

LeaderImpact Podcast Ep. 18 - Bruce White - The Importance of Family when Building a Business

Lisa Peters

Welcome to the LeaderImpact Podcast. We are a community of leaders with a network in over 350 cities around the world 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 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. And the best way to stay connected in Canada is through our newsletter at leaderimpact.ca or on social media @LeaderImpact. If you're listening from outside of Canada, check out our website at leaderimpact.com.

I'm your host Lisa Peters and our guest today is Bruce White. Bruce enjoyed a 37-year career with PCL family of companies a \$10B international construction firm operating across North America and Australia. He specialized in developing next-generation leaders while leading high-performing construction teams delivering major commercial, residential, and healthcare projects. A widely consulted leadership mentor and construction subject matter expert, his projects have won many local, national, and international awards. In 2021 Bruce founded ForALLI Incorporated, an international firm specializing in life and leadership coaching, mentoring young business leaders, advisory consultation to owners and developers, and construction expert consultation in legal disputes.

Bruce married his wife Sandi in 1984 and together they have served in various capacities including children's advocacy, community relations committees, and governance within the faith community. Additionally, Bruce has served as director and board chairperson for the industry and community arts organization Anne, as an international business and development advisor in NGOs in Zambia, Zimbabwe, Rwanda, and Cambodia.

Bruce's primary love is his family to whom he devotes significant focus to encourage their dreams as he joins their journey. He and Sandi have 2 married children as well as 3 grandchildren with whom he shares his love of travel, lake life, and Lego. Join us now for a conversation with Bruce about how important his family is in his personal, professional, and spiritual journey. Thanks for joining us, Bruce.

Bruce White

Thank you, Lisa. It's so nice to be here.

Lisa Peters

I hope people are watching this on YouTube because what I am loving right now is I see a Saskatchewan Roughriders helmet in your bookcase and you're not even living in Saskatchewan.

Bruce White

No, I am not. I grew up in Saskatchewan and true to anybody who has grown up in Saskatchewan, you bleed Rider green and it never goes away. So I'm a Riders fan number 1.

Lisa Peters

Excellent! Well, it is very nice to have you. And I also love your intro the whole Lego and obviously, you're playing Lego with your grandsons. Do you build high rises?

Bruce White

I do. I actually do have of the last project I did Stantec Tower, I have a Lego model that we commissioned that I haven't built yet because my grandsons will be here to visit us, hopefully, this summer, and so I'll pull that one out and we'll put it together. It stands about three and a half feet tall.

Lisa Peters

Wow! Yeah you do have a love for Lego. Well, we usually kick this off with telling us a little bit about your story Bruce. I want to hear more about you as a person but I can't get from an introduction and anything that really stands out in your life. That's what I want to hear about Bruce White.

Bruce White

Well, I'll tell you I mean I am from Saskatchewan. I grew up in a contractor's family just a few miles down the road from you in Moose Jaw. I mean business and construction was just part of our lives from, a very, very young age. We all learned to answer the phone with the business name and take notes for my father because he was always on the job sites. And I remember 5 years old being on the job site. My job was to pick up the nails coming out of the forms and he paid my sister and I five cents for every hundred nails that we gathered. So yeah that was enough to buy a little bit of candy but not enough to make a living for sure. So construction's in my blood.

It's natural that I flowed into that both in education and in kind of giftings. And got my education in Saskatchewan and then in 1984 not only did I marry the love of my life but I also started with PCL which again is a Saskatchewan success story. Started in 1905 in Stoughton, Saskatchewan. And started with them in Regina so and then carried on from there growing in PCL from the bottom up.

Lisa Peters

So how did your dad feel? You grew up in a construction family with your dad and I know that because I mean you talk so highly of PCL. I mean it is a family for you. But how was that switch? How did your dad feel like you're leaving? Like I think he probably wanted you to have that.

Bruce White

Leaving the family company? Yeah, to tell you the truth that was my original intent and it was to get a more formal education in construction and so I took architectural engineering technology and the dream was at that point in time to come out and join PCL for five years. And basically, I wanted to learn from the best and then take that back to the family business and take over the family business.

