you probably think the other 2 transitions had to be awesome because you were just

102 wonderful, wonderful, wonderful.

103 And, I go to my third one and it was good, but it wasn’t great.

104 When I left Skyline, it was good, but it wasn’t great.

105 And it was my fault again.

106 There were a couple of things I didn’t do well in that transition and I should have.

107 I took kind of a high approach that I shouldn’t be involved in who should follow me and I

108 thought that’s your responsibility as a congregation.

109 I train leaders well – you have to live with the next person, not me. I’m not going to be here.

110 And, I left them. I wish I hadn’t done that.

111 I wish I would have rolled up my sleeves 2-3 years earlier and said, “Look, I’m going to help

112 you – let’s together pick out somebody that needs to have this organization.”

113 Going from the religious to the business community, was a great transition for me. But it was the

114 hardest transition because it was misunderstood - the whole process.

115 What I want you to know is this...transitions are at best difficult.

116 They are not easy.

117 Because as leaders, we are used to having our imprint and our impact and all of a sudden it’s a

118 withdrawal of all those things.

119 And, how do we withdraw it and yet continue with the good of the organization.
120 A Bob Russell quote – then I will give you some barriers to successful transition.
121 Here’s the quote: “When a proper transition is made, the one stepping aside has another chapter
122 of meaningful life to live and is respected in that role.”

123 In other words, my good friend Elmer Tabs said, “John before you leave something, have
124 somewhere to go.”

125 Just don’t leave and go outside and say “now what?”

126 This is where I am going to put my energy, time and focus.

127

128 Barriers to Successful Transitioning:

129 ***#1 – the organization doesn’t like the new person.***

130 That happens sometimes. In other words, the new person – they don’t like him for whatever
131 reason.

132 Might be the organization’s fault, might be the person’s fault.

133 ***#2 - the new person doesn’t like the organization.***

134 They make the transition and say “oops, I don’t think this is a good fit for me. I don’t know why
135 I’m here. This isn’t what I really want.”

136 ***#3 – there is a corporate culture conflict.***

137 Corporate culture conflict is always in one or two areas or both areas:

138 Values and Vision

139 When I was doing Q&A earlier, Kevin’s question - they have to match up with values and
140 vision.

141 If it doesn’t it’s a bad fit.

142 ***#4 – the new leader fails.***

143 And, the new leader fails for several reasons.

144 Maybe lack of ability – just can’t do it.

145 Or, lack of capacity. Sometimes the leader can do it well for a while, but once the organization
146 grows, the leader doesn't have the capacity to grow with it.

147 Sometimes lack of experience - just doesn't have the experience needed to carry off the weight.

148 Knowledge is another one.

149 Or sometimes, many times it's a relational disconnect.

150 There just is not a relational connection there, so therefore the person doesn't do as well as they
151 could or should.

152 ***#5 – the old guard sabotages the efforts of the new leader.***

153 People that were there that have “settler's rights / squatter's rights”, they don't always like the
154 new guy.

155 They make sure it doesn't work. They hang out long enough to make sure it's a failure.

156 ***#6 – the old leaders sabotages the efforts of the new leader***

157 That happens all the time. I see it all the time.

158 The old leader returns. That is not a happy day.

159 And wonders what's happening. Why are you doing it this way?

160 Why did you make these changes, and all that kind of foolishness.

161 That's especially damaging if the old leader is insecure.

162 Insecurity on either the old leader or new leader can take a transition and multiply grief.

163 ***#7 – the old leader fails to leave.***

164 Or reappears.

165 Note, here's probably the most important thing I am going to say on the barriers of successful
166 transitions:

167 **The character and compatibility of the transitioning leaders, the one that is leaving the one
168 that is coming, is more important than the timing of the transition.**

169 If someone said, how do you insure transition success?

170 I would say, when the character of both leaders – coming and going – and the compatibility of
171 those two people – when it's strong, you got good odds of it being successful.

172 Let me just illustrate for a moment.

173 When I went to San Diego, CA, I followed the founding pastor, who had founded the church
174 about the day I was born, OK?

175 So, get the picture. I was about the age of how old the church was when I went to it and he had
176 been there for 30+ years, highly successful and very, very good.

