"A dear friend in the faith, Jason has inspired me, and his desire to serve and love others is why he's one of the best leaders I know. Read this book and implement the lessons in your life. You'll be better for it."

Darryl Strawberry, eight-time MLB all-star

"For nearly twenty years, I haven't known a more sincere, dedicated, and values-based colleague than Jason Romano. His contributions to the unique culture at ESPN were deep and significant, and his observations in *The Uniform of Leadership* are striking and profound. Jason takes you behind the scenes at ESPN, sharing private moments with some of the biggest names in sports and television. There is great value in his journey, and Jason shares it generously. I urge you to accept his invitation to come along for the ride."

Boв Ley, Emmy Award—winning former host of ESPN's Outside the Lines

"What I love about Jason is that he knows leadership is a daily choice, something so grounded in consistency that it becomes the root of who one is, in all they do. Jason has turned that leadership into a life of giving, serving, encouraging, helping, challenging, and equipping others to make an impact, to live a life fuller than they ever dreamed. We often try to box in leadership and what it looks and sounds like. Jason opens it up for all of us. I was thrilled to dive into this book, pull stuff out of it, and allow it to become part of my life and legacy."

Daniel Orlovsky, ESPN analyst and former NFL quarterback

"A fantastic read! The lessons Jason shares from his seventeen years at ESPN are applicable for anyone. Whether you're a sports fanatic or a young leader hungry to learn from one of the best, pick up a copy of *The Uniform of Leadership*."

Adam Weber, lead pastor of Embrace Church and author of Love Has a Name "When I think of Jason Romano, I think of a hope broker and an arm lifter. His heartbeat is to help and serve others. This book will show you how to be more like Jesus with timeless leadership lessons and poignant stories from the sports broadcasting mecca that is ESPN."

CLINT HURDLE, former manager of the Colorado Rockies and Pittsburgh Pirates

"As a former NFL player who now pastors a church, I appreciate the way Jason Romano intersects the world of sports with his faith in Jesus. This book has wonderful stories taking you inside the walls of ESPN and will encourage you to become a better leader."

Dr. Derwin Gray, pastor of Transformation Church and author of *The Good Life*

THE UNIFORM OF LEADERSHIP

THE UNIFORM OF LEADERSHIP

LESSONS ON TRUE SUCCESS FROM MY **ESPN** Life

JASON ROMANO WITH STEPHEN COPELAND



The Uniform of Leadership: Lessons on True Success from My ESPN Life © 2020 by Jason Romano

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FOREWORD

Jason Romano is one of the best people I know, and I'm so excited for you to read this fresh take on timeless leadership lessons. In 2014, Jason and I connected on social media, and a year later he called me and shared his desire to do more purposeful work. I began to keep an eye on him and saw the impact he was making at the biggest sports media company in the world. I also watched as he made the leap from ESPN to a new opportunity that allowed him to expand his leadership platform and reach more people with his media expertise and broadcasting gifts and talents. Jason's unique way of living out his faith at ESPN, and now at his current job at Sports Spectrum, is empowering and inspiring. I discovered that wherever Jason goes, he influences others and makes the people around him better. He is a true servant-leader who loves and gives to others. That's who Jason is and that is what this book is all about.

In my time with Jason at various conferences, I've been impressed with his desire to share his story in a transparent and humble way. He tells his story in order to help you create a better story with *your* life. He shares his pain with a purpose, to help you grow, and he shares his wisdom, lessons, and experiences to help you make better decisions. I've spent time with thousands of companies, leaders, coaches, athletes, and teams, and this book is going to be a game changer in the locker room and in the boardroom. A lot of times, writers will share principles that they don't actually live. That's not the case with Jason and this book. In *The Uniform of Leadership*, he shares the principles he lives and how they can help you in your life and career. This book is one that you'll want to read, take notes

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on, and then give to someone else. It encouraged me, and I know it will encourage you as well. But don't just read it. Make sure you take action so the words on the page will help you create the life and career that you want.

Jon Gordon, best-selling author of *The Power of Positive Leadership* and *The Carpenter*

INTRODUCTION

I LEARNED A LOT DURING my seventeen years working at ESPN. About journalism and media. About business and sports. But also about leadership, faith, and, ultimately, what true success really means in a world where people's definition of success has become convoluted with ego, materialism, and perception.