Five years in, I was sitting in Calgary. I was the project manager on what is now known as Canada Trust Tower and The Core, which back then was Calgary Eaton Center. It was \$90 million back then. Probably a \$300 or \$400 million today. And my dad came and visited the site with me and was thoroughly impressed obviously because I was doing things that he had always dreamt of doing and so 5 years came and it's like what, you know what? I love what I'm doing. I am being challenged. This is a great environment. It is a family and it's also employee-owned. So also had an equity position in the firm that would grow over time.

So we kind of talked about it and dad said, You know what, stay where you are. You don't want to come back to Moose Jaw and run, \$2 and \$3 million projects when you can be sitting here running a \$90 million project. So I stayed and yeah, five years turned into 37. Can you believe that? 37 years. It was great

Lisa Peters

Was that conversation hard for you with your dad? Because I think a lot of people have done that. I'm gonna go away I'm going to learn. I'm gonna come back.

Bruce White

It really wasn't because I was torn. I was really, really torn. It's pretty heady stuff to have a position like that on such a great scaled project. And just lots of toys at my disposal like tower cranes. And like all the kinds of things that I would have dreamt about playing in the sandbox when I was a little boy and so it wasn't hard. And it actually was in some ways a bit of a relief for me and I think for my dad too because he could see that what I was able to do was things that he only dreamt of doing. And so he kind of lived I guess vicariously through me to some degree.

Lisa Peters

That's awesome. So did you stay in Calgary for many years or were there bigger opportunities that came to you?

Bruce White

That stint in Calgary was only about 3 years and then we relocated back to Regina and did some really, really great projects there most notably the Regina General Hospital. Which really cool story. To build something like the Regina General Hospital and then have both my son and my grandson born in that hospital is truly, truly special. Because as a builder, I mean one of the things I always said to the clients of hospitals is today you might be my client.

Tomorrow I might be yours. And so I want to make sure that everything that I do in and around this facility, because Regina general hospital was an operating facility while we were building, and I don't want to do anything at all to disrupt or harm any of the clients of the hospital. Because those truly are life and death moments. And I don't want to get in the way of that in any way.

Lisa Peters

Wow. That's a great, great project. Great story. Thank you. So from Regina...

Bruce White

Regina, we went back to Calgary and did a number of towers. And I won't get in...I mean there are just too many of them to name. But we were there for about 16 years. Our children were very young. The move to Calgary was a significant step in my career because I moved into senior management. And then each successive step after that ultimately arriving at the title of project director which looks after multiple projects.

And so in Calgary, I was at Centennial Place 1 and 2 and Keynote and City Center and Centrium Tower and Southland Park and Chinook Mall and they just had all these things go on at the same time which was pretty exciting. A little stressful at times because that was when prices were going crazy and escalations were running high and manpower was in short supply. So lots of things to juggle.

And then, the unthinkable happened to me, which was them asking me to move to Edmonton. And after 16 years in Calgary, the thought of moving into Edmonton was...

Lisa Peters

Why the unthinkable?!

Bruce White

It's just the Calgary - Edmonton thing, right?

Lisa Peters

Ok because I'm an oilers fan I would love to live there.

Bruce White

I know. I know. Well and that's what really brought me to Edmonton. It wasn't that I personally wanted to live here long term. And in fact, my wife said to me, Okay, I'll go. And she's been so great in all of the transitions that I've made in locations. She's always said wherever you feel we need to be, I'm behind you. But for Edmonton she said, Yes, I'll go to Edmonton but I don't want to live there forever.

And my response was, this is 3 to 5 years, and when these projects are done, which was Ice District, which is totally transformational to a downtown core. Like like how could I resist that? \$2 billion worth of construction in about a 4 year period. And for a builder that's, I mean, that

just doesn't come along if ever in a person's career. So I was just really, really loving the challenge. My response to my wife was our daughter has chosen to live in Edmonton after her nursing degree. If she stays in Edmonton and gets married, probably to an Edmonton Oiler fan and they have a little Edmonton Oiler fan, I told Sandi I said, If that happens will I ever get you out of Edmonton? And that is indeed what has happened. So I am still in Edmonton.

