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**We Help CEOs & Leaders Build High-Performing Teams  
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**Effective Leadership & Building High-Performing Teams.**

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# Warren Buffett's 7 Rules for CEOs

By Eric Partaker

## 1. Hire for Character First

Intelligence and energy without integrity will destroy you. The wrong person in the right seat is your most expensive mistake.

## 2. Protect Your Reputation Like It's Everything

It takes decades to build and minutes to lose. Act like tomorrow's front page is watching.

## 3. Stay Inside What You Understand

You don't need to know everything. You need to know where your knowledge ends.

## 4. Say No to Almost Everything

Every yes costs you something. Protect your focus like it's non-negotiable... because it is.

## 5. Think in Decades, Not Quarters

The best decisions look boring today and brilliant 10 years from now. Patience is a competitive advantage.

## 6. Admit Your Mistakes Quickly

Don't defend bad calls. Own them, learn, move on. Trust comes from honesty, not perfection.

## 7. Measure Success by the Lives You Impact

If nobody thinks well of you at the end, nothing else mattered. Kindness compounds forever.

***The one hire that will sink your company.***

***We've all hired for skills and regretted it.***

***Warren Buffett's very first rule for CEOs isn't about IQ or output. It's "Hire for Character First."***

***Why?***

***Because "intelligence and energy without integrity will destroy you."***

***Skills can be learned. Integrity is inherent. The wrong person in the right seat isn't just an expense; it's a structural risk.***

***How do you screen for character in your hiring process?***

"Easter's book may be divisive about the modern world, and some may claim conservatives are missing our understanding of what it means to be 'happy'."  
—RICHARD B. SPOFFORD, editor-in-chief, *Wash. Post*

# THE COMFORT CRISIS

*Embrace Discomfort to Reclaim Your  
Wild, Happy, Healthy Self*



MICHAEL EASTER

**We Have Never Had It Easier — and That Might Be the Problem**

*A book worth reading for anyone who senses that comfort is quietly costing them something.*

Picture the life of your great-great-grandparent in 1900. Warmth meant splitting wood. A meal meant labor, scarcity, and the genuine possibility of going without. A journey was measured in days and danger. For them, discomfort was not a thermostat-and-streaming inconvenience — it was simply the water they swam in.

Now stretch the timeline back further. For roughly 40,000 years, human beings lived inside near-constant physical challenge: hunger, cold, exertion, and real risk. Our bodies and our minds were forged in that crucible. Then, in a historical blink, we engineered almost all of it away. We are, by any honest measure, more comfortable than almost everyone who has ever lived.

That is the premise of Michael Easter's *The Comfort Crisis: Embrace Discomfort to Reclaim Your Wild, Happy, Healthy Self*. Easter's argument is deceptively simple and hard to shake: we evolved to do difficult things, and a life with the hard parts removed does not make us happier. It tends to make us softer, more anxious, and strangely unfulfilled.

The leaders I work with feel this even when they cannot name it. The most meaningful growth lives at the edge of discomfort — the candid conversation we keep postponing, the feedback we soften until it says nothing, the stretch role we talk ourselves out of. Patrick Lencioni's entire body of work rests on the same truth: a team only gets healthy when people are willing to sit in the discomfort of vulnerability, conflict, and accountability rather than route politely around them. Comfort is the enemy of a team that leads itself.

So here is the challenge. Read the book — then go choose something hard:

- **Plan a misogi.** Easter borrows this idea: once a year, attempt something genuinely difficult, with roughly a 50% chance of failure. Not a race with a finisher medal — a real edge.

- **Ruck.** Put weight on your back and walk. (My F3 brothers will recognize this one immediately.)
- **Reclaim boredom.** Leave the phone in the other room and let your mind get restless. That discomfort is where ideas live.
- **Get into nature** — regularly, and without a screen.
- **Welcome a little hunger and a little cold** on purpose.
- **Run toward the hard conversation** this week instead of away from it.
- **Keep mortality in view.** Easter writes about cultures that contemplate death daily; perspective turns out to be one of the most practical tools we have.

Growth was never meant to be comfortable. It was never supposed to be. Pick a hard thing, and do it.

Button



**"Can we go to a Megan Moroney concert this weekend?"**

That's what my 16-year-old daughter, Ainsley, asked me a few days ago.

My honest first response: "Who is Megan Moroney?"

And my honest second thought? Every reason to say no. Too expensive. Too far. Too busy. A three-hour round trip, a fight for parking, overpriced food and drinks, and a long line for merch — all to watch an artist I'd never heard

of in an arena packed with 20,000 screaming teenage girls in cowboy boots and pink blouses.

Then I picked "The Pit" and pressed Purchase.

Here's what I keep thinking about.

As professionals, we're coached to say "no." Protect your time. Guard your calendar. Stay focused on your highest-impact priorities. Most of the time, that's good advice.

But make "no" your default, and you'll miss the opportunities that never fit neatly on a calendar.

As parents, the stakes are even higher. Say "no" too often and we miss something we can never get back — the relationship with our kids. At 16, Ainsley doesn't ask me for much beyond a ride to Target, Starbucks, or Altar'd State. So when she asked me to do this with her, the answer was the whole point.

To my surprise, I didn't just tolerate the night. I loved it. Megan Moroney is a genuinely gifted singer-songwriter and a great example for the thousands of young women who clearly adore her.

On the drive home, I told Ainsley the truth: I loved spending that time with her, and she can ask me to go to a concert with her anytime.

Sometimes the highest-impact priority isn't on your to-do list.

Sometimes it's sitting in the passenger seat, asking if you'll come along.



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