As much as I grew vocationally and professionally at ESPN, learning the ins and outs of the sports media industry, I also grew a lot personally. And, since I'm a man of faith, there were many days there that impacted me on a deep, interior, soul level. Days that touched me emotionally, mentally, and spiritually. Days that inspired me to be a better father, husband, leader, and friend. Days where it felt like God was using an experience with a guest or a boss or a cafeteria lady or a colleague to meet me where I was in my own struggles in life. Simply put, my experiences during my seventeen years at ESPN largely made me into the man, husband, and father I am today. It was there that I learned how to be a leader. It was there that I developed and evolved, confronted my insecurities and immaturity, and learned how to manage my ego and awaken my soul. As you know, personal development and evolution is a lifelong journey, but it was my time at ESPN that started me on that journey and inspired me to lead.

It is an honor to be able to share those experiences with you through this book. I hope these snapshots of my time at ESPN not only are engaging and entertaining—as many of the people in these stories are world-renowned athletes, coaches, or broadcasters—but will also inspire you on an interior level. I hope they motivate you to

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lead in a selfless and meaningful way. The people I've written about helped me on my spiritual journey, but my number one example for loving, leading, and serving is the Lord himself. I hope these examples of leadership help you create a healthy culture in your world and prod you to ask yourself the hard questions and confront your blind spots.

These experiences spoke to me and challenged me in unique and often uncomfortable ways. I hope they speak to you as well. May the principles in this book help you to do the job God has given you—to put on the uniform and play the position you're in, investing yourself freely in the team around you, whoever that is, wherever you are. Then you and they can win this life together.

You are where you are for a reason.

You are who you are for a reason.

I owe much to ESPN for the opportunities the people there gave me, and I'd be remiss not to say this book would not be possible without them. At ESPN, I got to meet my sports heroes—guys like Emmitt Smith and Darryl Strawberry. As a talent producer for over half a decade, I spent the day with some of the biggest names in sports and entertainment and guided them around campus to appear on a slew of ESPN's biggest shows. (We referred to these shows collectively as the "ESPN Car Wash," usually starting with Mike & Mike in the morning and ending with SportsNation in the late afternoon.) For someone who grew up as a sports-obsessed kid in the northeast, many of my days at ESPN felt like I was living a dream. But more than that, I was grateful to be surrounded by the best and most innovative leaders in the business. I worked every day for seventeen years surrounded by greatness.

A culture like ESPN's pulls you in and transforms you. It helps you awaken talents and gifts within yourself that you never knew you had. Pushed to the edge of your discomfort, you inevitably grow. You realize what you're made of when you're thrown into the

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fire. I was no one special for working at ESPN. I was in the right place at the right time, and while I focused on working hard and learning as much as I could, I also feel like I got incredibly lucky. I am eternally grateful for the opportunity; the values and environment at ESPN helped me step into who I could be as a leader.

ESPN isn't perfect. Like any big business, it has flaws and holes, areas with plenty of room for growth. But the company has been around for forty years, so they must be doing something right. I may not always agree with their decisions, but I believe the leadership at ESPN cares deeply about their employees, and they do their best to positively influence culture with their resources and platform. I always felt deeply valued at ESPN. And again, I am who I am today because of them.

My first book, *Live to Forgive*, chronicled my battle to forgive my alcoholic father. I hope you'll find this book just as vulnerable and transparent. I'm letting down my guard out of a desire to help you enter into your own introspection and journey inward. Just as I do not claim to have mastered forgiveness, I do not claim to have mastered leadership either. But I've learned a lot about both because of the life I have lived. In this case, I have learned a lot about leadership because of where I have been blessed to work. If I didn't share with you the profound lessons I learned at a place as cuttingedge and inspiring as ESPN, I would feel as if I were "hiding my light under a bushel." My experiences at the largest sports media company in the world were unique, transformative, and inspiring. I hope these stories will be the same for you in whatever leadership model you're in, whether you're a teacher, parent, coach, player, boss, or employee.

I believe that if leaders apply these lessons in the workplace, on the teams they coach, within the programs they manage, and in the projects they create, they can change our culture and our world for the better.

