

SERVANT LEADERSHIP



BEING THE LEADER GOD WANTS YOU TO BE

Module 1: Introducing Servant Leadership

Beliefs About People, Motivations and Leadership

Think about Stephen Ogulu, the recently retired Managing Director of KSM and answer the following questions.

1. What does Stephen Ogulu believe about the people who work for him at KSM?

2. What does Stephen Ogulu think motivates the people to come to work at KSM each day?

When you have completed this exercise, continue with this unit.

What God Believes About Us

Read the following Scriptures and try to identify what Jesus assumes about those who are

A. His disciples

B. Their motivations and their attitudes to work

Genesis 1:26–27, Matthew 25:14–25 and Ephesians 2:10

When you have completed the reading and made some notes about the question in your workbooks, continue with this unit.

Read the following Scriptures and try to identify what God assumes about the motivations of His followers

John 15:8 and Colossians 3:23–24

When you have completed the reading and made some notes about the question in your workbooks, continue with this unit.

Which of These Two Trees Best Illustrate Jesus Christ's View of Leadership and Why?



Banyan Tree



Bamboo Forest

Which of these two trees best illustrate Jesus Christ's view of leadership and why?

Five Statements That Jesus Might Make About Christian Leadership and Leaders

- ❑ Christian leadership is motivated by love for God and for the people we lead, not by the desire for position, more money and power or a sense of compulsion.
- ❑ As Christian leaders we depend upon God for everything and humble ourselves under his Word and Spirit.
- ❑ Christian leadership is not about position and privilege, but about the responsibility of serving and shepherding those we lead so that God's purposes are fulfilled in their lives and in the ministry we share.
- ❑ The people we lead must be equipped, enabled, and given every opportunity to perform in a manner consistent with their gifting and uniqueness. Ministry is an outcome of successful enablement.
- ❑ As Christian leaders we should see others as friends and equals, not as our servants, and we should interact with those we lead in a spirit of shared purpose, openness, humility, and vulnerability.

Questions From Philippians 2:5–13

1. What was the attitude Jesus had (v. 6)?
2. What action did Jesus take (vv. 7–8)?
3. What was the Father’s response (vv. 9–12)?
4. What is the promise for us (v. 13)?

When you have completed the answering the questions, continue with this unit.

How Does This Apply to Us As Leaders?

Secular Writers on Leadership

Robert Greenleaf: “The Servant as Leader” (1970):

“[Servant Leadership] begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead. . . The difference manifests itself in the care taken by the servant – first to make sure that other people’s highest priority needs are being served. The best test... is: o those served grow as persons; do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?” (Page 15)

In addition to serving, Greenleaf states that a servant leader has a social responsibility to be concerned about the “have-nots” and those less privileged. He also says that servant leadership values community because it provides a face-to-face opportunity for individuals to experience interdependence, respect, trust and individual growth.

Jim Collins and his Five Levels of Leadership in “Good to Great” (2001):

Level 1: Highly Capable Individual: The Level 1 Leader makes high quality contributions to the work of the organization. He/she possesses useful levels of knowledge and has the talent and skills needed to do a good job.

Level 2: Contributing Team Member: The Level 2 Leader uses his/her knowledge and skills to help the team succeed. He/she works effectively, productively and successfully with other people in the group.

Level 3: Competent Manager: The Level 3 Leader is able to organize a group effectively to achieve specific goals and objectives.

Level 4: Effective Leader: The Level 4 Leader is able to galvanize a department or organization to meet performance objectives and achieve the vision. This is the category that most top leaders fall into.

Level 5: Great Leader: The Level Five Leader has all the abilities needed for the other four levels, in addition, he/she has the unique blend of personal humility and professional will that is required to elevate an organization from mediocrity to sustained excellence. Level 5 Leaders have both modesty and courage. You won’t get a great organization without Level 5 Leaders at the helm.

Peter G Northouse in “Leadership: Theory and Practice” Sixth Edition (2013):

“Coercive power is one of the specific kinds of power available to leaders. Coercion involved the use of force to effect change. To coerce means to influence others to do something against their will and may include manipulating penalties and rewards in their work environment. Coercion often involves the use of threats, punishment, and negative reward schedules. Classic examples of coercive leaders are Adolf Hitler in Germany, the Taliban leaders in Afghanistan and North Korea’s Supreme Leader Kim Jong-il, each of whom used power and restraint to force followers to engage in extreme behaviours.

“It is important to distinguish between coercion and leadership because it allows us to separate out from our examples of leadership the behaviours of individuals such as Hitler and the Taliban. Our definition (of leadership) suggests that leadership is reserved for those who influence a group of individuals towards a common goal. Leaders who use coercion are interested in their own goals and seldom are interested in the wants and needs of subordinates. Using coercion runs counter to working *with* followers to achieve a common goal.” (Page 11)

Defining Effective Leadership

An Effective Leader:

1. Challenges the status quo, inspires a vision of “what could be,” and enlists others by appealing to their values, hopes, and dreams.
2. Empowers and unleashes others through inspiring, equipping and motivating them to be productive and fulfilled through meaningful expression of their giftedness and passions.
3. Coordinates and blends combined efforts in a positive, productive manner, which will result in fulfillment of organizational vision and mission.

Leaders Are Both Born and Made:

- ☐ Everyone can be a leader.
- ☐ God equips us with the gifts and temperament to be all He wants us to be.
- ☐ Essential leadership qualities and practices also must be learned.

