

## LeaderImpact Podcast Ep. 1 Roger Osbaldiston

00:00.00

Lisa Peters

Welcome to the launch of the LeaderImpact Podcast. We are a community of leaders dedicated to optimizing our personal, professional, and spiritual lives to have impact. This show is where we have a chance to listen and engage with leaders from around the world who are living this out. We love talking with Leaders. So if you have any questions comments or suggestions to make this show even better. Please let us know best way to stay connected is through our newsletter at [LeaderImpact.ca](http://LeaderImpact.ca) or social media @LeaderImpact. I'm your host Lisa Peters and our guest today is Roger Osbaldiston. Roger is passionate about developing leaders to grow personally, professionally, and spiritually he is the global executive director of LeaderImpact leading a team with members in 350 cities around the world that hosts events and provides resources focused on leadership development. He formerly served as the global vice president for Campus Crusade for Christ International with responsibility for ministries among leaders worldwide. Roger previously served as the global leader for the tertiary student ministry of Cru with over 8000 staff in 170 cities. He enjoys speaking to emergence. And emerging and current leaders about the significance they play in God's redeeming work in the world Roger and his wife Nikki have been happily married since 1994 and their family includes 2 young men Alex and William. Join us for some helpful tips insights conversations about developing a leader in your personal, professional, and spiritual life. All away from Auckland, New Zealand welcome to this podcast Roger.

01:38.28

Roger Osbaldiston

Hey hi Lisa it's great to be with you delighted to be on board. It's great that we can connect.

01:42.69

Lisa Peters

This is really exciting because this is the first podcast I have to say I'm probably a little nervous and I'm speaking to the big guy here. Well not the biggest guy but the big guy in LeaderImpact. Thank you for taking the time.

01:57.17

Roger Osbaldiston

It's great to be able to be here. You know, as you are sharing all those nice things about me it. Ah you know it really has a privilege to be a part of LeaderImpact and to be able to serve internationally and connect with leaders around the world. So yeah, delighted to join today.

02:12.99

Lisa Peters

Oh I'm excited to kick off with you. So we're gonna begin I definitely just want to hear a little bit about yourself about yourself prior to LeaderImpact.

02:23.94

Roger Osbaldiston

Yeah, well I could go back a long way. You know I was born at an early age. , but you know I I grew up in New Zealand so as you know New Zealand is ah is a wonderful country to grow up in so I spent most of my time in New Zealand I did spend a year in Australia and then 6 years living in the US working with Campus Crusade globally but have traveled extensively. 1 of my hobbies is I love to travel of course the last couple years that hasn't been the case so I'm looking forward to being able to get out and about and travel a bit more but you know I went to university in New Zealand and I studied politics and economics because I wanted to be the prime minister and was kind of some of my early ambition. And so after I graduated I went to work for the government as an economic policy analyst and I really enjoyed that but throughout that time you know, thinking about the future I ended up leaving that and felt the call to go into nonprofit work so it went to work mostly in student ministry so basically had held several roles in Campus Crusade from local campus work right through to leading the ministry globally. , and that was just a real privilege to connect with people from you know 170 countries we had around 8000 staff as you said working on campus around the world seeking to help students become leaders and impact their countries and so you know that's sort of a bit of bit of my background. Grew up a kiwi would like to say. So I should have agree to you with Kiorta which is Maori our local language and so then I moved to LeaderImpact about 2 and a half years ago I finished my global role with Campus Crusade and transitioned into LeaderImpact about 2 and a half years ago.

04:14.91

Lisa Peters

Oh good you know I had a career in nonprofit charity and ah it was the it was the greatest reward and I still find that even today I mean I'm you know with here with LeaderImpact and a volunteer but ah it just never leaves you that the goodness you feel in your heart. So what you know when you crossed over I get that it's a good thing ah working for a not for profit or a charity group.

04:44.61

Roger Osbaldiston

Yeah I think that's a good point. , you know I I think it's always good if we can bring our values together with our vocation and calling you know I know that's not always possible for people you know the economic realities and the marketplace. Sometimes we have to spend time working in areas that aren't our core passion. But I think it's you know ideal if we can get to a point where we're able to actually work in areas that are you know our primaries of vocation or passion and that's real a privilege that I've had over the last several years.

05:16.85

Lisa Peters

All right, one of my first questions was your career at Campus Crusade for Christ was focused on developing leaders. So how has that prepared you for your position at LeaderImpact?

