

Application Guide

ANDY ANSWERS YOUR TOP LEADERSHIP QUESTIONS



BOTTOM LINE:

Andy Stanley tackles real questions from leaders navigating real challenges.

KEY TAKEAWAYS

I. How do you help someone grow as a leader if they don't yet see themselves as one?

- A. The issue is likely a motivation mismatch, not a lack of leadership potential. What motivates one individual is not always the same as what motivates another.
 - 1. Leaders must discover what motivates each person individually and support that.
 - 2. Pouring fuel on *their* motivators (not yours) helps retention and growth naturally.
- B. Don't set goals for others they wouldn't set for themselves.

II. What's your go-to move for keeping a team aligned during seasons of change and uncertainty, especially if you are also feeling uncertain?

- A. Let people know where they fit in and what's expected right now.
- B. Use a three-step approach to build influence and trust:
 - 1. **Transparency:** Be honest about what you don't know.
 - 2. **Clarity:** Provide clear direction about what the team is going to do, why they're going to do it, and where each member fits in.
 - 3. **Easy First Win:** Create short-term momentum with an attainable goal.

III. When did you first realize leadership was more about who you're becoming than what you're achieving?

- A. During Stephen Covey's "funeral exercise" from *7 Habits of Highly Effective People*. It clarified that **character and relationships** define success more than accomplishments.
- B. Self-leadership and discipline are key to becoming a leader worth following.

IV. How do you protect your calendar and energy while still being available for opportunities that require your personal time?

- A. Focus on the "critical event"—the one responsibility most central to your role.
 - 1. Schedule that critical responsibility during the time you're at your best energy.
 - 2. Protect that time ruthlessly. It's not selfish; it's responsible.
- B. Be okay with disappointing others occasionally to excel at what matters most.

V. What's one thing you used to believe about leadership that you've since changed your mind on?

- A. Old belief: great leaders are good at everything.
- B. New belief: great leaders focus on their strengths.
 - 1. Marginally improved weaknesses offer less value than fully exploited strengths.
 - 2. You don't need to focus on your weaknesses and try to make them strengths; instead, focus on fully utilizing your current strengths.

VI. How do you hold high standards without creating a culture of fear?

- A. Establish a culture where failure is seen as an opportunity to improve, rather than something to be punished.
 - 1. Insecurity and fear are closely related. Insecure people fear failure.
 - 2. Fear of failure is a lid to growth because it causes people to hide and deny failure rather than admit and learn from it.

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B. Three ways to set up this culture:

1. **Hire secure people** who can handle failure and feedback.
2. **Orchestrate and evaluate everything** so that difficult conversations are normalized and not viewed as criticism.
3. **Leaders should be transparent about their own failures.** This creates an environment where people aren't afraid to be caught failing.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION

1. Which of these questions resonated most with your current leadership situation? Why?
2. Did Andy's response challenge or confirm something you believe about leadership?
3. What's one practical step you can take this week based on what you heard?

RESOURCES MENTIONED

[The Leadership Challenge](#) by Jim Kouzes & Barry Posner

[The 7 Habits of Highly Effective People](#) by Stephen Covey

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