

LeaderImpact Podcast - Ep. 29 - Chris Spanjaard - 3 Principles that Guides Chris' Leadership

Lisa Peters 0:05

Welcome to the LeaderImpact Podcast. We are a community of leaders with a network of 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 the show even better, please let us know. The best way to stay connected in Canada is through our newsletter at leaderimpact.ca or on social media @leaderimpact. And 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 Chris Spanjaard. Chris has been Purolator's Senior Vice President and Chief Operations Officer since 2017. He spearheads all aspects of the company's operations serving the Canadian domestic and international courier, freight, and logistics market. Chris drives innovation excellence and growth for the E-commerce retail healthcare and industrial customers in North America. He oversees Purolator's modernization and operations transformation through world-class automation, service capabilities, and strategic partnerships. Chris champions health and safety, diversity, talent development, and sustainability of the company's operations with 14,000 employees. Having lived and worked for many years in Asia and Europe in several senior executive roles, Chris has significant experience in leading international, cross-cultural teams, and in building large-scale purpose-driven organizations. Chris holds a master's degree in business administration from a university in the Netherlands. He is a Dutch citizen, Canadian and Singaporean, permanent resident, and lives in Mississauga with his wife and their sons. Today, we are going to chat to Chris about the principles that have guided his leadership, as he has moved across many countries and experienced many cultures. Welcome to the show, Chris.

Chris Spanjaard 2:01

Thank you, Lisa.

Lisa Peters 2:03

It's nice to have you. Usually just generally, with all our guests, we want to hear more about them. You have an amazing story in my mind, because I've heard a little bit of it, but I just for our listeners, just tell us a little bit about yourself and growing up in the Netherlands.

Chris Spanjaard 2:20

Yeah, thank you very much, Lisa. It's, a pleasure to be here. And I really hope that my story can inspire others to tell their story as well as much as also have enjoyed listening to all your other guests before but I'm Dutch from origin and eat. And I have been raised by my parents, mainly living in Rotterdam together with my sister. She and I have been very active in our lives in our

family, in our community around us, I really have a lot of fond memories of how I been involved in many different organizations activities, in school and my student life. We and I know sometimes people always say that Dutch children are the happiest children in the world, I can really relate to that. It is something I can attest to. I've, I've been involved in, let's say sports. And that's something that Canadians and Dutch have in common, we all have really much sports, outdoor sports. And, and I've been, let's say, quickly enjoying the football sports, we call it football in the Netherlands we call soccer here in Canada, but I've been also able to become an official referee of a Dutch Football Association. And that's I've done it quite early already when I was not able to play soccer anymore. After two injuries, I started to continue as a referee. And I really enjoyed that I've been really learning a lot from how to lead and game how to really find balance and how to be present and how to also understand the atmosphere in and around the fields. And you'll learn a lot in these kind of situations dealing with mental stress, aggression, sometimes.

Also other areas we've been very involved with my sister and I we started in a flourishing babysitting service in the area where we lived. It was a very fertile ground. And so we were growing very much in babysitting all around our house and neighborhood. We did for many years. I jokingly sometimes said that I probably when I was 16 have changed more diapers in my life than a young father with maybe one child. But yeah, we were very involved. My parents really taught me that in their philosophy. The world is not here for you but you're here for the will to make a difference and take responsibility and accountability for that. So we really been encouraged to do a lot of things to learn things to make mistakes to take responsibility for those around us. And I moved a lot around a lot in the Netherlands with my father's job changing. But ultimately, I moved to the Netherlands in a hooligan in the northern part of the Netherlands where I studied and to start living on myself there for the first time in my life when I was 18. And that we start off often journey with a few suitcases around the world as the Dutchman going abroad.

Lisa Peters 5:35

It is amazing to listen to your story, and you talk about sports and I want to go talk about hockey because you know, we're in Canada. Have you? Have you been to many hockey games you're in? I mean, you're in Ontario, you are surrounded? Yes. Have you jumped on that bandwagon yet?

