Kim B. Clark, President of BYU Idaho
“A Conversation on Defining Direction”
October 13, 2010

BROTHER RALPH CHRISTENSEN: Brothers and sisters, it's a delight this afternoon to welcome you to this Leadership Enrichment Series session. We've chosen to entitle this particular session: “A Conversation on Defining Direction” with Kim B. Clark, president of Brigham Young University–Idaho.

It really is an amazing experience to be able to come together with all of the leaders and managers and supervisors of the workforce of the Church. We have people here representing all the departments and areas, and we'll have opportunity for those who are not here to see the proceedings today by video conference or DVD at a later time.

If we could have the next slide, if I might. Defining direction is really a key responsibility that all leaders have. And as you can see, it's defined as one of the key areas that we have in our pattern for leadership. We've appreciated this pattern that outlines the kinds of qualities and abilities that the Brethren have talked to us in terms of their expectations for leaders of the workforce here at the Church.

But this area of defining direction, in my experience, is not necessarily an easy part of our responsibility. I know for me personally it's a very challenging part, and yet it is core to setting the stage for everything else that we do. As Latter-day Saints, in my experience, I think that in some ways we have some insight into the notion of setting direction because of the doctrine that we teach which really begins with a plan, with Father's plan for us. And I think somehow that just intuitively gives us insight into this idea of setting direction and planning.

I really enjoyed very much the opportunity to meet with President Clark late this summer and to talk about this topic, and I know that as I listened to him combine his insights into this topic from the research and work that he's done professionally—but particularly to have that grounded in his insights and testimony of the gospel of Jesus Christ—I know I left that session, President Clark, inspired and with many new insights on the topic.

If I might have the next slide for just a moment. We'd like to invite each of us as we listen to the conversation today to do just a couple of things. One, as always, to invite the Spirit to teach us personally. I'm a great believer that President Clark will have many insights to share with us. But for each of us personally, the Spirit has the ability to teach us what we need to do to improve in this area. We encourage you to take some notes, to go back and apply what you learn, and also to visit the website, which will give you the opportunity as work groups to review the topic that we will have gone through today and to talk about how we can apply in our own individual work groups the ideas and the concepts that we're going to talk about this afternoon. And if you have any questions, by all means be in touch with any of us in Human Resources that can help you know how to use the materials in your group.

The next slide, if we might. Just by way of information, we have made arrangements coming for the next session, coming in early 2011, to have Elder Richard G. Scott, a member of the Quorum of the Twelve Apostles, be with us, and we have invited him particularly to take the components of the pattern for leadership which deal with how to build those spiritual qualities within ourselves as leaders and then apply them in the workplace, and we look very much forward to that and we'll have dates for you going forward.
By way of a brief introduction, President Clark was born in Salt Lake and was reared and grew up in Spokane, Wash-
ington. After serving his mission in Germany, he married his wife, Sue, in 1971. The Clarks are parents of 7 children and 15 grandchildren. In 1978 President Clark became a member of the faculty at the Harvard Business School and was named the dean of the school in 1995.

Kim B. Clark became the 15th president of Brigham Young University–Idaho in August of 2005. He currently also serves as a member of the Fifth Quorum of the Seventy in The Church of Jesus Christ of Latter-day Saints.

It's our great privilege this afternoon to be taught by and to engage in a conversation on setting direction with Presi-
dent Clark. President Clark.

PRESIDENT KIM B. CLARK: Brothers and sisters, it's great to be with you. I appreciate the invitation to spend some time with you. I would like to take just a moment and explain to you what we're going to do today.

Our time today is going to be a very intense and very interactive experience. I'm going to treat you all like you're in a classroom, and we're going to work together on the topic of defining direction. And so I have some questions that I will pose to you. I may tell you a story or two, but I'm going to hope that all of you are willing to support me in this effort, which means that when I ask a question, your responsibility is to raise your hand. I then will call on you. You then will speak. [laughter] Okay? Everybody understand what we're going to do?

Now there is, I know, in this room a wealth of experience. There is tremendous power in this room. And I pray that the Holy Ghost will come and that together we will share our experiences and our insights about defining direction.

There are three things that I would like us to try to do today. The first one is, I'm going to spend some time with you in which we will define the context for defining direction. We'll set the context. I'll come back and talk about that in a second.

The second thing, I want to talk with you and have you share your thoughts with us about the real work of defining direction, what it actually takes. And the last thing I'd like to do is to get you to reflect on the characteristics of leaders who will be effective in defining direction in the context in which you all work. Now let me come back to context for a moment and set the stage, and then we will begin.

I have up here on the slide—if you can show us that little slide with the picture of the university—this is a picture taken on the campus of BYU–Idaho. The picture captures for me an important dimension of the context in which I work, and it's also part of the context in which all of you work. And that is BYU–Idaho is a mission-driven organization. You can see here a picture of a path, students walking on the path, the path leads uphill, it leads to the temple of the Lord, to the house of the Lord.

BYU–Idaho is not just another university. It is, as Elder Bednar taught us several years ago, it is a disciple preparation center, it is a place where young people learn to become disciples of the Savior and equipped with the skills and the capacity and the attitudes to be leaders—first and foremost in their families, but also in the Church and in the communities around them. That's our mission, and everything we do is driven by that mission. Now in the organizations in which you work, you also work in a mission-driven organization. And so we're going to talk today about defining direction in a mission-driven organization and what that means.
Now defining direction very simply means that we define where we’re going, how we’re going to accomplish the mission, what we're going to do to realize that purpose. But it takes place in a very particular context, and I'd like to begin our discussion today by looking at some of the dimensions of the context. So let's go to the first question. This will be the first question, okay? I’ll let you ponder that question for a second, and now I’m going to ask you this question. This is the part where I ask the question, and you raise your hands, okay? All right, now look at the question. The question is: What's the role of defining direction in a church led by revelation? How do you think that works? Do you see the dilemma? We say we're all about defining direction, and yet we're in a church that's led by revelation. So what's the role for defining direction in that context?

I’m giving you a little bit of warm-up to get ready. As you begin raising your hands and I call on you and you comment on this question, we're going to keep track of your answers. Melanie is up there doing that. Melanie, thank you so much. And I will keep track of them. We'll refer to them and try to capture them. Okay, so what do you think? What's the role in defining direction in a church led by revelation?

