



INTERVIEW QUESTIONS

Courage: Mind the Gap

Please stand free of your comfort zone. By Ralf Schneider.

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Interviews in English and German · ralf.schneider@betterbusinesspartners.biz
4stepstocourage.com

Suggested interview questions

You studied 191 senior leaders over four years. What surprised you most?

That the gap was nearly universal: 93.7 percent were rated higher on bringing out the best in people than on delivering lasting results. Competence was abundant. Courage was not.

Is "three-quarters of leadership is courage" not an overclaim?

We hold it as a question, not a verdict. But 75.3 percent of the variance in judged effectiveness came down to four courage behaviours, on the ratings of 1,868 observers. That deserves the question mark.

What exactly is a courage moment?

The moment fear and responsibility arrive together. Something matters, so fear appears; beside it stands responsibility. The gap between them takes about two seconds to cross, or to lose.

Why do transformations really fail?

Rarely for technical reasons. They fail because the difficult conversations never happen. Strategies change on paper; behaviour stays the same.

Why a funny, illustrated book if the research is this serious?

Because nobody changes their behaviour after reading a report. The book is part sage, part jester: you smile, and then you realise it is about you. It was written to be handed to a colleague with a smile and a hint.

Is this not just psychological safety again?

Safety is the environment; courage is the act. Safety lowers the cost of speaking; courage is acting while it still costs something. The data says the second is what distinguishes effective leaders.

What does AI change about leadership courage?

AI can analyse, but it cannot assume responsibility. As machines answer more of the knowledge questions, the defining human capability in leadership stops being intelligence and becomes courage.

Where does courage go wrong?

When it serves the speaker's ego rather than the situation. Courage without care is cruelty with a better vocabulary. The book has a whole line about that.

German interviews: Ralf answers all of the above in German. German quotes supplied on request, never machine-translated.

Review copies and interview requests

Email ralf.schneider@betterbusinesspartners.biz with your outlet and preferred format. PDF review copies go out same day; print copies while stocks allow. Ralf records remotely, studio-quality setup, at flexible hours across time zones, and is in London in person 31 August to 4 September 2026. Languages: English and German, native.