Chris Spanjaard 5:52

I mean, I've been privileged to be very much in hockey games, I've seen the Leafs playing. And originally with my son, we noticed that for the first time now, after four or five years, we can see the puck and follow the puck on television. So last year was a big milestone in our Canadian development and maturity that we can really know for the hockey game and understand the rules.

Lisa Peters 6:17

So it's, it's good.

Chris Spanjaard 6:18

I also, don't make mistake anymore and call it ice hockey. So that's one of the mistakes I made in the beginning when I came here, when I was talking about ice hockey. And then my colleagues looked at me and said, there's no ice hockey it is just hockey.

Lisa Peters 6:30

Hockey. Yeah, because there's floor hockey, but there's hockey, which is just,

Chris Spanjaard 6:34

The Dutch are very good in the field hockey.

Lisa Peters 6:39

So in listening to you, even when you were young, like it sounds like you were traveling quite a bit with your dad. I mean, you mentioned that living out of the suitcase. But for many people, and even as a child moving can cause anxiety. And yet alone, you have moved in your bio, you know, new country, new job, multiple times you have done this. Was it difficult to adopt? Number one, you know, a new country, a new culture? And do you find this exciting? Or do you ever is this a growth challenge for you? Is this what is it for you?

Chris Spanjaard 7:12

Yeah, I, I discovered maybe at an early stage that I really enjoyed that anxiety of something new in a different environment, to also see how you can adjust and adapt in situations that you don't have seen before. And people that have different backgrounds, different perspectives. So that is something I've really come to enjoy over the early stage and continue to do that. So in that respect, yes, for sure. And, and it's amazing how many different cultures and changes you see around you, but also has an another side as well, because you are also further away from your family. And particularly now when my wife and I, we have two sons, and we are living here in Canada, we are far away from Singapore, which is where we used to live and where a lot of our family are still is. And so yeah, the more you travel, and the more you will also realize that you miss things at home sometimes, and I don't miss so much the Netherlands, as a country, but I do sometimes feel that, particularly when your your family is getting older and special occasions, weddings, funerals that you are not able to join. And that is always, let's say the painful side of it. But overall, I've been very blessed to be able to meet so many different people with my my wife and my family and all around the world. And yeah, that's in itself something that I can really recognize and advise everybody to, to enjoy.

Lisa Peters 8:45

Yeah. You know, you said a comment that you turned it into a positive. You said the anxiety of something new. For me, I felt a positive there. And yeah,

Chris Spanjaard 8:56

yeah, yeah, there's also an you know, you learn always something different about yourself as well. Because it's not always that you get to know more about others, but you also feel more

about how you think and how you feel or what use your own values. And, and so yeah, it's a very encouraging journey that I have been able to see and and also been able to connect with people, and particularly when you are abroad, and you feel also the need to really be more open and be more inviting to others. And as well as to build that the trust and confidence that you are not the stranger but you really are there to help and to support and to be part of a community.

Lisa Peters 9:43

All right. Well, we're gonna we're gonna switch to a little bit about your professional career and you've had many roles across many countries and cultures and what are the three things what are the three guidelines that have just or that have led you in your leadership? What are those three things Do you have three things?

Chris Spanjaard 10:02

Yeah, I think I have maybe three things that has really been the common themes in all the things I have been when I was living in Germany and working there in a time where it was very much lots unemployment, economic crisis, when I moved to China, where it was an absolute different markets, huge expectations, challenging, but also enormously inspiring and encouraging to learn from a different culture, working in Asia and Turkey, in completely different circumstances. What I learned most about this, that it just really starts with your conviction. It's really that you are not seeing yourself based on your circumstances based on your let's say, job title, or based on your achievements or even failures. And because people don't see that people don't know you like that, and people don't necessarily are interested in that. But they're interested in who you really are, what do you believe in? What is your real commitment in life and also in your work. And if that's your starting point, then you really have a far more different level of conversation with people you also are, let's say, I think, able to really connect with people at a deeper level, then then just purely based on your professional role, task or objectives.h