Brother over here, what's your name? There's a mike right there; get the mike. Okay, what's your name?

MALE PARTICIPANT: John. I take strength from Nephi's example. The Lord told Nephi that he was to build a ship and his family was to travel to a new land. Nephi asked the Lord, Where do I go to get ore, molten to make tools? So there are all sorts of levels of planning. And I wonder if he had questions in his mind like how many months is it going to take him to build the ship. Can we do this before the snow flies—well maybe there wasn't snow in the environment—those kinds of—

PRESIDENT KIM B. CLARK: Multiple levels of planning and also of revelation. Excellent comment. Thank you so much. Okay, folks. Brother, right here. What's your name? Stand up and tell us your name.

MALE PARTICIPANT: The Lord has told us in the Doctrine and Covenants that we are to do many things of our own free will and choice.

PRESIDENT KIM B. CLARK: Yup. So how do you think that fits in here?

MALE PARTICIPANT: The Lord isn't gonna do the work for us. He expects us to put our best mind forward and make an effort and go to Him for confirmation.

PRESIDENT KIM B. CLARK: Okay, excellent. So we need to take initiative but seek confirmation. Excellent. Great idea. By the way, you can raise your hand if I'm behind you. In fact, I may sneak up on you. [laughter] Right there, do you want to stand right up?

MALE PARTICIPANT: Appreciate that, my name is Matt. Well, it has to be in the context of truth if we're a driven organization in terms of mission-based and so forth. We need to also be aware that we do principles based on not only academic truth but also spiritual truth. So in the framework in which we work, I would imagine that that is a key thing that we're all striving for is to define direction—like Pontius Pilate said—“What is truth?”

PRESIDENT KIM B. CLARK: Great, excellent. Okay, go ahead. Stand right up; your mike's right here.
MALE PARTICIPANT: Years ago, when Elder Hales was a new Presiding Bishop, I was in a meeting where he taught what was called the “rock management” theory. He says your job is to bring a rock to us, and we're to tell you if it's too big or too little or the wrong color. In other words, he says bring your best ideas, and then those who are supposed to receive the revelation can accept or modify or suggest how that might change. And that's kind of always stuck with me—that we bring the rock and then they help us to evaluate if the rock fits in the divine perspective.

PRESIDENT KIM B. CLARK: That's excellent, thank you. But they can't do that unless you bring the rock.

MALE PARTICIPANT: Right, we have to bring the rock.

PRESIDENT KIM B. CLARK: So again, it's about taking initiative and looking for witnesses of the merits of that action.

MALE PARTICIPANT: So we bring our best rock.


MALE PARTICIPANT: Rod. We're all entitled to receive revelation and guidance from the Lord within the bounds of our own stewardship, and I think that's an important principle as we look at Moses 1:39. We know our higher level mission and objectives to bring to pass the immortality and eternal life of men. But each of us plays a role in that we're entitled to receive revelation from the Lord to guide us.

PRESIDENT KIM B. CLARK: Great, excellent. Let's put up on the screen the next scripture. There's a wonderful scripture in Moses. I'll read it to you because I don't know if all of you can see—by the way, you folks up in the balcony up there—I'm not coming up there. [laughter] But we love you. [laughter]

This is a scripture about the Lord calling Enoch. And in here watch, for how the Lord describes three patterns of revelation that I think provide the context in which we're talking, and it really builds on—this is very much what the comments have suggested.

“And the Lord said unto Enoch: Go forth and do as I have commanded thee, and no man shall pierce thee. Open thy mouth, and it shall be filled, and I will give thee utterance, for all flesh is in my hands, and I will do as seemeth me good.

“Say unto this people: Choose ye this day, to serve the Lord God who made you.

“Behold, my Spirit is upon you, wherefore all thy words will I justify; and the mountains shall flee before you, and the rivers shall turn from their course; and thou shalt abide in me, and I in you; therefore walk with me” (Moses 6:32–34).

So there are three flows of revelation. If you can put the next slide in about those flows. The first one I call Flow 1 is the grand plan of the Lord, which He reveals through His prophets. It's captured in what Enoch heard from the Lord when the Lord said, “Go forth and do as I have commanded thee.” In that context we get prophetic guidance about ideas and people and about capabilities that really set the direction for the organization in its broad scope.

So let me give you my context, my experience. At BYU–Idaho, an example of Flow Number 1 is the decision that Ricks College would become BYU–Idaho. The only—the only way that would happen is if God revealed His will to His prophet. And that's part of that broad flow. Building a temple in Rexburg on the campus of BYU–Idaho is God revealing His will to His prophets, that is a broad kind of Flow 1.
But Flow 2 is specific revelation that comes to us about our stewardship that moves the work forward. We’ve heard two comments about that. Another example of Flow Number 2, from my experience, happened right after I was called to be the president of BYU–Idaho. That happened in May of 2005, and from then until the middle of August, which was about two and a half months, I studied and read what people had written about BYU–Idaho, read lots of talks and prayed a lot, thought a lot, and I felt revelation come about what the school needed.

And one of the things that came to me was a very clear idea which we have now acted on, to create what we call the three imperatives. And they are to improve the quality, to raise the quality of every aspect of the student experience; to serve many more students; and to lower the relative cost of education. Those three imperatives I think are examples of Flow Number 2, revelation from the Lord. Let's put this slide back on that has the flows on it. Flow Number 2, the example from the scripture is: “Open thy mouth and it shall be filled.” Specific revelation in your stewardship.

The third flow is very interesting; it’s very much what somebody mentioned earlier from D&C 58, which is ideas and projects that we initiate, which the Lord blesses and magnifies and justifies. In the scripture about Enoch, the Lord said: “Behold my spirit is upon you, wherefore all thy words will I justify.” And so we take action based on impressions received, based on our prayers, on trying to be guided by the other flows of revelation, and the Lord blesses our work.

So those are the three flows. I think they provide the revelatory context in which all of us work. But there are a couple of questions I'd like to pose to you about these flows of revelation and what they mean. So let's go to the next question and pose that question number two: How do you balance doing our part? That is in Elder Oaks' language. He said, “We are more likely to receive revelation when we're on the move.” So how do we balance our part, doing our part with receiving revelation or guidance of the Spirit? What's the right mix? How do you balance those things?

Right here, brother, do you want to stand right up? Where's the mike?

