

Paton (00:00):

Sounds fantastic. Thank the Lord. Thanks for staying with us brother. No problem. Oh my gosh. Uh, I am, uh, sorry to have required to for the record. Uh, and I'm making some assumptions about your age, which are inappropriate, but since you got silver facial hair, I feel comfortable doing so when the two of us are the people working on technical issues.

Steve (00:23):

Yeah. Right.

Paton (00:25):

Praying is probably the correct mindset,

Steve (00:28):

I think so.

Paton (00:32):

All right. So here's the way things are going to go, Steve, first of all, do you have any questions or concerns for me?

Steve (00:38):

No, I don't have any questions or concerns. Okay. Let me try one thing here. Yeah. Can you hear me now? Yep.

Paton (00:46):

Perfect. Actually, it sounds better that way.

Steve (00:48):

Okay. I switched from the computer microphone to my, uh, USB mic.

Paton (00:53):

Lovely. Yeah, that sounds great. Yeah. You sound deeper. Like you could be a radio host. Good afternoon. Yeah. We've got a caller online three. Uh, so here's the way things are gonna go. So first of all, I hope it's as light and comfortable as the conversation we're having now. Um, secondly, I want to stress that what we're focused on is leadership with EOS as a tool for leadership, not on EOS, so that we don't want this to be a commercial for EOS, as much as you're a fan of EOS as are all people who are satisfied with their implementation. I will ask you some specific questions and feel free to say, Oh man, when we, you know, when we, when I learned to sit down with a people analyzer and have a tough conversation with somebody who needed some coaching, it really that's fine. I just don't want it to be all about EOS. And Oh, by the way, let's talk about leadership a bit. Does that make sense? Yup. Um, and then we're going to start slow and conversationally. I'll probably record for about, um, 35 to 40 minutes and we'll extract somewhere between 20 and 25 minutes of content from that timeframe. Are you okay if we run a little longer than one o'clock

Steve (02:13):

Uh, yeah, I'm probably good until about a one 15. Okay, great.

Paton (02:18):

So, um, I'll try and wrap up by one, but in case we run a little long, I just don't want to abbreviate things too much. And then, uh, and then just know that anything we screw up, we have great editors. So we'll, I'll just stop you and say, let's give that a crack again and feel free to do that. If you didn't like the way something came out. Does that make sense? Yep. All right. And then lastly, everybody calls me Peyton and it's it's Mike Roth's fault because when Mike started as an EOS implementer and there were two Mike's who are implementing in the twin cities, we couldn't have that. So I just started, I just started calling myself, Peyton, tell him, I said that he'll shake his head with you. He might not swear his breath, but with his other clients, he might. So, alright, uh, here we go. Hello there. This is Mike Payton host of the lead now podcast. And I couldn't be more happy to have Steve [inaudible] with me after a successful career, as an X Ray technician and as vice president of an ancillary support services at two hospitals, Steve transitioned from healthcare into the nonprofit space in 2016. And he's now the executive director of Catholic charities in st. Cloud, Minnesota. Steve, welcome to the show.

Speaker 3 (03:38):

Thank you for having me.

Paton (03:40):

Uh, it's absolutely. My pleasure. First question for you just to get us started. Just how typically, how do you introduce yourself when somebody wants to know who you are and what you do? What do you say?

Speaker 3 (03:50):

Uh, that's a complex answer because who I am today and where I thought my career would take me, uh, have been two vastly different stories. As you indicated. I started out as an X Ray tech running cat scanners and MRI machines, but I knew I wanted to work into, uh, the business world. I wanted to work into leadership. So after I had gotten my degrees in radiology, uh, I also got an undergraduate degree in, uh, in business. And this gave me an opportunity to take my knowledge and experience from healthcare and move into the industry side. So I was doing sales and marketing, moved into leadership roles, uh, in that organization. Uh, but this also gave me an opportunity to explore other things that, that interested me. And, um, one of the things that I didn't even realize it was a passion for me was my faith.

