

Doug Smith ([00:07](#)):

Hey, leader, and welcome to another episode of the L3 Leadership Podcast where we are obsessed with helping you grow to your maximum potential and to maximize the impact of your leadership. My name is Doug Smith and I am your host, and today's episode is brought to you by my friends at Beratung Advisors. We also recorded this episode live from the reiturn.com studio. If you're new to the podcast, welcome. I'm so glad that you're here and I hope that you'll enjoy our content and become a subscriber. Know that you can also watch all of our episodes over on our YouTube channel as well. So make sure you're subscribed there at all three leadership. And as always, if you've been listening to the podcast for a while and it's impacted your life, it would mean the world to me if you would leave us a rating and review on Apple Podcast or Spotify, or whatever app you listen to podcast through that really does help us to grow our audience and reach more leaders.

Doug Smith ([00:48](#)):

So thank you in advance for that. While leader in today's episode, you are in for a treat. You're gonna hear my conversation with Dr. Henry Cloud. This is his second time on the podcast. I interviewed him way back in episode number 155. And so if you enjoy today's conversation, I wanna encourage you to go back and listen to that as well. And if you're one of the few people on the planet who don't know who Dr. Cloud is, let me just tell you a little bit about him. He's an acclaimed leadership expert, psychologist, and bestselling author who draws on his extensive experience in clinical psychology and leadership development to impart practical and effective advice. And in our conversation, you're gonna hear us talk all about his brand new book, which is called Trust, knowing when to Give It, when to Withhold It, how to Earn It, and How to fix it when it gets broken.

Doug Smith ([01:32](#)):

We also talk about what he's seeing in regards to mental health and leadership. And at the end of our conversation, I ask him how to respond to people who don't respond well to you when you said boundaries. And I loved his answer to that. And so I think you're gonna love this conversation. But before we dive into that, just a few announcements. This episode of the L3 Leadership Podcast is sponsored by Beratung Advisors. The financial advisors at Beratung Advisors help educate and empower clients to make informed financial decisions. You can find out how Beratung Advisors can help you develop a customized financial plan for your financial future by visiting their website [beratungadvisors.com](#). That's B E R A T U N G advisors.com. Securities and investment products and services offered through lpl Financial member of FINRA and SIPC, Beratung Advisors, LPL Financial, and L3 leadership are separate entities.

Doug Smith ([02:20](#)):

I also wanna thank our sponsor. Henne jewelers, they're a jeweler owned by my friend and mentor John Henne. And my wife Laura and I got our engagement and wedding rings through Henne Jewelers and had an incredible experience. And not only do they have a great jewelry, but they also invest in people. In fact, for every couple that comes in engaged, they give them a book to help them prepare for marriage. And we just love that. So if you're in need of a good jeweler, check out [hennejewelers.com](#). And I also wanna thank our new sponsor, reiturn.com and leader, let me just ask you this. Have you ever had an interest in investing in real estate? Well, now for as little as \$500, you can become a commercial real estate investor. Just visit [reiturn.com](#) to learn more. That's R E I T U R N.com. Investing involves risk. Please consult a return offering circular if you're interested in investing. And with all that being said, let's dive right in. Here's my conversation with Dr. Henry Cloud.

Doug Smith ([03:10](#)):

Well, Henry Cloud, it's great to have you back on the podcast. It's been, I think six years since you were originally on, uh, and I've gotten so much great feedback from that first interview. So thank you again for taking time. And we, you have a brand new book coming out called Trust, which we're gonna dive into here in the interview. But before we dive into that, I'd be remiss not to talk to you about leadership and mental health. Obviously we're just coming out of covid and, uh, at least from what I'm seeing, a lot of mental health issues going on with leadership. And I'm just curious from your perspective, coming out of covid, what are you seeing when it comes to mental health in the leadership space?

Dr. Cloud ([03:45](#)):

You know, I wish that I could say, um, that it was different than the general population, but you know, it's kinda like, it's kinda like that. Um, you know, if we look at, at, at people that meet diagnostic criteria for depression, anxiety, and addiction, for example, pre covid, we, you know, it's about, it always hovers around 16, 18% of Americans would, would meet criteria for being able to be diagnosed as depressed, addicted, or, you know, some kind of anxiety disorder. Well, starting in about the summer of 2020, okay, you ready for this? That number went to over 40.

Doug Smith ([04:27](#)):

Wow.

Dr. Cloud ([04:29](#)):

40%. So we're not talking about, you know, those people <laugh>, you know, there's a, there's some people that are, so we're talking about pretty much if you're in a workplace, you know, somebody in the cubicle next to you and if not that one, two cubicles over or a family member or somebody. And, and what surprised me was that, um, in a way it surprised me. But then when you start to look at it, it really is not surprising when you understand what happened in Covid is what surprised me was that, you know, where you hear the phrase we're out of covid. But what I started to find was Covid is not out of us.