**MALE PARTICIPANT:** I think the solution there is to—as we learn about it in the Doctrine and Covenants—that we need to make our decisions, ask if they’re all right, and then move forward. And so basically the answer there is to constantly be open to the revelation, telling us and confirming the ideas that we already have.

**PRESIDENT KIM B. CLARK:** Okay, so one of the key ideas is be constantly open to revelation?

**MALE PARTICIPANT:** Correct.

**PRESIDENT KIM B. CLARK:** Excellent. Okay. Other thoughts? You folks up in this section have not been very active so far.

**MALE PARTICIPANT:** I think there's a certain amount of willingness to be corrected and chastened that's both talked about a lot in the Doctrine and Covenants but also in the Old Testament, that in order to venture forth with ideas and specific plans (kind of like the rock analysis that Tom mentioned earlier), you've got to be willing and strong enough to take correction and go back and try again.

**PRESIDENT KIM B. CLARK:** Okay, so it's also about openness. It's about being open to revelation, open to correction and guidance. Okay, that was excellent. It's a good start in this section right here. Brother, right here.
MALE PARTICIPANT: It's like what we're asking your missionaries to do. They prepare and strategize, if you will. They go out and they're prepared and they're on the move and they prepare to teach. But then revelation comes that might change what they had prepared. The Lord answers and helps them.

PRESIDENT KIM B. CLARK: Now you used a great word—it's a very important word—you used the word prepare. And so, in fact, if you use missionaries, the model we have is that they spend enough time where they are prayerfully considering what's going on that the Lord can guide them. And then they go to work, and then they're guided as they go. Is that sort of the model you suggested? Excellent, excellent thought. Okay, any other thoughts on this balance issue? Yeah, go ahead. What's your name? Steve? Stand right up there.

MALE PARTICIPANT: I keep thinking about the example in the Doctrine and Covenants when Oliver Cowdery wanted to translate and the Lord said to him, “You took no thought save it was to simply ask.” And so that phrase, when He teaches him the pattern of study it out in your mind first. And so I keep thinking of that word study, which is work and working it for ourselves and then going forward. And I think if we study, that helps us keep balance.

PRESIDENT KIM B. CLARK: That's a great, great comment. Okay, sister right here. Tell us your name.

FEMALE PARTICIPANT: My name's Jamie Glen. I think of the proverb that says a man's heart deviseth his way, but the Lord directeth his steps. And I think what a wonderful combo it is. It's not an either/or compartmentalized into “this time I'll do this”/ “this time I'll think on my own.” It's a wonderful mixture of us thinking clearly and the Lord guiding us.

PRESIDENT KIM B. CLARK: Now hold that thought right now because that's a great thought. If what it means—you say it's a wonderful mixture—who determines the mixture?

FEMALE PARTICIPANT: I think it comes either direction, actually. But again, if they're so well mixed, I don't think there's conflict.

PRESIDENT KIM B. CLARK: This is the answer. It's really you wanting to do what the Lord wants you to do and the Lord taking action to guide you and bless you as you go. You're open to correction, you're open to revelation, but the key thing is you're moving. Fair enough? All right, now take that idea about moving. So that's what we've said. Great comments.

Now let's go to this next question. We've got flows of revelation. We've got this idea that we need to be on the move. Here comes the next question: How do you define direction in this context, okay? So the context is flows of revelation. You have the Lord giving prophetic guidance to His prophets, you have specific revelation comes to you, you have action you take, and let's assume you're open to that revelation and you're open to guidance and chastening.

But how do you define direction when your actions affect other organizations whose leaders are also embedded in flows of revelation? I would guess—I don't know for sure, but I would guess—that that defines the context in which all of you work. If you think about it, most of you are not islands, like out there on your own doing your own thing. Most of you are part of a web of relationships, all sorts of things connected.

And I’ll bet you that some of you sometimes figure you're in such a web you can't do anything. Every time you take a move there's some other piece of the network that you just perturbed and you hear about it and—I don't know, is this familiar? So what do you do? How do you define direction in that context? What's important? How do you do it? What are your thoughts? I think this is real life. Right up here.
MALE PARTICIPANT: It's the purpose of councils. If you put it in the context of a ward, you have many different organizations that have rights to revelation within their own organization, but you work together to come up with answers collectively.

PRESIDENT KIM B. CLARK: Now just a second. Tell us your name.

MALE PARTICIPANT: Mike.

PRESIDENT KIM B. CLARK: Okay, Mike, that's a great comment. It's the power of councils. What happens in a council? Mike, stand up there again at the mike; you've got the mike. It's Mike with a mike, right? Okay, so what happens in a council? Think us through what happens in councils?

MALE PARTICIPANT: There's a leader and a council, an appointed leader. But it's also a collective thought by those who participate and contribute—I suppose from their own experience and their own revelation. But ultimately there's a decision that is made by the appointed leader.

PRESIDENT KIM B. CLARK: Okay, excellent. So you've got people sharing ideas. You also have people building relationships and connecting with each other understand the guidance and direction of someone who's leading the council. Excellent, Michael, thanks very much.

Other thoughts? How do you do this? So that's one idea is to learn from the councils. Down here in front. What's your name?

MALE PARTICIPANT: David. For me it's about respect. One of the keys to working in a collaborative environment where revelation has a role is to remember that the Lord gives revelation to those people who are accountable and responsible to Him for that delivery. So if you're working on something and it's your accountability, then you need to have respect for those people who have concerns about it.

On the other side, if somebody's doing something within their accountability that causes you concern, rather than throwing lots of flags and blockades, you need to have enough respect to approach them and talk to them about your concerns. If we assume that we're the only ones who know the right answer or the only ones who can receive revelation, then we're going to fail.

PRESIDENT KIM B. CLARK: That's a great comment. Thank you so much. That's an excellent insight. Other thoughts about this? How do you do this? So far we've learned from councils, we're open, we follow the trail of accountability, we look for relationships. Any other thoughts about how you build this? How do you define direction in this context where you affect other people? Any other thoughts people want to share? Brother right here.

MALE PARTICIPANT: Mike Howard.

PRESIDENT KIM B. CLARK: Mike. Another Mike.