Speaker 3 (04:43):

And, um, I was interested in pursuing, uh, ordained ministry as a deacon in the Catholic church, but being a sales guy and being on the road and going back to school to get a master's degree, doesn't work well together. So I had to make the difficult decision to leave my leadership role in sales and move into a leadership role within a hospital setting that gave me the opportunity to be home every night, which gave me the opportunity to pursue my a theology degree and my call to ministry. So in 2006, I became an ordained minister, uh, as a deacon in the Catholic church, while also being a vice president of ancillary and support services, uh, at a hospital, I thought that's where the journey ended for me. Um, but in, uh, early 2016, I received a phone call from a couple of board members at Catholic charities of the diocese of st cloud.

Speaker 3 (05:40):

And they had indicated that, uh, the current executive director at the time had indicated he was ready for retirement. And they were looking for somebody that had leadership background, healthcare background, and a ministry background. Wow. And there was somebody on the board who said, you know, I think I know that guy. So we actually had about a six, seven, eight month conversation, um, before they were ready to make the offer and I was ready to accept it. So at the end of 2016, I moved into my role as executive director of Catholic charities of the diocese of st. Cloud and have been in this role. Um, and what I really enjoy about it is it gives me the opportunity to live out my vocation and ministry, and also live out my vocation as a leader to an organization, uh, and being able to do my ministry, uh, 24 seven has truly been one of the greatest, uh, greatest plateaus of my personal and professional career.

Paton (06:38):

That's great to hear, uh, tell us a little bit more about Catholic charities. What, what exactly do you do to serve the community and how big is it? What, give us, give us a sense of what you're doing there.

Speaker 3 (06:51):

Well, we're here based right in central Minnesota. We are the, uh, Catholic charities of the diocese of st. Cloud Minnesota, which is a 16 County area. And if you're at all familiar with the state of Minnesota, um, highway 94 runs from the twin cities to Fargo. And I would say that about two thirds of that [inaudible] run, um, runs right through the middle of our diocese. So I have responsibilities, uh, to my East about halfway to the twin cities, between st cloud and Minneapolis, all the way to the North Dakota border, uh, in that area. Uh, we're serving a lot of different communities, people of all phased, all traditions, all beliefs. Um, and we serve typically about 53,000 people a year. And we do so with about 400 employees and about 2,300 volunteers to do that work. And the things that we're doing is we're providing, um, access to food. We're helping people who are homeless or near homeless. We're helping people with developmental disabilities or persistent mental illness. We've got a behavioral health clinic. Uh, we've got our food shelf. We provide senior dining. Uh, we've got a shelter for homeless youth. We've got about 30 different programs that we utilize in serving those 53,000 people annually.

Paton (08:21):

Awesome. Thank you for sharing that, um, help us help the listener understand, uh, what it feels like to be running an entrepreneurial operating system in a non profit organization, such as yours.

Speaker 3 (08:37):

You know, that is an interesting question because you know, really most of these types of systems EOS included are really for those for profit organizations and what I really have to commend our certified implement implementer. Mike Roth is he was able to

Steve (08:56):

Help us take the EOS tools and make them work for a nonprofit organization. Um, I have worked in the, for profit and I've worked in the nonprofit world and the reality is businesses the same. Uh, you have to earn revenue so that you can continue your mission and your work, and we may not be making or selling widgets, but we need to make sure that we are earning revenue so that we can continue expanding our services and expanding our programs. And it's interesting because sometimes staff who are within our nonprofit world, when I talk about revenues, when I talk about the fact that we need to increase revenue and decrease expenses so that we can continue expanding the work that they, that we do, that

whole idea of profit kind of feels dirty in the nonprofit world. But, you know, I've had to go back and make sure people understand that when I say profit, that profit gets turned back into the organization and it doesn't go to shareholders or stockholders or my pocket per se, but it gives us the opportunity to continue serving more and more people. So when you take something like EOS and you apply it to a nonprofit organization, the tools overlap perfectly individuals who work in a nonprofit organization who may not have a traditional business background, may need to translate some of those words that we hear, uh, in, in business, in leadership models, in EOS, and put them into the nonprofit sector, uh, so that they can understand how those things overlay the work that we do every day.