05:29.44

Roger Osbaldiston

Well I've always been passionate about leaders and helping leaders grow and develop as you know our motto at LeaderImpact is helping leaders grow professionally, personally, and spiritually for increasing impact and so you know that's kind of been with me most of my life. You know as I go back to really early on I had a passion to come alongside students who you know students really are the future leaders in every sector of our society so you know we look around the campus every future prime minister, business leader, many of them are on the campus. So really investing in reaching students I found was a great way to impact that next generation and so I think it's always been with me that desire to come alongside leaders and help them grow and you know probably one of my greatest joys in life is to see people grow take on new challenges take steps of faith and take on greater areas of scope and responsibility. You know I think right now today the world needs more leaders and needs good leaders. I think this pandemic has created so much change and so much upheaval in so many industries. It's kind of revealed the good and the very worst of leaders and our capacity to do things and how we respond under pressure. So I think probably I don't think I'm overstating this. But I think probably perhaps never before have we needed good leaders to having a positive impact in every sector across society. I don't know if there's been a place in every country where leadership is required at the same time you know to step up to the plate. I think there's been you know major catastrophes around the world, world wars and different things. But this has been truly a global phenomenon and leaders have had to come to the fore and have had to step up whether it's in politics or business and making changes, making hard decisions. So I really believe that good leaders are in short supply but they've probably never been needed as much as they are now and so I think helping leaders grow personally, professionally, and spiritually is vital at this at this juncture. I have the privilege of you know being a part of LeaderImpact group here and it's been fun just to kind of see the conversations and interaction between different leaders and how they're kind of coping and having that chance to process and talk through the changes that have gone on over the last couple of years.

07:59.31

Lisa Peters

And there have been a lot of changes in the last you know many months due to COVID a lot of leaders are a lot of young leaders are stepping up so I'm really loving that. So I think my question goes there is you know a lot of these young leaders are starting to step up start their careers into positions of leadership. How would you suggest they best maximize their impact?

08:23.70

Roger Osbaldiston

You know Lisa I think it's really important to be a good student of yourself and to you know, learn about yourself and it's also good to learn about the world and what's happening in the world and be a good student of the world. And so I tend to have 2 thoughts when I think about emerging leaders and younger leaders starting out. So the first one is understand who you are you know, think about who you are uniquely shaped to be and I think it was Rick Warren or

maybe it was someone else before him but come up with an acronym of SHAPE S-H-A-P-E and I've kind of stuck with that and it takes. Look at 5 different aspects of our lives and how we can understand each other in those and so the S stands for spiritual gifts. You know if we're created by God we have spiritual gifts that God has given to us. P for personality. So we each have a different individual personality. That grows and shapes over time. We have abilities natural abilities. That's A. We have experiences so I spelt that wrong didn't I. H should have come before P. S H A so spiritual gifts H is for your heart. You know what are you passionate about? , A is abilities P is personality and then E is your experiences throughout life. And I think as we kind of think about those as a bit of a resume and I perhaps wouldn't put them on my resume. But I think about those things becoming a student of who I am as a person understanding my spiritual gifts. You know how God has gifted me as I think about my heart. What am I passionate about what's you know, really kind of tugs on my heart and then my abilities. What am I kind of naturally gifted to be able to do and abilities I've gained. The P personality. So some of us are more extroverted. Some are introverted and our personalities shape some of the way that we can then think about our contribution to the world as leaders but then also experiences I think is that big question are leaders born or are they made and I think most people would say it's probably both. We take some of the things that we're naturally given to us in terms of our upbringing and our personality and all those pieces but then often we're forged in the reality of experience that as we think about the different things we've had that shapes us also as a leader as a person. So I think so the first thing I'd say is become a good student of yourself and think about what is your leadership rese and how have you been gifted and shaped so that you can then bring that to the world and what's going on in the world.

And so the second thing I would say is be a good student of the world. Seek to understand how the world is functioning. You know I'm a person of faith so I believe in God and I believe that God has made everything and he is sovereign over everything and that he also has a plan for the world and plans that he is enacting in the world. So becoming a student of what's going on and what is God doing in the world around us and then I don't know if you remember that kids toy it had like you know round ball. It has the shapes and the places where you can put you remember that toy and so I kind of tend to think of it this way that that God has created a world. And there's a whole world of opportunities and you know there are lots of different shapes and places where we can plug in but then we need to look at our individual shape and think you know how are we growing as leaders and how are we being shaped and then finding the place that we can best plug in. You know I think the place where we can I think it was Socrates. I could be wrong on that, who said, when where your vocation meets the need in the world or when your abilities meet a need in the world there, you found your vocation. And so in a sense where your shape meets a need in the world and you can engage in what's happening in the world that's going to be like a sweet spot and so yeah I think for young leaders starting out be a good student of yourself and be thinking about your shape how you are being uniquely made and developed as a leader and take opportunities to continue to develop those things and grow. But then also be a good student of the world and ask questions. You know what is God doing in the world where is an opportunity that I am best shaped for impact?