177 And so we had conversation.

178 I knew I was going to be there 6 months before I really came there.

179 So, we spent a lot of time together.

180 In one of our conversations he said, “John, I’m going to a neighboring church, my wife and I,
181 and just kind of get out of your way.”

182 I know I surprised him. I said I don’t want you to do that. I want you to stay.

183 He said, I don’t think that’s a good idea.

184 I said, it’s your call but I’d like you to stay. You founded this church and why shouldn’t you
185 hang. Why shouldn’t you enjoy the fruit of your labor.

186 I said, but, if you stay you and I need to have some agreements.

187 He said what are the agreements?

188 I said #1 – you are not the pastor. I am. What that means is keep your mouth shut. Never
189 criticize. Now, come to me privately and tell me about mistakes I am making, things I need to
190 know.

191 Please, I’m an open door. You can feel free to talk to me about anything that concerns you but
192 you can in no-no-no way talk to anybody else. Just don’t talk to them about anything you
193 disagree with.

194 And I said, let me turn that around. I’ll do the same for you. I’ll never criticize you. You’ll
195 never hear me say, oh I don’t know why the former pastor did – it’s such a mess. Dear God,
196 look what I inherited.

197 You will never come to me one time and say John did you say this about my leadership. You will
198 never hear it. I am plenty mature

199 Now, do I think that you did everything right? No, but I won’t do everything right either. That’s
200 fine.

201 Now let's both grow up and let's make this agreement.

202 We will support each other and privately we will be honest with each other on any issues.

203 He agreed with me. He shook my hand. I gave him a big hug.

204 And let me tell you something. Never had a problem. Worked wonderful.

205 Not one time did I go to him and say, Pastor did you say this about my leadership?

206 Not one time did he say, John did you say this about my leadership?

207 Now that's the character aspect. It takes big people to be able to do that. And, I did the same
208 thing when Jim followed me.

209 Here's the point. It can work, but it takes high mature, secure people to make it work.

210 Let me tell you a cute story.

211 He was the founding pastor.

212 Founding pastors don't make a lot of money because they give up all their money to found the
213 church. They sacrifice, sacrifice, sacrifice. They are a different breed.

214 Founding pastors – they should have a founder's zoo...because they all think alike. No one else
215 thinks like them and they can't figure out why nobody else thinks like them.... Because they
216 didn't give up their home, their career, their money to start this so they think everybody should
217 be committed like them and everyone else should know everything like they did.

218 I remember Pastor – we had a huge campus – he wanted to take me into every classroom.

219 By the time we were in the 6th or 7th classroom I said, Pastor, I don't need to see all these rooms”

220 He said, oh yes you do.

221 I said, no they all look alike to me. It's OK – can we move on.

222 Well, he was a founder, he wanted to show me where the broom closet was. Where the broom
223 was. He wanted to show me how to use the broom.

224 I don't care where the broom closet is, don't have any plans on using the broom.

225 But, it's a different mindset.

226 So, when I went to the Board, I said let's take care of Pastor Butcher for the rest of his life.

227 They said what do you mean by that?

228 I said let's take care of him – financially. He founded the church.
229 They got quiet and said what does that mean.
230 I said that means we take care of him for the rest of his life – what part of this don't you
231 understand? His life or finances?
232 We worked through it. They were great. But they didn't quite understand the whole picture.
233 But that's ok – lots of people do well with a little coaching.
234 So I walked them through the process.
235 Then one said, what do we do if he dies?
236 I said then we take care of his wife until she dies.
237 And then we will have another meeting and we will talk about what we do for his kids until they
238 die.
239 We fixed it that night. It didn't take that long just a little training.
240 We gave him an office, a secretary – anything he wanted. After all, he founded the church.
241 Transitions
242 **When they don't work, the reason they are sabotaged more than any other reason is**
243 **because you have an immature person in the mix.**
244 There is no such thing as a smooth transition with immaturity.
245 God can't even help that transition. So you don't even need to pray about it.
246 He's shrugging his shoulders himself....saying "I can't help them"
247 Maturity, character, compatibility.
248 *#8 -The last barrier – the new leader fails to bring about successful changes. In other words,*
249 *changes are made but they aren't successful.*
250 Frances Hustleby – not sure if you've read anything of her's, but she is best known for her
251 leadership with girl scouts.
252 One night Jim Collins, Frances and I had a 4 hour dinner. It was one of the most interesting
253 dinners I ever had with those two people.

