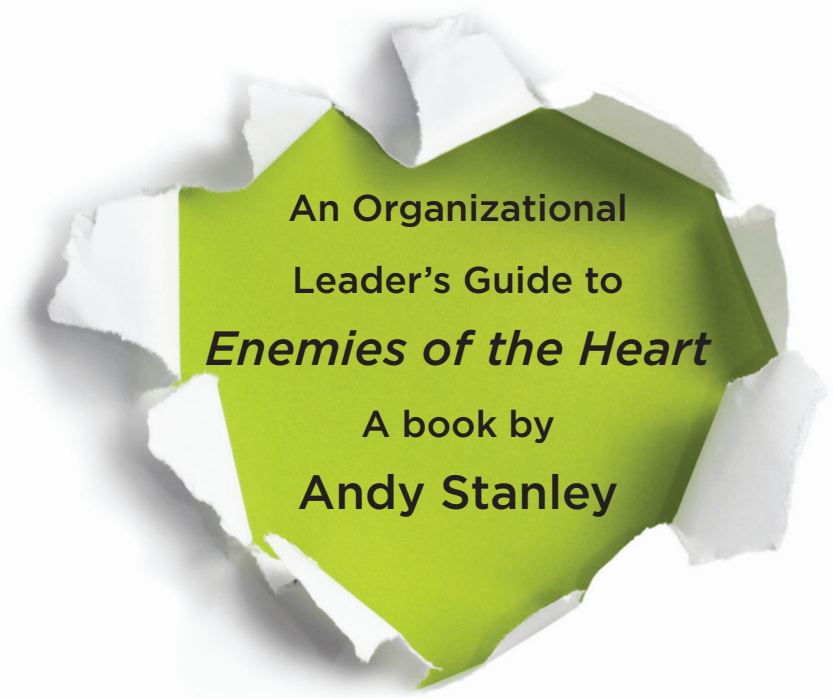


*The*  
**LEADER'S**  
**HEART**



An Organizational  
Leader's Guide to  
*Enemies of the Heart*

A book by  
**Andy Stanley**

THE LEADER'S HEART: AN ORGANIZATIONAL LEADER'S GUIDE TO ENEMIES OF THE HEART,  
A BOOK BY ANDY STANLEY  
PUBLISHED BY MULTNOMAH BOOKS  
12265 Oracle Boulevard, Suite 200  
Colorado Springs, Colorado 80921

Copyright © 2011 by Andy Stanley

All rights reserved. The publisher grants limited permission for duplication and transmission of this publication, including duplication in its entirety for personal use or group reflection, transmission of the PDF via e-mail, and posting of the PDF online. Additional use only by permission of the publisher.

Published in the United States by WaterBrook Multnomah, an imprint of the Crown Publishing Group, a division of Random House Inc., New York. MULTNOMAH and its mountain colophon are registered trademarks of Random House Inc.

The publisher gratefully acknowledges Thomas Womack for his collaboration in developing the content for this leader's guide.

# Introduction

How's your heart? Something we don't think about often, but is so true, is the idea that what comes out of our mouths stems from what is in our hearts. And we are not talking about the physical heart, but rather the invisible part of you that poets and philosophers write about. You see, life is hard on the heart. The world is full of outside influences that have the power to disrupt its rhythm. Most are subtle. Some may even appear to be necessary protections from further disruptions. Over time, you develop habits that slowly erode your heart's sensitivity.

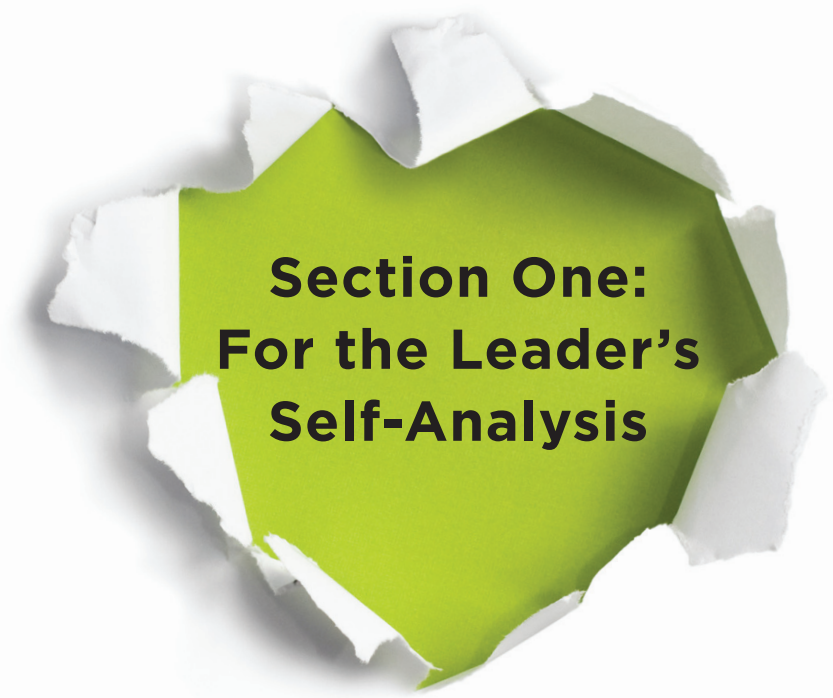
The inevitable pain and disappointments of life have caused you to set up walls around your heart. Much of this is understandable. But at the end of the day, there's no way around this truth: your heart is out of sync with the rhythm it was created to maintain. The disrupters that throw your heart out of sync are not like the physical things that eventually work their way out of your system without any effort on your part. The things that disrupt the rhythms of the invisible heart linger. If left alone, some will persist for a lifetime. After a while, we come to accept them as part of us, part of our personalities. And so we catch ourselves saying, "That's just the way I am." But you weren't always that way. And those closest to you know it.