12:55.53

Lisa Peters

Yeah, those are awesome and I think and that's why I keep showing up here to the LeaderImpact Podcast well number one because I you know hosting it. But I think of who I'm surrounding myself with and I have to do that and this makes me happiest. Is just being here with people like yourselves. But I continue to do that in everything I do in my work life and I surround myself with people that help me grow. So I think I don't know I think that maximizes my impact but I just know.

13:27.22

Roger Osbaldiston

Yeah I tend to think all of us have got a calling or vocation in our lives that I think is divine and God-given and but we express that in different ways at different times. So you know you are probably gifted in communication and connecting with people and so this right now doing a podcast is one way of doing that. But there's probably other ways that you could also do that whether you were teaching or speaking somewhere or leading. You bring your core vocation to that particular job at the time. And so I don't think it matters so much if you're not in the perfect job. You know as you go through a career there'll be jobs that are more enjoyable or less of a fit at times and so what key I think is trying to get to grips with what is that underlying like vocation or calling and then look for ways to express that. Think about someone who's maybe a teacher at heart. You know their heart and their giftings are about able to teach others now they can express that sure as a teacher which is fantastic but you know also if they are working in business they can also use their teaching gift to teach others in the business and engage them if that makes some sense. You know some sense like it's kind of tracking with what is that kind of thread in your life that picks up your kind of calling, vocation, your gifting and look for ways to then express that and engage that in the world and sometimes that'll be paid roles. Sometimes it's nonprofit volunteer work.

14:57.34

Lisa Peters

Yeah, and sometimes it takes a long time to find that.

15:01.92

Roger Osbaldiston

Yeah, somebody took a long time. Yeah yeah.

Lisa Peters

So you know, right now I can see a lot of young leaders jumping in you know, ready to take on the world and possibly getting out of balance. Just maybe the priorities get a little confused between their personal, professional, spiritual. So my question is you know we get caught up in goals and money and the question is what happens when life happens and how do we balance out and correct the deficits? Because it happens.

15:24.34

Roger Osbaldiston

Yeah I agree. There's definitely a lot of distractions, temptations, opportunities that kind of drag us aside. I think the first thing I'd say on that is mistakes aren't usually fatal. You know we all make mistakes and failure is actually essential part of leadership development and growth is you know if we're not failing we're probably not trying enough things so I'm not encouraging people to go out and make you know big mistakes and major failures but we will experience failure. We'll experience mistakes and I think a good point for that as you're young is don't panic. You know. These often most mistakes aren't fatal. They're not going to damage you for life. They're great experiences to learn from. I think it was Mark Twain who said, "Good judgment is the result of experience. And experience often comes from bad judgment." And I quite like that. You know we often learn some of the best lessons in leadership and life through decisions or poor decisions that we've made. Obviously it's better to learn from other people's mistakes. But often it's the ones that we make ourselves that teach us the most. So you know I would say, there are a lot of distractions. A lot of temptations and things but give yourself some grace and realize that mistakes aren't fatal that failure is okay, you know from time to time to learn from and grow from. The failure would be not to grow from it not to see it as a point of growth.

But perhaps another thought on that is I but I'd probably add keep good people around you. I think one of the temptations is to try and go and be successful independently you know on your own make it in this world. But I think it's for me, it's been about finding good people to surround yourself with. I heard that we tend to become like the closest five people in our lives and so surrounding ourselves with the kind of people that we want to be like that we want to you know, be more like and who can help us grow to be the leaders that we need to be so friends, colleagues, mentors. I've always had mentors in my life right from an early age just seeking out people who can counsel me give ideas, give input, speak into my life. I think those sorts of things are vital and we can kind of then learn from their experience and their mistakes but in a constructive and sort of practical way. So I think don't see mistakes along the way as fatal but keep good people around you and keep learning from them I think is you know a key part of that. Probably also getting a sense of priority and how do priorities get set in your life. One of the books we use in LeaderImpact is called Essentialism and it really focuses down on how do we strip out all of life to get down to the core essentials. He makes the point in the book that the word priority, we've kind of made plural priorities. But the word priority comes from a Latin word prior which means one and so the idea of having multiple priorities is possibly not the meaning of the word but we've kind of expanded it because we want to think we can do a lot of things at once. Now I think I think it's okay to have multiple priorities but I think his point is a good one that we can't actually do everything you know all at once. I think early on in a leader's life is a good time to get experience to try different things, engage in different ways that you can learn about yourself but then get into a point where you're actually beginning to focus and get down to the essentials of what can you do really well and to focus on those things.

19:16.50

Lisa Peters

And that is such a good book Essentials I think it's Greg McKeown and so speaking of books because and I have read that one twice probably could do it a third time but I see a books behind you and I'm loving because I see Braden Douglas's book *Becoming a Leader of Impact* but I want to ask you because I see a few books. What is a book that changed your life or can you recommend any books on leadership but more looking for something that changed your life.