254 Here is what she said “Most of us will be remembered in work and in life for just a few words
255 or deeds that made a difference to others. The way we choose to say goodbye is likely to be one
256 of the ways we will be remembered.”

257 I think that is an absolute truth.

258 *The way we choose to say goodbye is one of the ways we are remembered.*

259 So how do we say a good goodbye?

260 *#1 – make a successful handoff of the baton.*

261 Four runners running a mile can each complete the distance much faster than one man.

262 The fastest runner can complete the mile in 4 minutes, but the relay team with each runner going
263 full steam can complete the mile in 3.5 minutes.

264 A proper passing of the baton is the most crucial part of the race. Relay teams practice for hours.

265 The US Relay Team was by far the most talented one in the Summer Olympics in Beijing, but
266 lost the race because the baton was dropped.

267 So here are some baton thoughts:

268 The one passing the baton must keep running full steam until the baton is passed.

269 There is a temptation to let up because you are tired...almost finished, but though exhausted the
270 first runner must run full speed.

271 Second, the one receiving the baton must start running before he receives it.

272 The receiver doesn't begin from a standstill but is already moving to gain speed. The intent is
273 the one receiving is going full throttle just as the one who is handing it off.

274 Next, both runners must remain in the same lane.

275 To step out of the lanes is to forfeit the race.

276 The one receiving the baton cannot have a totally different agenda.

277 The baton must be passed in a timely fashion.

278 There are two distinct lines on the track that designate exactly the area where the baton must be
279 passed.

280 It can't be extended indefinitely.

281 There is a beginning.

282 There is an end.

283 If the exchange is handled properly, it's possible to gain a step in the transition instead of losing
284 a step.

285 Since the one giving is reaching forward and the one receiving is reaching back, there can
286 actually be a jump step gained in the transition if done correctly.

287 And finally, once the baton is exchanged, the one passing the baton does not run alongside the
288 next runner coaching him, but stops, catches his breath and walks across the infield to cheer his
289 successor at the finish line.

290 I think that's some great insight on baton passing.

291 So, a good goodbye begins with a successful handoff.

292 ***#2 – a good goodbye in leadership transition must be the #1 priority of the present leader.***

293 When you are going to make that transition it has to be your #1 priority.

294 Built to last, OK?

295 Jim Collins quotes Jack Welch, who at the time was CEO of General Electric. “From now on
296 choosing my successor is the most important decision I'll make. It will occupy a considerable
297 amount of my time every day.”

298 He spoke those words in 1991 -Nine years before his anticipated retirement.

299 ***#3 – the successor should have some good years to run the organization.***

300 Back to Welch again from his book STRAIGHT FROM THE GUT, “I wanted to pick someone
301 young enough to be in the job at least a decade. While a CEO can have immediate impact, I've
302 always felt people should live with their decisions and especially with their mistakes. I certainly
303 have. Someone with less time may be tempted to make some crazy moves to put his stamp on
304 the company. I've seen too many examples of that.”

305 ***#4 – say goodbye to everyone but leave an open line to your successor.***

306 Jeffrey Immelt, who is the successor to Jack in General Electric, said “The most important thing
307 Jack can do right now so I can take the reins is leave. I can always call him and ask for his
308 advice, but physically the business can only have one leader.”

309 Let me go back to my transition in San Diego when I left that congregation.

310 Because of the size of that congregation we were doing 4 services for satellite.

311 I didn't want to say goodbye four times, so we went to a stadium so I could say goodbye to
312 everyone at the same time and in the process of saying goodbye to them, I told them I didn't
313 want to teach that long.

314 I think my last sermon was only 10 minutes.

315 I have been here long enough. 14 years of what I preached hasn't caught on - my last one won't
316 either.

317 Blessed is he who can just really laugh at himself because everybody else is laughing.

318 So I thought I don't need to be too long in this thing... Ten minutes is about all they can handle.

319 But what I did want to do is I wanted to pray over them. And I prayed for 30 minutes. That's
320 what I wanted to do.