Secondly, I would say is to really be authentic in your compassion and your care that you have for others. So you will never be successful by your own. And people don't care how much you know, until they really know how much you care. And that is why you're with Chinese, were we British, we're friends with Turkish people, they all have the same mindsets and attitudes, if they don't trust you, they don't like you to connect with anybody where you're in Canada or anywhere else. So I think that's something I learned very much is to be authentic, to really share the compassion and care for situations that you're in and be part of it. And, and that also, I think, I've been enjoying also to take risk. And to learn how to take risks, be courageous in making small steps, while you're thinking bigger. But when you start from small steps, in leading change, to try things out, in, in business, in your organization, with other people, I have seen in myself and in many different circumstances, how big impact always start with small changes. And not all small changes have big impact. But when you really see in hindsight, all the things that we have been able to do, it was always small momentums people on unexpected momentums make a decision and get opportunity and, and connect

with others to make things happen. And that's why I've been really, very blessed and privileged to be part of the journey have many other people. So it's not about me, it's really about those people that I have seen and be able to connect with.

Lisa Peters 13:06

Yeah, I loved your word momentum there. Just it just it. It snowballs and the goodness. And you I mean, you continue to lead strong, strong with strength. I think of all the opportunities out there, and I believe opportunities are out there and that we grab them. And if maybe if we don't grab them the first time, I'm hoping they will come around, but that you just keep grabbing them and keep going with that momentum. And I hear that in you.

Chris Spanjaard 13:33

Yeah, yeah. No, absolutely. And you're surprised to see you know how situations circumstances really can encourage people to take initiative. I give an example. I was just in Puroator, a few months, and I was on the way to Dartmouth. And in the terminal there I met a courier and he came to me and said, Chris, Chris, need to show you something. And I said, Okay, what are you gonna show me and so I went to his truck. And he said, Look at this, this is a weather bag. And I said, Well, you mean a weather bag? And he said, Well, it's a very big plastic back, that you can really fold into a very small little packets and put in your pocket. And at that time, I was encouraging everybody to really start opening up into the E commerce market and residential deliveries, but and relief shipments in front of the door for customers who are not home because that's what they really expect. But if it rains, it rains then people are complaining about wet packages. So he thought hey, this is a fantastic solution. This weather bag, I put it around the parcel, drop it or leave it at the door of the customer. And the customer does not have to be worried that the parcel gets gets wet. Anyway, I said give me the bag and I went back to head office and I shared with the team. I said this is a fantastic idea. We should have those weather bags everywhere in the company. And so that we don't have have any risks, any concerns if we leave a parcell behind that they get wet or they get somehow damaged. So, long story short, we did a lot of research about the best bag and about the safety and the size and the weight and has to really be able to fold and but this person has now made sure that everyone in the company, all the 40,000, people have now a weather bag everyday in the pockets when they go out for delivery. So sometimes it is really small things that can make a big impact. And there are so many examples I have seen in different countries where it is actually the case,

Lisa Peters 15:36

I love that you took the opportunity to go to his truck, you know, we sometimes think C suite, senior level, do you come down to the ground floor, and you 14,000 employees, Chris, like, it's a lot of people to, to one courier to have the courage to say to you, Hey, I got to show you something, something that can make us better.

Chris Spanjaard 16:00

That's why I think it's so important in any culture. But I see it in this company, particularly

how incredibly open and transparent we are to each other and how we really also take care of our customers, our employees. Because we do care, and you can't go to a terminal. When you don't really care, people will feel it, people will see it. And I think we've really shown and that this isn't culture that helps us to take care of each other of our community. I think during COVID, we have seen a significant amount of challenges. But despite all those challenges, we have been able to have the health and safety of our people as well as those around us secure as good as we can. So

Lisa Peters 16:48

Leadership starts up here, you know, top from the top. So thanks, thank you for sharing that. Those are good stories. So I had a question about business. And just, you know, you talk about conviction, courage and compassion. And you know, a leader will have that, but in a business, what scares you the most about business right now? Or is there anything?