Lisa Peters

Well, I might have to come to see you just so I can go to the Edmonton Oilers games. So you have really hit...listening to you and the Ice District that is pretty much the height of your career. I mean you kind of said this is a big deal. But at this time you had 2 young children. As you were building you mean in Calgary you were a project, I can't remember the title.

Bruce White

Project manager to project director is the transitions that happened there was a few steps in between. But yes.

Lisa Peters

So like I can imagine this being stressful to someone who really wants to commit to their family. You've talked a lot about your family, your dad, the business and that's tough to commit a lot of hours at work to a young family because you can't be everything to everyone. So my question is how did you integrate work and family? Or did you or did something suffer? How did you do it?

Bruce White

Well, I'm first of all I'm glad to hear you use the word integrate because work-life integration is really what is not a balance. It never is going to be but it is an integration. And it's trying to make them both work and both be successful. And what I found is that what was required of me in both settings was quite different. The measures of success are quite different.

And so no I didn't always get it right. And probably the first inkling that I was not on the right path is when my wife pulled me aside and said even when you're here, you're not here. And it's like okay, something is not right here and I reached a point where I had to make a decision. And my decision was no, my family is important, number one that's most important to me. The reason I do my job, the reason I draw the salary and everything is first and foremost for my family. And I think when life or when your career and your work kind of take precedent it's really evidence of an ego and a selfishness. And certainly, that was the case with me.

I started looking at the press. I started looking at the projects. I liked the status. I liked the challenge. I liked all of the things that came with that. but I wasn't prepared to sacrifice my family. And we did pay some prices for that. I mean relocation is not an easy thing to do with a family. And so each time we relocated, as much as I could, I would try and provide some

measure of positivity or reward for the family following me. And it really came to the place, and it was a process. I mean this didn't happen overnight. It was a process.

And so what I learned in that process is to really take a look at what I was doing. And being kind of a construction guy, a little bit of an engineering mindset, I just took a look at my 168 hours that I have every week and I started recording all of the things that I was my intention. What I wanted to do and what I was doing. And it really helped me understand why I was facing so much stress because I found that I was trying to stuff about 260 hours of things in a 168-hour week.

And I just felt like here I'm holding onto this stuff in front of me in my hands and like things are dropping all over the place. And I knew I needed to get back and basically re-engineer my schedule, my priorities to get back to an integration where I could look at my family and look at my career and be satisfied with both.

The other thing I learned is that success with family is not measured with things. It's not measured with education. Success with family is measured in time. Where success at work is measured in so many other things other than time. And yet we invest, and I was investing way too much time in work and not being. So I was doing my career but I wasn't being the father and the husband that I should be.

So I reengineered it is what I did. And just took a pragmatic approach and said okay here are the things that I need to do. And realized that I needed to cut my 80-hour week down to something like 60. I need it to be yeah I needed to be and so a couple of practical things that came out of that, and Sandi was so so great with this, I stopped bringing work home. I decided to make a very physical break between work and home and be 100% present and focused on each when I was in each kind of place. So 100% at work and 100% at home.

So I stopped bringing work home and I got 2 cell phones. One was a personal cell phone, one was a business cell phone. And the business cell phone when I walked in the house for the first while it was Sandi would greet me at the door and ask for my phone and shut it off and put it on the kitchen counter. In time it just became a natural thing for me. I had to sit down and I had to talk to my colleagues and my supervisors and just say listen this is what's going on and I am going to give you 100% while I'm here so that I can give a 100% when I'm at home.

So I had to negotiate some boundaries. Had to be transparent with both with my family, with my kids, and with my colleagues at work. And what I found, the other thing I did is, I really kind of looked at some ancient text. And there's a story in an ancient text about a gentleman by the name of Joseph who said that in his story that he was blessed at whatever he put his hand to. And so I had to say okay, that's what I want is I want to be blessed in what I put my hand to. I want to be efficient at what I do at work.