19:45.00

Roger Osbaldiston

Yeah, well you know a lot of books I think and you know I tend to think about authors actually. So you know I have I have number of authors that I think about and I will read almost anything they write. So Henry Cloud is a favorite. So he's a psychologist but he writes and does a lot of coaching and mentoring now with business leaders and in the marketplace but I find his books just excellent. So *Changes that Heal*, *9 Things You Must Do*, and *Boundaries for Leaders* I think are just excellent. Anything by Stephen Covey is good. So one of the first books on kind of self-management and leadership I read for his was *7 Habits of Highly Effective People*. That's probably the starter point you know in terms of my journey into leadership and self- understanding. Patrick Lencioni you know, just writes some great fables on leadership. So his *5 Dysfunctions of a Team* is really a good one. Simon Sinek *Leaders Eat Last*, *Start With Why* really good books and I really like a couple of guys Chip and Dan Heath who've written some books on change management like *Made To Stick* and another one that is my favorite one that I can't remember but Chip and Dan Heath yeah, anything they write. Probably my favorite book this year as you mentioned is probably *Essentialism* I do have a copy or few of my bookshelves there. We've just been through that in our LeaderImpact group and so that's probably the most impactful book in terms of practically thinking through how do I reorient my life and think about getting to the essentials of leadership and life and so that's probably been one that's probably impacted me the most if I had to pick one I'd probably come for that one but then I would also probably want to add the Bible so as a believer in God I find I'm currently working through some Proverbs and Psalms. And the proverbs are fantastic in terms of leadership advice and then just watching the leadership examples good and bad of different characters through the Bible and then of course Jesus himself. So that's probably my ultimate favorite book. But picking a leadership book from this century I'd probably think *Essentialism* is an excellent choice.

22:03.59

Lisa Peters

Oh great conversation and it's funny I'm reading Proverbs we did a thing during the summer where we started on I think July first and read a Proverb every day and then we would meet once week and go through it is such great stuff like leadership. It is such good conversations come from that. So you talked a little bit about change management and I kind of want to go into that because it's just when I think of change management. There's a lot of risk involved and personally are you a risk taker?

22:33.26

Roger Osbaldiston

Well, you know, I'm a bit of a mixture I think so I think from one side of my family. You know my mother's side. My grandfather was a bit of an entrepreneur. He planted a church. He was a businessman and a farmer and a number of things he was doing. He was always thinking about new things. He was a leader and so I think for her side of the family I've got some of that risk taking but then my dad's side are more English and more conservative and probably less risk taking. So I think I'm a bit of a mix. So I think I want to be a risk taker and step out and do things. But then I have this other conservative side of me that's kind of a bit cautious and you know questioning some things and I think maybe that's a good balance. Maybe that keeps me from jumping into things you know, kind of in a crazy way. The reality is anyone who was born in New Zealand as a relative of a pioneer who moved out here has got to have some risk you know to pack up your life in another country and move across the world. You know completely the other side of the world for my family coming from Europe to New Zealand. That's a big risk you know and I think a lot of New Zealanders tend to have some of that pioneering. Anything can be possible will fix anything. A very pioneering kind of independent spirit. So a lot of New Zealanders have that kind of a personality or an approach to leadership. But I think a person probably a bit of a mix between risk averse and risk taking. So I do like to take risks though, but it's just a little harder for me than others. Perhaps at times.

24:16.90

Lisa Peters

Yeah, well I think in the last many months and I keep saying many because there's just COVID isn't done yet. There's been a lot of change and people are taking those risks and they're leaving their jobs and I'm reading the articles and they're calling it the Great Resignation. You know people are making that change like I'm done I'm ready to and I mean I can feel it. So I don't know if you have any advice to give leaders who are you know they want to take the risk or they want to make the change. Do you have any advice for them?

24:41.39

Roger Osbaldiston

I think you know it's a good. It's good to be a student of the times and you know I felt this pressure through the pandemic because everything else is changing. I felt the pressure to want to change a whole lot of things. And in fact, we've sold a house and we're moving house. So, you know you go through all this change and so you want to change something and we'll look back in a little while and see whether that's a good decision or not but you know I think it's easy to fall into those kind of ideas. So I would say you know it's good to hesitate and good to think okay, everything in the world is changing does my job and my house or whatever need to change at the same time because you know the more change there is the more stress you know that comes from that. Having said that you know I've been reading about the great resignation and people taking this opportunity to move and change and I would generally say you know that's a good thing that you know there aren't many opportunities in life that come along where you have the capacity to be able to make a big change. And this pandemic and the changes that have come about have allowed a lot of people to do things perhaps that they