MALE PARTICIPANT: I think you just have to act, and we kind of have already talked about that a little bit. But even in this organization and that type of an environment, you've got to find some way to raise those ideas and you've just got to start doing it because even in a council type of setting, unless the idea's raised, unless someone brings in information that hasn't been considered, it may not spark the ideas; it may not spark the discussion that gets there. And so I think you have to start moving forward and acting on those ideas and projecting out ideas or work that you think needs to happen.
PRESIDENT KIM B. CLARK: But the acting you’re talking about is sharing the ideas, the possibilities, with others? You’re not talking about actually doing something are you?

MALE PARTICIPANT: Well I do think that you need to start doing something. Again, moving forward in that type of an environment, and obviously if other decisions need to be made, people need to do that. But I think you do start moving forward because, again, that helps to present that action needs to be made and it helps people start to coalesce around it.

PRESIDENT KIM B. CLARK: This probably depends on what the action is, right? Where do you work?

MALE PARTICIPANT: HR.

PRESIDENT KIM B. CLARK: HR . . . let me think. I’m trying to think of action you can take that would affect other people. [laughter] Uh . . . how about the four-day workweek? Do you think you could just like say, "Okay, it’s now four days,” and send out a little e-mail and just say it’s four days. That’s it?

MALE PARTICIPANT: In that context, no, I could not do that. Or at least I could, but there would be negative—

PRESIDENT KIM B. CLARK: It would not be a wise thing to do.

MALE PARTICIPANT: Yeah, not wise.

PRESIDENT KIM B. CLARK: So suppose you thought that was a great idea—we should all go to a four-day workweek. Like how would you pursue that idea?

MALE PARTICIPANT: In my case, again, I’d probably put together, in my mind, what the ideas are that I think makes a good case for that, and then I would raise that up through either my manager—in my case, my managing director’s pretty approachable.

PRESIDENT KIM B. CLARK: So you have like a line you try to go through. Okay, that makes sense. I have a line too. Like if I decided, I think we should do master’s degrees at BYU–Idaho, I can’t just publish a brochure that says we now offer master’s degrees. There’s a whole bunch of people I gotta talk to, right? And I got to convince them. By the way, I think it’s a really bad idea for BYU–Idaho right now, so I chose that on purpose. Roger, don’t get worried. [laughter] But you’re right. Sometimes the action is you need to talk to people, sometimes it’s you need to push it up the line, sometimes you need to do things, depending on what it is. Great, excellent. Any other comments? Yes, sister up here?

FEMALE PARTICIPANT: I had an experience with this very issue, actually today. It’s a matter of being aware of where your stewardship is going to impact on others’ stewardships.

And so then we were working on an issue that we thought was important to the organization and would have impact on other parts of the organization. So we brought some key stakeholders together to discuss the issue and what their thoughts and feelings were about the issue, and were our thoughts in line with the direction that they thought would be good to go, and then received counsel from them that then makes us go back to the drawing board and rethink about that issue again.
PRESIDENT KIM B. CLARK: Yeah, that's a great comment. Thank you so much for sharing that.

I just want us to move to another set of issues, but I just want to share a couple observations with you. One thing I've learned in the last five years—we've been at BYU–Idaho for five years—and I've learned a very interesting principle which is very related to the council system. It's related to the idea of understanding stewardship. It's very much related to stakeholders and how you connect.

It's a principle of witnesses. This is something I've learned. It is that when we—like in the university—when we want to do something, eventually it has to go to the board. And the board will—as the way they function, they often look to others to see if there are any witnesses on behalf of what we want to propose. So, for example, if I propose something, it's very natural for the board to turn to President Samuelson and say, “Cecil, what do you think of this?” Now, if I have never talked to Cecil about this, that's like a really big mistake on my part because I need to talk to him because I know, first, he has relevant experience and he can be a witness for what we want to do.

Likewise, if we want to do something, for sure the commissioner's office—so Roger, Jim Tidwell, the commissioner, Elder Johnson—will for sure have to stand as witnesses for what we're trying to do. And so part of what our responsibility is as we kind of move through this, is to seek witnesses, to check. This is what this sister talked about—stakeholders.

But I think there's a very powerful principle here, and it's actually—sometimes it might feel like slowing you down—but actually it can really speed things up because once you have witnesses, it confirms the validity of what you're trying to do. It's also a great check on what you're doing. Because the Lord often reveals to you a piece of what needs to happen. You get a piece of it, you begin to move forward, you interact, you seek for witnesses, and you discover other people have received insight that's going to really help you in what you were trying to do, but you only got a piece of it. And I think that's part of this wonderful process of pushing forward in the Lord's work.

Now, I think we've done a pretty good job of setting the context. We've got some idea of the flows of revelation that come. Yeah? Roger, let's get a mike. You bet. Sure.

MALE PARTICIPANT: I want to be a witness. I think in this context of councils and witnesses, one of the things that we learned from Elder Christofferson was that the purpose of councils is not necessarily to seek agreement, and it's not even to seek consensus. The purpose is to seek revelation. So if everybody comes prepared, having done their work, having prayed, having done their part of it and coming together with their ideas, then those ideas collectively in seeking revelation might lead to a different direction or decision, but it may be a better direction than any piece of it might have been individually.

PRESIDENT KIM B. CLARK: Beautiful. Thank you. That's a great summary, wonderful principle.

Okay, now we've talked about flows of revelation. We've got some sense of the organizational context in which defining direction takes place. I'd like to shift now to the actual work of defining direction—the actual stuff. And so I want to go to a scripture in Matthew and read you this passage and then apply it to this challenge that we face of defining direction for the organization.

“Jesus called them unto him,”—this is the Twelve—“and said, Ye know that the princes of the gentiles exercise dominion over them, and they that are great, exercise authority upon them.”
“But it shall not be so among you. But whosoever will be great among you, let him be your minister;

“And whosoever will be chief among you, let him be your servant.

“Even as the Son of man came not to be ministered unto, but to minister, and to give his life for ransom for many” (Matthew 20:25–28).

Now the Savior—you may recall this was prompted by the mother of the sons of Zebedee, the mother of James and John, coming to the Savior and asking that her sons would be on His right and His left—and He said, I can't do that; you don't really know what you're asking. And a lot of the Twelve got upset. And so He said to them this passage.

The Savior identifies two models of leadership that influence and affect this defining direction. So the one is the "exercise dominion upon them" model, okay? And the second is the "minister and serve" model.