In fact, Jesus talked about this when he said that the words that come out of your mouth are what corrupt you . . . that those words come from your heart. Then he gives a list of destructive things that he says comes out of the heart—not from the outside but from the inside. And so we are warned that we need to be very careful about monitoring our hearts.

This truth is especially important for us as leaders. If everything that comes out of our mouths comes from our hearts, our hearts become the grid through which our leadership is expressed. If there are destructive things in our hearts, they're going to make their way into our leadership and ultimately affect our organizations. As such, identifying what is lodged in your heart and taking action to remove it is exceedingly important to you as an individual, as a leader, and to those you lead.

God has not completed in you what he has begun. You're still a work in progress—below is a list of personal reflection questions to help you identify which enemies are affecting you, followed by another set of questions to help you begin to dislodge them.

If you find this guide useful, you are encouraged to pass it along—e-mail it as a PDF, post it to your blog, or print out multiple copies for your associates.



**Section One:  
For the Leader's  
Self-Analysis**

Read Parts 1 and 2 of  
*Enemies of the Heart*  
and reflect on the  
following questions.

## A. On the Lookout for Guilt

1. To what degree do you feel you wear a mask, or play a role, in order to hide your faults and weaknesses from the people you lead, from your peers, or from your superiors?
2. Do you have troublesome memories from a time when you significantly let down those you were leading (or let down your teammates or superiors)?
3. If so, what exactly did you fail to provide that you *could* have provided?
4. What was the specific cost to others because of your failure?
5. What do you feel you now owe them, if anything?
6. To what degree have you tried to “make it up” to them?
7. Have you ever found yourself trying to avoid interaction with them because of what you believe you owe them?
8. To what degree does this past situation affect your current effectiveness as a leader?
9. To what degree has this past situation diminished your influence as a leader?
10. Would you say those you lead find it easy to trust you?
11. Do you find it easy to trust them?

## **B. On the Lookout for Anger**

1. In the past, what significant shortcomings or disappointing behaviors of others have led to some degree of anger on your part?
2. What exactly did you want from them?
3. Why do you think they failed to provide what you wanted?
4. To what degree did their behavior cause you distress?
5. What do you feel they now owe you?
6. Is it possible for them to provide what you believe they owe you?
7. Would others close to you characterize you as an angry person?
8. To what degree have you kept anger hidden within you?
9. To what degree have you allowed your anger to justify actions or attitudes that are less than noble?
10. In the scope of your leadership environment and responsibilities, is there anything for which you feel you have a right to be angry?
11. If you've identified anger issues in your leadership, are you comfortable with experiencing that anger—or do you want release from it?
12. Is your anger allowing others (specifically, those who've hurt you) to have a degree of control over your attitudes and decisions? If so, how much do you want this control to end?
13. In your opinion, do occasional manifestations of anger make you a stronger and more influential leader? Why or why not?


## C. On the Lookout for Greed

1. What lifestyle and what degree of financial security do you feel you have rightfully earned?
2. How would you describe the *status* that's appropriate to your position of leadership?
3. To what extent have you leveraged your leadership to solidify your financial security and status?
4. From the vantage point of your leadership position, how would you describe the greed you see in others?
5. Would those you lead agree that you have a generous, giving heart? If not, why not?
6. When you're generous toward those you lead, do you attach strings (i.e., you feel they owe you something in return)?
7. Think about situations in which it's hard for you to have a giving and sharing attitude toward those you lead. What fears or insecurities can you identify that hold you back from being more open and generous?
8. How easy is it for you to share the credit or the rewards that you receive in your leadership? When have you done this most recently?
9. As a leader, how important is your own advancement? What are you willing to sacrifice for the sake of personal advancement?
10. What have you already sacrificed for the sake of your personal advancement?