weren't thinking about doing before. So I guess what I'm saying is I wouldn't rush in to make change just because that might fix everything because everything's changing you know and it's like oh I need to change try and get my life back together or whatever but hesitate think about it and think you know what are the unique things that are happening now that perhaps I can take advantage of and move into something different or perhaps you know people call it a big reset. You know to look at the way that we've been living our lives. Maybe our priorities and values and go back to the core you know of some of those things. I often talk about 3 characteristics for leadership: passion, vision, and action and I often will go back to those things. So a long time ago I woke up about 3 am in the morning and these 3 words are in my head passion, vision, and action and I think I was writing a talk at the time and so there might have been sort of in my subconscious and so these 3 words came to my mind and they've kind of been a bit of a mantra that I go back to when I'm needing to make big decisions or think about creating change. And so passion is the first one and so it goes back to what I said about your heart and your core and what your vocation is. So it's about going back to your passion. What you're passionate about so if there's an opportunity to change or resign and go to somewhere else I'd be asking the question you know how will that help me move more forward in what I'm passionate about? What are the passions that God has put on my heart? In terms of who God has shaped me to be and what he's doing in the world is this connected to that the second one would be vision. So I think it's good to cast your mind beyond this pandemic think about the future where would we be in 5 to 10 year's time I think vision is a real gift. It's the gift of seeing not how things are now but how they could be in the future. It's seeing sort of beyond the problem now and see the potential for the future. It's not seeing the situation that we're facing, but what is the solutions that could be out there and so start kind of opening your eyes and seeing with vision what could the future be like and where could that provide an opportunity and putting your passion and your vision together kind of could give you a bit of a dream or an idea of where you want to go forward and then the last one A is for action. So this is often where I get stuck is that action step you know I mentioned about being wanting to take risks but a little bit risk averse and cautious but it comes down to action in taking that step of action I think we want to be bold and be courageous and you know take steps of faith. You know I found in this pandemic time I've had to rely upon less used skills and dig into some other areas and so a lot of my skills perhaps that I've relied upon in the past strategic planning thinking about you know the future, doing five-year plans. Booking trips. You know all those things that perhaps I used to do and were part of my daily work all changed and so, I'm needing to dig into other skill sets. But also think about different senses for thinking about where the world's going and what the world will like in the future. So that's been a helpful kind of thing is doing more listening to God, listening to people rather than relying upon you know perhaps abilities they would normally rely upon like if I just planned this out for the next five years this will happen I think we need to you know, dig into some deeper skills some deeper habits of thinking about the future as well. So yeah, passion vision action. I'd go back to those I think when it comes to you know times of major change.

29:45.58

Lisa Peters

Yeah I feel like at Lisa Peters is having a leadership lesson here. I want to be writing notes I'm like this is good. I write this down. So you know we talked a little bit I mean you've sort of mentioned it already just the spiritual so tell us a little bit about your spiritual journey.

30:02.78

Roger Osbaldiston

Yeah, for me, you know I grew up with I mentioned that my grandfather started a church planted a church now our town in New Zealand and so I grew up from an early age going to church and being a part of that whole community. And so my spiritual journey is rooted in the Christian faith and it wasn't until I began to go to university and began to think you know I grew up in a small rural part of town and moved to a big city to study and that was the eye opening for me in lots of ways. But you know heading off to university becoming an adult and stepping out of home and the comforts of that and growing up and then going to university was a pretty confusing time you know, thinking through what you've been taught what you grew up believing and thinking and so what I found at university was there were any number of competing voices or ideas about things you know university is a great place to like discuss and talk about latest ideas on different things. What I found that it was it was like confusing in one sense that I was able to explore and discover a whole lot of things about faith but also, a lot of professors and people who talk about different things and so I came to the point a bit of a crisis point in my own faith journey where I had to you know make a decision am I going to keep pursuing my Christian faith. Or am I going to do something else. And you know I came back to something someone said to me, you know you've got to rely upon the answers to the questions you know, not be always in doubt about the answers to questions you don't know. So there are things that you know I knew growing up. There are things that I also couldn't question answers to life's biggest issues that I don't question about faith and about God. I have a number of other questions still but my grandfather was very significant in my life and he said to me. You know if you wait till you know everything about something you'll never do anything. And so I came to the point where you know I got involved with Campus Crusade, a student group on campus, and they did a lot of lectures and seminars and things on things like the reliability and historicity of the Christian faith, the person of Jesus, the Bible and I learned and dug into a lot of things like from Josh McDowell who wrote a couple of books called *Evidence that Demands a Verdict* and presenting some of the perhaps historical evidence. So a lot of my faith growing up was you know in a small environment in a small church and it was not quite as perhaps history or fact based you know it was a little more mysterious I suppose but getting involved with Campus Crusade and reading books by people like Josh McDowell and other scientists and people who had studied things really kind of helped balance out some of the things that I was hearing from other sectors. And so it really kind of gave me a grounding that there was solid historical evidence and reasons for the Christian faith of Jesus as a person and his resurrection and so I wrestled with a number of things and came to the point that yes I still have some questions about other things and I'll probably always have questions. But I realized that there were answers I had that I couldn't question. There were things that you know I knew to be true as I'd examined the evidence as I