And I know you're all familiar with this, but I want to ask you this question: What do you suppose defining direction now would look like in the "exercise dominion upon them" model? What would that look like? If you lived in a world where you were in an organization where the pattern of leadership was exercise dominion upon them, what would defining direction look like? This is not a trick question by the way.

**MALE PARTICIPANT:** Scott Newman. I would just say it's one way, very directive, boss-to-subordinate, and you just take what you're told to do and execute.

**PRESIDENT KIM B. CLARK:** Excellent. So top-down, one-way, directive, okay. Anybody want to add anything to that model? A very linear kind of a command and control. We decide; we tell you what to do. Is that fair, Scott? Okay.

All right, so what does define direction look like in the "minister and serve" model? What does that look like, do you think?

**MALE PARTICIPANT:** Shipley Monson. You create the circumstances under which the individuals who will be responsible for moving forward have their own moments of discovery, an "ah-hah" so that they can exercise agency and receive their own revelation to move forward.

**PRESIDENT KIM B. CLARK:** That's a great comment. So the key ideas—one, you create the circumstances. So that's one, you create the circumstances under which other people can take not only action but receive revelation to take action, okay? Great, other thoughts. Back up here, sister up here. Go ahead; stand up; we'll get you there. All eyes are focused on you. Go ahead.

**FEMALE PARTICIPANT:** I'm Shelly Deville. And to me it sounds a lot like the difference between Satan's plan and our Heavenly Father's plan. That with the top-down, there's sometimes I wonder why I didn't end up on the fence in our pre-earth life. Sometimes it sounds pretty good to have people telling you what to do. You always know what is expected of you, you don't have to make any choices of your own, and so you don't grow. Sometimes it's highly overrated. But anyway—[laughter] you look at our—

**PRESIDENT KIM B. CLARK:** That's false doctrine, Shelly. [laughter] Sorry.

**FEMALE PARTICIPANT:** But you look at our Heavenly Father's plan, and that was all about us growing and developing and having that stewardship, that accountability, to make our own choices and have that responsibility.
PRESIDENT KIM B. CLARK: Okay, so once again, setting the context so you can act, others can act. Other thoughts about serving and ministering, defining direction? Yes, up here, sister, what's your name?

FEMALE PARTICIPANT: My name is Eva. If you were serving, you might actually know what direction the people you were serving needed. You would be more in tune to revelation from their needs as wells from direct revelation from Heavenly Father.

PRESIDENT KIM B. CLARK: That's a great insight, thank you. Other thoughts about serving and ministering and defining direction? Brother up here? What's your name?

MALE PARTICIPANT: Matt Douglas. Serve and minister because you love them. And with the other direction you do it out of fear or duty—or fear that you'll lose your job. Where, when the person that you follow or receive direction from serves you, you love him and you want to follow him because of that. So you'll do whatever you're supposed to do because you know his heart is there for you and that he wants your best interests to come to pass and so you serve out of your love for that person who has served you.

PRESIDENT KIM B. CLARK: That's great. Matt, stay right there for just a second. I want to ask you a question. We're talking about defining direction. Normally when we think about that—now you can test yourself against this—normally when we think about that, as leaders, we think that our job is to define the direction for the organization, right? It sounds an awful lot like the exercise dominion model. The leader defines direction for the organization. So how do you resolve that? What's your role as a leader if you're defining direction for the organization? What do you think?

MALE PARTICIPANT: I feel it would be that as a leader, to define the direction for those that you serve with, would be as you all come together to seek that inspiration, if that ministering feeling that you've mentioned, that feeling of service or serving each other, that it's not a dominating feeling but rather what we do here will benefit all of us—and that feeling will reach out to other organizations. I think that we would all come together in one. That it wouldn't be a feeling of "I think this is where we should go; now go forward." I think it would be more of a "the leader says that this is what I felt, you feel this way as well as we come together in our meetings and councils," and we would all be one I think in that aspect.

PRESIDENT KIM B. CLARK: You've said something really important because some of it's about your attitude internally. I mean if you're the leader of an organization you have to act—you have to do something to generate this thing. As Shipley said, set the circumstances for others. There's some guidance I have to create, and I think you said very importantly, some of it's about your attitude—

MALE PARTICIPANT: But you won't follow someone you don't care about.

PRESIDENT KIM B. CLARK: But the other thing you said—there's something about the process you use to define direction. Thank you very much, Matt.

FEMALE PARTICIPANT: Elder B. H. Roberts said something that I think is really profound. He said that the highest form of leadership is in leading others to excellence. And I think one of the principal roles of any leader is to build leaders. Because what you really want in an organization is a whole bunch of leaders—a leader in every seat so that they can receive revelation, they can figure out what should we do in this particular area. Nobody at the head of an organization can figure it all out because you don't even know everything that needs to be figured out. But it does seem to me that a leader's principal role is to help provide an environment where everyone else can excel and can become a leader in their own right.
PRESIDENT KIM B. CLARK: That's great, thank you. So let me go to this next question. Kind of sharpen this discussion that we're having about the actual work. So I think the comments that we've heard so far have been excellent about the principles we're trying to play. Now let's sharpen them with this next question.

How do you gain the hearts and minds of everyone in the organization in setting direction? How do you do that? Here's what I want you to do. We're going to do a little exercise. What I'd like each of you to do is to write down two or three things that come to your mind as you think about winning the hearts and minds of everyone in your organization in defining direction, okay? Let's do that. I want you to do two to three things. You have like a minute. I'm gonna give you a minute. Okay? Two to three things that come to mind. As you think about how you win the hearts and minds as you define direction in the organization, what do you do? Two or three things; you have 30 seconds.

Okay, now I would like you to look to the person on your right. This is like a little trick. [laughter] Like if everybody looked to the person to their right no one would look back. What I want you to do is pair up, okay? Pair up. Find somebody to speak to. If you're sitting not in some vicinity, go sit next to somebody. I want you to share what you've written down with the person you're paired up with, okay? Share for just a few minutes what you think are the key things that you have to do to win hearts and minds.

[audience conversing]

All right, brothers and sisters, let's share your thoughts; let's try to find your top two or three. What do you do? Did you hear all the noise in the room? [laughter] There's a lot of discussion going on. What are some of your key ideas? Brother down here. What's your name?

MALE PARTICIPANT: Sean.