And so what I really found is that I learned and wasn't anything special that I did, but I found that the more time that I devoted at home and cutting my week down at work, I was actually

able to accomplish more at work in 60 hours than I had done in 80 hours before. And I knew that because running these large projects we often we'll run overtime. I had one project in Calgary that ran seven days a week, 2 shifts. And what we learned there is if we gave the crews on the site long weekends, and not just a long weekend but in some cases, we'd give them an extra day. The amount of work that we got produced in the two weeks after we gave them a break, was more than what we had done before we gave them that break. And so that's what I learned is I could work 80 hours a week I could work Saturdays I could be, pulling time away from my family, but when I learned to kind of scale that back and give myself the time to recover with my family...The letters that I would stress about for two or three days would just flow out of me in five minutes when I was refreshed.

Lisa Peters

Wow! I'm listening to your story and I'm sure so many people are and we're living this where we're not turning it off. We are bringing our computers home. We have one cell phone that everybody has because my personal is my work and everybody's calling it. It's dinging at ten o'clock at night. And I just, I think of the conversations that might happen now that you have said it and I hope that the conversations are very positive. We don't go at our partners because my husband brings work home and his phone is dinging and I'm like we need to have this conversation. And we have to keep it positive. This is for us. This is for our family.

Bruce White

Yeah. Well and one of the things that I learned, I came across a book in this process. And I'm not a huge reader but I've kind of learned to do this because my wife is a voracious reader. So when we would go on vacations she would take a suitcase full of books. And so I just learned well I mean if she's going to sit on the beach and read I got to do something and I can't spend all of my time bodyboarding. So I would take books and so part of this process was taking some books to look at things like work-life integration and priorities and goal setting and change management and learning about myself.

One of the books I picked up and I took and the title is incredibly provocative was choosing to cheat. And at first, I thought this just sounds way too provocative. It was written by Andy Stanley so I knew it wasn't one of those Harlequin romances or anything like that. But I really didn't know what it was about but the title was just so provocative I had to take it so I did. And it really what it is the subtitle, in fact, they've renamed it now is *When Work and Family Collide*. So they've renamed it to that now. So what it told me is these are choices that you make. And the line that really hit me was everyone is cheating just accept it. We're all cheating somebody. We're cheating ourselves and most often we're cheating our families, we're cheating our spouses with our time.

And the other conclusion I came to is one day I'm going to walk out the door of PCL for the last time and it'll either be my choice or it'll be theirs but I'm still going to walk out that door. What's on the other side of that door? If I have spent a whole career ignoring my kids and ignoring my wife, who am I gonna go to? And so it's just like that they are the rest of my life.

My career with PCL is gonna come to an end and it did in 2021. I made the choice to walk out the door for the last time and walk into greater involvement with my family. And so I enjoyed building teams with PCL. I learned that to build these big buildings I can't do it myself. I need to get really, really good at building the team that is going to build the building. The people that are going to build the building and that's really what I focused on later in my career.

So now I look at it as I now have the opportunity to build into my home team. My family team in a much much greater way than I did when I was with PCL and when I was working full time. Even though that still was my focus but now I can devote a lot more of my time to that which is incredibly rewarding because my son now is in the construction industry. Works on a hospital of all things in Vancouver. And my daughter is here in Edmonton and is a NICU nurse at Royal Alex.

Lisa Peters

And an Oiler fan.

Bruce White

No, she's a Calgary fan. Imagine what, imagine if the Oilers and Flames win both of their series that they're in now. Imagine what it's going to be like in my daughter's house when the Oilers and the Flames meet in the next series. It's going to be fun to watch that sport. Not just what's going on on the ice.

Lisa Peters

Right. So I'm going to move on to ask you a little bit more...we did a pre-interview. We talked about that you've defined, you have defined success in your life with 5 sets of, you call them priorities or buckets or and you sort of went through these I just want you to share more about those 5 sets of priorities.

Bruce White

For sure. And that again this is a process. This isn't something that just boom here it is. This is a process of a few years and while I was reengineering I came upon this notion of a life plan. I now call it a roadmap and it starts with a mission statement. And the mission statement for me is to be an inspirational catalyst to free the latent potential in others.

And so most of my buckets and I have, I actually have 6 of them now because I split family into 2 buckets. And so I will give them to you as priorities like number 1 priority number 2 number 3 number 4 because the other thing I learned is to prioritize all these things. And then almost have like a trumping mechanism because there's always going to be a conflict between I mean they're going to arise. And so when some of those things happen which ones trump which and it can't just be on a priority basis.

