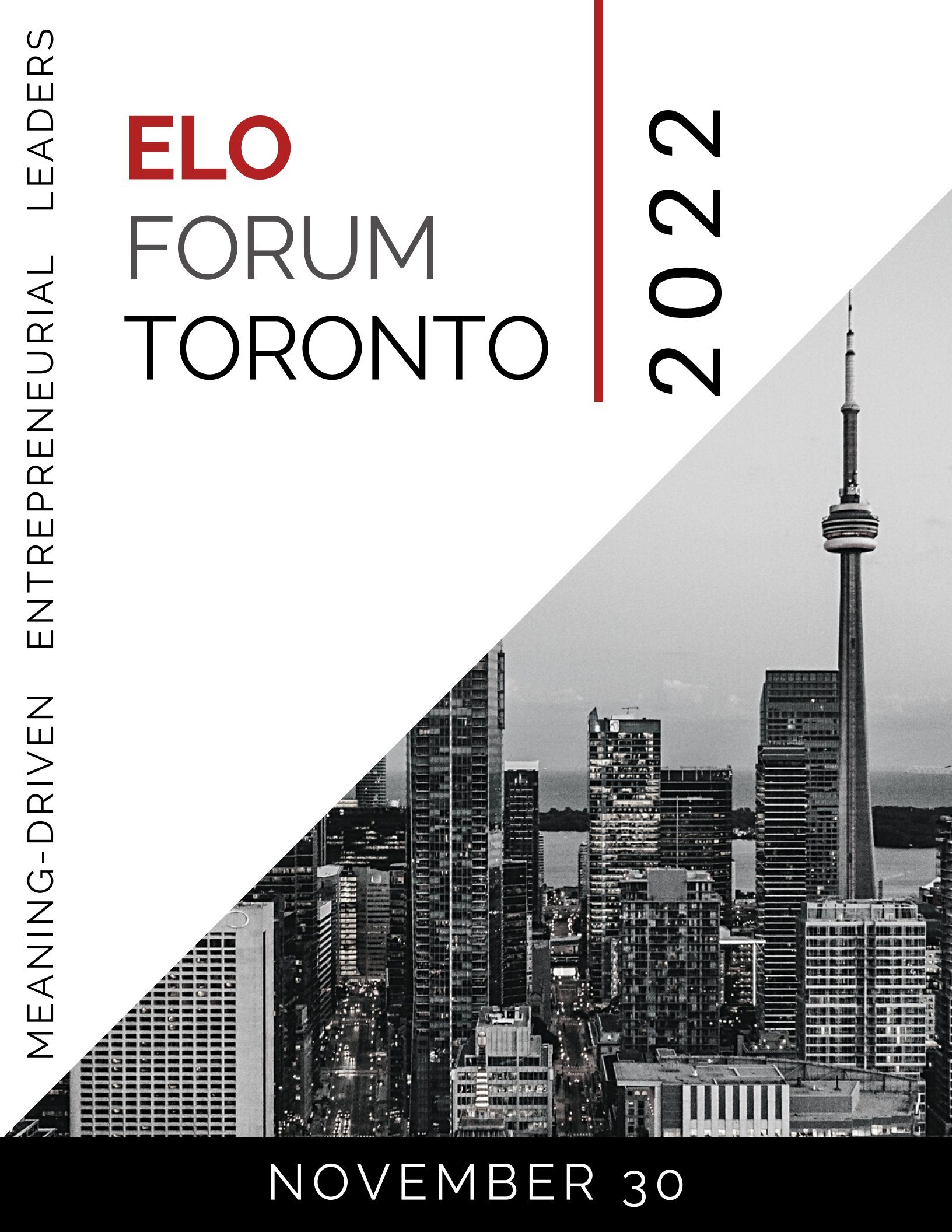



MEANING-DRIVEN ENTREPRENEURIAL LEADERS

**ELO**  
FORUM  
TORONTO

2022

NOVEMBER 30





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# AGENDA

**12:45pm**

**Registration**

**1:30pm**

**Rick Goossen**

*Introduction*

**1:40pm**

**Peter Hall**

*Strength in Weakness: The Near-Term Global  
Economic Outlook*

**2:15pm**

**Georgette Zinaty**

*Leadership, Diversity & Inclusion: How To Add Value  
to Your Team & Culture*

**2:45pm**

**Chris Spanjaard**

*Purolator's Big Moves: Planning & Investing Today  
for Tomorrow's Reality*

**3:15pm**

**James Kelly & Paul Burns**

*What's Happening in the World of Tech & Why It  
Matters*

**3:45pm**

**Coffee & Tea Break**

**4:15pm**

**Doug Nix**

*Key Ways to Build Value in Your Business*

**4:45pm**

**Don Campion**

*Success is Great but Significance is Lasting*

**5:15pm**

**Promod Haque**

*My Faith and Business Journey: Lessons from Silicon  
Valley*

**5:55pm**

**Rick Goossen**

*Conclusion*

**6:00pm**

**Reception**

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TABLE

Don Simmonds - Glenn Hofland  
Tyndale University - Rosa Flora - Ben Burmaster



# ENTREPRENEURIAL LEADERS ORGANIZATION

The Entrepreneurial Leaders Organization (ELO) provides the world's premier executive education & training for Christian marketplace and entrepreneurial leaders.

ELO began in 2005 when Dr. Richard J. Goossen organized a simple coffee and dessert evening for 150 Christian business leaders in Vancouver, Canada. This initial gathering revealed that there was a strong interest among Christian business leaders to be affirmed in their marketplace calling, to connect with other like-minded individuals and to be equipped by top practitioners.

Since 2005, ELO has pursued its vision through various formats. We have created ways to bring Christian CEOs, senior executives, and business leaders together to learn and grow. We do this through offering our annual Leadership Programs in Oxford and Boston, our Peer Advisory Group Network, ELO Forums, family business consulting, and providing free resources on our website. ELO has evolved into an organization with global scope, impacting over 100,000 people annually. ELO has held over 60 executive education level events successfully in Vancouver, Toronto, Winnipeg, Edmonton, Shanghai, Hong Kong, and Singapore. We have had over 7,500 attendees at our events since 2005.

