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?

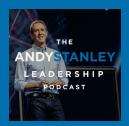
- A. Old belief: great leaders are good at everything.
- B. New belief: great leaders focus on their strengths.
 - 1. Marginally improved weaknesses offer less value than fully exploited strengths.
 - 2. You don't need to focus on your weaknesses and try to make them strengths; instead, focus on fully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

<u>The Leadership Challenge</u> by Jim Kouzes & Barry Posner <u>The 7 Habits of Highly Effective People</u> by Stephen Covey

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