WEARING THE UNIFORM

HAVE YOU EVER CONSIDERED THE meaning and significance of the uniform that is worn by your favorite team or player? It might seem like a strange question because of the uniqueness of each uniform, but think about it. Every athlete's uniform is essentially the same. Sure, there are all kinds of different sports uniforms—baseball button-ups, football pullovers, basketball jerseys, and so on. Each team has its own style of uniform with different colors, a unique design, its own branded team name on the front, and its own font for numbers and players' last names on the back. But each jersey that a player or a team wears has the same significance and meaning. It will reflect three important things: the league, the team, and the player.

Consider an orange-and-royal-blue New York Mets uniform. Somewhere on the jersey, you'll see the age-old red-and-blue MLB logo featuring a silhouette of a batter, indicating the team's membership in the league—the larger whole. Without the MLB, the Mets don't exist. Though every team's jersey is different, all teams display the same logo someplace.

Second, the front of every New York Mets jersey displays the

iconic diagonal "Mets" cursive or retro "NEW YORK" showing which *team* the player belongs to. Without the Mets, the player doesn't have a team.

Finally, the back of the jersey is personalized for the *player* with his last name and number (though some teams, like the New York Yankees and the Boston Red Sox on their home jerseys, do not show the player's last name). The player belongs to the Mets, which belongs to the MLB. Without the Mets and the MLB—a team to serve and a league to play in—the player has no larger purpose.

The uniform is a reflection of the way things are in the space where the player's career unfolds. Structurally, the MLB is of utmost importance. It is the entity that holds the league together and ultimately gives the player a paycheck. If the MLB folds, so does every team.

On a daily basis, the Mets are the most important. They are the context for the player's efforts on the field, whether for his coaches or his teammates, with whom he has personal relationships and is trying to win; or for the fans who watch him play; or for the city he serves.

Lastly, the player as an individual is also important, as it's his own attitude, effort, talents, skills, and unique gifts that lift up the team. But as vital as the most talented of players might be, he is nothing without the Mets and the MLB. If he is just playing for himself and not for a bigger purpose, he will struggle to fit within the structure. He will most likely feel lost, empty, and confused about his place in the world and his purpose in life.

The point of all this is that the very makeup of the player's space is others-focused. For the city. For the fans. For the hundreds within the organization. For the player's teammates and his day-to-day relationships. All of this is reflected on the player's uniform, something he wears almost every day from spring training through the late summer or fall.

Maybe you've never thought about what a uniform is communicating on a foundational level. But I bet you'd notice if, say, a player took the field with his uniform on backward so that his name was on the front. He would be a laughingstock. In our social media age, photos and videos of that player would probably go viral. He would stand out, and we'd think he was a fool. We all know that the player's team name is supposed to go on the front. And what if the player defended his decision to wear his jersey backward to the media? What if he said, "I did it because I believe *I* am more important than my team"? What would we think of him? Even more of a fool! That player most likely wouldn't play another game in a Mets uniform.

Why? Because the inherent design of the game is for the player to be *third* in the structure of things, as indicated in the systematic makeup of the league and communicated aesthetically through the player's uniform. For the team to thrive, exciting its city and its fans, the player *must* understand that as gifted as he might be, he must take the field each night with a higher purpose than to make himself shine. After all, when a team is losing consistently, the stardom of its individual players seems to matter less and less. Fans would much rather see their team win a World Series than a player bat .350 on the season. A good player might excite some fans, but a good team will ignite a city. A good team will get the whole country's attention.

And yet we live in a culture where people are metaphorically wearing their jerseys backward—or forgetting to wear their jersey altogether!—making their careers, callings, and passions more about themselves than about the greater good, more about a singular ambition than about serving the collective and doing something special with people around them. If the player makes his career about the name on the back of the jersey instead of the team name on the front, he will miss out on the best thing about playing sports

and living life: relationships. Trying to accomplish something special alongside others.

*** * ***

So, what is true success? If you look at Scripture, the Old Testament story of Nehemiah paints a beautiful picture in the third chapter of what true success looks like. Though the passage is somewhat obscure for modern times, detailing the rebuilding of a vital wall in Jerusalem, what strikes me most about the chapter is the frequent usage of the word *next*. It is used *twenty-six* times throughout the chapter in most English translations. Here is a snippet that reflects the nature and flow of the entire chapter: "The Fish Gate was rebuilt by the sons of Hassenaah. They laid its beams and put its doors and bolts and bars in place. Meremoth son of Uriah, the son of Hakkoz, repaired the next section. Next to him Meshullam son of Berekiah, the son of Meshezabel, made repairs, and next to him Zadok son of Baana also made repairs. The next section was repaired by the men of Tekoa" (Nehemiah 3:3–5).