Dr. Cloud ([05:12](#)):

And I started to see, um, that people were still, still struggling, even though we're quote out of it. And you start to look at when they are and ask the question why. And the short way for me to explain this is, and I always say, you know, if I were Dr. Evil and wanted to, to, um, figure out a way to, to just decimate a human <laugh>, um, I come up with covid. Wow. Because, because what Covid did was it's, it basically struck at all the foundational and essential elements that make humans thrive. And, you know, we're gonna obviously do the whole show on this, but just to take a second, what I mean by that is that the things that make us healthy c wrecked and we established patterns in that, call it year or whatever more maybe depending on where you live. We e established patterns during that time that are very not healthy.

Dr. Cloud ([06:36](#)):

And then covid ends. But patterns remain cuz patterns get to be neurological wiring that order behavior. And so, you know, just to mention a few things, the foundation of health and thriving and mental health and leadership and everything else is the level and depth and quality of our attachments are our connections to people from whom we draw life. Well, what did Covid do instantly? Boom, everybody's isolated. You don't longer see your best friend at work. You don't go to your small group, you don't go to

this guy and the family's no longer getting together over here. You're not seeing your friends and all of a sudden, and now everybody's working remotely. Well, the question became, how efficient can we be remote? Well, that's not the number one question. The number one question is how healthy you can be, cuz that's gonna drive, you know, how productive you are and how clear the thinking is.

Dr. Cloud ([07:41](#)):

But apart from that, the mental health. So we, people got these isolated remote kind of patterns, less connected and there were some things they liked about that and some things, but the problem is the patterns have remained. And now they're not, they're not as connected as they used to be. A lot of people now, you know, some are, and then the second thing is, it's sort of like you build a house after you, the foundation of connectedness. You've gotta frame, you gotta frame the house. Well, our lives, our lives get framed by our, the structure of our lives and the routines of her lives. You know, you, you have circadian rhythms that your mental health is built on structures of days and nights. Those turns into turn into weeks, weeks turn into months, months turns into a season, season turns into a year. And we have rhythms and structure.

Dr. Cloud ([08:35](#)):

You take anxious kids who don't have, don't have any structure. And then the principal comes through, okay, everybody in their we're gonna have nap time and this, all of a sudden they calm down. That's why a lot of kids that, you know, they're diagnosed with a d d or whatever, some of 'em, there's really not the neurological going on. The kids have no structure in their home. They're all over the place. Mm wow. And, and so I remember when I came down to my computer, that first week of lockdown, logged in one morning and I looked at my calendar and and went, oh my gosh, our server crashed. I called my assistant, I said, what's happened? She goes, no, it didn't crash. You're seeing white space cuz everything's canceling

Doug Smith ([09:19](#)):

<laugh>. Wow.

Dr. Cloud ([09:21](#)):

Now think about that. Hmm. Everybody was looking at white space and they were lost in swimming. And what do I do with my day? And, and I used to go to this meeting and I had this and this. And so all of that was gone. And they're like, find themselves in a very unstructured lives from the moment their eyes open till they go to bed. And they got into all sorts of pattern where they lost their sense of order and routine and all that. The CEOs I work with that would have 'em, you know, have a morning call every morning in the early days with their team and have specific elements in that call and then drive that practice down throughout the organization and some other routines to get 'em back working again. So we doing a psych hospital, you know, we have a schedule, right?

Dr. Cloud ([10:11](#)):

And we, and so you got that, then you got the loss of control that people experience. Cause you used, you had no control anymore. I used said, oh, let's go to law. Oh, I can't do that. Oh, well why don't we have a, an event? Or, no, we can't do that, but why don't, and you lost control. And that adds to mental health problems. And then they weren't processing the pain and the fear. So there was a number of things that happened, but then people got into patterns of that and it's the patterns that they need to reboot. And that's the short version of why it remains.

Doug Smith ([10:46](#)):

Yeah. Th thank you for sharing that. Um, in the, in the fall of 2020, while Covid was happening, and again, this may have been unrelated, and again, to give you brief context, I had lost my sister to a, to a drug overdose in December of 2019. Oh. And basically rescued my dad, put together a message for the funeral, raised a ton of my money for my nephews, and went back to work and basically just medicated the pain through performance. Uh, nine months later, I don't know how else to describe other than I feel like I had a mental breakdown. There's a period where I had take a, a week off of work. I didn't know if I'd be able to ever return. Uh, scariest darkest season in my life, um, lasted several months. Um, and since I've come outta that, and I mean, I sought a lot of help therapy, et cetera, and I feel like God taught me a lot through that process. But as I'm sharing that with leaders now I get one of two responses. Either leaders saying, I feel like I'm in the middle of that now, or I feel like I'm on the verge of having that happen to me. And, and I'm just curious, in your experience working with leaders, when someone comes to that point and they're in the middle of a, a mental breakdown or whatever you would call it, how, what, what would your advice and encouragement be to them in that season? Cause I feel like so many leaders are there right now.