Speaker 4 ([10:43](#)):

Yeah. One of my nonprofit clients, uh, used the phrase, no mission, no, or no margin, no mission. So very consistent thinking. I understand that you, uh, joined Catholic charities of, uh, the diocese of st. Cloud about six months after they had begun their EOS implementation journey. So tell us what that felt like after stepping out of your hospital roles into a company already running on EOS.

Steve ([11:12](#)):

When I came to Catholic charities, um, you know, we're a nonprofit organization and we were doing the nonprofit side of it very, very well. In actuality, we were extremely financially challenged to the point that individuals on our board, our board of directors were saying, we need to put a model in place to improve the financial performance of the organization. In my health care days, I had worked, uh, in other systems. Um, so similar to EOS that, you know, helped drive organizations, uh, forward. So although I wasn't familiar with EOS when I first came to Catholic charities, I quickly became a student of it and quickly had the opportunity to learn the tools. And it was actually quite grateful that the framework was already in place. The organization was very young in its role as far as implementing EOS. Uh, so there was still a lot of time to, to build, uh, they had done their initial today.

Steve ([12:13](#)):

They had set their first VTO, uh, and I believe they had gone through their first quarterly meeting by the time that that I had arrived. So I needed to catch up a little bit. Um, and although I wasn't that familiar with EOS, I had seen the success of, of systems and tools like this. So I wasn't going to come in and say, I'm the new guy. And I'm bringing a new system with me. I thought, I believe in these types of systems, let me learn about EOS and continue the journey with the organization. And it has been the right choice for our organization. Truly the tools have kept us focused so that we can continue moving forward. Um, there's always a lot of work to be done, but we are in a much better position to serve our clients today because the entire leadership team has rallied around each other, embraced the tools. We're looking in the same direction, and we are implementing what we need to implement on a very regular basis across our organization to make sure we're moving forward, not even quarter by quarter, right? But by week by week in looking at our scorecard and looking at our level tens,

Speaker 4 ([13:29](#)):

Steve, I presume as the executive director, you're sitting in the integrator seat, is that correct on your accountability chart? I'm sitting in the visionary seat, visionary seat and you have an indicator.

Steve ([13:41](#)):

Yes. And that would be our chief operating officer, Renee stern.

Speaker 4 ([13:44](#)):

Got it. Great. So for the listener who doesn't understand dos jargon, I just want to say visionary is typically the, the big picture thinker, new ideas face of the organization, et cetera. The integrator is the person who keeps the trains running on time. Is that the way it works at your organization?

Steve ([14:02](#)):

Yeah. I'd even go a step further and say, I'm the one that comes up with the crazy ideas and Rene's got, uh, she has the responsibility of making sure that they will

Speaker 4 ([14:11](#)):

That's well said, well said. So let's talk about, uh, leadership, uh, for a bit, if we can, would you help the listener understand maybe by giving an example of a great leader you learned from early in the early days of your career? What great leadership looks like

Steve ([14:29](#)):

To you? Um, what greater ship looks like to me? And, you know, as you said, that there's a particular individual who has been a friend and mentor to me and my business life. And, um, really what that is, is to me, great leadership is making sure that you are as transparent as possible with all of the people across the organization and being somewhat vulnerable at times and realizing that you as the leader, if you're sitting in that visionary seat, doesn't mean that you're the implementer. I am not able to walk across the organization and do the work of the 400 employees and they don't need me to do that, which is why we've got great people across the organization who are entrusted to do that work. So what, the way I see my role in leadership is first of all, to point to the goal that we're working towards and then get out of the way so the people can get us there. The other thing that I see in my role is I'm the guy who needs to get all the obstacles out of the way. So the organization can get to that goal. I don't see myself as somebody who's charging forward with the organization behind me. I see us all standing together, lock together, moving forward together. That's what I see. Great leadership.

Speaker 4 ([15:54](#)):

Awesome. And, and turning the tables on you. And again, maybe you have an example, uh, for this too. What are the leadership or management tendencies that you see are destructive or harmful in an organization?