Chris Spanjaard 17:18

I think, you know,, in particular, in my industry, we are very much aware of the responsibility we have for our community and the environment around us. I think we see, I think it's so clear now that the environmental responsibility, the sustainability of our industry, our climate, the world around us is really now in our hands on what we do in the coming years. And I think that's starting to become not more awareness. But hopefully now also getting into a clear action plan, it's going to be the biggest investment in the history of any company, any country, any government that we have done in our, our climate, the sustainability. And with that, also the future of energy innovation. So I think that's something that is, we've all things that we have already seen around us all the turbulence and challenges, I think this is going to be the biggest, let's say opportunity, but also the pressure is getting higher and higher. You can see this around us in this country, how climate change is impacting Canada, you see it all over the world now. It is really time for all of us to get together and to make a difference.

Lisa Peters 18:37

And on the flip side, what excites you the most about business right now?

Chris Spanjaard 18:43

Yeah, I think also the developments, the change that you see, but also, I think the increasing responsibility that we have not only for customers and but also for the community in a broader sense. What I like about is that we really become more purpose-driven, companies start to recognize that in order to really differentiate is not any more about that, that best service or a cheaper service or achieve that the profit that you make the sustainability, I think also the ultimate fair value of the company is really based on how well are you connected with your community, with your customers with your people, and are very proud how we as Purolator but in all other, let's say circumstances as well, we have been able to make a difference in the community around us and that's why I think we sometimes underestimate, but as companies we have a big role to play and not leaders, we need to take front runner position in this.

Lisa Peters 19:48

So obviously, you know, what excites you, what, what, what scares you and we think of mistakes that we've made. So my next question is a little bit about mistakes and failures and because we I think we learned more, we all agree, I think we learn more from our mistakes than our failures. Or we learn more from our mistakes and failures than our successes. So would you be willing to share one of your greatest failures or mistakes and what you have learned?

Chris Spanjaard 20:15

Yeah, I think it's difficult sometimes to choose this question because, you know, you're recognized as you make a lot of mistakes, but you have people around you that also help you to avoid that big, small mistakes have a really big consequences. And I learned that if I have people around me that are different than me and can compensate me, have completely different skills that will help all of us to avoid making mistakes that have far more damaging results than we intend to have. But I'll give you an reason when in Canada, that is maybe also showing how impactful your words can be as a leader. And during COVID, we were suddenly confronted with what I call the tsunami of parcels.

When I came to Canada, I always said, you know, if we really go into e-commerce business, I've seen it in Asia, you need to prepare for a tsunami. And in the beginning, everybody was thinking me Well, that's okay. We'll see how it goes. And let's wait and see. But soon we got it. And unfortunately, it was during COVID that really triggered for us a massive increase in volumes from all over Canada of all different customers. And we really felt, of course, also the opportunity to support all the companies and industries in Canada to keep the wheels of the economy turning, but it also came with some shipments that were not so easy to handle. These were heavy shipments, these were treadmills cement mixers, these were toy houses, and we got so many of them that I recognized the pains and the challenges to handle them. So I called them uglies.

And I said, you know, we need to be careful with all those uglies because they are really going to be also in health and safety risk. We weren't equipped for it. So we were starting to push them aside or push them back to customers as much as we can. And because it was in the beginning and such a challenge to handle, particularly also all the hospital deliveries, the healthcare deliveries, it was an incredible challenge to have everybody deliver the shipment on time. And and when we, and I've recognized that only when I was a few months later, the customer and we were talking with the customer and I was asking, Hey, is there anything else we can do for you? And the customer then told me I said, Well, yes, but you call them uglies. I said what do you mean? And I said, Well, you know, these are shipments that are more heavy, and they're big, and but we really would like them to ship with you. And then I recognized my mistake. And I said, Okay, I wish you'd never go uglies.

And we came back, I said to a team, let's find a solution. And we built a dedicated operation with dedicated resources and partners to really handle all those halfway shipments. And we

have been able to meet all the requirements in those challenging times. And now we even called in special handling service for all the customers and make it and dedicated products, so that we can help all customers in Canada, from small to big parcels. But yeah, there was a mistake I made in the beginning. And you recognize that quite quickly when your words have sometimes an unintended impact with the right intentions, but always the right consequence.

