

Application Guide

THE LEADERSHIP PLAYBOOK: A CONVERSATION ON VISION, FOCUS, AND MULTIPLYING IMPACT WITH JASON JAGGARD



BOTTOM LINE:

Great leaders accomplish more by doing less—protecting margin, fully leveraging their unique strengths, and keeping the vision in front of their teams.

KEY TAKEAWAYS

- I. If you're trying to make everyone happy, you're not leading—you're drifting.
 - A. Leaders who chase **universal approval** eventually **compromise, pretend, and become dishonest with themselves and their teams.**
 - B. The capacity to lead is tied to your capacity to absorb criticism **without becoming bitter or defensive.**
 1. Leaders need a "retreat place" internally:
 - a. Re-center on *Why am I doing this?*
 - b. Ask, *Is my conscience clear before God and others?*
 - c. Decide in advance: *When I realize I'm wrong, I'll be the first to apologize.*
- II. Aim to **"Only do what only you can do"**—it's an impossible standard but a powerful compass.
 - A. When people find the **right seat on the bus**, the whole organization wins.
 - B. Early on, you have to do everything, but over time, you're able to narrow your focus.
 - C. The goal is to reduce the **number of tasks** you personally own, not the **level of responsibility** you carry.
 - D. All employees can use this principle:
 1. Within your current role, identify where you add the most value.
 2. Bring that to your leader and ask, *"Can we experiment with giving me more time on fewer things?"*
- III. The less you do, the more you accomplish.
 - A. Trying to juggle "one more ball" leads to eventually dropping all the balls.
 1. It's better to leave one "ball" on the floor until someone gifted to carry it picks it up.
 2. When you insist on doing everything, you actually limit the potential of the organization.
 - B. When you take on too many tasks, you stop leading and start merely managing.
 1. Busyness feels productive, but it often hides the fact that vision is slipping.
 2. You can be busier than ever and bored at the same time—because you're no longer doing what you're wired to do.
 - C. Margin is not laziness; **margin is leadership space.**
 1. It gives time to think, dream, evaluate, and work **on** the organization, not just **in** it.
 2. Without margin, you default to meetings and maintenance instead of vision and innovation.
- IV. Identify and prioritize your **"critical event."**
 - A. Every organization has a critical event—when that goes well, everything benefits; when it doesn't, nothing else compensates for it.
 - B. Ask: *What is our critical event? What part of that event is my highest-value contribution?*
- V. Vision is not a one-time statement; it's a full-time job.
 - A. Vision is a mental picture of what could be, fueled by a conviction that it should be.
 - B. Vision leaks. There is no autopilot. The moment you stop talking about it, it starts to fade.

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C. A transferable **vision formula**:

1. Here's the problem – help people feel what's broken or missing.
2. Here's the solution – cast the preferred future as a concrete response to that problem.
3. Why us? – why we are the right people to do this.
4. Why now? – the urgency of acting in this season.

D. Vision-casting is a skill and an art. It deserves preparation, practice, and margin just like any other critical leadership task.

VI. A working definition of leadership: **“getting other people to do what you believe needs to be done.”**

- A. Leadership is not just influence in general—it's focused influence around a clear conviction.
- B. Good leaders don't just rent people's hands; they win people's hearts.
- C. When you consistently live the vision (not just talk about it), people buy in.

VII. **Great leaders create other leaders**, rather than protect their own position and importance.

- A. More time with fewer people equals greater impact. Invest intentionally in a directional team and in those closest to the critical event.
- B. A healthy culture is open-handed with talent:
 1. People may leave, grow, or be recruited away—and you can still celebrate them.
 2. Leaving well keeps the door open for future partnership and re-hires.
- C. When you train people so well that others want to hire them, you haven't lost—you've **multiplied your influence**.

VIII. Systems, focus, and saying “no.”

- A. Systems determine behavior. **If you want different behavior, build different systems.**
- B. Focus wins over time:
 1. Organizations don't have to “do everything for everyone.”
 2. Disciplined focus on what you can do with excellence creates a unique contribution in your context.
- C. It's okay—even wise—to say, *“We don't have that here... yet. But what we do have, we're going to do with excellence.”*

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION

1. What are the top two to three things in your current role that only you can do? What would it look like to give those more time and focus?
2. Where have you drifted from leading to managing? What would you need to stop doing—or delegate—to create margin for vision and strategy?
3. What is your team's or organization's critical event? How clearly have you named it, and are your best people and best energy aligned around it?
4. Using Andy's vision formula (problem, solution, why us, why now), how would you articulate the vision of your team or organization today? Where is it clear, and where is it fuzzy?
5. Who are the two to three people you should invest “more time with fewer people” in over the next six months? What's a practical next step to start that investment?

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