Dr. Cloud ([11:58](#)):

Well, there's the slam dunk. You have to, immediate advice is reach out to someone who knows what they're doing. Hmm. Okay. When, right now you're a closed system and anything in a closed system. Second law thermodynamics tells us deteriorates, right? So what you've gotta do, your head is a closed system. You have gotta open up the system to the two things that make things get to a higher order and then is outside sources of energy because the energy inside of you is depleting. You're getting more depressed, you're getting hopeless, you're getting fearful. The energy that's there is toxic. You know, it's anxiety and being hyped and stress and all that kind of stuff. So you, you need some support, but not just any support. The second thing that's gotta come in to make something better is intelligence. So you can put gas into a car and give support, but if you don't have a carburetor, then with a design to it, to use that energy to send it in the right place to drive the wheels, it ain't gonna work.

Dr. Cloud ([13:13](#)):

So I want you, if you're a position or leadership, people depend on you and you're functioning. And so if you won't do this for yourself, at least do it for them. Find somebody that knows what they're doing, a very, very good psychologist, psychiatrist, mentor somebody with. And hopefully they understand the business and leadership as well. If you don't, if you can't find it all in one person, you need a few, don't go through this by yourself. They're people that know what to do. They really do know how to help you. And it will work with the right people. That's what I would say, first of all.

Doug Smith ([13:57](#)):

Yeah. Thank you so much for sharing that. I know. Yeah. I needed that advice and thankfully, I I, I took similar, but Well, thank

Dr. Cloud ([14:03](#)):

You for, well, now if you just, another thing I was gonna say, now there's a bunch of other stuff I would say as well. But, but the second one, the second one I want you to hear from Doug, is what I was gonna say to you is, if you're going through that, don't, don't let that somehow criticize you as you're not a good leader. You'll never be able to do this. You're not good enough. You're not strong enough. There's no shame at all in, look, you can have a perfectly good house and building. I just happened to a friend of

mine in, in, in Utah. Park City is incredible house, but they got more snowfall than the house was designed to hold. And the thing, they had a section of it that caved in because there's 86,000 feet of snow sitting on top of it. Well, your life right now, you have, if you're in that place, you've incurred more snow on your head than a normal human was designed to withstand. And it's cracking. So there's no shame in that. So don't feel bad about it. Just like Doug is here telling us about when he went through that. I've written about when I went through that. So there's no shame in this.

Doug Smith ([15:34](#)):

Yeah, that's so good. And just like you said, how you've written, how you've gone through it, what was so encouraging to me is when you do open up and do start looking, so many leaders that I admire had gone through something similar. I actually had a mentor tell me, like, Doug, I can't name very many leaders that I know personally who haven't gone, some, gone through something similar. And just knowing that I wasn't alone, then other leaders have gone through that and made it to the other side. Cuz my biggest fear, I was never suicidal, but it was always, am I ever gonna get through this? Am I ever gonna come back to a sense of normalcy in my life? And, and really knowing that leaders like yourself had gone through it gave me hope. And, uh, it was so helpful. So thanks for sharing that. You've gone through it as well.

Dr. Cloud ([16:12](#)):

Hey, who doesn't, who doesn't know a house that you've gone to visit somebody and look, this place is incredible. Where? And they go, well, you know, we just remodeled it. Um, four years ago that wing used to didn't be here, that it didn't start out incredible. And if you were there in the middle of the remodel, it'd look like a mess. So <laugh>, you know, hopefully everybody's going through some remodels and upgrades and you never see that without a lot of saw. So, you know, you're onto a good path.

Doug Smith ([16:47](#)):

Wow. Well, thank you. Uh, well, I I wanna dive into your new book again. If you've never read any of Dr. Cloud's books, I encourage you to buy them, buy them all. I've been deeply impacted by so many. Two of my favorites are necessary endings and, uh, changes that heal both made a really profound impact on my life at different seasons. Um, but you have a new one coming out called Trust. And I'll just leave this really open-ended to start. Uh, why did you write this book and, and what do you want leaders and or people to get out of it?

Dr. Cloud ([17:14](#)):

Um, you know, it's an interesting question, I guess sometimes, like, how did you become an author or, I go, I'm really not. I mean, <laugh>, that's not what I do. I'm a practitioner, you know, I spend over a hundred days a year in war rooms with CEOs and their teams and one-on-one and, you know, offsites and in pretty gnarly problems in realities they're have to having to negotiate boards and all that stuff. That's what I do. But in that, I always say, I didn't write the book, the work wrote the book. It just emerges. You know, there's issues that begin to talk to me and I'll, I'll see something, I'll see something over and over and over. Or if find myself in the same conversation or the same scenario frequently enough, say, you know what, this is a this is a big problem. People don't have easy handles to negotiate. And that's when I'll start to say, maybe, maybe it'd be helpful to have a tool, you know, to guide people through that. And that's generally how I've written all my books.