Lisa Peters 23:47

So had none of your senior team ever corrected you in or had said to you, no, we shouldn't use that word or no one had corrected you,

Chris Spanjaard 23:56

We didn't really know how much impact it had. Until we really because it was we were also handling so much more shipments than we did. And I think there was also a recognition that we should prioritize those for healthcare shipments. And these were the time also priority. And there was also concerns about you know, social distance, and we need to really make sure because these were shipments that need two person lift. So there were a lot of other consideration priorities. So I think as a company, we decided to really not make that priority. And I'm so proud to see how we have quickly learned from it. And also there, listen to your customers. Listen to the people around you and recognize Hey, this is a mistake. We need to challenge it and get back to us.

Lisa Peters 24:43

Yeah, that's the one thing with being I host a community talk show, you know, I've got the podcast is just the words and when it comes out of my mouth, I can't pull it back. You know if it's if it's live, and so I'm, I come prepared because I just know that I would, it would hurt me if a word came out wrong and whatever would offend someone, and then you got to backtrack. And so yeah, that's a good example. It is a great example that people experience. You know, we do.

So we're gonna, we're gonna flip now it. This is a LeaderImpact podcast flip to sort of the spiritual. And you've again, you've traveled the world, you've experienced many religions. I, you know, I know, I believe you're a man of faith, can you give us a little glimpse into your own faith journey? You know, from when you grew up to traveling? Has it always been strong? Or never, you know,

Chris Spanjaard 25:36

I think there were maybe a few phases in my faith journey, with some distinct events that really made a big impact on my own beliefs. I think the first 28,30 years I was what you call in passive belief. I was raised to question my father was Catholic, my mother was Protestant, and I was a believer but not very active. So you can say that, in my travel and journeys, and early career, I was a believer, but had Christ really at the backseat of the car. And what were more rear mirror view conversation than anything else, in that sense.

So it was different until, and I still remember it as a day yesterday, I was coming back from a long business travel in China, in Shanghai, and with my team, we were in a bar in Shanghai going for last drink, before we will go to our hotel. And, and that night, God spoke to me in very clear words. And he said to me, the woman that comes in through the door now will be your future wife. And I can imagine I could almost drop my beer glass on the floor, and I've been staring at the door of that bar, I still named the name of the bar was Bourbon Street. And I've been staring at a door for my feeling for hours, but of course, it was not so long and looking at who is coming in there. And indeed, a lady came through the door. And a lady came to my direction with my team not known to me, but what actually in colic from us in the same company. And she was in marketing, I was in operations and we came to know each other through our mutual friends. And but from that moment, I was absolutely certain this is indeed my wife. And so after convincing her for a couple of months and going through a very severe assessment from her side, See also recognized that it might be a good match so she decided to marry me and that was the start of a whole new journey. She is Singaporean as she is Singaporean, and we moved to Singapore, fortunately. And we got two sons in Singapore Christian, Willem, I was very blessed to stay in Singapore for quite some time get to know her family, as well as we, learned a lot from the church, she my wife has a fantastic an incredible faith journey herself. And we really grew up more and more stronger in our faith, we became more followers than believers. But still, maybe from the outside in, we're not really let's say that much convinced or at least that much involved with the church in from a personal perspective, but we do really saw God's hand in many things around us.

And until further in my career, I grew up and had many different roles and responsibilities. And certainly, I got an opportunity to go to Istanbul, Turkey, and I got a job offer there. And we decided as a family to take that step and to go to Turkey, to leave the comfort zone of Singapore. And we thought you know what's gonna happen in Turkey Istanbul, we don't know the language, but for us, it's a good climate, and maybe some volcanos or earthquakes that might happen around their area, but nothing that shocking. And that was completely different. It was in a time of the military coup, terrorist attacks, all kinds of other challenges that completely turned out differently than we ever thought and the most ultimate moment that I experienced there.