ELO has attracted top thought leaders and practitioners from throughout the world. Practitioners have included: John C. Maxwell, the world's top leadership expert with 26 million books sold; Mark Burnett, Hollywood's #1 TV producer; Lord Robert Edmiston, a UK billionaire and founder of IM Group; Mart Green, Chairman of Hobby Lobby Group; Stephen K. Green, former Chair and CEO of HSBC; and Edward Ong, Property Developer, Singapore. Thought leaders have included individuals from Oxford, Cambridge, McGill, Yale, Baylor, and Harvard.

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At the core, ELO is an expanding web of like-minded people who believe in the importance of the call for Christian marketplace and entrepreneurial leaders to be more effective difference-makers. As a result, a wide range of individuals support ELO from all around the world.

This support comes from the ground up in many forms. It includes financial support of event sponsors, those contributing relational capital that opens doors to the right connections, and the valuable time of speakers at our forums, webinars and other events.

We have been humbled that over the years many high-profile business leaders have come to present at our events. In Oxford, we have had amazing, high-demand instructors that prioritize our program in their schedules so that they may come speak to our group. We have had top Hollywood executives do day trips to fly into some of our Forums.

All of these supporters want to be part of the community. We have been beneficiaries of a tremendous amount of good will.

So, who is ELO? It includes full-time staff, advisors, collaborators, table hosts, sponsors, speakers, Oxford faculty, collaborators, and suppliers. ELO has always been a collaborative undertaking—the momentum comes from broad-based community support.



It doesn't take a village—it takes Gideon's Army! So, here is a partial list of supporters that make ELO happen (and it keeps growing).