Steve ([16:09](#)):

Probably ego, uh, you know, sometimes you get that name plate on your door or that business card or that parking spot close to the door that no one else seems to park in that all of a sudden you feel as though you are somehow anointed, as the end all be all. And really what I have to do is I have to make sure that my team understands that what I want from them and expect from them is to challenge me. And if I make a good decision, let's talk about it and move forward. If I make a stinker of a decision, challenge me on it, because I know that I am imperfect. I'm probably more imperfect than I am perfect, but I need you to call me out so that we know that we're moving forward. I think that ego can get in the way, if all of a sudden you think that every decision you're making is the best decision for an organization

Speaker 4 ([17:06](#)):

Earlier you shared when you started your, uh, uh, tenure there that the organization was struggling financially, um, that I would call a leadership challenge may not be the biggest you've ever faced, but whether that, or a different challenge, would you tell the listener what what's been your biggest struggle since coming to st. Cloud?

Steve ([17:30](#)):

Um, probably my, probably my biggest struggle, uh, has been making sure that everyone across the organization trusts me to lead the organization forward. Um, again, in for profit and nonprofit worlds. My experience has been in nonprofit and I can specifically say in Catholic charities, um, every single person across the organization has committed and committed to the clients that we serve. They embrace the mission. We all want to do really good work. The problem was, was we were just ever so slightly out of alignment with each other. And one of the analogies that I brought to the organization very early on, as I said, you know, if we were standing on the West coast of the United States and we all agreed that we wanted to swim to Hawaii, because that was the right thing to do. That was our goal. We could, if we were well trained and committed and focused to actually make that swim to Chicago, uh, to, to Hawaii.

Steve ([18:42](#)):

Uh, but the problem is, is if we start swimming and we're off, even just two or three degrees, we'd never get there cause it would swim beyond our, our goal. So I said, what we need to do as an organization is we need to determine what the swim lane is, so that we all stay in the swim lane. And if we stay in our swim lane, we will reach our goal, no matter how big it is. And truly, I think one of the things that I appreciate from EOS and the various tools as they help us develop the swim lane so that we're not drifting too far left and we're not drifting too far. Right. But what we can do is we can continue looking up on a very regular basis to make sure we're continuing to move forward, to achieve our goal. And what the quarterlies do for us is it gives us as an entire leadership team, an opportunity to raise our head out of the water and make sure that we're still on track.

Steve ([19:37](#)):

Awesome. And then, you know what I see the, the, the level 10 and the scorecard do for us is it makes sure that we're not waiting until the end of the quarter. And you know, Rene's responsibility as the, as the integrator for us is she needs to raise her head weekly to make sure that the, that the organization is moving forward. And as executive director of the organization, I need to be lifting my head out of the water a couple of times a day. And really it's all about staying in the swim lane so that you can achieve that goal.

Speaker 4 ([20:10](#)):

Let's go back to the start of that conversation, where you talked about the importance of ensuring everybody trusts you to lead the organization. Have you ever had somebody on this team or any other team where you were a leader where you didn't feel you had that trust? And if so, what did you do to fix that

Steve ([20:28](#)):

Transparency and communication? Um, yes. I've had people on this team, some who were on the team when I arrived and they're no longer here. And some people who are still on the team that, that have understood that I'm here to serve the organization and I'm here to serve the clients. I'm here to serve

them and not myself. And I needed to say, we're not going to be able to fix this organization and write the ship quickly. It's going to take time and I need you to trust me. And what I learned very quickly was through transparency. I needed to make sure that the organization and, and, and the leadership team understood why we were making the decisions that we were making and having them part of those decisions as well. So that we were all in alignment to move forward. Frankly, there were some people who probably were a little concerned that, um, my intentions were not where I said they were, um, or change was difficult. And they were uncomfortable giving me the time that they needed, uh, in order for me to earn their trust. Some people chose to leave the organization. And I understand that other people moved into different roles within the organization because they felt and realized that they were a better fit in a different role. Um, and some people, a lot of people have locked arms with me and said, let's move forward together.

Speaker 4 ([22:02](#)):

So Steve, you're a very, you have a very soothing manner about you. And so when you shared all that with me, having had lots of those conversations myself, I know there's a lot of emotion around that. So tell the listener what you were feeling, getting ready for one of those conversations. I want them to know that it's normal to not look forward to it more than anything else, if that makes sense.