Doug Smith ([18:27](#)):

Yeah. So this whole subject of trust, what, what emerged in your work where you recognized? Or was it people not trusting each other so they weren't able to have good relationships? Was it leadership? Yeah. Tell me about the root cause of the work that emerged.

Dr. Cloud ([18:40](#)):

Well, you know, if you're thinking, let's just talk about just leadership, all right? Yeah. Trust fuels investment.

Dr. Cloud ([18:54](#)):

If somebody trusts you, they're going to invest. And they're not gonna invest if they don't trust or they're only gonna invest to the degree that they trust, right? So we're talking about investment. What does that mean? Well, if you're a leader, you cannot grow without investment. It, maybe it's financial. Maybe you need donors. Maybe you, you need VC money. Maybe you need private equity money. Maybe it could, but you're gonna need money from somewhere. Maybe you need from a bank or you're gonna self fund it. But if you're gonna self fund it, would you go self fund yourself to start an NBA team? Probably not. Why? You don't trust yourself to be able to do that <laugh>. But you've, you've checked some boxes on thinking that you can self-fund something cuz you do feel really good about your ability to, to, you know, deliver. Right?

Dr. Cloud ([20:00](#)):

But trust fuels investment. It may not be financial, it may be in your team. Have you ever had a team where you got one person's one foot in and one foot out? They're not fully invested in the mission or they're not fully invested in your vision. You ever had a marriage where somebody's got one foot in and one foot out? They're not fully, see, it fuels investment. And we need investment not only of money, we need people's time. We need their energy. The more they trust, the more they're all in. Okay? So it, it's so important because it makes everything work. Mm-hmm. <affirmative>. Now here's a bigger problem for leaders. Not only does it make it work, it is your only possibility to scale anything to any size. Wow. Period. All right. For example, I'm sitting on a plane and I'm, I'm working on the trust material.

Dr. Cloud ([21:00](#)):

A guy next to me says, what you working on? I said, I'm researching trust. He goes, huh, well I don't trust anybody. I learned, you know, you can't trust people. I only trust myself. And I go, what? You know what? I'm a psychologist and you're crazy <laugh>. Well, what do you mean I'm crazy? I said, dude, look out the window. You're at 43,000 feet. Did you get yourself here? No. You're trusting a couple people up there in copy. You don't even know their names. And there's a guy that put fuel on the plane. How do you know it's not filled up with chocolate milk? And we're about to go <laugh>, you can't function without trusting. If you can't trust you're gonna live in a cubicle, in a forest, in a cave somewhere. Now let's go to running a business. You, you know? And, and so then I said, but I would bet you've been hurt in some ways personally, I'd love to hear that story.

Dr. Cloud ([21:58](#)):

And we hear the story and he's limited his ability to trust. And he's really wrecked a lot of his path because of his inability to trust how in the world, let's say you start a, let's say you start a, a business or you start a church or whatever it is you're doing, you've got, you've got a vision, okay? And unless you're gonna order the paperclips, <laugh>, you're going to have to let go and turn stuff over to people. Now

everybody's afraid to do that to some point cuz you've been burned. And that's, and some people, to the extent they can't do it, and they never really scale. Hmm. I mean, if you're gonna run a global entity, like, you know, I have CEO clients that run global companies and you gotta send somebody to run the Pacific Run. Or you can say, you know, I want you to, to go build a business in Europe. If you've got to go check up on every move decision and thing that they're doing, you will never get very big. So why is it important there? Well, it's important there, but let's go to the other side. A brand has got to be trusted. Hmm. I mean, right now there's a couple just something stupid and simple as, as, uh, everybody, everybody learned this in Covid, right? My sweatpants, <laugh> that I live in now,

Doug Smith ([23:48](#)):

<laugh>,

Dr. Cloud ([23:50](#)):

I saw an ad pop up yesterday and I said, oh, I'll buy anything they have because wow,

Dr. Cloud ([23:56](#)):

This is the way life works. And so businesses that focus on their brand being trusted or or their stakeholders trusting them, it is everything. So what happens is people hit the go button, but they hit the go button sometimes cuz they have a certain feeling about somebody or they like this or like that, but they didn't check all the boxes. So what became important to me is making a simple model where people could understand that I might feel good, but should I take the next step? And how big a step should I take? And giving them some things to check off. And we can be wrecked in two, two directions. We can, we can trust sooner or when we shouldn't. Subtitle the book says, when do you get, you know, trust? When do you give it? But when do you withhold it?

Dr. Cloud ([24:57](#)):

And how do you earn it? And how do you fix it when it gets broken? Cause that's kind of the, those are the areas we get burned in. We either trust too much or too soon when we shouldn't or we don't trust when we should. I mean, how many times have people said, oh my gosh, I missed the greatest opportunity cause I was a little too skeptical, a little too critical. Should have bought Apple stock, <laugh>, <laugh>, I should have hired that person. Now liquid, they, I had a chance to hire them and now look what they Yeah. We we screw up.