Lisa Peters

Wow! This is quite the plan.

Bruce White

Well hey, I made my living in planning some pretty nice buildings. So when I say reengineer I mean re-engineer. So number one priority is faith. And so I kind of faith and self. And it really comes down to if I don't take care of that vital relationship of faith, faith in God, then everything else goes out of balance. And I've just learned that in life, everything is out of balance. And if I don't take care of myself, like I can't delegate some things in my life, I can't delegate diet. I can't delegate health. I can't delegate so many things to somebody else. I have to do it. And if I don't take care of self, I can't take care of all the other things that are lower priorities. So it's not a selfish thing. I've realized that I cannot delegate things away that I have to take care of. And if I don't take care of them it's going to catch up to me so I have to take care of it. So faith and myself is kind of in the same bucket.

Second bucket is my wife. On Earth the most vital relationship that I have, she means the world to me. I always think I get more out of it than I give. And so it's a combination. And it really is like okay how can I out...How can I outgive my wife? And it's kind of a competitive thing. But how can I outgive my wife? And so I have desired results for each bucket. And so my desired result for my wife, and I'm going to read it here. It's small print so I can't see you very well. But. We share our faith and life together. And Sandi is my greatest partner. So I have an action plan around that. What will I do?

And my next one is my family. My kids are all grown. They're out of the house. I have grandchildren. So for children Lindsay and Nathan, my desired result is that they will know beyond any doubt that I love them and that I have their backs and I accept them. And that we have a strong and lasting relationship. And then my grandchildren and my in-law children, I have missions or desired results for each one of them.

And then the third one is CRUF. Which is kind of what is CRUF? Stands for compassion, respect, unity, and fun. And they are the tap root values of our family foundation. And so my children have actually penned that as CRUF. That isn't the name of our family foundation. But that's what they call it. And our desired result there is that will continue on through our children and even onto what I call G2 and G3, which is my grandchildren and my great-grandchildren.

Lisa Peters

You are a project manager to the nth degree! G One G two.

Bruce White

And then the last one is ForALLI, which is the corporate entity that I created. It is actually the lowest priority and it does attract attention. But in priority, in terms of my intention, in terms of my actions, in terms of my speech, in terms of how I choose to spend my days, the other ones have higher priority and ForALLI gets its fair share. I'm actually quite surprised at how it has for its short life, how it has taken on a very, very interesting path and with clientele that I

never would have thought that I would find. I don't go out looking for work. Work finds me. And that's what has happened with ForALLI.

Lisa Peters

Well, that's a blessing. Good things come. So I think of when you do something like this. It's easy to write it down and but it sounds like you have this accountability. Mean your wife is part of it. Your kids have become involved, G1 G2. I'm sure that you have shared these and you've read them.

Bruce White

Yeah, my roadmap is something that I review on a quarterly basis. I've learned that for me, moments and times of reflection are very, very important for me to be able to function. Certainly in the stress that I have carried with PCL. It was true and it's true even now that I need to have times of reflection. So I quarterly review this with Sandi. Yeah, she knows what it is. I also established, what I call, a personal board of advisors that is made up of close friends, trusted friends. Some are in the faith community. Some are in the financial community. Sandi is what I call the chairman of that board. And so we touch base twice a year and measure how I'm doing. And so they give me evaluations. I do my own self-evaluation. I do a lot of the same sort of things that you do at work when you do a career development discussion. But now it's Bruce White, Inc. It's Bruce White's roadmap. How is Bruce doing? And get feedback from my wife. Get feedback from my kids. They have the right and they have permission and believe me they don't have to develop the courage. They're really good at telling me what they think. So they have the right and permission to hold me to account because they know what my intention is. And so if they don't think that they're feeling the love, tell me and I'll bring the love.

Lisa Peters

That's amazing. And I think of if people are listening and they have a life partner. They are married or not, you have someone, you have friends, you have family, there is someone that you could share a dream with or a goal and be accountable. Because I think someone has to say I'm not feeling the love here. You said that this is important to you. I don't see it. So thank you for sharing that.

