The Heart Behind In-N-Out Burger

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Ready or Not

- If you wait until you are ready, you might not ever do it.
- Love everyone and let God defend you.

Creating a Great Place to Work (2:26)

Treat your associates as family, and make sure that they treat the customers as guests.

Keeping the Bar Set High (2:58)

- Over time, keeping the bar set high gets more challenging.
- · Don't compromise.
- Know who you are and who you aren't.
- Be all on the same page, and don't compromise quality.

Carrying a Legacy (4:57)

 You can stay true to what your predecessors would want, but also do things they would not have thought of.

Building Trust (6:15)

- Being together and vulnerable foster an environment of people being real and open.
- · Make the time together count.

Staying Focused (7:25)

 Make decisions that will be best for the customer that don't compromise any of your standards.

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Valuing Everyone (9:15)

• We need to all lift each other up and appreciate each other for the different strengths and values we bring.

Servant Leadership (10:37)

- Servant leadership is looking to the best leader that walked this earth and asking how
 we can be more like him.
- Really caring about your people and having your people care about your customers changes the whole environment.
- It takes time.

Overcoming Self-Doubt and Shame (12:49)

- Go back to where your heart is, and God can show you that he can reconcile all those doubts.
- Sometimes we are our own worst enemy, but God has already done the work.
- The enemy is always going to try to stop us from going towards whatever God has for us.
- God's grace is bigger than any mistake or failure, and his love can cover all of it.
- People need to submit themselves to God and to a safe place where they can get the healing to believe that God has called them.

Giving Back (15:34)

Mixing Beliefs and Business (16:45)

Help Carrying the Burden (18:42)

 Not having people you can open up with can be detrimental to your leadership, mind, and heart.