PRESIDENT KIM B. CLARK: Sean, give us your thoughts.

MALE PARTICIPANT: As we were talking, we were saying to create ownership and then to show a vision so they understand the rationale of what we're doing.

PRESIDENT KIM B. CLARK: Beautiful. So one idea is vision—we'll come back to this in a second. The second idea is somehow create ownership. Okay, excellent. Brother, right here, what's your name? Greg? Greg needs a mike. Go ahead and stand up.

MALE PARTICIPANT: A friend of mine in California was on a panel recently where they asked of all the elements of Mormonism, which would be the element you would last like to lose? And he had his answer to that, but when I was thinking about that and in response to your question, I just thought the element I would like least to lose is this principle of asking divinely inspired questions and to really be able to challenge our core assumptions and ask questions that keep us moving forward. So I think you have to ask the right questions and create an environment that other people can ask questions too.

PRESIDENT KIM B. CLARK: Excellent. So you actually—this is back to what Shipley talked about, which is getting the context, getting the circumstance so others can act and do that right. Excellent. Other thoughts? Back up here in the middle? Go ahead, brother; stand up. What's your name? Todd, go ahead; you got the mike right there.
MALE PARTICIPANT: Yes, so I agree with the brother who indicated that inspiring a shared vision makes perfect sense. But we also talked about, if you use the analogy of football, you have to have milestones along the way. You need to know. If you know where the end zone is, that's fine, and you know what it takes to get there. You need to know how far along the road, you need to know how many downs you have left, you need to know what success is, not just how to get from one end of the field to the other.

PRESIDENT KIM B. CLARK: So it's really how are we going to get there and then defining milestones along the way? Fair?

MALE PARTICIPANT: Sure.

PRESIDENT KIM B. CLARK: Excellent. Thank you. Other thoughts? Brother right here, go ahead.

MALE PARTICIPANT: I'm Levi. I had two scriptures in mind that came as you talked about how to capture the hearts of the people, and I thought of King Mosiah and at the end, kind of just before he died, the scripture says, "And they did wax strong in the love towards Mosiah; yea, they did esteem him more than any other man; for they did not look upon him as a tyrant who was seeking for gain, yea, for that lucre which doth corrupt the soul" (Mosiah 29:40). And I think about, well, how did he do that? Just after he was made king, it says: "And King Mosiah did cause his people that they should till the earth. And he also, himself, did till the earth, that thereby he might not become burdensome to his people" (Mosiah 6:7). It goes on, but I think King Mosiah was that excellent "let's get in the trenches and work together" type leader.

PRESIDENT KIM B. CLARK: Yeah, it's a great comment, great insight. So you really inspire trust on the part of the people who you're working with. Excellent. Excellent observation. Michael, stand up there. Where's the mike?

MALE PARTICIPANT: My comment, president, kind of goes along a little bit with what Levi said. I was thinking of the scripture about the counsel not to be aware of management of the creature. And characteristic-wise I thought more of people who do well at managing up and managing down, meaning treating people with love and respect both directions. And of course that's kind of the difference we talked about in the management style earlier.

And the other thing, as far as the council system, is just being cautious that sometimes when we come in, if we're presiding over that council, that we aren't already set in our mind what we're gonna do and then either try and gear the discussion back to what we want to have happen or not be open to the Spirit to direct the other ideas.

PRESIDENT KIM B. CLARK: So you're underscoring something we heard earlier, which is, the process you use to define direction plays a critical role in the trust that the people have in the outcome. And so you have to think about the process you're using to engage people in this defining direction because we've said it involves people in your organization. It's about there is some element of defining some vision and connecting the milestones, but there's also some sense of the process you're using to do this. Somehow it's got to be one in which people feel validated in their own thoughts—empowered.

So there's a very interesting comparison. Do this comparison in your mind, and I think it will help sharpen this particular issue. Think about the difference between the phrase "buy in." You hear this a lot. We want to get buy in. You understand that phrase? Think about that phrase and "empowerment." Think about the difference between buy in and what you have to do to do that and empower people.
And I think you’ll start to see how in this work—if we really are, as leaders, if we’re really trying to minister and serve and we’re trying to create the right circumstances and the context for others to act—that what we’re really about is power in them, not buy in. You see the difference? It’s very interesting. Buy in is a lot more about the “exercise dominion” model. And empowering people is a lot more about ministering and serving, okay?

Other thoughts, comments. Ralph, down here. Ralph is allowed to speak.

**MALE PARTICIPANT:** One of the thoughts that came to me is the notion of—in gaining hearts and minds, I was struck that I want to align hearts and minds and that what that means to me is I need to have the humility to listen and learn from those with whom I’m talking because otherwise gaining hearts and minds could almost be manipulative in terms of “I’m trying to gain you to get my heart and mind as opposed to us coming to an aligned heart and mind.” And I’ve got to be humble enough to learn from your views.

**PRESIDENT KIM B. CLARK:** Great, great example. I’d like to share a little story with you for just a second as you think about this. I think this story illustrates this process that we’re talking about and may also spark some thoughts in you, some ideas as you think about defining direction and the actual work.

Just a couple of years ago, we began working on a project at BYU–Idaho which really had been dreamt about for a long time. When Elder Bednar was president there, he talked about this. The idea—and I’ll just use a little shorthand—the idea was instead of having people from the Church, young people, come to the university—which is a beautiful thing and wonderful, but limits the number of people you can serve—might it be possible to take the university to the Church and serve many more young people that way? So that was the idea.

And we started talking about that idea, and one of the things we kind of hit upon was the concept of marrying online education from BYU–Idaho—so online courses, the way we do them where you’ve got a semester course that begins and ends, you have instructors and it’s very interactive—and marry that with institute and attendance at an institute, and maybe you could attract young people who might not have the opportunity to come to Rexburg and provide higher education opportunities to them connected to an institute. So we took that idea, we kind of developed it, and we took it to the commissioner. We talked to the commissioner about it, we talked about it with the executive committee and the board, and they approved a pilot which is to kind of test this idea out.

And it was very interesting what happened. I’ve gone back and looked at the presentation we made to the board—this was in January of 2009—in which we asked permission to do this pilot. And to be honest with you, the actual thing that we’re doing does not bear close resemblance to what we proposed. It’s vaguely connected—like it does involve institutes and it is about online education and there are only three sites—that is true. But what we’re actually doing is very different than we imagined.