Bruce White

It's really important because we're so great at stating an intention, and then we just kind of drift right? And I'm the worst. I'm absolutely the worst at it. And one of the things that I when you talk about work-life integration, and I just want to throw this out there, I mean Sandi and I went through the transition from kids at home to no kids at home in a very, very short period of time. I think it was within two months both of our children left home. And so we were empty nesters. With which I was like, Yeah this is great! And Sandi wasn't feeling that. It was like she was going through a significant grieving process. So one of the things that I just said like this is our time this is I mean this is our time. I mean we can go out for dinner anytime we want. We like we can jump in the car and go wherever we want like this is our time. So to kind

of help through that transition, what I proposed to Sandi is, Let's go away one weekend a month. You tell me where you want to go. if you want to go to Miami, we'll fly to Miami. You want to go to Canmore, we'll drive to Canmore. We won't fly there. We'll go to Canmore.

And then the other thing I did, because I was still traveling a lot for work, the other thing I did is, if I have something to do in Toronto or in Chicago or wherever I might have to go, you're coming with me and we'll pay the price for you to come with me. Or I'll organize the schedule in such a way that I'm there on a Wednesday or Thursday. You come in on Friday and we'll spend Friday, Saturday and fly home on Sunday so we can get out of town.

And we took some of the most amazing trips. She ended up coming to China with me for a week and a half. Following me around in China and sitting in on business meetings. It was really cool for her to see the things that I did. And she commented to me she says I had no idea that that's the kind of thing you did. And I had no idea that that's the way that you spoke to your people and the people that you are associated with and doing business with. But we also got to the place where we got kind of got through that grieving process to the place where yeah back to just being the 2 of us. This is a lot of fun.

Lisa Peters

That's amazing. Well done. I'm headed there. The kids are almost out of the house and I'm the one that's throwing the party and I think my husband's grieving. We'll get there.

Bruce White

Almost there. Yeah, it's the other way around now. For me, it's like when my kids aren't here, I'm the one that misses them the most. It's like I just like to have the commotion now.

Lisa Peters

I love when she...I love when my daughter moved out but she came home for summer and I love it! And I'm soaking it up. And I like a quiet house. I know I'm going to stop talking. I don't want to be judged. But yeah. Right?

We're going to switch this a little bit. I always want to end with a little bit about hearing about your spiritual journey because you've talked a little bit. I mean number 1 bucket is God and self and your faith. So tell me a little bit about your spiritual journey were you always number 1 Christian?

Bruce White

No. I grew up in faith. We were at church on Friday and Sunday morning and Sunday night, right? That's just the way we grew up. My grandparents attended the same church that my parents attended. And so I grew up very much in a faith community. And so learned an awful lot. And if one wants to talk about coming to faith, that experience happened for me on April the ninth, 19-something or other. But I was 4 years old.

Lisa Peters

Four?

Bruce White

Four. And so just totally immersed in that whole world. Summer camps, church summer camps. That was just my reality. But when you come to faith I have that kind of experience at a very, very young age it's almost like you when you become more mature or more an adult, you have to decide, Okay, am I really going to do this or did I just do that because that's just what the family does? For me, when I was sixteen years old I really made the decision that no, I'm going to do this. This is going to become a personal faith. But what I've learned is that's a decision that you really need to make every day. Not something that you just make one and then it's done and then life happens. And to say that I really had that act of faith happening in my life, all the time since that point in time, no, that's not true. I mean you drift and you compromise and you do all kinds of things as the world kind of pulls you. And so I've learned that...I've always found seasons when I've come back to it right? It's like yeah you get into a mud puddle and yeah. Now I'm in a mess. What am I gonna do? And I've always found seasons where I've come back to it over and over and over again. But a lot of those things were instilled in me very, very young. Making it personal was very, very important to me and transformational.

But the next transformation is that no, realizing that this isn't just a program. This isn't just a church thing. This isn't religion. But this is a personal relationship. Like I have a relationship with God and I've got to commit time and effort to that relationship the same as I need to commit to any relationship.

Lisa Peters

Yeah, how do you...so for anyone listening and going I don't know what you mean commit? I mean I have to get up at 5:30 so I can read and do devotions. Like I had to change things to get it done and throughout the day. So what are some of the things that you just do to put yourself in the word everyday or practice?