## **D. On the Lookout for Jealousy**

1. How often do you find yourself mentally comparing yourself with other leaders (especially in terms of their skills, talents, opportunities, or recognition)?
2. What triggers these comparisons in your mind?
3. How often do you feel that God has somehow shortchanged you in comparison with what he's done for other leaders?
4. How often do you find yourself experiencing a sense of gratitude and appreciation for the skills, talents, opportunities, and recognition that other leaders have?
5. How often do you feel a sense of satisfaction when other leaders you know experience setbacks?
6. Among your peers, your superiors, and other leaders you know, whose success is easiest for you to celebrate?
7. Whose success is hardest for you to celebrate?
8. What causes this difference in your attitude?
9. How often do you find yourself criticizing (mentally or verbally) other leaders?
10. To what degree do you feel threatened by the success of other leaders?





**Section Two:  
For the Leader's  
Growth**

Read Part 3 of  
*Enemies of the Heart*  
and reflect on the  
following questions.

## A. Dealing with Guilt

1. As it relates to your leadership effectiveness, why is it important for you to guard your heart against guilt? Explain this in your own words.
2. How often do you admit your mistakes and shortcomings in leadership to those you lead?
3. In your leadership environment, what is the process for acknowledging and confessing your mistakes and shortcomings?
4. What do you see as your biggest personal hindrances to acknowledging and confessing your mistakes and shortcomings in your leadership environment?
5. As a leader, why does it require courage to acknowledge and confess your mistakes and shortcomings? Do you possess that courage?
6. How does the forgiveness before God that is ours in Christ Jesus relate most directly to your leadership?
7. In your leadership environment, whose forgiveness do you need to ask for because of your past actions? And what specific restitution or restoration would be appropriate?

## **B. Dealing with Anger**


1. As it relates to your leadership effectiveness, why is it important for you to guard your heart against anger?
2. In your leadership environment, who specifically do you need to forgive for his or her failings?
3. What is the process in your leadership environment for forgiving the mistakes and shortcomings of others?
4. In the forgiveness process, what do you want to accomplish?
5. How have others been able to see you modeling forgiveness in your leadership environment?
6. For you personally, what are the most meaningful ways God has shown you forgiveness?
7. How does the forgiveness before God that is ours in Christ Jesus relate most directly to your practice of forgiveness in your leadership environment?

## C. Dealing with Greed

1. As it relates to your leadership effectiveness, why is it important for you to guard your heart against greed?
2. As a leader, what are the most important resources you have to share freely with others?
3. Why has God given you these resources? What are their real purposes?
4. What are the insecurities in your life that most need to be dealt with to keep you from falling into attitudes and actions of greed?
5. What can you share immediately with those you lead as a genuine demonstration of generosity?
6. How have others seen you modeling generosity in your leadership environment?
7. How do all the blessings that are ours in Christ Jesus relate most directly to your practice of generosity in your leadership environment?
8. Which of these many blessings inspire you the most to be a generous leader?
9. What actions can you take to more routinely and regularly practice generosity in your leadership environment?

## **D. Dealing with Jealousy**

1. As it relates to your leadership effectiveness, why is it important to guard your heart against jealousy?
2. What can you do now to specifically and openly celebrate any recent victories and successes by other leaders you know?
3. What actions can you take to more routinely celebrate the victories and successes of others in your leadership environment?
4. How does your acceptance in Christ relate most directly to how you celebrate the successes of others in your leadership environment?
5. To be truly free to affirm others and celebrate their successes, why is it important to pray about your desires and concerns as a leader?
6. When you do pray about your desires and concerns, what do you believe are correct motives for those prayers?



**Section Three:  
Maintaining  
a Healthy  
Leader's Heart**

**Complete**  
*Enemies of the Heart*  
and build into your schedule a regular time  
to ask yourself these questions.

1. What is the condition of my heart?
2. What's currently going on in my life that I hope nobody discovers?
3. What's the one question I hope nobody asks me?
4. Am I angry with anybody?
5. Have I secretly celebrated someone's failure in the past several days?
6. When is the last time I publicly celebrated someone's success?
7. When is the last time I gave generously to something or someone, with no thought of what I would get in return?

## Additional Resources

### Andy Stanley Leadership Podcast: [www.northpoint.org/podcasts](http://www.northpoint.org/podcasts)

Download Andy Stanley's Leadership Podcast and get in on a conversation designed to help leaders go further, faster.

### WaterBrook Multnomah Church Resources: [www.WaterBrookMultnomah.com/churches](http://www.WaterBrookMultnomah.com/churches)

Read sample chapters, view videos, download study guides and find information on bulk purchases.

### More books by Andy Stanley:

<http://waterbrookmultnomah.com/author-spotlight.php?authorid=74998>