had experiences in my life as I'd seen God you know, answer prayer and show up in my life that there were things that I couldn't explain any other way. And so while as university I decided to put my trust in Christ and I have never looked back since. Sure there's been questions and times when I've doubted things or question things. But really since then God you know gave me a solid sense of purpose and direction and I think a certainty and clarity about some of the core issues of faith and trust, and that's really stuck with me know ever since. Yep there's been lots of times when it's been tested. And now as I get older not that I'm that old but you know as you kind of progress you tend to as I mentioned think about things in slightly different ways. And so you know I try and listen for what God is saying in different ways now than maybe I would have done when I was you know a university student but it's been a great, a great journey and Venture of you know following God and following Jesus through that.

34:33.21

Lisa Peters

Yeah I think that's what I love most about LeaderImpact groups is just the people in the group. You know there's so many different levels. You know some are just spiritual seekers and some are so much stronger and I know when I first joined and it was 2015 so it's a long time ago. I've just grown so much by surrounding myself as you're saying you know you had Cru and you surrounding yourself. So I just want to talk you a little bit about your LeaderImpact group in Auckland you know what have you been doing in your group?

35:03.27

Roger Osbaldiston

Yeah, well we have a great group. So a number of different sectors, different roles. We've got directors of insurance company. We've got chief technical officer who's more technical being a CEO of a fintech company. We've got someone who's involved with TV analytics. Someone who's works for Air New Zealand leadership role there and obviously that's been a lot of change for him over the last year. HR. nonprofit leadership just bank finance industry. So we got a great. Great group and what's been really, really good about the group. So yes, there's been great content and we've worked through a number of books over the last year or two but one of the best things has been just the conversation and getting to get that time to connect together. And I think during this time of the pandemic you know we've been meeting online so we couldn't meet face-to-face and you know my city Auckland has terrible traffic. So the idea of getting together for a meeting in the morning or the afternoon or evening is kind of challenging so we do that occasionally when we can. It's been challenging with us different restrictions. But you know we'll get together for a meal or a social gathering where it's no content. We're just connecting and getting to know each other but the groups the group time every week is online so we meet online and we've worked through several books we worked through *Essentialism*, *Becoming a Leader of Impact* from Brayden Douglas. The Foundations study which is a fantastic study looking at your values and mission in life and some of those things that we've talked about today. Right now we're just finishing up Henry Cloud's *Boundaries for Leaders* which has been a fabulous book actually. Number have said that it's might have been one of the most practical in terms of putting those things into place about

leadership building trust in your teams. So I would say it's been a mixture of great content and you know LeaderImpact puts together some great study reviews and the Integrated Life Series which the study guides on some of these books so seeks to kind of pull out some of the personal, professional, and spiritual questions and discussions around those books because the different books have different angles and author has a different perspective each time but the LeaderImpact study guides really help kind of bring out some of those extra conversations. So we've been using that and the content's great, but I would say you know equal to that is the relationships the connection, the ability to grow together and hear you know hey we're in this journey together. We're going through some similar things at times and just appreciating that piece. I think for a lot of leaders you know, just this morning we had our LeaderImpact group and we were discussing a couple of items that come up in the news you know a CEO who's having to step down from a major company failing. They're citing culture failures within the company and really stems back to the leadership style of the CEO and so we're discussing Henry Cloud's book on *Boundaries for Leaders* and he's talking about CEOs who don't listen, who aren't you know able to listen, and take input and how that affects the culture of the organization and so we can see the things that we're talking about in our group just playing out. You know, not only in our group but in our country as a whole and seeing those things so it's been a fantastic group and I would say and I'm not exaggerating Lisa for the purposes of LeaderImpact Podcast. I've done a lot of courses I've done a lot of you know things over the years but I would say this group has probably helped me grow as a leader more than anything else that I've been involved with and I think it's because of the relationships and being alongside a peer group of leaders and discussing things in addition to the content that we've been going through. So that combo is really powerful combo.

39:02.67

Lisa Peters

Yeah I would agree. Once I started attending when I got involved in the group I don't think I ever missed a Wednesday morning I just love it. It's 1 hour of my morning and it sets it off right? So right in there with you so you know you may have answered this. But I just want to sort of shift the focus more to the young leaders because you know we talk, you're you know you're mentioning CEOs and VPs. But we've got some young leaders coming up and I just want to ask you? How would they benefit by joining LeaderImpact?