Doug Smith ([25:34](#)):

Yeah. On, on the trust this given side. I'm really, really curious. You know, I've heard in leadership that, you know, you give trust until it's broken. But what I'm hearing you say is that can be true, but that can also burn you. And so I'm, I'm curious, what, what are your thoughts on that from a leadership perspective? And what are some of those boxes we should check before we give trust?

Dr. Cloud ([25:54](#)):

Well, you know, I've heard that too. And, and I mean, you can take any sentence and pick it apart, right? <laugh>, it's sort of like train up a child the way they should go then Oh, well, they won't depart from it. Well, that's, um, it's true. But then, you know, we can pick it apart. So, so I think what that sentence means is, um, if people are gonna perform, you've got to empower them and trust them with what you've empowered them with. Right? But I think that sentence comes in a timeline. Hmm. All right. Wow. That's not day one. When I meet you, somehow we've gotten to the point to where I'm going to

trust you until it's been broken. But I'm not going to take that step until still, as one of my favorite verses says, he has been faithful, that little will be given more and he is not, it'll be taken away.

Dr. Cloud ([27:14](#)):

So we've gotta have some sort of a vetting process. Or you'd go down to the bus station and, you know, build out your executive team with people you've never met. That can't be the, Hey, I, you know, I just met you and go run my company. I'm gonna trust you till you break it. No <laugh>. So it's gotta be that tennis has gotta be contextualized. I think so it's true, but you gotta contextualize it. When you trust people, if you, if you, if you, and, and here's the way I say it, I think you've got to let them go to do what you've empowered them to do. And trust means by definition you are making yourself vulnerable. If they screw it up, it will hurt you. Okay? Now that doesn't mean that you go bury your head in the sand. Hmm. I trust if I'm a pilot, I trust the airplane.

Dr. Cloud ([28:21](#)):

I'm not, I'm gonna trust the autopilot. I'm not gonna be grabbing the controls. Right. And doing, I mean, I, I'm, I, I drive a Tesla and I've found out, you know, you screw at the autopilot thing too hard and you're gonna be going all over the road. You gotta trust this thing is the most, you know, it's one of the most, it's this scary deal the first time when you're going down, you know, going 70 miles an hour down a freeway and you don't have your hands on, you controls. It's weird. It's like having your teenager when they get their learners permit, <laugh> and I, well, let's just use that example. I remember when Olivia, our oldest daughter got her learners permit. And I get in the car for the first time and I'm sitting on the right seat, right seat. And I go, wait a minute, I wiped your butt.

Dr. Cloud ([29:09](#)):

What are you doing driving the car? How did you get to me this thing? And you can't. And so the tendency is you want to, you want to take over what you've given them control of mm-hmm. <affirmative> and, and to the point of that sentence, you can't do that. You've gotta let 'em drive the car. You have to. But I didn't start her in, here's the keys, I'm gonna sit over here at you drive the year before. I was taking her to big parking lots on Sunday afternoon when the stores closed and kind of playing around. And then she went to driver's ed and this, that, and the other. So yeah, now I'm gonna let you drive the car, but we're gonna do something to get to that point. And that's kinda what the book is about. How do you determine when you can let go and actually make yourself vulnerable to somebody and when you shouldn't.

Doug Smith ([30:16](#)):

That's so good. I wanna spend a little bit of time, you mentioned talking about how to repair trust once it's been broken. And I would just love to ask you like, how many times do you work with organizations where that is the key, core issue of so many other issues that are wrong with the organization? Um, I'd just be interested from a leadership viewpoint, but then can you just talk about what do, what can we do as individuals? And

Dr. Cloud ([30:39](#)):

Lemme ask it this way.

Doug Smith ([30:40](#)):

Yeah.

Dr. Cloud ([30:41](#)):

Name an organization's issues that doesn't have trust is one of the elements.

Doug Smith ([30:51](#)):

Wow. Yeah. I don't know. Everything's built on trust, I guess.

Dr. Cloud ([31:00](#)):

Well it's, and that's why I said one of the elements, it's sort of like, you know, the only thing that matters is trust. Well, come on. You need air, food, and water. You can't ever say there's one thing, you know, what's the one thing? I hate that question cause, but there are a few things. You know, there's food groups, right? Mm-hmm. <affirmative>. So there, there are a few things. So I just don't know any organization's issues where trust is not a piece of it. So name one, you know, name, name, anything and, and would try to illustrate

Doug Smith ([31:36](#)):

Yeah. Just staffing issues. Yeah.

Dr. Cloud ([31:38](#)):

Okay. Staff, you said staffing.

Doug Smith ([31:40](#)):

Yeah. You have an employee who's not performing.