Richard Blackaby, President, Blackaby Ministries International

Jerry Bowyer, President, Bowyer Research

Isabella D. Bunn, Research Fellow in Governance and Global Ethics, Regent's Park College, University of Oxford

*"ELO has always been a collaborative undertaking—the momentum comes from broad-based community support."*

**Don Champion**, Co-Founder and President,  
Banyan Air Service

**Graham Carter**, Principal, Vertex Developments  
and Maven Consulting

**Heather Claridge**, Senior Vice President, People  
and Culture, Nicola Wealth

**Diane Craig**, CEO and Founder, Corporate Class  
Inc.

**Robert Ellis**, Senior Research Fellow, Regent's  
Park College, University of Oxford

**Bill Foo**, Chairman, Tung Lok Group

**Katy Granville-Chapman**, Teaching Fellow,  
University of Oxford Department of Education

**Stephen Green**, Former Group Chairman, HSBC  
Holdings PLC

**Bobby Gruenewald**, Founder & CEO, YouVersion  
Bible App

**Manuel Guillén**, University of Valencia  
Representative, RCC-Harvard

**Peter Hall**, Chief Economist, econosphere inc.

**Ron Haik**, Wealth Advisor & Client Relationship  
Manager, Nicola Wealth

**David Hancock**, Founder, Morgan James  
Publishing of New York City

**Matthew T. Lee**, Senior Research Scientist,  
the Human Flourishing Program Institute  
for Quantitative Social Science, Harvard  
University

**John Lennox**, Professor Emeritus of  
Mathematics, University of Oxford

**Dale Lutz**, Co-Founder and Co-CEO, Safe  
Software

**Jeff McHugh**, Associate Professor and  
Graduate Program Chair, Crowell School of  
Business

**Douglas Nix**, Chairman, Stillwater Capital  
Corporation

**Philip Ng**, Chairman, Far East Organization  
(FEO)





Simon Pillar, Managing Director,  
Pacific Equity Partners (PEP)

Andrew Pollard, Director, Oxford  
Vaccine Group, University of Oxford

Scott Rae, Dean of Faculty and  
Professor of Christian Ethics, Talbot  
School of Theology, Biola University

Chris Spanjaard, Senior Vice  
President and COO, Purolator  
Operations

Dato Dr. Kim Tan, Chairman,  
Springhill Management

Richard Turnbull, Director, Centre  
for Enterprise, Markets and Ethics

N.T. "Tom" Wright, Senior Research  
Fellow, Wycliffe Hall, University of  
Oxford

Carissa Youssef, CEO, The  
Stattonrock Group

Georgette Zinaty, Executive Vice  
President, Corporate Class Inc.

To view a comprehensive list, visit  
our website page [HERE](#).