I bet you've never seen Nehemiah 3:3–5 quoted in the first chapter of a leadership book before! When I started mapping out this book for the first time, I never imagined that the first three words from Scripture I would quote would be "The Fish Gate." It's easy for a passage like this, with its tongue-tangling names and hard-to-understand cultural context, to go right over our heads. But I love the themes these verses (and the entire chapter) highlight, and I believe we in our own culture can learn a lot from them.

The word *next* is used in two different ways throughout the chapter: to describe two people working alongside each other and to describe a subsequent task. Both of these notions go hand in hand.

In rebuilding the wall, it was necessary for people to work *next* to each other, tackling the task together, in order to move on to the *next* step in rebuilding the wall.

A DEEP SENSE OF TOGETHERNESS—OF RELATIONSHIPS—IS PIVOTAL TO MOVING FORWARD IN ANYTHING.

So what does this teach us about leadership? It tells us that a deep sense of togetherness—of relationships—is pivotal to moving forward in anything. As best-selling author and Storybrand founder Donald Miller once tweeted about experiencing meaning in life, "Let's choose to do something really difficult, something that saves lives, and let's do that thing with people we love."

Lots of people in leadership positions are attempting to do something really difficult. But few have the servant-focused approach to save lives in some way, and few have the relational approach of doing it alongside people they love. Lots of coaches desire to win championships and are committed to moving forward at all costs; lots of bosses desire to turn profits and grow their companies. But accomplishing these goals *next* to others with a heart for servant leadership and an others-focused disposition has largely been lost in our need (and lust) for results. Relationships have been neglected—on sports teams and in the workplace—in the frantic race to the top by those in leadership. The system is broken because people everywhere have their jerseys on backward, mistakenly thinking this life is all about them. As Rick Warren perfectly wrote in the first sentence of his best-selling book *The Purpose Driven Life*, "It's not about you." That maxim is the very foundation for true success.

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Before the 2003–2004 NBA season began, the Los Angeles Lakers picked up future Hall of Famers Gary Payton and Karl Malone to join Kobe Bryant and Shaquille O'Neal, two more future Hall of Famers and arguably two of the greatest players ever to play the game. The Lakers had won three NBA Finals in a row, then lost in the Western Conference Finals the year before, and were now loading up their roster for another Finals run. The entire season, however, was filled with drama. Not even the most accomplished coach in NBA history, Phil Jackson, could get his team to metaphorically put their uniforms on the right way and elevate the team over individual ambition. The Lakers were star-studded and veteran-laden, yet a public relations disaster and, to many, an embarrassment to the city.

Despite the toxicity in the locker room, the Lakers' talent alone was enough to scrape by on the court, finish second in the West during the regular season, and make a playoff charge, where they advanced to the NBA Finals to play the Detroit Pistons. But sheer skill could only take them so far. Though the Lakers were highly favored with their star power, the Pistons, who had no likely future Hall of Famers, absolutely manhandled them, smashing them in five games. The debacle led to the Lakers virtually starting over the following season, when they cleaned house, won only thirty-four games and missed the playoffs, and ultimately didn't make it back to another Finals for three seasons. They rebuilt their team around one of the greatest leaders to ever play the game, Kobe Bryant, whose love and passion for the game seemed to permeate every level of the organization and inspire all in their pursuit of excellence. Perhaps they no longer had a team as skilled and talented as the loaded 2003-04 roster, but their togetherness, cultivated by Kobe, ultimately led to back-to-back titles in 2009 and 2010.

Wearing your jersey backward takes you nowhere. It only fosters drama, discontent, and a culture of selfishness. It breeds comparison, greed, and a willingness to step on others—one's own teammates—in order to shine. Every once in a while, skill or talent might be enough to still take the team far and have a "successful" season (that is, if success is judged by wins and losses). But, as the Lakers proved, a team of individuals obsessed with themselves *never* leads to long-lasting success. It never leads to a dynasty. It never leads to a larger-than-life culture. It never ignites hearts and minds in a consistent way. Teamwork rises out of relationships—out of serving one another. It makes all the difference.