Dr. Cloud ([31:43](#)):

Okay. So you got an employee who's not performing well, let's roll the clock back. How in the world did we hire them?

Doug Smith ([32:00](#)):

<laugh>?

Dr. Cloud ([32:02](#)):

Not that, not that we don't make everybody gets burned. I'm not saying nobody, you know, if you go through even the Bible story after story, if God gets burned, right? Hmm. But if you got a lot of non-performers that may tell you that you have a systemic d n a of an operating system

Doug Smith ([32:32](#)):

Hmm.

Dr. Cloud ([32:32](#)):

That does not check the right boxes before you entrust a chair to someone. Okay? So a non-performer is not just a non-performer. If you've got an infection, you know, and you go to the doctor, the symptom is the symptom, the non-performance. But they also want to find out what's causing this symptom. Is it a bacteria or a virus? So now I've gotta ask the question, who's managing this person? Who's holding accountable, who's not? What are performance standards? All of this. But then I would go further back

as a doctor and say, how did this bug take root? Because we've got an immune system problem. The immune system is down, it's not fighting this off. This person, this bug, this virus should never have gotten that position. So now maybe we've got, just follow this. Now we look at, well, whose house does this live here? Hmm. And you go all the way up and you see at the C-suite, this is somebody who's conflict avoided and they see non-performance problems all the time, but they're afraid to hold people accountable.

Dr. Cloud ([34:02](#)):

So any issue, some part in there, we're gonna ask who do we trust and why should we have and shouldn't we? And when it breaks down, how did they address it? And no, no, no. I was, I was called in not too long ago to a c-suite conference call where they're having their executive team meeting and they wanted talk about a certain issue and I'll log in. And so they said, huh, give us a few minutes. We're wrapping up something here. And they're talking and I can hear they're talking about they gotta, they gotta let somebody go. The person they're letting go is a big influencer in the organization and, you know, been there a long time and kind of a big deal deal. And I, I said, so who are y'all? Who are y'all getting rid of? And then, and they said, you know, so and so, and I said, um, so do they, were they part of the executive team? And they go, no, no, no, they're, you know, and they, they do. So I said, do they report to somebody on the executive team? They go, no, they report to, it's kinda like two or three levels down. And I said, I got a question. How did somebody, three or four levels down performance a go on long enough? Whereas an issue, but B how does that take up executive team time? Wow.

Dr. Cloud ([35:31](#)):

If you look at the immune system of a body, the executive team is like your prefrontal. It's where your attention goes. So the only reason your attention is ever gonna focus on that you feel nauseated is because the levels below your, you're executive team awareness, the levels have broken down. See when that bug first entered your valve, a billion of 'em a day or more get taken care of by your saliva, you never even know about it. People get fired all the time because the system is, cha is trained to deal with it way down below. It only makes it to the top if there's a breakdown. Hmm. So trust is a big deal.

Doug Smith ([36:21](#)):

Yeah. And just in our individual relationships here, or even at work, how can we repair broken trust? Is it repairable? Uh, there's, are there situations where it's not any advice there from the book?

Dr. Cloud ([36:34](#)):

Well, if it or repairable, then who would make it to, you know, age six <laugh>, one mistake, <laugh>, you know, one failure and it's over. You know? No. If it, if it weren't repairable, there'd be no such thing as growth and change and, and all of that. Now there are, there are misdemeanors and there are felonies also. So this isn't a toggle switch where all things are equal and all kinds of repair go down the same process and take the same amount of time, et cetera, et cetera. But yes, it's absolutely repairable. I can, I could take you to so many incredible entities that are run by people who had massive failures, you know, in a previous iteration of themselves. We all probably know marriages that are so strong and robust and fruitful. And I just read a story and I can, I have friends like this who will tell you they have the most awesome marriage actually as a result of the affair.

Dr. Cloud ([37:56](#)):

Wow. That the process they went through, not that I'm suggesting people have affairs, but the process that they went through because it showed 'em some things that they had to grow in. And now because they've grown and their trust has been repaired, they have incredible strong marriages. And in the book, I write about this process a lot and how, but it doesn't happen every time and it certainly doesn't happen without the right ingredients being in the process. And so the mistake people make is somebody says, I'm sorry and that, sorry is enough to trust again, sorry, is enough to forgive. Forgiveness is free. Okay? You don't even have to repent to be forgiven. You gotta repent to be reconciled. But forgiveness can happen with just one party. The person that wounded party can. Forgiveness is something, I mean, if not, if, if you need somebody to come tell you, sorry, how are you gonna forgive a dead parent? For example, you gonna call a medium <laugh> daddy, can you come back?