39:32.64

Roger Osbaldiston

Yeah, great question. Yeah, like we identified that that a lot of our resources were aimed at senior leaders and in the marketplace but I also come from a background working in student work and you know the future leaders of every part of society are coming through campus and so for LeaderImpact we began a new initiative in the last year called LeaderImpact Next and LeaderImpact Next is really going for those early career leaders who are coming through but have got you know strong leadership potential and so we've tailored a set of resources and coaching how we can start up groups in cities for leaders coming through in the next generation or leaders who are early in their leadership career. And so we've put together a curation of resources and ways that those groups can lead and so LeaderImpact Next groups

you know are often part of a LeaderImpact city wide movement. But they're made up of younger leaders and there are some specific resources that can help. So Foundations is one that we use across all of our groups. But you know as we just as it's useful for senior leaders. It's actually really, really helpful for younger leaders and emerging leaders because it really gets to you know at the very start of your career, what are your values? What is your mission in life? What's your vision? Setting some goals and plans in those directions. So I would say Foundations is as the title would say is foundational and so it's a really great place to start so we've had a couple of groups here in Auckland start with young professionals looking at the Foundations group I think that's a great, great place to start. Another resource that we're just launching in the next year is called Venture. And Venture is about you know how do you go beyond just some of the regular conversations that we have to actually step into some of the spiritual conversations. So in LeaderImpact we want to grow personally, professionally, but also spiritually. That means getting into spiritual conversations with each other and so the Venture series looks at how to bring in the spiritual conversation because you know they'll saying you never talk about politics, religion, or sex or is it politics, religion or like something like that anyway. So talking about religion you know of spirituality can be a difficult topic and so Venture is providing some help and encouragement of how we can actually you know just begin spiritual conversation and engage at the spiritual level and I think that is a great resource for younger leaders jumping into the workplace at an early stage. Because you know I mentioned my experience at university it's a great place to throw ideas around. You do talk about everything you do talk about religion and different philosophies and things like that and then suddenly you get to the workplace and you're expected to know everything you're expected to kind of be you know now delivering and performing and things. But really, you're still just kind of learning and I think on the spiritual side, we're used to being open conversation about things but you come into the workplace environment and now you're paid to be focusing on a task and you're working your time is not as free as it was when you're a student. And so you can't just you know function in exactly the same way at work and having conversations about a number of things so Venture is just a way of kind of helping anyone at any stage. But I think it's particularly relevant for younger leaders coming into the marketplaces. How do you actually find opportunities and places where you can speak spiritually about issues with people, you know as people in your team are talking about their lives. Is there a way that you can help bring a spiritual perspective to that as well? So I think Venture is a fantastic resource as well. Plus a number of the Integrated Life Series I think are really helpful but the next team has also began to put together a bit of a process of how someone could begin a group in a city. So there's a lot of places where there aren't LeaderImpact groups. You know you mentioned we are in many cities around the world but there are a lot of places where we're not. So we're also putting some resources together where people can start a new group and so, particularly in the Next area we're putting together a bit of a process of how do you start a group that maybe is more appealing to the emerging leader generation which involves perhaps a different set of social activities or engagements or ways of engaging than perhaps you know someone at my stage would want to engage. So we're just sort of tailoring a process that's relevant to that point. Yeah, so there's some thoughts.

44:01.74

Lisa Peters

Good and you know what I love, when you know you're meeting online and I think of all the groups that do to COVID they did have to move online and I'm going to be starting a new group Braden's book is going to be our first one but now I'm thinking it should have been Foundations but we've got people from all over my province because Zoom allows that and you know there was no LeaderImpact in their small town so they're going to join into ours. So I yeah I really think that's a great idea. So I only have two questions I'm going to get a little deep on this one, LeaderImpact is dedicated to leaders having a lasting impact. So as you continue to move through your own journey have you considered what you want your faith legacy to be when you leave this world?

44:53.23

Roger Osbaldiston

That is a deep question Lisa. I know it's an often asked question what do you want to be said about you when you die or whatever. You know I think I think two things for me and I think this may be true for leaders. So on a personal level I would like to think that I've helped people grow. You know I really own the mission of LeaderImpact and you know wanting to help people grow personally, professionally, and spiritually but I'd like to think that I'd help people grow or go one step further in their journey in life and in leadership. You know I really love one of my sweet spots I think is just mentoring people. So I love to mentor and engage and come alongside younger leaders and there's nothing that gives me greater joy than seeing leaders grow and take that next step of faith the next step in their career or their journey and have the skills and courage to do that. Often I think people want to make those steps but they lack perhaps someone to come alongside and just give a little push give a little help and say yeah, go for it. So I want to be known to have been someone who's come alongside people and helped them grow and take the next step in their journey in a particularly towards making a positive impact. So you know we don't want to just have leaders that are out there for themselves. There are plenty of examples of bad leaders. So I want to see people who are having a positive impact and particularly also for God's kingdom. So you know I mentioned before that you know God's created a world of opportunities for us and so I want to help leaders grow so they can really have a positive impact on the world around them and contributing in a way that God would want us to help shape the world and for his kingdom and for the future. So I think that's what I'd like to be you know known for as I look back and think about a legacy. Would be helping people grow towards God and his purposes.