# SPEAKERS



Dr. Richard (Rick) J. Goossen

*Chair, ELO Network*

**Biography:** [Dr. Richard Goossen](#)

**Website:** [Entrepreneurial Leaders Organization](#)



Paul Burns

Previous Managing Director, Twitter Canada

**Biography:** [Paul Burns](#)

**Topic:** *What's Happening in the World of Tech & Why It Matters*



Don Campion

*Co-Founder and President, Banyan Air Service*

**Biography:** [Don Campion](#)

**Website:** [Banyan Air](#)

**Topic:** *Success is Great but Significance is Lasting*

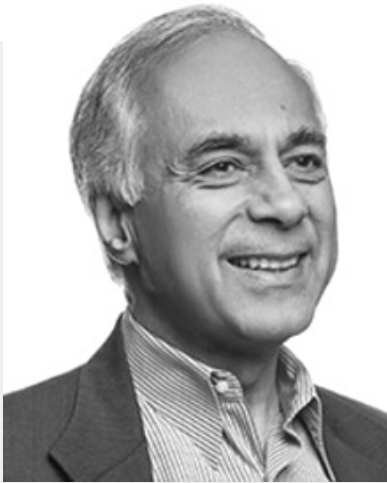


## Peter Hall

*Chief Economist, econosphere inc.*

**Biography:** [Peter Hall](#)

**Topic:** *Strength in Weakness: The Near-Term Global Economic Outlook*



## Promod Haque

*Managing Partner, Norwest Venture Partners*

**Biography:** [Promod Haque](#)

**Website:** [Norwest](#)

**Topic:** *My Faith and Business Journey: Lessons from Silicon Valley*



## James Kelly

*Founder, FaithTech*

**Biography:** [James Kelly](#)

**Website:** [FaithTech](#)

**Topic:** *What's Happening in the World of Tech & Why It Matters*



## Doug Nix

*Chairman, Stillwater Capital Corporation*

**Biography:** [Doug Nix](#)

**Website:** [Stillwater Capital](#)

**Topic:** *Key Ways to Build Value in Your Business*



## Chris Spanjaard

*Senior Vice President and COO, Purolator Operations*

**Biography:** [Chris Spanjaard](#)

**Website:** [Purolator](#)

**Topic:** *Purolator's Big Moves: Planning & Investing Today for Tomorrow's Reality*



## Georgette Zinaty

*Executive Vice President, Corporate Class Inc.*

**Biography:** [Georgette Zinaty](#)

**Website:** [Corporate Class Inc.](#)

**Topic:** *Leadership, Diversity & Inclusion: Reflections on Building Your Team & Culture*



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# Matthew Lee, Harvard, on Flourishing Business

*By Dr. Richard J. Goossen*



“Flourishing” is a concept that has become more mainstream over the past few years and companies have worked to integrate its principles. What does it mean for a business to “flourish?” Further, is there a Christian perspective on flourishing?

Dr. Matthew T. Lee, Senior Research Scientist and Director of Empirical Research at the Human Flourishing Program at Harvard University, had addressed these issues in a session for the ELO Peer Advisory Group Network leaders in July, 2022.

The starting point is to put some parameters around the concept of flourishing. The development of a disposition to flourish and to promote flourishing for others goes beyond wellness, well-being, and happiness.

The Human Flourishing Program at Harvard attempts to integrate knowledge across disciplines. According to its site,

“It accomplishes this by considering a number of important topics relevant to human flourishing, which may include family, friendship, virtue, community, work, beauty, forgiveness, religion, purpose, and meaning. The program aims to bring together knowledge across disciplines and attempt to integrate such knowledge into a coherent whole, with the goal of a better understanding of and capacity to promote human well-being.”

The concept of flourishing is very relevant for leaders in relation to their workforces. A massive challenge with the workforce is related to the lack of meaning and purpose among younger workers. ELO Peer Advisory Group members routinely comment on the very different motivations and higher work ethic of workers aged 55 and over and those under 55.

Hiring and retaining employees in a low unemployment environment is difficult. One aspect of the value of flourishing in a corporate context is the ability to tie it into

measurables and practical outcomes. How to do this? Lack of purpose is often manifested in issues such as employee absenteeism and sick days.

Younger workers expect more in terms of meaning in the workplace and it is often more important than their compensation. Perhaps the issue is particularly relevant in a Covid context, where some commented on how people are languishing due to increased social isolation and death of community. This seems to be the precise opposite of flourishing.

The concept of flourishing includes outcomes such as happiness and life satisfaction, physical and mental health, meaning and purpose, character and virtue, and close social relationships.



Dr. Lee proposes some questions for a quick self-assessment as to whether a person is flourishing (scale: 1 (very low) to 10 (very high)) :

1. Overall, to what extent do I feel the things I do in my life are worthwhile?
2. Do I always act to promote good in all circumstances, even in difficult and challenging situations?
3. Are my relationships as satisfying as I would want them to be?
4. How often do I worry about safety, food, or housing?

From a spiritual well-being perspective, additional questions would include, "To what degree do I love my neighbour as myself?" and "To what extent do I regularly reflect on my life to understand what I have done wrong and to improve?"

The above two questions would be consistent with a Christian approach. A related follow up question would be, is there a Christian perspective on flourishing? Dr. Lee suggested that, yes, there is. Psalm 92:12 points us in the right direction by reminding us that “the righteous shall flourish like the palm tree.”

More specifically, there is the biblical notion of wholeness. For example, Matthew 9:22 says: “But Jesus turned about, and when He saw her, He said, “Daughter, be of good comfort; thy faith hath made thee whole.”” And the woman was made whole from that hour. The concept of “whole” is beyond simply being restored to health, but rather a notion of multidimensional well-being.