Bruce White

And it isn't like...It's not a hokey thing. Like it's not like I'm sitting here and chanting and I'm reading 18,000,000 chapters of the Bible every day and spending every moment studying. For me, it's a routine and a rhythm that I've developed where I get up. And now because I'm not going into the office, I get a little bit more sleep every night. And I have a more leisurely breakfast with my wife. But after I am customarily getting ready to go to the office before I do anything in the day, I slip into my home office here and spend fifteen, twenty, sometimes half an hour just taking one verse and reading it. And how does that apply to my life today? The other thing I've integrated is journaling, not something that I've done a lot of in the past. But I have now started to journal, through that time. what have I read? What are my observations about what I've read? What are the applications that I am going to assimilate into my life? And

then having some prayer time. And it's most times it's only 20 minutes to half an hour. Sometimes those turn into 2 hours if it really gets interesting, but...

Lisa Peters

Yeah, so I think of myself and I think of people listening, we all have our cell phones and there are some amazing Bible apps, and I'm obsessed with YouVersion right now. And I'm doing a little study. I just did a study on like Proverbs which is the leadership book of the world!

Bruce White

Oh, I love Proverbs.

Lisa Peters

And there's one on here, oh, I can't remember. Yeah and but there's a Proverbs one and it's leadership, and it's funny, and it's yeah. And I'm doing one now on how to make right decisions. And it takes me if it's 5 minutes and I just think for the rest of my day like how am I going to make a better decision.

Bruce White

And Proverbs is great. I've loved Proverbs for so, so long. And I've got so many great stories of, applying some of those principles because they are really...I mean you want to talk you talk about a business textbook, Proverbs. You want to talk about how to do a deal, Proverbs. You want to talk about how to do life, Proverbs. It is so incredibly practical and I love it. I love it.

Lisa Peters

That's good to hear. So we're going to switch a little bit because I want to this is a LeaderImpact Podcast. So how did you get involved with LeaderImpact?

Bruce White

Yes, I got involved through LeaderImpact by taking an invitation from one of their operatives, because they have the groups right? And so I had heard about it. Over and over and over again really more through attending Athletes in Action events because, as you can tell, I'm a little bit of a football fan. So Athletes in Action works with the CFL and so I go to a few events and that's where I kind of heard about it. And that's where the challenge is really given to me just come for four weeks. Just try it for four weeks and if you don't like it that's fine, but just come and try it for four weeks. And I thought okay, that's safe I can do that.

And so that's how I got involved. And surprisingly I walked into a group of what I thought was going to be strangers and some of them were. But very, very quickly we connected and really kind of we were talking about life. We were talking about leadership. We were talking about business. And yeah, there was some faith talk in there as well, which no I don't have a problem with that because as I said I grew up in it. But it was really a practical place. And the idea of confidentiality is always a concern. Now I found this group fantastic. And I grew so much. And the biggest thing that I learned is thinking that I was always thinking that I was alone in what I was facing right? And I mean we were going through some stuff in our family,

with my daughter at that point in time that was just like it was just a struggle for me and very disheartening for me. And so I finally opened up and shared what was going on thinking that I'm the only one in the world that is facing this. To hear three other people in the room say, me too I know exactly what you're facing. And that's okay I'm not alone here. I am not alone. And so just incredibly powerful and for me.

Unfortunately, I had to leave those guys when I moved to Edmonton, which was kind of a sad thing for me, but I've still remained plugged in. Not to the extent that I was in Calgary but I've still remained plugged into LeaderImpact and have done a number of events with them. Speaking at different forums and actually Sandi and I think in 2015 we went to Cali, Columbia with a group to a LeaderImpact...

Lisa Peters

A global exchange.

Bruce White

A Global Exchange which was, talk about fun, that was fantastic.

Lisa Peters

I'm glad you brought up about when you go to these leadership meetings because I meet with a group of women. It's a virtual group across our province and we've got from MLAs to vice principals to school boards to teachers we've got a wide array of people. And we always think we're the only one in whatever. And it's the same but it's different. Maybe different for you. But it's the exact same. We are not alone. And as women leaders, we don't talk about it sometimes. Maybe it's just lonely. We're at the top and we don't talk and that's what this group has been for me. And right now we're taking the book Essentialism by Greg McKeown. I think this is my third time taking it because like I think you need to review it every year of what is essential and what is non-essential? And it's like, right! It's a good book.