Steve ([22:30](#)):

So with all the challenges that the organization had, uh, when I arrived, um, what I never took out of the back of my mind was the reason that we were here was to serve those 52,000 people. These are the people that are hungry. These are the people that need homes. I had to put the client forward in every one of those conversations and having the difficult conversation with the employee. I'm sure it was difficult, but if we didn't do it right, we wouldn't be around to serve those 52 53,000 people. The other thing that I've learned throughout all my years of leadership is, you know, even before Catholic charities, it's those difficult conversations, as difficult as they are, they're absolutely necessary because if you don't have those conversations, the issues never resolve. So let's sit down and have the conversation and, um, put it behind us.

Steve ([23:28](#)):

And maybe the, the, the resolution to that conversation is here's some goals, here are some strategies. Here are some tactics that I need you to work towards. And maybe sometimes that conversation is, are you the right person in the right seat? And the way I frame that is maybe you've outgrown this organization. Maybe your talents and skills are now best served in an organization that's different than ours. Right. Right. And, you know, having those conversations and phrasing things that way, it isn't an attack because I recognize everyone who comes to work has wonderful skills and talents that may or may not align with our organization. Yeah. And truly, sometimes people outgrow the organization because we have limited resources and we can't keep up with you professionally. So maybe you're, you're ready to move on. Let me be the one to give you that endorsement into your next position, because you've likely outgrown it

Paton ([24:30](#)):

An endorsement. I like that. I like that. So, so I wanna, I want to, uh, bring back a couple of things you say, because I think it's really important. The first point of clarity I want to make is when you say right people, right. Seats does EOS terminology for people who fit the company's culture and who are really good at their jobs. And so when you don't have both, you gotta have a tough conversation. And then to



summarize your way of dealing with the emotion around those conversations. What I heard was, number one, stay focused on the mission, the greater good of the organization and the people that you serve. It, no one person's needs is, is more important than that. And then the second thing I heard you sir say is that if you don't have the tough conversation with the person who doesn't fit, for whatever reason, you're actually doing them a disservice, because they need to know there's improvement to be made. If they don't know they're not going to change. Is that a fair summary?

Steve ([25:27](#)):

Yeah, absolutely. And sometimes people don't recognize that they're not meeting the expectation of the organization. Sometimes it's what I have thought was going to be the most difficult, challenging conversation was an aha moment for that employee.

Paton ([25:42](#)):

Thanks for letting me know. I can fix that. Right.

Steve ([25:44](#)):

Absolutely. Absolutely. And I have been in situations where the most challenging and employ the most challenging employee within the team, once you have that difficult conversation ends up being the star of that team because he or she just simply didn't know what they didn't know.

Paton ([26:04](#)):

That's right. That's right. Great, great observation. Um, have you ever felt stuck as a leader, but unsure what to do and if so, what was the situation and where did you go to get unstuck?

Steve ([26:24](#)):

There's probably been so many of those experiences that I'm having trouble nailing. The one down there. The reality is, is, um, I have had the opportunity to meet with and work for some of the most dynamic, positive, effective leaders. And I bet if I asked every single one of them, the first thing they'd say is I don't have all the answers. So being willing to, to pause and admit, I have no clue how to move forward here and utilizing your network, utilizing the other people around you, to help you envision what those issues are, how to overcome it, because if you're stuck someplace and you don't know where the next step is, it might be because you're too deep into the weeds. Maybe what you need is somebody at 50,000 feet who can say, did you look over here? Because I think that's the path. And probably nine out of 10 times you go, Nope. The direction you do, you gave me is not the right one yet, but we're somewhere in between me being stuck in what you suggested. So, you know, it's a willingness to pull yourself out of the weeds, ask people for help, and then move forward. There have been a lot of situations in my leadership where I kind of sit there and, and, and say, boy, I, I think I, I think I'm stuck and I need somebody else to help me.