Now how did that happen? Well, we had this idea, and we talked about it within the university, and then we actually got some people working on the problem, and we put them to work. They went out and starting saying, “Well, how are we gonna do this?” And it was actually in the doing of it that we discovered a whole lot of things about the thing itself.

So we discovered, for example, if you’re gonna go and try to reach people who don’t go to college or who haven’t taken that opportunity, you can’t necessarily just drop them into general education right off the bat. There’s a reason why they’re not going to college. And it turns out, as we talked to a lot of these folks, the reason wasn’t just that they can’t do the work; the reason was they were afraid. There was fear in their hearts, and they had no confidence. Most of them came from families who had never been to college; it wasn’t in their experience; they never imagined they could do it.
So we had to kind of rethink what we were doing. And in the course of it, the Lord blessed us. We got lots of interesting revelation, which did not come to me. It came to the people working the problem. And they came up with ideas and proposals, and we began to shape this thing.

And so as you worked it through, it evolved and developed so that if I look back and say, Hmm, how do we define direction in that project? it wasn’t a small group of people figuring stuff out and then just moving forward. There was a tight connection—this is an interesting idea—there’s a tight connection between implementation and strategy, between defining direction and actually doing it. So that in some sense implementation became defining direction.

Now think about that in your own experience. Does that resonate with what you’ve experienced in your lives? That this distinction we make between strategy and execution might actually be a false distinction? That in fact they’re kind of connected? Remember, we said revelation comes. You’ve read the phrase in the scriptures “line upon line, precept upon precept.”

So now that you’ve heard that story and thought about it, what are your thoughts about defining direction in the context of revelation in the minister-servant model, and how do you feel about it? Brother up here, go ahead and stand up. Just share your thoughts and about how you—we’ll use Ralph’s language—how do you align the hearts and the minds and empower people?

MALE PARTICIPANT: I think one of the things you do to empower people is you help them see how they fit into the direction, that they’ve got a key role to help them discover that. And then as they discover that, they’re no longer afraid because they see that I’ve got a stake in this and I’m gonna make a difference and there’s a place for me.

PRESIDENT KIM B. CLARK: That’s a very powerful idea. Do you all hear that idea? It’s help people see how they fit into the direction we’re going. And it’s not only conceptual—you’ve got to help them understand how their daily work is connected to the larger purpose, the vision of what you’re trying to accomplish. There’s a hand up here, brother up here. Go ahead. Stand up. What’s your name?

MALE PARTICIPANT: Dennis.

PRESIDENT KIM B. CLARK: Dennis, go ahead.

MALE PARTICIPANT: It seems to me as you’re talking that maybe the verb define is not the right verb. Maybe it’s His work, and we are seeking His direction in the work we’re doing. And many of our peers and friends and associates have revelation that will help us to find His direction.

PRESIDENT KIM B. CLARK: Yeah, it’s almost more like a discovery process, isn’t it?—it’s interesting—some of which comes by revelation, some of which comes as we get in and have experience. Great idea. Any other thoughts anybody has about this? Brother, go ahead and stand up.

MALE PARTICIPANT: You talked about this kind of design, build thing.

PRESIDENT KIM B. CLARK: You must be in construction.
MALE PARTICIPANT: No, but I admire that. One of the things that can happen is that if we're not careful, we'll put our design implementation into such clear boxes we have to have everything defined, everything down to the mightiest detail, and then we're going to enforce that no matter what, that we disallow that progressive revelation and that line upon line. If you have a process that's so defined that the strategy has to be up here and you have to have all the T's crossed and the I's dotted, there's no room for line upon line.

PRESIDENT KIM B. CLARK: Great insight. You know, we've heard this word a couple of times, which is, remember, being open. Being open. Brother down here. Stand right up there.

MALE PARTICIPANT: One thing we haven't talked about is opposition in all things. And so with strategy it's always going to be a fluid situation; there will be opposition in what we're trying to accomplish. And, consequently, I think of the Prophet Joseph, how many times we read early in the Doctrine and Covenants of certain kinds of plans for temples and construction and so on. And he faces opposition, and he has to adapt. And in the process he learns and is tutored further in an even grander vision of what the temple is supposed to be, for example.

PRESIDENT KIM B. CLARK: Yeah, that's a great insight. Again, there's a little theme that's been running through what we've said. It is leaders need to be open to ideas, to revelation, to chastening, to guidance. There's a very important quality which means that leaders need to be open to learn. It's one of the most important things we do.

But there's also the other side of that. If you listen to what we've said today and all the comments have been made about how you empower people, about setting vision but then making sure there's connection, helping people see how their work connects to the whole, the different things you do to enable trust in people. I think one of the things that means is that, especially in defining direction, the leader needs to be a teacher. The leader needs to teach. And so the leader needs to learn, and the leader needs to teach.

If I look back on this experience that we had with this pilot that we're having—we call this Pathway—the idea being that what we're trying to do is open up pathways for different students to find a better life and become disciples of the Savior and support their families and gain the education they need.

So I look back on that experience. I can see that it's just been an ongoing learning, teaching process. As a leader you have to see enough of the direction of where you're headed and of what you're trying to accomplish and of how the work gets done that you can teach people how their work is connected to the whole and teach people about how we're gonna get there. Because often when you chart a direction, you define something you're trying to do. You're gonna do new things. You're gonna ask people to do things they haven't done before. You're gonna ask people to work in ways they haven't worked before. And you've got to understand enough of that to be able to begin to teach how that's gonna work, and yet you have to be open to their revelation and their insights and the Lord's tutoring and other witnesses that you have because you're gonna encounter other organizations and you're gonna encounter opposition and you're gonna learn. So you've got to be open to learning, and then you've got to be able to teach. Very, very important part of that.

All right, now, how are we doing? We're right about at the right point. One of the ways I get evaluated in this experience today is: Do I end on time? So I'm going to end on time.

So now I want to shift gears. Thank you so much, wonderful comments so far. One more set of questions I want you to think about. As we've talked about defining direction and the context and the real work, I think we've got the beginnings of an understanding of the way this work ought to be done.
Now I want to go to this last question which is: As you think about the leader of this process—in the context of revelation and the “minister and serve” model and the work that we’ve been talking about—what do you think the important characteristics of the leader are gonna be? What do you think? If you only take one thing away from today, take this one: Defining direction in the Lord’s way is inside of you. It’s in you.