The spiritual dimension is also integrated into the perspective of others, such as the work of Manuel Guillen, RCC-Harvard, and his book titled *Motivation in Organisations*. Guillen suggests that people should ask themselves, "To what extent am I engaging with the full range of motivations, in our lives and in the lives of those we serve, and helping others to do the same?" Guillen includes useful good (physical), pleasant good (psychological), moral good (ethical), and spiritual good (higher spiritual realm).



The bottom line is that leaders should aspire to create a flourishing business. The concept of flourishing can be a framework through which to assess the satisfaction of the workforce and how to make changes, which addresses the whole person, including the spiritual dimension of flourishing.



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# YouVersion Bible App From 0 to 500 Million Downloads: Lessons on Calling

By Dr. Richard J. Goossen

In this article Q&A with Bobby Gruenewald, Founder & CEO, YouVersion Bible App, he shares important lessons he learned while going from business to church and then developing the app.

**Rick:** What have you learned by being a businessperson working with the church and what are some lessons you have learned through this whole process?

**Bobby:** I resisted my particular calling at first, but it was clear that God was leading me from this position in business into this vocational role into the church. I know that is not everyone's calling and there is nothing about my calling that is more correct than anyone else's. It is really just being true to what God is calling you to directly.

I wish in retrospect I had connected the dots earlier, that the things I was doing in business would have Kingdom impact. I could have just as well stayed in business and made a Kingdom impact without necessarily being on staff at a church. That just happens to be my path and calling. I would encourage people to recognize that God is giving you a unique set of



experiences, and resources, not just financial ones but in terms of the position of influence and the relationships that you have. If you will sincerely ask God how you can use those for Kingdom purposes, I am confident he will blow your mind with what can be done.

*"It is really just being true to what God is calling you to directly."*

**Rick:** What have you learned about calling versus what your prior concept of calling may have been?

**Bobby:** I have learned it is a step-by-step process. I didn't know what God was going to do back when I was a finance major in college. To give you some more



context, I had a Christian rap ministry when I was in college. I was a rapper. I don't look like a rapper, but I was a rapper! I went to a Christian university and the expectation of me going to that university was that I was likely going to be a religion major and would be a pastor.

*"The perception by those people was that taking a step towards business was stepping away from your calling."*

But when I got there, I felt very distinctly that I was to be a business major and that was difficult because there was a set of expectations that others had that I was going to do something different. The perception by those people was that taking a step towards business was stepping away from your calling.

I would encourage people to think about calling in a way that appreciates the process and recognizes that God reveals himself in a step-by-step process without the clarity of what the destination is and being comfortable with that process because for me it is the only way that I would have got here. I would have messed it all up, I am confident I would have, I would have wanted to cut straight to the end and that wouldn't have been the right journey.

**Rick:** Do you have any final word you would want to leave with us?

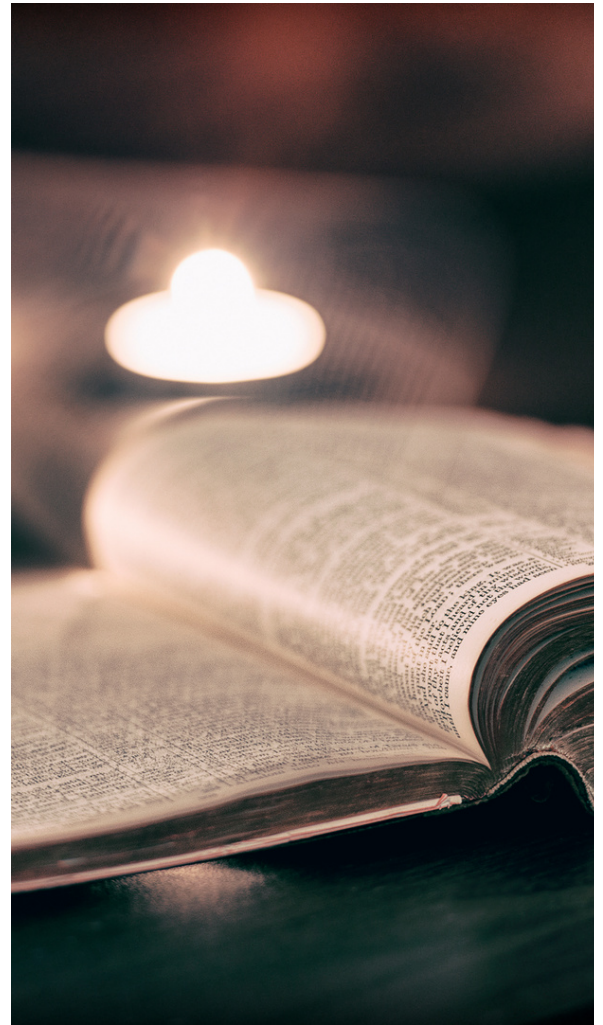
**Bobby:** The passage in Scripture that strikes me as something that typifies what God has been doing in my life is Ephesians 3: 20-21: "Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen."