That really changed my faith journey was when my wife and I with our sons, we visited the colic in his house and he had four Huskies, and those four Huskies for some reason, they really got along with my younger son who was that time six year old, and they jumped on him and probably in a playful manner, but they really bit him all over the body. And he was full of covered with blood, crying, screaming, we were an absolute shock. And we were only a few weeks there in Istanbul. So we had to rush into a hospital and find an ambulance didn't speak the language. And I still remember that I was in the ambulance with my son covered with blood screaming, Papa, Papa, I don't want to die. I don't want to die. And that's when I, I heard him again talking to me, and say, trust me, trust me, trust me three times. And I thought, Okay, I can't do anything anymore. I'm just praying now that this will not get any worse as this and he will survive this. And then we arrived finally, in a hospital. And you won't believe it, not

a single stitch. Not one stitch. So we cleaned him up the nurse clean him up, and we're looking at all the scratches he had, but really scratches in the nurse said to us, it needs not to have stitches, and that's give him an injection and go home. And, and we have bandages and all kind of things. But I was so grateful. And in that time, I really went through so many other different challenges. And I really felt okay, I need to really let things be more in control by him, but not by me by myself. And so we learned really how it is to trust Him in all our ways, and don't lean on our own understanding. And that has led us to ultimately to Canada. And here in Canada. We really felt this was a gift from God to open up the door for us, give us the opportunity. And we really have found a new church here, we have also created a lot of other people. And we're very blessed on how we can continue our faith journey as witnesses of his questions, hopefully, also, for all the people around us. My wife is involved in very much active in the church. And I've been very privileged to be part of LeaderImpact. And together we hope to share our story and testimony as far as it goes.

Lisa Peters 32:23

I think so just a couple things from your story and I think of a son that says you know and you're in, you're in an ambulance. He's covered in blood and I don't want to die I don't want to die and you hear Trust me. When many people think of their time with God They think of a quiet time. You know you silence everything and you listen for God that wasn't happening for you in a moment where it was so stressful and you heard Trust me, you know. I don't know if everyone can hear that voice as clearly as you hear it, You know maybe we feel a gut feeling. And sometimes we think am I Just not there like ah I'm not a good Christian because I don't hear that voice you know? It's a tough one.

Chris Spanjaard 33:15

Yeah, but I think it is you know God speaks in many different ways and I've learned it's not always the voice in your head sometimes also he uses other people talk to you. I'm sure he gave me my wife for a reason I'm sure he put me into Canada for a reason. I always say that my grandmother used to tell me when I was little boy. If it was not for the Canadians you and I won't be alive because were the Canadians and Americans who saved the Netherlands from the Nazi Germans. So.

So it all feels like you know the circle is round again sometimes yeah and so we really feel very encouraged to be here and also learn here how to trust in him and also feel that he has really moved my relation with him from the back seat to more co-pilots in Singapore and now I feel He's really more from inside out. Yeah, he's the engine. He sometimes helps me to slow down and sometimes to step up.

Lisa Peters 34:17

I'm going to ask you a little bit about LeaderImpact I know that you have you are involved in a group and I believe you're a group leader. So just tell us a little bit about your group the experience and are you a favorite book that you've done or anything like that.

Chris Spanjaard – 34:33

Yeah, it's very coincidence that I met Paul Henderson and I learned about LeaderImpact I was looking for an opportunity to be more involved with other communities and get to know Canada from a different perspective. And I heard about LeaderImpact got to know Paul Henderson through others and had lunch with him and I was probably the only person in Canada who had no idea who Paul Henderson is. So I had lunch with him and I was surprised that people came by and asked signatures and make pictures of him. And then I realized who Paul Henderson was and but for me, he has been really an inspiration to be part of this LeaderImpact group. He invited me to his group first and I was very encouraged to really because I also saw the value in having a group of people to really understand what is really our sweet spot. What does LeaderImpact mean when you're doing and your being and you believing really comes together? And you really defined those moments that you can really help each other and also to encourage to elevate or to enrich each other in many different ways and how we can share each other's stories and experiences. And so yeah, he convinced me and we now have a new group. We have more groups in Mississauga. We are inviting people from all different kind of backgrounds because that's I think the most important thing that we don't limit ourselves to are they Christian or non-Christian we really have a very broad diverse group of young generational let's say leaders in the workplace. Also women So we are trying to really reach out and grow leaders in their personal, professional, and spiritual journey as much as we can and that's fantastic being so far.