So what are the characteristics of the leader that will be effective in this context that we’ve described and this process that we’ve described? What are the characteristics? What do you think? Brother up here. Just stand right up there.

MALE PARTICIPANT: I think he has to be humble but anxiously engaged as well.

PRESIDENT KIM B. CLARK: Great comment. Humble, anxiously engaged. What other things come to mind? Joel, stand up right there.

MALE PARTICIPANT: It seems like a recurring theme on my mind as we’ve gone through all these different sections is the leader who would be most successful in the direction and getting the level of empowerment and so on and so forth is how well he or she does in building and maintaining strong relationships: relationships with the Spirit, the revelation, the relationship with superiors, subordinates, colleagues, whether you’re in the same team or in a different department. It just seems like a master of relationships is key.

PRESIDENT KIM B. CLARK: That’s a great idea. Other thoughts? Jim, go ahead; stand up right there.

MALE PARTICIPANT: [Inaudible] and that requires being clean and pure.

PRESIDENT KIM B. CLARK: Yes, beautiful. Brother, stand right up. Speak. We’re doing rapid fire here at the end. Ralph’s got the clock on me.

MALE PARTICIPANT: Two thoughts. I think that leader has to have a characteristic that it is not about me; it’s about what is right.

PRESIDENT KIM B. CLARK: Great.

MALE PARTICIPANT: And secondly, as I thought about the Savior, certainly He was a great leader, but He was the epitome of being the perfect follower.

PRESIDENT KIM B. CLARK: Great, thank you so much. Any other thoughts anybody wants to share? Matt, go ahead; stand up.

MALE PARTICIPANT: Leaders need to encourage, and the most encouraging leaders are hopeful.


MALE PARTICIPANT: When the Spirit speaks, having the ability to act on it.

PRESIDENT KIM B. CLARK: Great. Act on the impressions you receive. Anybody else want to share a thought? Brother, go ahead; stand up.
MALE PARTICIPANT: A leader has to have the capacity to love. They have to love the work that they're doing; they have to love those doing the work.

PRESIDENT KIM B. CLARK: Thank you, that's excellent. Any other thoughts we have? Okay, let me put up two little slides. I thought about this a little bit, so let me share a couple of thoughts with you in conclusion. If we could just put that next slide up about what leaders need, I'll share with you a thought. And these are things you've already mentioned; we're just gonna review.

Guidance of the Spirit. So as Jim said, you need to be pure to seek the Holy Ghost and the companionship of the Holy Spirit. I think you need to have eyes to see. You have to hear, understand prophetic guidance. You need perspective, both eternal and organizational. I think it helps to have a sense of being an agent of the Lord. We talked earlier about stewardship, about a sense of accountability. And lastly, we talked about relationships. Joel mentioned relationships—very, very powerful idea.

Now the next slide is a little bit more about what's inside of the leader. Mat mentioned this—I think you have to be an optimist. You have to be hopeful. There's no other way. You cannot lead unless you're an optimist. You have to look and have this sense of hope in your heart that you are gonna be able to get done the things that need to be done; we are moving forward. Avoid cynicism at all costs. It's deadly. And in a leader it's double deadly, if that's possible.

Third, you can't be headstrong. It's kind of a little bit of a paradox if you think about it. Most people who end up being leaders are a little bit type A. Do you know what type A means? Type A is like people who don't like to drive slow; they like to drive fast. People who are in a hurry, want to get things done. You can't be headstrong, especially in this context. You can't. You've got to be open to guidance and to correction and to ideas that come from everywhere. If it works, if this process we've defined works, you'll get ideas from everywhere. You'll get direction from the Lord, you'll get guidance from leaders, you'll get ideas from folks. It will come from every direction, and you have to be open. Can't be headstrong.

You also have to make sure that you don't get discouraged or disillusioned. This can be difficult. I speak from experience. A comment was made earlier about opposition in all things.

Sometimes there will be opposition. It happens. You can't get discouraged or disillusioned. Things will work out. It's the Lord's work, He's in charge. Trust His timing and His guidance, and things will work out.

The last two: Love by faith. It's the Lord's way to teach and learn is love. And the last one is about attitude. As a leader, when you teach and you teach about what we're trying to do and you teach about the specific context of what you're doing and the content of your work, remember to teach attitude. You have to teach attitude—so critical to being a leader.

Brothers and sisters, I've enjoyed being with you today. I pray the Lord's blessings upon you. I leave you with my witness and testimony, born of my experience and the witness of the Holy Spirit, that God lives, that Jesus is the Christ. This is His church, and He is working. He is moving in power in the earth. We can see it in the lives of our children, you can see it in your family, you can see it in your ward, we see it all across the earth—the Lord is moving in power to do His work. We are part of that work. It's a great blessing.
I pray God’s blessings upon you as you seek to lead in His way, that you will learn to define direction in this way, the way the Lord said. The Lord said this model of command and control, of linear top-down, it shall not be so among you. In my kingdom it’s all about love and empowering others and nurturing, and that’s what we’ve talked about today. May God bless you in your work is my prayer, which I leave with you, and I leave my witness with you that the things that I have borne witness of today are true, in the name of Jesus Christ, amen.

BROTHER RALPH CHRISTENSEN: President Clark, let me, if I can, express just a couple of things that are in the heart of all of us. Let me first express my love for you as a brother and as a colleague and as a friend and how appreciative we are of the things that you’ve taught and how you’ve taught today.

And if I might also just say, as I sat here, how much I love working at the Lord’s Church. I was struck with that. I’ve been here for about five years. Some of you have been here for 35 years. What a privilege it is to work in the Lord’s Church. And I was struck with how unique and different an experience like this in terms of our growth and our development is being at the Church.

I was making a series of notes on the side of my page of words that I never heard in leadership development programs in the world. Can I just share a few of them: revelation, scriptures, seeking the Spirit, love, humility, chastening, councils, minister, serve, anxiously engaged, hopeful, pure, faith. Those are just some of the things that struck me about how unique our experience is to be a leader. May we have a sense of humility as we think about the great privilege that it is to be a leader and to sit in the seats where we sit, and thank you again, President Clark, for your guidance and teaching on how we might fill those roles better in our responsibilities.