321 What I would say to them wouldn't be nearly as important as my prayer. So, I worked a long
322 time on that prayer.

323 But before I prayed with them, I told them something. I said let me explain something to you.

324 When I say AMEN, I am no longer your pastor.

325 Don't call me Pastor. In fact, don't call me. Because I am not answering the phone.

326 I'm not doing your weddings, I'm not doing your funerals, I'm not going out to eat with you.

327 This has been a wonderful ride, I've loved every moment of it, I love you dearly, but you have to
328 let the new guy be the leader.

329 I'm gone.

330 What I have always told pastors, because a lot of pastors want to hold on... this is not the
331 situation here at Christ Fellowship, this is a whole other ball of wax. I'm not the founding
332 pastor.

333 But what I have always told pastors is when you resign – leave, just leave.

334 Go – take off, don't come back. You don't need to come back.

335 Here's an idea – make new friends.

336 Some of you that might be difficult – but make some new friends.

337 Go invest your life into someone else.

338 Now with the pastor that was going to follow me, I said, “Jim, this is going to be a very simple
339 relationship. I’ll never call you, I’ll never give you any advice, unless you ask. I have an open
340 line, here’s my phone number. You can call me every day or you don’t have to call me ever
341 again. I don’t care.

342 But, if you call me and ask me a question, I’ll give you an answer. But I’m not going to tell you
343 things you didn’t ask. So if you ask the question, I’ll give you the answer.”

344 And over the period of the next few years, he called me on a few occasions and asked my
345 opinion – I would give him my opinion, and I would say one more thing, “Jim I just spent 30
346 minutes telling you what I think, now that I’m done telling you what I think – I don’t care. I’m
347 not looking over your shoulder. You don’t need to report to me. I don’t care if you take my
348 advice or not. You don’t owe me anything. So don’t say I have to get back to John on what I
349 did. I said, I could be telling you the wrong thing. That’s just what I think. You got the advice.
350 Go for it.

351 We had wonderful conversations.

352 One time at a ball game he said, John I’ve called you about 4 things. And you gave me your
353 opinion 4 times.

354 I said, yea that’s about right. Of course, I didn’t know what he did. That was his call, not my
355 call.

356 He said, you know what I didn’t take your advice on any of them.

357 I said, that’s OK – you’re just a smart man.

358 And then he looked at me and said, I was wrong all 4 times.

359 I said maybe next time you better take my advice.

360 Transitions take a lot of thought, a lot of planning. A lot of maturity in the process or it won’t
361 work. So, here are my transitional thoughts to you:

362 ***#1 – Transitions won’t be positive unless the leadership team believes it is in their best interest.***

363 I’m not talking about the leader that is following you. I’m talking about the leadership team that
364 stays with the next leader. No one can sabotage that new leader like the present inner circle
365 leadership team whoever that is. The challenge is always the best interest for me vs. what’s best
366 interest for the organization.

367 ***#2 – the goal of transition is improvement – not perfection.***

368 You just want to get better, you don’t want to be perfect.

369 *#3 – transition is awkward.*

370 If it's not, you're not changing.

371 I love when I ask people, "Have you made any major changes in your life?"

372 And they look at me and say "I'm sure I have, but I don't remember any"

373 Can I tell you something...if you made a major change you remember every bit of it – it was
374 pain all the way.

375 Let me tell you a funny story.

376 Talk about transition – I told you when I went to San Diego I followed a founding pastor who
377 had been there as long as I had lived.

378 And he is just a wonderful man – gifted musician. Irish tenor, classical pianist – very gifted
379 musically.

380 The church just had music out the kazoos. In fact, the music that was written in the 70's and
381 80's was all coming out of Skyline - regeneration – that's where I was.

382 That's because he was a musician and he attracted musicians. There were musicians all over the
383 place.

384 Now you must understand, I'm not a musician. I like music, but I can't sing. I'm not a musician.
385 In fact, I don't even like a lot of musicians, OK?

386 So you can imagine me talking to the musicians when I came there – they all wanted to know
387 their day of singing, - I'm trying to build a church and leaders, - it's kind of a fun thing, if you
388 imagine.

389 Mother's Day – my first Mother's Day – I'll never forget.

390 Because when Pastor Butcher was there he didn't preach. He sat at the piano and sang songs and
391 played the piano.

392 He put a rocking chair on the stage and had the oldest mother sit in the rocking chair, and he
393 talked to her and told mother stories and sang mother songs.