Dr. Cloud ([39:15](#)):

You know, forgiveness is a, is free and it's something one person does. Now reconciliation takes two, okay? And somebody's gotta come to the party. But you can be reconciled to somebody and still not trust them. Why in the world would you on day one, it's like a New Year's resolution. If somebody's been a drunk and they say on December 31st, well tomorrow I'm gonna quit. I'm not trusting that. I'm gonna encourage, I'm gonna encourage it. I would say, great, then do what? Let's get you in a path that can make that sustainable and trustworthy. And it may be, as we see in 8 million gazillion cases, that one day that person's gonna be leading a recovery group and bringing other addicts to sobriety, but not on January the fourth.

Dr. Cloud ([40:11](#)):

So we better have a process in place. It has very objective anchors that we can check to know if we're gonna trust somebody. Do you have any advice for it's a, it's a, it's a, it's a if and when and how much? Hmm. Can you say more about that? Yeah. People you know, a lot of times they'll say, okay, I've forgiven 'em. They see the air other ways. They're really committed, they're brokenhearted and they put 'em right back in charge of something. Hmm. Well that's what I mean by if and how much and when. So maybe don't put 'em back in charge of something. Are they willing to clean the toilets for six months or Hmm. You know, what are we gonna, what are we gonna trust 'em with and what's their response to the, uh, you know, the um, kind of program of restoration or whatever you want to call it. And you see this a lot of times, um, you see it in nonprofits. You'll see somebody wreck something and take half of half the congregation and run next door and start something new. Well that's January 1st, <laugh>. Why is that gonna be any different? Right? Hmm. So there are, there, there are a lot of people that have had failures that come back, but there's gotta be a objective process by which, you know, that happens so you don't trust them the next day.

Doug Smith ([42:04](#)):

I'm sure this varies based on, you know, whatever the, the breach of trust was. But do you have like a general, have you seen like a general period of time for restoration when leaders are broken trust, whether that's six months to a year of them actually showing that they've changed and earning trust? Is there a period or is it just case by case?

Dr. Cloud ([42:24](#)):

When you take a cake outta the oven?

Doug Smith ([42:27](#)):

When it's done.

Dr. Cloud ([42:28](#)):

When it's done. So you could say, for example, okay, this particular cake, by the way, have you ever dumped through a cook? Put, they all don't say one hour.

Doug Smith ([42:42](#)):

Hmm.

Dr. Cloud ([42:44](#)):

Every, every cake is different. <laugh>. And here's the problem, they might say an hour at three 50, but just in the houses we've lived in <laugh>, every oven ain't the same. <laugh>, <laugh> even the expensive. So what's going, what's going on in that year? How hot is it? You know, we, this is why, this is why I said earlier, you gotta get some people to the table and know what they're doing because you take a cake outta the oven when the cake's done, not because it ought to take an hour. Wow. But I guarantee you one thing at this juncture, haven't seen what I've seen over however many decades. Um, I'd rather leave 'em in there a little too long than take 'em out too quick. <laugh>.

Doug Smith ([43:59](#)):

Wow, that's really, really good. Um,

Dr. Cloud ([44:04](#)):

Everything, I'm kinda food poisoning, phobic cuz I had a really bad experience ending up the trauma center one time. And my wife, my wife laughs at me because if she lets me cook the chicken, it's just gonna be a little too dry. <laugh>. But I don't have any false positives. <laugh>. I'm not, I don't trust it until, you know, it's charred <laugh>.

Doug Smith ([44:31](#)):

That's so funny.

Dr. Cloud ([44:33](#)):

Cause you, it just depends on what's at risk really, how you know. Hmm. So if it's food poisoning, it's one thing. If it's, you know, I dunno if it's a piece of toast too. It's a little knock done <laugh>.

Doug Smith ([44:47](#)):

Oh, uh, well thank you for writing this book. Uh, we'll include links to everything in the show notes. If you're listening now, the book is available and you can get it out on Amazon pretty much anywhere books are sold. Um, I wanna, I just, I wanna ask one random question around boundaries, just cuz I've been asked this several times, I just wanna hear your response. Uh, obviously you read a New York Times bestseller called Boundaries. Again, leaders, if you're listening and have not been involved with any of the boundaries work, really encourage you to dive into that. Um,

Dr. Cloud ([45:12](#)):

And, and for, for, uh, leaders specifically, there's, there's a second book called Boundaries for Leaders, which is, which actually talks about the, the structures that leaders have to have in place. And you're the

steward of the boundaries in your organization, but they, it, it gets to really important stuff that tries both the relationships as well as the results. And that's the boundaries applied to leadership.

Doug Smith ([45:40](#)):

Yeah. When this, this specific question is probably more individualized than just working in an organization, but I'll have people, uh, start to set boundaries in their life. And whether it's with loved ones or friends, uh, without a doubt, especially if they're people of faith, they'll say the same thing. That they'll start setting boundaries with their family members for the first time in their life. And their family members will say, well, well, I thought you loved God. And I thought God is supposed to love everybody and you're supposed to be a loving person. And a lot of times they don't know how to respond to that and they don't know what to say. So I'm just curious when, when you hear that response or people have had that response that, oh, well, you know, loving Christians aren't supposed to set boundaries, I guess is what they're trying to say. What would your response be to that?