Of course, like many of you reading, I, too, was shocked on January 26, 2020, when the news broke that nine people perished in a tragic helicopter crash outside Los Angeles, including Kobe Bryant and his thirteen-year-old daughter, Gianna. The whole basketball world grieved. As a "girl dad" as well, so did I. In the subsequent weeks, we watched the world share story after story about Kobe Bryant. His legacy was less about the number of titles he won and more about his leadership—as a father of four girls, as a player who loved the game and inspired his teammates, and as a true artist and entrepreneur who was transitioning seamlessly into life after basketball. His legacy was about his relationships and who he invested in, and it offers us an opportunity to reflect. How will you be remembered? Will you be remembered as an others-focused leader, a teammate who made relationships and serving a priority?

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People in corporate spaces and in the workplace can learn a lot from the way things work in sports—all the way down to the very makeup of a sports uniform and everything it symbolizes.

No matter what you do, whether you're a CEO or a stay-at-home

parent, an artist or an athlete, a salesperson or a plumber, each of us gets to wear a uniform every single day. It is just a part of life. We all represent something, whether we realize it or not. The way we live reflects our values. And we are all connected to people around us in different ways—through work and at home, through structures and systems, through friends and family. We each step onto the playing field of life, and we get to decide—every practice, game, and moment—whether our values, efforts, and passions will have a greater purpose; whether our skills, talents, and unique design will be reflective of our service for the larger whole: God and others.

Though I'm a Christian who has been deeply impacted by what has been communicated to us through the Holy Bible, I didn't write this book for Christians alone. So if the "God" word scares you, that's okay. The name of God has been used in a lot of manipulative and power-hungry ways throughout history. I can understand why that word might be scary; historically, Christians have sometimes gotten God horribly wrong. In fact, Scripture says that God is love. So when you read "God," you really can think "love." God connects us to one another and to creation and the world around us. God's love is the antidote to our broken culture. Love is the larger whole—the "league," if you will—the thread that connects each one of us and moves humanity forward.

But how many people show up each day on the field of life surrounded by others who are wearing their uniform backward, making everything about themselves rather than the good of the team—the family, the business, the church, their network of friends, and so on? This self-centered disposition is exactly why everything is so broken, especially in the workplace. And how many people wear their uniforms backward simply because that's what everyone else is doing—a trickle-down effect of selfishness? And how many forget to wear their uniform altogether, as if their belonging to the larger whole does not even matter?

What happened to the Lakers that fateful season seems to be happening everywhere these days. In the workplace. In the home. In sports. Our selfish and egocentric culture has infiltrated almost every avenue of life.

But it doesn't have to be that way.

~ ~ ~

One of the unique themes of my time at ESPN was my involvement on the groundswell of a number of initiatives. What a blessing! I got my start booking guests for *Mike and Mike in the Morning* in their genesis, when they were only on the radio. After a few years there, I was hired as booker for *Outside the Lines* right when it transitioned to a daily television show. It was there that one of my coworkers, Melissa, created the first-ever talent-producing department, and I became one of two talent producers amid the thousands of ESPN employees.

See, back then booking guests at ESPN was kind of a cutthroat, Wild West culture where each show had to get its own guests. Crazy as it sounds, there was no department that centralized booking. Melissa had the wherewithal and foresight to create a department strictly for booking that came alongside the different ESPN shows, helping them get the guests they wanted. By the time I transitioned to another role, the department had grown to six people. I cannot tell you how special it was to be a part of a team that, though behind the scenes, was so groundbreaking. Suddenly, different shows could lean on the booking department or avail themselves of guests who were already on campus for other shows. Melissa had found a way to help everyone in the company by creating a cooperative environment. Many of the stories in this book come from those nine years as a talent producer, as I was fortunate to meet a number of athletes and coaches who were both fascinating and inspiring.

I'd like to say I always kept my jersey on the right way—even

after taking charge of launching ESPN's NFL social media channels and working for *Mike & Mike*—but I can't.

During this seventeen-year journey, I at times wore my jersey backward. In the intensity and flashiness of corporate spaces, especially at a place like ESPN that produces shows on televisions and radio stations across the country and around the world, it's tempting to become obsessed with climbing the corporate ladder, getting the next raise, or earning the next promotion. It's tempting to go after status and accolades—to grab hold of what the world elevates, deems important, even idolizes.