394 And, everybody would cry.

395 So, it's my Sunday. My first Mother's Day Sunday.

396 So if you can imagine, can't play the piano, can't sing and don't particularly want the rocking
397 chair. So, I just preach a message.

398 When I got done, - this day is one of my favorite memories of life.

399 Not dozens – hundreds of people shook my hand and said, we sure miss Pastor Butcher today.

400 I laughed and said, Missed him too. Missed him too. You have no idea how much I missed him.

401 Next Mother’s Day I’m going to leave town.

402 I’m going to let him have the piano, the old chair, the quilt, the old mother... I could never, ever
403 fill that role. I could never satisfy those people like he did.

404 Here’s where I am coming from in transition.

405 You have to be either a very naïve person or have an ego bigger than Texas to think when you
406 transition and follow somebody that everything you do will make them happy. Because it won’t.

407 There are always some things that you will never measure up to the last guy.

408 And the finest thing you can ever do is look at people and say, “I don’t measure up” I’m not
409 there and I wish he were here too.

410 Isn’t this terrible? I don’t think I will do this again.

411 People love it when you can just look at yourself and understand you’re not as good as the last
412 guy in every area. You don’t have to be as good as the last guy in every area..

413 In fact, if you think you are as good as the last guy in every area you need a therapist. You need
414 some help. You’ll be OK.

415 And, I think that’s all part of the transitioning. It is awkward – just different.

416 ***#4 – before making a transition ask 2 questions:***

417 ***One is - Is it worth it?***

418 Because if you ask the question, is it worth it, you are weighing the price and potential.

419 The price I have to pay. The potential I get out of the transition.

420 ***Question #2 is can we do it?***

421 Sometimes it’s worth it, but you can’t do it because you don’t have the right people.

422 That requires resolve, capacity and time.

423 Usually the transition gap that we face is the change that people are either unwilling or unable to
424 make. They are either unwilling – which is an attitude. Or, unable which is a capacity issue. And
425 that’s where the gap of transition almost always comes in.

426 ***#5 – evolutionary transitions are easier than revolutionary ones.***

427 Evolutionary change means a refinement of what has been.

428 Revolutionary change means totally something different.

429 Going back to this setting right here in Christ Fellowship watching the transition from father to
430 son go very smoothly.

431 One of the reasons it has gone so smoothly it was an evolutionary change. It was a natural
432 evolvment. It wasn’t revolutionary – drastic.

433 Here is what I want you to note:

434 All leaders leave. The question is how.

435 Now let me stop here for a moment.

436 I find that I run into a lot of people in leadership positions and somehow they have never figured
437 out they are going to leave. They think they are permanent forever and ever.

438 So look at your neighbor and say “You’ll leave”

439 Everybody leaves, I leave, you leave, ... you got me....are you with me?

440 We all leave, OK.

441 Now the question is not are we going to leave.

442 The question is HOW.

443 Well, there are 3 ways to leave.

444 ***You can die.***

445 That is a legitimate leaving.

446 When people, die , you just let them die, understand?

447 Don’t try to bring them back. Just say – they’re dead.

448 You don’t want them to come back. If they come back then they will do some amazing things of
449 course.

450 You could start a new company! Wouldn't that be amazing.

451 ***#2 is they get fired.***

452 In other words, they have to leave.

453 ***Or thirdly, they walk away giving their organization the best chance for future success.***

454 And there are only one of those 3 that you really want to do.

455 You don't want to get fired, that's for sure.

456 We are all going to die, we just don't want to vote for it today.

457 So you want to walk away and give your organization the best chance to succeed.

458 A transition thought in closing:

459 This is from my friend Dan Cathy at Chick Fil-A "When the rate of external change continually
460 outpaces the rate of internal change, disaster is eminent."

461 In other words, when we on the inside don't keep up with the transition on the outside, it's only a
462 matter of time we are not going to be successful in life.

463 So how do we do that?

464 We have to grow internally.

465 We have to grow our people. As we grow our people, of course, we grow ourselves.

466 Transitioning – I know that isn't for you because you not about to leave.

467 But don't you wish the person you are going to replace would have heard this lesson because
468 they need to know how to do it right when they hand it off to you.

469 Thank you very much.