God can do immeasurably more than we could ever ask or imagine. He chooses. He doesn't have to do it this way, but he chooses to do it through his power that is at work within us, in whatever context that he has placed us in. But He doesn't do it so we can receive the glory, He does it so He can receive the glory. He does it through us so He can be seen. I think that is an example of what I have seen God do in my life. I would encourage everyone in the significant spheres that He has placed



you to recognize that He is able to do so much more than you think is possible. You probably have a limited view of what God could do through you. But He is only going to do that if you let him work through you and not so that you can be glorified.

When I tell the story of what God has done through YouVersion I like to highlight for people that this is a church in Oklahoma, which is not known as a hot bed for technology. God used a church in Oklahoma to create a technology solution to help people engage in Scripture that is reaching every single country and territory on the planet. I believe that was with intention and purpose. If it happened in Silicon Valley people would say, oh, that makes sense. Or if it happened in New York at a publisher who had tens of millions of dollars, that would make sense.



*"It allows us to tell the story in a way that makes God the centre, not us. It was clearly him. If you would just allow God to use you in whatever your context, is I think he will surprise you with what is possible."*

Instead, God chose to use a church in Oklahoma to do it for only one reason and that is so we can't take credit. There is absolutely no way that it makes any logical sense that as smart as our team is, and they are smart, they are not that good. They are really not. So, it allows us to tell the story in a way that makes God the centre, not us. It was clearly him. If you would just allow God to use you in whatever your context, is I think he will surprise you with what is possible.

*NOTE: This interview was edited by Dr. Richard J. Goossen and conducted with Bobby Gruenewald on November 18th, 2015 in Toronto, Canada.*



# ELO LEADERSHIP PROGRAM



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# What to Expect

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The ELO Leadership Program is held every summer. There are two separate programs that take place at the University of Oxford, UK, and Harvard University, respectively.

The Programs are week-long learning experiences for senior executives, business leaders, and entrepreneurs from around the globe.

Expert guest presenters teach throughout the week. Mealtimes are spent connecting and networking with the great cohort of peers that attend. Tours are taken together to view the sites that Oxford and Boston have to offer. You don't want to miss out on this incredible opportunity to travel, learn more about your calling, and grow in your faith!



# Next Steps & Contact

## APPLICATION

Please note that for the Program we receive more applications than there are spots available.

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- Entrepreneur, Owner, Founder, Senior Leader
- Members of Family Business Ownership Group
- Preferred applicants have a minimum of 10 years successful track record.
- Care will be given to the composition of the group (geographical location, industry).
- There are no prerequisites in terms of prior education.

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# Have You Mastered The Craft Of Making Mistakes?

By Dr. Richard J. Goossen



There is no better person I can think of to write a book on mistakes than John Pearson. That doesn't sound right. Let me rephrase that. John Pearson is an experienced leader and management consultant, recently somewhat retired, who over a long career has seen many mistakes and has no qualms admitting his own.

John Pearson of San Clemente, CA, was a nonprofit board governance and management consultant for 15 years and previously served more than 30 years as a nonprofit ministry CEO with organizations including the Christian Camp and Conference Association, Willow Creek Association, and Christian Management Association (now the Christian Leadership Alliance).