But you know there's another piece that I've thought about more as I've got older as well as the important role of organizations and institutions you know we think of that's a little bit boring really you know and but I think one of the legacies we can often leave is helping shape an organization or an institution or a place that will continue after us. So I think about my grandfather actually who planted a church you know and so for generations after he's gone that church can continue to help people as they journey forward. Now, not everything should stay the same and things should change and not everything you know works out the way that

we plan but you know organizations like LeaderImpact. You know I'm pleased to invest in LeaderImpact because I'm hoping that long after I've left LeaderImpact. It would be continuing to help leaders grow and there'll be new leaders that would be engaging but sometimes as leaders we need to come along and help provide the infrastructure, the framework, the parts that kind of keep that moving on and so I think society needs great companies we need great organizations we need great churches we need great movements that leaders you know are leading now that will last on beyond them. So I guess I answered that question in two ways one is like the personal legacy of seeing people grow personally as leaders but yet I think also it's our responsibility as leaders to create culture elements in society that are a part of our civil society that will live on after us I don't mean the sense of like you know, creating you know a building with your name on it and a legacy and you know an institution in that sense but being a part of organizations and companies and pieces that actually can continue to grow and adapt as the needs will be different in the future. So not something. That's you know, stuck in now but organizations that you know continue onto the future I think that's an important part of our legacy is building you know, learning and growing organizations.

48:49.37

Lisa Peters

I that's a great faith legacy to leave Roger. So my last question for you is what brings you the greatest joy?

48:57.67

Roger Osbaldiston

Well, that's a hard question. You know I've said I've mentioned a couple of times probably one of my greatest joys is seeing people grow and change and take the next steps of faith in their journey as a person and as a leader so that's probably true. You know at the deepest level. It's also true in my family so you know one of my greatest joys is seeing my sons grow and develop, seeing my wife you know flourish she stepped out this last year or two and started a business in marketing and photography and so I love seeing her do that. My sons are quite entrepreneurial so have desires to start a business. You know they start different things. They've got a bit of a following on Instagram and have desired to you know set up different companies and things I'd love to see that kind of happen. So I'm excited about that. I have a lot of other things that bring me joy. I love coffee. I love cheese. You know I love travel, go into new cultures. So all those things bring me joy as well, but I am at the deeper level it's seeing people I love family, friends, colleagues, and people around me as well as you know leaders in general society growing changing and making a positive impact.

50:09.27

Lisa Peters

Perfect way to end. Thank you Roger that was wonderful. And just thank you for taking the time to share your story with us. We just love it.

50:17.29

Roger Osbaldiston

As we say in New Zealand No worries.

50:29.30

Lisa Peters

No worries. I feel, I honestly feel like this is like I wished I was writing more notes I'm gonna have to listen to this so I can write down all the books. I feel like it was a leadership lesson for me and I'm sure everyone listening I absolutely love being a part of this podcast just for this reason is just to hear other stories and you know the books you're reading and what's going on and you really had some great stuff. So thank you for just sharing the last hour

50:41.83

Roger Osbaldiston

Yeah, well thank you Lisa because I think you know, it's about leaders sharing their journey and you're helping do that. You're helping you know leaders like me kind of start to think about some of these things and crystallize it and be able to share it as you ask really great questions. So thanks for contributing in this way really helps I think the conversation.

51:00.25

Lisa Peters

Wonderful. Well thank you again. Thank you Roger. All right. Well that is it a few more notes LeaderImpact is a global movement dedicated to leaders having a lasting impact and we believe the true impact occurs when your personal, professional, and spiritual life is fully engaged. We have a network in over 350 cities around the globe. We host live and virtual events throughout the year and have a growing network of peer groups that meet weekly across these cities. Our podcast is just one of the ways to help you accelerate your growth as a leader. We hope you enjoyed meeting Roger Osbaldiston today. You can find him at [rogerosbaldiston.com](http://rogerosbaldiston.com). So if you're part of LeaderImpact. You can always discuss or share this wisdom with this group and if you are not yet in a LeaderImpact group. We would love to have you. Check out a group available in your area at [LeaderImpact.ca](http://LeaderImpact.ca) or get in touch with us and we will connect you stay in touch with our newsletter at [LeaderImpact.ca](http://LeaderImpact.ca) or on social media and remember impact starts with you.