Dr. Cloud ([46:20](#)):

What's the boundary we're talking about?

Doug Smith ([46:24](#)):

Oh, it could be anything of just, uh, even, um, I guess

Dr. Cloud ([46:27](#)):

Specific Hold hold on because we say it could be anything. Are you talking about somebody sleeping with their mother-in-law?

Doug Smith ([46:40](#)):

<laugh>. Okay.

Dr. Cloud ([46:41](#)):

Or or are you talking about somebody not helping somebody with dinner? Both. Right now I'm saying this, you laugh. Okay. Both of those are in the Bible.

Doug Smith ([46:56](#)):

Hmm.

Dr. Cloud ([46:56](#)):

Paul set a boundary with an entire church at Kath about confronting somebody sleeping with their mother-in-law. Wow. Okay. Jesus set a boundary with Martha who is railing at her sister for not helping her with dinner. Matthew 18 says, if somebody hurts, she sins against you, go to them in private and set a boundary. And if that doesn't work, get two people or three people go together. So what are, when, when you say, I said a boundary, well, what kind of boundary? It may and I wanna know what kind of boundary, because it may be that that person is being selfish Hmm. And self-centered and they're getting revenge in their so-called boundaries. And I've seen that happen. So we always have to say, what are we talking about? There is no such thing. You know, if somebody says, well, I thought you were a Christian, I go thought you loved God. Say, I'm, I I do. So what is that? Are you saying that if I love God, then I will let you abuse me?

Speaker 3 ([48:11](#)):

Wow.

Dr. Cloud ([48:12](#)):

Really

Speaker 3 ([48:14](#)):

<laugh>

Dr. Cloud ([48:15](#)):

Tell me more about that. You, if I love God, I will go spend every holiday with you because you want me to, and I don't get to decide any of my own time. Is that what loving God means? That I'm gonna do everything that one person wants, one person that I love wants from me. I've got a lot of people that I love that are stakeholders in my life and I, and to spend time with. Are you saying you want all of that? Is that what it means to love God? I mean, you just, this is ludi manipulation, <laugh>. It's just,

Speaker 3 ([49:00](#)):

Yeah.

Doug Smith ([49:02](#)):

Well I think you just gave a lot of, uh, yeah, that's exactly the answer I wanted to hear you, you.

Dr. Cloud ([49:08](#)):

No, and, and, and by the way, that's not gonna help

Speaker 3 ([49:11](#)):

<laugh>.

Dr. Cloud ([49:13](#)):

It's not because Yeah, because somebody's trying to control you. So what is gonna help is you're dying to the wish for them to like your boundary. Because you're talking about in 99% of the cases, you're talking about a very controlling, you know, person. Everything revolves around them. And if you're saying no to them, that somehow, you know, you're sinning. Okay. So that kind of person does not love feedback or doesn't love human freedom. They want to control you probably. So here's what does work, giving up the wish for them to like it.

Speaker 3 ([49:57](#)):

Hmm. Wow.

Dr. Cloud ([49:58](#)):

And then doing two things, set the limit and empathize with the fact that they don't like it. So yeah, it sounds like, you know, understand it's really frustrating to you or maybe hurtful to you when I've said no and I'm, I'm not gonna do that. Um, but I I'm, I'm still gonna say no and I'm sorry that's hard for you. I love you and you wanna do something else great. But I gotta say no to that.

Doug Smith ([50:31](#)):

Wow. Well, as always, thank you for your time today. Thank you for every thank you for the book. Really looking forward to diving in and just thank you for what you do for leaders and people everywhere.

Dr. Cloud ([50:40](#)):

Well, it's been good to be with you and keep up the good

Doug Smith ([50:42](#)):

Work. Well Leader, thank you so much for listening to my conversation with Dr. Cloud. I hope that you enjoyed it as much as I did. You can find ways to connect with him and links to everything that we discussed in the show noted at l3leadership.org/363. And as always, leader, I wanna challenge you that if you wanna 10 x your growth this year, then you need to either launch or join in L3 leadership mastermind group, mastermind groups, or groups of six to 12 leaders that meet together for at least one year in order to help each other grow, hold each other accountable and to do life together. For me personally, mastermind groups have been the greatest source of growth in my life over the last eight years. And if you're interested in learning more about launching or joining your own group, go to l3leadership.org/masterminds or email me at dougsmith@l3leadership.org. And as always, I'd like to end every episode with a quote and I'll quote Gerald Brooks today who said this, he said, most people wouldn't grow without problems. In fact, they grow to the size of their problems rather than their potential. So good. Well, I hope you enjoy this episode. Know that my wife, Laura, and I love you. We believe in you and we say it every episode. But don't quit. Keep leading the world desperately needs your leadership. We'll see you next episode.