His most recent book (written with his son, Jason) is titled, *Mastering Mistake Making: My 25 Memorable Mistakes—And What I Learned* (San Clemente, CA: Pearpod Media, 2021). I suspect that this is likely Volume 1 of a Chicken Soup-like series.

The book is a great retrospective on Pearson's career and the many interesting people he has studied worked with and met, such as Peter Drucker, James Dobson, Bill Bright and Francis Schaeffer.

His self-deprecating wit is resplendent throughout the book. He has the self-awareness and confidence to admit when he messed up and has offered insightful lessons to help others avoid the same Chicago-sized potholes.

Not surprisingly, I am included in this book on mistakes. John and I worked on a project a number of years ago that went awry. It was a mistaken concept for an entrepreneurship conference in Phoenix.

Yes, there is a reason you have never heard of it! I did complain to John that I was disappointed that I was not on the cover of a book on mistakes—it would have been a badge of honor. He admitted that this might have been a mistake.

The starting point is that we are all, of course, wary of making mistakes. We want to do things well. All actions have consequences. We are hired to do things right. We are serving and we expect to do things well. We are trained so that we don't make mistakes. We work to correct mistakes. And so on. Yet, we are not perfect. We will, indeed, make mistakes.



So, mistakes are like tuition—it's part of the learning process. As Pearson describes in Mistake #1: "Don't make mistakes!" has been drummed into our DNA since childhood. For many years, I was too careful and avoided risks. Later, as I read the mistake-making literature, I understood the value of mistake-making literature, I understood the values of taking calculated risks—and that "failure is not final." [14] Pearson cites many great books and resources that recount learning from the mistakes of well-known personalities.

More specifically, in the entrepreneurial context, mistakes are a way of life. Entrepreneurs are innovators—they are doing things that are unique, different and haven't been tried before. When venturing into new territory it is inevitable that mistakes will happen. The question is more about how to process and learn from mistakes.

Pearson talks about various mistakes. With respect to reading, it's a mistake to read too narrowly outside your lane. While this book is about mistakes there are many insights on the nature of



reading. Pearson has reviewed over 475 leadership and management books which are then distributed in his monthly management newsletter. So, he talks about the importance of reading and how to understand books, which is very insightful.

Pearson talks about one mistake: “Talking the Coach Talk, But Not Walking It.” Pearson says he didn’t listen enough. He later learned that the best coaching question in the world is, “And what else?” Then listening intently. A key reminder: the first answer someone gives is rarely the best answer.

Pearson confesses another mistake (#14) was “Ignoring My Annoying Workplace Habits.” He indicates that his mistake was that, “I did not create space for receiving feedback on my own work or behavior—which then prevented my giving authentic feedback and coaching to others.” [78]

*“A key reminder: the first answer someone gives is rarely the best answer.”*

He points out that there are bad habits that we repeat dozens of times per day—the dreaded “blind spot”—which can be cured by (a) someone pointing them out, (b) showing the negative consequences and (c) demonstrating how the behavior can be corrected.

The most annoying workplace habits that people need to break include passing judgement, withholding information; playing favourites, not listening, and punishing the messenger. Pearson points out that the higher you go in your career, the more your problems are behavioral.

One of his mistakes (#17) was “Failing to Leverage my Clients’ Strengths.” He describes the mistake as follows:



“I failed to focus on the God-given strengths of my co-workers, my board members, and my clients.” [94] How to compensate? A good insight: “While the best leaders are not well-rounded, the best teams are.” [94]

One other mistake (#24) was saying “Yes” too often. We all know that saying yes too often leads to overcommitment, lack of focus, and often, disgruntlement! Pearson describes the mistake: “Sometimes...ego and over-confidence in my abilities coaxed me into saying 'yes' to opportunities and client projects—when I should have said ‘no.’”

Pearson refers to the insights of Andy Stanley, the author of over 20 books and the founder of Atlanta-based North Point Ministries. Stanley offers a practical question to ask which helps us decide upon our focus: “In light of my past experience,

my current circumstances, and my future hopes and dreams, what is the wise thing for me to do?” [130]



In short, this book by Pearson is a great reminder that we all make mistakes and that the key is to reflect on all our actions, including our mistakes, and sort out what we can learn from the process. This takes a trip to the buffet of humble pies, self-awareness, a willingness to change and to accept feedback, and it is part of the leading process.