My first book, *Live to Forgive*, took readers into my struggle to forgive my father and my journey of letting go. Now in this book, you'll witness my struggle with wearing my uniform the right way and my journey of awakening to what it means to be a leader and pursuing true success. I believe that, like forgiveness, this aspect of my journey is a reflection of most people's journeys. Many of us seek worldly success and status before awakening to what success is really about.

See, the word *uniform* has a couple different meanings. Both, I believe, are helpful when it comes to leadership, and both definitions are hard-baked into this book's title. The first definition is what we have already discussed: the garment a person wears. The second primary definition of *uniform* is when it's used as an adjective: "Remaining the same in all cases and at all times; unchanging in form or character." For example, "A theme across the demographic groups at the polls was a uniform desire for lower taxes," or "The sneaker company, hoping to inspire its customers, implemented its uniform branding of justice and empowerment all around the world."

Why is this second definition interesting? Because even though the stories in this book are unique to my own experience at ESPN, each one has a theme that is a universal component of leadership. Though many of these stories are sports- or ESPN-related, they exemplify the uniform makeup of leadership in all aspects of life. In the home. In the workplace. In our personal lives. And, yes, in sports.

*** * ***

I recently spoke to the students at Indiana Wesleyan University, a small Christian college in Marion, Indiana. One of their slogans jumped out to me; I was told it was a mantra in all areas of the university—in academics, in athletics, and in student life. It was three simple words: *I am third*. Just like a sports uniform, where the individual's name and number are on the back, ranked third in importance behind the league and the team, the uniform of leadership is for God to come first, others to come second, and us to come third. Each of those three is important. But if the order gets jumbled, then everything gets out of whack. The team breaks down; the company becomes steeped in gossip or drama; the church finds itself embroiled in a scandal.

I share this collection of stories, along with my own transparent reflections on where I went wrong in my personal pursuits and how I slowly awakened to the nature of true success, out of a desire to help us all re-center as leaders in a toxic, me-centered culture. I hope these accounts—about inspiring athletes with whom I had the pleasure of interacting at ESPN, and about some of the best leaders in the sports media industry whom I was honored to work alongside every day—will not only entertain you but also challenge you to refine your mentality and focus your heart on the right things. May you be inspired to wear your uniform the way it was designed.

PUTTING ON THE UNIFORM

Your uniform represents your belonging to a larger whole. Consider the implications. This belonging puts you in loving service of the greater good—your family, coworkers, teammates, clients, students, employees, congregation, your own sphere of influence, and ultimately God.

Those you are called to love and serve (which is everyone in your life) are not to be used as stepping-stones or mere mechanisms to make you shine. Just as individual selfishness rots a sports team from the inside out, a me-centered disposition will also rot your life. Despite the excitement of ego boosts and the rush of accumulating accolades, successes, or possessions, making your life about the name on the back of your jersey will ultimately be an unfulfilling and empty way to live.

In Matthew 22:36–39, Jesus was asked, "Teacher, which is the greatest commandment in the Law?" Jesus replied: "Love the Lord your God with all your heart and with all your soul and with all your mind.' This is the first and greatest commandment. And the second is like it: 'Love your neighbor as yourself."

Jesus's words reflect the design of a kingdom uniform, and wearing it properly will ensure you play the game of life in the most meaningful, fulfilling, fun, and liberating way. The "I am third" principle is not about thinking less of yourself. After all, Jesus says you're to "love your neighbor *as yourself.*" It's difficult to love your neighbor fully, and to have a deep appreciation for him or her, if you do not love how God has made you and have a deep appreciation for your own life. Everything on your uniform indicates whom you are to love, but the ordering of those three things on your uniform means everything.

DISCUSSING THE UNIFORM

➢ Give an example of a time when a boss, employee, coach, player, or person in a position of leadership has worn their uniform

- backward or forgotten to wear it altogether. What were the effects on the team?
- ▶ Give an example of a time when *you* have worn the uniform backward or forgotten to wear it altogether. What were the effects on your life?
- ➤ Customize and personalize your uniform. What do you want it to say and to represent?
- ➤ What do you love about God, the people who God has put into your life, and the person who God has made you to be? Be specific here.
- ▶ What are two or three ways you can live your life today with more of an "I am third" approach?