Lisa Peters – 36:25

Good and you have a favorite book that you've done or even a favorite leadership book.

Chris Spanjaard – 36:30

I think yeah there were a lot many books we've read so far I think *Gentle and Lowly at Heart* I forgot the writer at the moment but there's been a fascinating book. We also I've recently read the book and we should probably do in our next group opportunity is the *Power of the Other*. Dr. Henry Cloud and I really resonate that because he really describes interesting types of relationships and how they can be really destructive and also constructive and helps you in your own understanding on what a really impact means and how you can drive change and transformations inside you as well as around you. So it's I think we have a lot of tested books and but I think irrespective for the books, the discussions that we have the exchanges is real makes it worthwhile. It's just 1 hour a week but it's I always say it's the best hour of the week I would never miss.

Lisa Peters – 37:23

Yeah, I would totally agree and it is. You know you come in with your idea of what you read in your opinion and to have a group of leaders and it opens you up. So it is the best hour of my week I agree. So I have 2 final questions I ask all my guests these questions. LeaderImpact is dedicated to leaders having a lasting impact. So as you continue to move through your own journey in life have you considered what you want your faith legacy to be when you leave this world?

Chris Spanjaard – 37:52

Oh, that's a good question. You know I hope it's I said sometimes with people as well you know it's my purpose for you to discover yours and I hope that I see it in the people around me, my own children, myself, my wife, the colleagues, the friends that we have how they are getting more and more transformed. And my favorite Bible verse is Do not conform to the patterns of the world to be transformed by the renewal of the mind then you're able to test and prove God's purpose for you. And I really hope that I can help can be part of people's purpose-driven journey in all the transformations and the joy that can bring. And that's really I hope if there's any legacy then if I can bring anybody closer to their own purpose then that is fantastic opportunity.

Lisa Peters – 38:50

Yeah, I had one podcast and he goes I want to be that guy that guy that brought you to Jesus I want so are you that guy. That's what it sounds like Chris you are that guy. Well, my last question for you is what brings you the greatest joy?

Chris Spanjaard – 39:07

I think joy is for me the confidence or what you hope for the assurance of what you cannot see. I think the faith in and belief that I have in myself in being led by him for his purpose and that I can see that we as a team, as a company, as a community can really grow when we are really connected when we really are let's say use differences and diverse that we have for and purpose. That ultimately is more important for our transformation than anything else. That's where that gives me joy. If I can see people grow in who they really are and what they believe it. And really take away all the superficial things like you know possessions and cars or job titles and all the other things that really don't really matter in life. And that's really been my joy and I'm very proud of my sons they are growing up in a very multicultural environment but with a very strong identity and very much discovering their purpose in life.

Lisa Peters – 40:25

Oh, that's great. Thanks for sharing that Chris it's good. So I want to thank you for joining us for the last forty minutes. It has been nice to have you. If anyone wants to connect with you or engage with you find you. What is the best? How is the best place how is the ah place do that? Where's the best place? Okay.

Chris Spanjaard – 40:24

Yeah, I think the easier one probably is just LinkedIn and most people connect through me on that network.

Lisa Peters – 40:53

All right well thank you again Chris for sharing your 3 Cs. I appreciate it and again your time. When I first talked with one of your assistants, they were like when do you want to meet Chris I'm like how about Tuesday? No, give Chris some time to prepare. So I thank you. I know you're busy but I appreciate your time. Thank you.

Chris Spanjaard – 41:12

Much appreciate. Thank you very much, Lisa. All the best.

Lisa Peters – 41:16

Well, this ends our podcast. We hope you enjoyed our time together. Thank you again for joining us. If you're 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 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 info@leaderimpact.com and we will connect you. And if you like this podcast please leave us a comment, give us a rating, or a review this will help other global leaders find our podcast. Thank you for engaging with us and remember impact starts with you.