Paton ([27:51](#)):

Yeah. And you've just shared the converse of the leadership trait that bothers you, which is ego, right? The belief that you have to figure it all out yourself, as opposed to relying on other people with differing perspectives. So

Steve ([28:06](#)):



Here's an example of probably where I failed, uh, you know, as a leader, um, during the economic downturn of 2008 into 2009, um, healthcare lagged, uh, other industries, as far as how the economic impact was, was hurting financially. And, um, administration told me that I needed to take X percent of expenses out of my department, which came down to layoffs. And, um, I struggled with where to find those layoffs, uh, to, to meet that, that target financial target that I needed. I got to that number and, um, have the difficult conversations with the employees that were going to lose their job that day. Good employees, who for no other reason than I couldn't afford to keep them were losing their job that day. So I had those conversations and I had a department meeting that evening so that everyone knew what had occurred earlier that day.

Steve ([29:10](#)):

And the department, some of the individuals pulled me aside and they said, why didn't you tell us that you needed to hit this target? Why couldn't we be part of the solution? And at the time it was my ego that kept me forever from asking for help. And my aha moment was when one of the team members said, Steve, were you told you had to lay off people or were you told you had to cut expenses. And I said, I was told I had to cut expenses, meant layoffs. And they said, if you had included us in the conversation, we could have probably helped cut those expenses with no one losing their job. There was no coming back from that. I had let those people go. And if I had set my ego aside and I didn't recognize it as ego at the time, I thought as a leader, I had to make the decisions on my own. I probably could have saved those individuals jobs, and we likely could have met the, the expense reduction target. Um, and then some,

Speaker 4 ([30:14](#)):

Yeah, that sounds like it was a very painful lesson.

Steve ([30:17](#)):

It, um, it's happened more than 10 years ago and it haunts me today because not only do I think I grow from my positive experiences as a leader, but also reflecting on where I failed. Hmm.

Speaker 4 ([30:30](#)):

Mm. Well, I thank you for sharing that. That was a really powerful lesson. Um, let's talk about speaking of, of painful lessons. There's a lot of people hurting right now and your organization is serving a lot of people who are hurting right now. How are you and your team facing the myriad challenges we seem to be facing in the world today?

Steve ([30:54](#)):

We can't lose focus on the mission. Um, what we're doing this year as an organization is we're really looking at the values in the organization. And we're realizing that in order to have the most effective team, we need to make sure that everyone across the organization continues to shine the spotlight on our values. And our values of Catholic charities are dignity, respect, service, hope, compassion, and accountability. And we put that in the forefront of everything we do when we have the difficult conversations with each other, we're making sure that we are layering those values on top of it. We're realizing that as we're adding people to our organization, those individuals need to bring those values with them. And, um, we're making decisions with all of those values in place. Well, there are people who are hurting. So we need to make sure that we are being compassionate.

Steve ([31:55](#)):

We're providing service, we're giving them dignity and respect, and also through transparency, having conversations with our donors and saying, this is what we need and why, and here's individuals who are in need. I am happy to say that we have had some very generous donors who have continued to support us during this difficult time, because they know that there's people right here in our communities that would go without if it wasn't for their generosity. I think as an organization to get through the, the economic and financial challenges and the health challenges that we're being faced with, we need to be open and we need to be transparent. We need to talk about the successes that we're having. And we need to talk about the challenges and need to lay our, of our values on top of every conversation we have.

Speaker 4 ([32:43](#)):

Yeah. It seems to me like we're facing a world in which your organization is going to be beset by an increased demand for services and a more difficult challenge finding the capital to pay for those services. So,

Steve ([32:55](#)):

Absolutely. And where do we differ? Uh, some expenses in order to, because you know, the first thing is, is we want to make sure we're taking care of our clients. Um, so we will defer, uh, expenses within the organization and other places to make sure that we continue serving those people who are in need

Speaker 4 ([33:13](#)):

Well, Godspeed wishing you all the best in that mission. Let's change gears a little bit. Um, one of the questions I like to ask a leader is it forces you to step out of your role as a leader in your organization, and think about leadership in the context of your family and your community and your, your other passions that you pursue. How do you bring what you've learned as a leader into those parts of your life?