Bruce White

So yeah, and that's so great I'm glad. I say you have to read a book three times to get everything out of it right?

Lisa Peters

Yeah, I think you do and study it with someone.

Bruce White

So you're absolutely right. And I mean now I meet with several different groups. I mean I call them either a cohort or a pod. So I have a cohort that I met through the Halftime Institute that is I mean we're actually a very international group. A lot of them are Americans spread out all over the US. Some are in Europe I'm the only one in Canada. But we get together on a monthly basis and talk about these very things. Some of them are hugely successful in business and you'd think that they have it all together because look at how successful they are. And yet

what we talk about in our conversations has gotten really not a whole lot to do with business. It has a lot to do with life.

Lisa Peters

I'm glad you shared that because I mean again, we think we're alone. It's when I hear someone else say it. So I have 2 final questions for you I ask everyone I ask the guests I always ask the guests. LeaderImpact is obviously dedicated to leaders who have a lasting impact. And as you continue to move through your own journey of life have you considered what you want your faith legacy to be when you leave this world?

Bruce White

My desired outcome for my faith in my roadmap is really that I would hear God say well done.

Lisa Peters

Oh, good and faithful servant.

Bruce White

That I utilized the skills and the abilities and the gifts that I was blessed with to the maximum amount. I've long since given up the idea that there is going to be any kind of fanfare at the end of my life. In fact, I don't want it. And I'll probably never know some of the positive things that people have taken away from what I have shared or what I have done.

And I've learned that because I've had the opportunity to run into individuals who from years and years and years ago where I may have said something or done something or been associated with them. And 20 or 30 years later I meet up with them again and they tell me I was the one that took this away from what you said. And I have to say please help me what did I say because I don't remember. So to me, it isn't a personal thing. It isn't an ego thing. Like if I can be an inspirational catalyst to free the latent potential in others and to have them become everything that God created them to be, that's enough. That is enough.

Lisa Peters

That is enough. That is your lasting impact. And my final question is, what brings you the greatest joy?

Bruce White

Other than my grandkids...

Lisa Peters

And Lego and lake life.

Bruce White

And Lego and lake life. I read a book not that terribly long ago. It's called *The Joy Model* by Jeff Spadafora. And the thing that really impressed me in that is that the source of true joy and deepest joy is having a lasting relationship with God and everything flows from that. And so I

mean I love my kids. I love my wife. I love my grandkids to death. We have been so incredibly blessed and we are blessed to be a blessing. And so just doing life with my kids and doing life with my wife is such a great, great thing and that brings me great joy, I get great joy out of just living this life.

Lisa Peters

Well, that is a wonderful way to end. Thank you, Bruce. You make my cheeks hurt. I have been smiling the whole time. Like they're starting to hurt. But I just want to thank you for sharing this whole conversation of family and if it's a work family, a family family. Your relationship with God, it is all family. And you have such a love and the importance. Thank you for taking the time.

Bruce White

It is. It is. And thank you. I've enjoyed chatting with you. And yeah, maybe one day when I get down to Saskatchewan we'll have to meet up and have a nice long conversation.

Lisa Peters

I love it! Well, this ends our podcast but if anyone wants to get in touch with you or they want to engage with you where can they find you?

Bruce White

Linkedin is probably the best way they can find me there Bruce White. ForALLI is the corporate entity that I'm associated with and that'd be the best way to get me.

Lisa Peters

Well, thank you again Bruce for joining us.

Bruce White

Lisa take care.

Lisa Peters

If you are a part of LeaderImpact you can always discuss or share this podcast with your group. And if you are not yet in a LeaderImpact group, we would love to have you. Check out our groups available in Canada at leaderimpact.ca or if you're listening from anywhere else in the world, check out leaderimpact.com or get in touch with us by email at info@leaderimpact.co and we will connect you. And if you like this podcast, please leave us a comment, give us a rating, or review. This will help other global leaders find our podcast. Thank you for engaging with us and remember impact starts with you.