We should all aspire to master the craft of making mistakes. The question is not whether we are making mistakes—but rather do we recognize and learn from them?

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# ELO Network

## Peer Advisory Groups

Get coaching from a professional business advisor, network with other Christians in the business industry, and find meaning in your leadership

### Peer Input

Groups are comprised of CEOs, business owners, entrepreneurs, and senior executives who are grouped together. Our model groups individuals geographically so that they are able to meet together in person for Peer Advisory Group meetings. This encourages participation and allows members to stay well-connected with their groups.

### 1:1 Review Session

Expert chairs provide a one hour one-on-one review session with each member that takes place every other month. This gives them the ability to dig deeper into specific issues members may be facing.

### Expert Guest Presenters

ELO provides expert presenters from around the world to teach and speak to the Peer Advisory Groups. Each Learning Session is a one-hour presentation, followed by a Networking Session to discuss with fellow members what was learned. Learning Sessions are recorded and available to members after each session.

### Member Events

Additional in-person gatherings are integrated through the ELO Forums and the ELO Leadership Programs. We provide up to six supplementary opportunities throughout the year to connect.

### Unique Content & Resources

ELO is based on the collective wisdom of professional and trained instructors who deliver world-class executive education to high-level, executive business leaders and entrepreneurs.

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# The Best Definition of Leadership

*By Dr. Richard J. Goossen*

What is leadership? That simple question has spawned a legion of answers. If leadership is distilled down to its bare bones, then it is simply a matter of influence—and we all influence someone.

So, everyone is a leader. This reminds me of a past conversation. Who is a Unitarian? Everyone. Whether you believe something or not—you are a Unitarian.

I would argue, however, that we need a more useful definition of leadership. As I have been in leadership and worked with many others in leadership, I have realized that there is one essential quality of all effective leaders. I have seen this quality in the course of ELO, having organized over 70 events since 2005. This quality can be seen in the many people that have gotten on board with the cause of the ELO events to connect, equip and celebrate Christian marketplace leaders.



I have seen this quality in great leaders that I have had the privilege of getting to know through organizing events, from John C. Maxwell to Mark Burnett.

While there are various definitions of leadership and of being a leader, I have seen one essential quality that is a great differentiator between those who truly have an impact and those who don't.

***"Who is a Unitarian?  
Everyone. Whether you  
believe something or not—  
you are a Unitarian."***



It is a fundamental divider in terms of how to see the world, a perspective that clearly separates people.

The one essential quality of an effective leader is the ability to be a “big picture” strategic thinker. What do I mean? In essence, big-picture thinkers have a strategic perspective whereby they can see beyond themselves and their own, often immediate, concerns and be committed to bigger causes.



By contrast, small-picture thinkers will look at activities with a focus on, “what’s in it for me?” and “what will I get out of it—now?” If something doesn’t serve their immediate ends, then why would they bother getting involved?

A big picture thinker, by contrast, will think in terms of the value of being part of the event, of having a presence at the event, of the importance of connecting with other people, the value of making a difference by collectively showing the importance of getting together and making a stand to the broader community with other Christian marketplace leaders. Big-picture thinkers realize that a collective effort is vital to having an impact on society.



**"Big-picture thinkers think in terms of how they can contribute rather than take, and how they can contribute rather than benefit"**

Big-picture thinkers also realize that simply making the effort to come to an event shows the importance of the event. They are making the effort to come to the event and be part of it. Is a mere physical presence worthwhile?

Yes, it is.

Big-picture thinkers think in terms of how they can contribute rather than take, and how they can contribute rather than benefit. In short, they think of how to serve rather than be served. A small-picture thinker will focus on how they can be served and what they can get out of something.

Who are examples of leaders reflecting this definition of leadership? For ELO, fortunately, there is a long list of people who grasp the big picture and support our vision and mission. See our "Who is ELO?" page for the names of these leaders in Canada and around the world.

In short, the best definition of leadership is to be a big-picture strategic thinker. There can never be too many good leaders.



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