Steve ([33:39](#)):

You know, it's interesting you say that because I think I do the opposite. I think I bring my role as a husband, as a father. I'm more into my role as a leader. The individuals in our organization are more than employees to me, they're family. And I know that the decisions that I make impact them, and I would never, ever want to do anything to harm my wife, to harm, harm my family, to do anything that would derail, uh, our relationship and our goals and our dreams. And I know to an extent as a husband and father, um, I'm asked to make some decisions in partnership, obviously with my wife. And I really think that that's how I'm a leader in the organization. I don't make very many unilateral decisions. There are times where we get to a point that we need to decide, uh, something because we've come to an impasse and I might have to stand up and say, because of my role, we're going this direction or that, but I really see myself more as a husband and father in the organization. Then I see myself as a leader in my personal life. I might've just dodged your question, but, um,

Speaker 4 ([35:18](#)):

Well for the record, it's the best answer I've ever gotten to that question. And I really appreciate your vulnerability. So, uh, dodging permitted and appreciate it. Let's put it that way. Thank you. Um, so I want to close with this. How has EOS helped you in Renee and the rest of your leadership team bring great

leadership to bear under all kinds of circumstances, the trouble you found yourself in at the beginning of your journey, uh, the, the turning around of the situation, and then now these new challenges we face, what, what role is EOS playing and making that job easier or harder or anything in between?

Speaker 3 ([35:59](#)):

Uh, first of all, EOS has made it easier because we're all in alignment. You know, we can look at our VTO and, you know, through all the challenges, you know, our 10 year goal has not changed. Uh, we may have needed to adjust tactics, uh, in order to meet that. Um, but without that, out there, without these tools, these EOS tools helping us along the way, um, I think would be a drift somewhere, um, with all the challenges. I think the best thing that EOS has brought to the organization and that has brought to me personally, is accountability and accountability, uh, often sounds and feels like a negative. I'm going to hold you accountable. Well, no, it's not a negative. It's an expectation. And knowing that we're going to have the conversation each and every week, are you on track? Are you off track with your rocks?

Speaker 3 ([37:00](#)):

Tell us about your scorecard. Did you meet goal for the week? What can we do to help you help me understand? It becomes a collaborative conversation and not an accusatory conversation holding each other accountable has brought great respect within our leadership team. What I'm seeing and feeling is there is this cohesiveness in this collaboration, instead of people running off to their silos to protect themselves in the worlds for which they built within the organization. I think one of the greatest gifts of the EOS system is actually it has brought down barriers and it has taken silos apart. And we're working as a team collaborating together instead of making sure that our personal agendas or our team agendas rise above everything else. Thank you.

Speaker 4 ([37:51](#)):

I appreciate that response. What a great time it's been to speak with you, Steve, thanks again for being so generous with your time and your spirit. I really appreciate it for the listener, for the listener who wants to learn more about you or Catholic charities, where should they go to learn more?

Speaker 3 ([38:09](#)):

Probably the easiest way is to go out to our website, which is CC S T cloud.org. And on there, you will find all sorts of information about our organization and also how to get hold of not only myself, but anyone on our leadership team would be happy to talk to anyone about what we do at Catholic charities and how we have utilized the EOS tools to get us to where we are. And also probably more importantly, how the EOS tools will get us to our next level of success.

Paton ([38:44](#)):

Thank you. I will make sure that gets clearly captured in the show notes and a hope that lots of people who are as impressed by you as I've been, will reach out and do what they can to help and learn more. Uh, let me close by saying, I'd ask anyone listening today to please consider sharing this episode with a friend. We want to share this great message of leadership with the world. And so if you know someone who had benefit from today's conversation, make sure to bring them into the fold and tell them about the lead now podcast. Thank you very much for listening today. Remember that the world needs all of us to lead right now more than ever. Here's hoping today's podcast helps you do just that. All right, that's it for the recording. Thank you. I'm going to stop that. Uh, that was really fun. And you're vulnerable. I mean, I could talk to you all day. I I'm going to honor your hard stop and, uh, and let you

go. But what, what, uh, what great work you guys are doing, and it was a real pleasure, Steve really, really grateful for your time and energy.

Speaker 3 ([39:54](#)):

I don't know if Mike Groff, uh, clued you in to my emotion and vulnerability. I hope you can tell how much I love my organization.

