

# Applying the Principle of Focus

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When we think of the great leaders in our lives who set the example for our own leadership, we often make two assumptions: one, good leaders are good at everything; and two, they become well-rounded by focusing on their weaknesses in order to make them strengths. But these two leadership myths are absolutely false. When we focus our time and energy into marginally improving our weaknesses instead of fully exploiting our strengths, we never become the best at doing what we're best at.

As leaders, we must apply the principle of focus to our leadership and direct it toward our core competencies.

The reasons we leaders miss this principle of focus are: misdirected attention toward growing our weaknesses over our strengths; misguided authority over things that are really someone else's job; an unawareness about our weaknesses; assumptions that people won't enjoy the work we delegate; and not taking the time to develop other leaders. When we operate and focus on our areas of strength as leaders, it's easier to establish and maintain a sustainable pace that minimizes stress in the organization. We also build an organization that reflects our strengths, not our weaknesses.

## MAIN POINTS

### 1. Don't buy into the well-rounded myth.

Focus on growing your strengths and doing the things that add the most value to the organization; delegate your weaknesses.

### 2. Understand less is more.

The less you do, the more you accomplish and the more you empower others to accomplish.

### 3. Take time to develop other leaders.

Leadership is not primarily about *us* getting things done right; it's about getting things done right through *others*.

**“Admitting a weakness doesn't diminish your effectiveness, refusing to diminishes your effectiveness.”**