



THE PRACTICES OF A HEALTHY LEADER

Episode Five: When Things Are NOT Up and to the Right

EPISODE SUMMARY

Metrics matter. They can tell us something important about the health of what we lead. But healthy leaders learn to distinguish between **using metrics and being used by them**.

When growth, attendance, revenue, engagement, or other measurable outcomes become more than information, they begin to shape our sense of identity. A strong month makes us feel competent. A disappointing result makes us question ourselves. Before long, we are reacting to the scoreboard instead of faithfully stewarding what has been entrusted to us.

In this episode, Brad and Rick explore what Annie Duke calls **“resulting”**: judging the quality of a decision solely by its outcome. Leadership is far more complex than that. We make faithful decisions amid circumstances and variables we cannot control. The invitation is not to stop measuring, but to recover the **freedom to be faithful**.

REFLECTION

What metrics have the greatest ability to affect your emotional state as a leader?

When those numbers improve, what happens inside you? What happens when they decline?

Think about a recent disappointing outcome. How quickly did you move from evaluating what happened to evaluating yourself?

Where might “resulting” be shaping your leadership? Have disappointing results caused you to prematurely change a strategy, vision, initiative, or direction that may simply have needed more time?

Rick describes the difference between **passion** and **pressure**. Where has external pressure begun to take the oxygen out of something you once genuinely enjoyed leading?

Complete these two sentences:

- *If these metrics improve, that means _____ about me.*
- *If these metrics continue to decline, that means _____ about me.*

What do your answers reveal about the story you may be telling yourself?



THE PRACTICE GUIDE

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MEASURE FORMATION BEFORE PERFORMANCE

Performance questions are easy to ask because their answers are visible: Did we hit the goal? Did participation increase? Did revenue grow? Did the initiative work?

Those questions matter. But they cannot tell the whole story of your leadership.

For the next month, add **one formative question** to your normal weekly evaluation. Pick a question that evaluates the kind of leader you are becoming, not simply the results you are producing.

For example:

- **Did I lead with clarity this week?**
- **Did I stay present under pressure?**
- **Did I tell the truth?**
- **Did I care for people?**
- **Did I demonstrate faithfulness to what I have been called to do?**
- **Was I a steady and non-anxious presence?**
- **Did I remain rooted in my Father's love?**

At the end of each week, sit with your question and write a brief response. ***Do not turn it into another performance score.*** Pay attention to what it reveals.

Remember: You are not replacing metrics. You are putting them back in their proper place. Healthy leaders use the scoreboard without allowing the scoreboard to tell them who they are.