Paton ([40:03](#)):

I can. And Mike should tell you the running joke in the implementer community, I gave the quarterly state of the company to all the implementers every quarter for five and a half years until just a quarter ago. Uh, the running joke was, is Peyton gonna cry before the first break or after the first break? So you and I are two peas in a pod. And, uh, and you know, what you said about leadership is just so aligned with my philosophy. You know, it's about humility and vulnerability and viewing the willingness to ask for help and input as a strength, not a weakness. And, you know, and I have learned that lesson the most painful and stubborn way humanly possible and, and tell I was in my late forties and I'd been flat on my face a dozen times. I wouldn't listen to anybody about that. And so when you've screwed it up, every way it can be screwed up, you have no choice, but to acknowledge that's the way to do it.

Speaker 3 ([41:06](#)):

Right. Exactly. You know, it's, it's interesting. I, you know, I, I recognize that that Mike has the opportunity to interface with a lot of leaders and a lot of organizations and a lot of industries. And, and I often utilize, um, any kind of quiet time. He and I have together to say, Mike, how can I be a better leader? Am I doing a good job leading this organization? And he has told me that my vulnerability and emotion,

Steve ([41:34](#)):

Because the quarterly con you know, the quarterly meetings, sometimes it gets really raw. I would imagine, I would imagine. And he said, your willingness to be vulnerable, speaks volumes. And, you know, it's interesting because where I get most emotional with my leadership team is they are so goal-driven that sometimes I am sitting there pounding my fist on the desk saying you're not taking enough time to celebrate. I actually stand up and say, less rocks, less, do less work, slow down, slow down and enjoy. And it's one of those things I said, I never, ever in my leadership career thought that I would ever have to beg a team to work less.

Paton ([42:19](#)):

So between, between you and me and the fence post. And you're welcome to share this with Mike, because I sure will, you are good for him. Oh, you are good for him because Mike is a Minnesota man. And he, he, he leads from a position of authority. I was his implementer. We, he and I met many years ago and I was implementing when he was working for the beverage company. And, um, and, uh, you know, Mike, Mike, and, you know, he's very much like me, a little bit of a perfectionist streak. And so, so he, and he acknowledges this. I mean, he's very vulnerable in our community, too, where I'll stand up and say, well, you know, here's what I screwed up last quarter, but it's, we're all guilty of getting in our own way more often than everybody else we're focused on. Right. So I, I'm glad he, and you are partnered together in this journey. I think you make for a great, great duo. And I think you're going to help him. And I'm glad to hear he's helping you.

This transcript was exported on Jan 11, 2021 - view latest version [here](#).

Steve ([43:20](#)):

Oh, we wouldn't be here if it wasn't for him.

Paton ([43:22](#)):

All right. Well, great to hear, give them a hug for me the next time you're allowed to hug people, which may be a couple of years from now at the rate. We're going, Steve, thank you again. April will communicate with you about all the, when we're releasing the show. We'd love for you and Catholic charities to post it on your, whatever social media you use and that sort of thing. And, uh, and if you ever need anything from us, uh, in the way of help or PR or a question answered, please don't hesitate to reach out. I'm here for you.

Steve ([43:49](#)):

Thank you. And if you ever find yourself coming up 94, let's sit down and have a cup of coffee or a beer together.

Paton ([43:57](#)):

I'd love it. Yeah. When I was working with Mike's team, I would move. We would meet in st. Cloud at a, at a education center there. And I don't do that very often. When you mentioned the 94 corridor, I wanted to say most listeners right now are picturing the movie Fargo and talking to that exaggerated Minnesota accent.

Steve ([44:18](#)):

Exactly.

Paton ([44:20](#)):

Oh yeah. Oh yeah. Normal. Let's have some eggs.

Steve ([44:24](#)):

Yeah, exactly.

Paton ([44:26](#)):

Great time. Getting to know you, Steve, look forward to seeing you again soon.

Steve ([44:29](#)):

And if there's anything else that I can ever do for

Speaker 5 ([44:32](#)):

The ELs organization, give me a call. Send me an email. Thank you, my brother. I appreciate it. Take care. Take care. Bye. Bye. Bye.