SERVANT LEADERSHIP

BEING THE LEADER GOD WANTS YOU TO BE



Module 2: Understanding Yourself

Your Leadership Style: A Questionnaire

You should now work your way through the questionnaire which is printed on the next two pages. This questionnaire will help to identify your preferred leadership style.

In this questionnaire there are four groups of 10 statements each. For each of the statements circle:

1. If this statement ***describes you most of the time***
2. If this statement ***describes you some of the time***
3. If this statement ***does not describe you at all***

Please do not skip any statement!

GROUP 1 STATEMENTS	Describes me. . .		
<i>For each Statement please circle the number in the column that best fits you.</i>	MOST of the time	SOME of the time	NONE of the time
I grasp the big picture more quickly than others around me	1	2	3
I like to make things happen quickly	1	2	3
I am not very good at details	1	2	3
I tend to challenge the status quo (the way things always have been)	1	2	3
When necessary, I will take control to make things happen	1	2	3
I sometimes find it hard to be a good team player	1	2	3
Some people say that I am not a very good listener	1	2	3
I often get bored when my ministry become routine	1	2	3
I get frustrated when other people resist my ideas.	1	2	3
I welcome challenge and change—the more the better	1	2	3
TOTALS:			

GROUP 2 STATEMENTS	Describes me. . .		
<i>For each Statement please circle the number in the column that best fits you.</i>	MOST of the time	SOME of the time	NONE of the time
I am a person who generates enthusiasm in people around me	1	2	3
I work best when I am free from the control of others	1	2	3
I often put people ahead of programmes	1	2	3
Managing time is difficult for me	1	2	3
People like to be around me	1	2	3
I tend to take it personally when people disagree with me	1	2	3
I don't do very well with facts and detail work	1	2	3
I find it easy to express my thoughts and feelings	1	2	3
I do best when I sense that others really like me	1	2	3
I am effective in motivating others to work together	1	2	3
TOTALS:			

GROUP 3 STATEMENTS	Describes me. . .		
<i>For each Statement please circle the number in the column that best fits you.</i>	MOST of the time	SOME of the time	NONE of the time
People say I demonstrate patience and understanding	1	2	3
People say that I am easy to get along with	1	2	3
I am a good listener	1	2	3
People are just as important to me as the ministry programme	1	2	3
I do best in situations where people work together in harmony (happily)	1	2	3
I am most effective when my work situation is stable and secure	1	2	3
I do best when people let me know that I am appreciated	1	2	3
Too much change threatens me	1	2	3
My superiors can count on my loyalty	1	2	3
I do everything I can to meet the needs of those who are close to me	1	2	3
TOTALS:			

GROUP 4 STATEMENTS	Describes me. . .		
<i>For each Statement please circle the number in the column that best fits you.</i>	MOST of the time	SOME of the time	NONE of the time
I can be counted on to carry out a task I am given	1	2	3
One of my greatest strengths is paying attention to detail	1	2	3
If a job is worth doing, it is worth doing very well	1	2	3
I need to know exactly what is expected of me	1	2	3
I don't want to make decisions without having all the facts	1	2	3
I have difficulty in expressing my feelings	1	2	3
I am a cautious person who hesitates to take risks	1	2	3
I function well within known guidelines and policies	1	2	3
I am critical when my performance falls short of standards	1	2	3
People often wonder just what I am thinking	1	2	3
TOTALS:			

© Copyright 1996 by Development Associates International, USA. May not be reproduced without written permission.

SCORING

Now, score the questionnaire by going back to each of the Groups and for each Group total the number of times you circled the number 1 (in the Column headed "Most of the Time") and enter that number as your score in the box below.

GROUP 1

Your Score – total times you circled the number 1 in column 1:

GROUP 2

Your Score – total times you circled the number 1 in column 1:

GROUP 3

Your Score – total times you circled the number 1 in column 1:

GROUP 4

Your Score – total times you circled the number 1 in column 1:

Now rank these four groups from most to least in terms of the number of times you circle the number 1 in column 1

1. Most x1: Group ____
2. Second most x1: Group ____
3. Third most x1: Group ____
4. Least most x1: Group ____

The Group for which you scored most 1s is your dominant tendency. If you have an equal top score, both of those Groups will be equally dominant for you. Other Groups for which you scored five or more x1 are your secondary tendencies.

Your Leadership Style: Interpreting Your Results

Each of us will fall into one of four styles or patterns as we lead and work with other people. One (or possibly two of these styles) will be our dominant style. We may also have one or more of these styles which will be a secondary tendency for us.

Each of the styles has a different name and describes different ways that different people tend to prefer to exercise their leadership. The four styles are:

1. **Designer/Developer:** people who take charge and who rise to the challenge of bringing about change to make ministries more effective
2. **Motivator/Influencer:** people who have the ability to motivate and influence others to work together to achieve important outcomes
3. **Team Builder:** people who value relationships and seek to build strong relationships and who see unity and cooperation as being crucial to the implementation of vision and plans
4. **Implementer:** people who have the commitment to excellence in carrying out detailed and challenging tasks

When you scored the Questionnaire if your highest score was

1. your dominant style will be **Designer/Developer**
2. your dominant style will be **Motivator/Influencer**
3. your dominant style will be **Team Builder**
4. your dominant style will be **Implementer**

My Leadership Style is: _____

Descriptions of the Four Leadership Styles

Group 1: DESIGNER/DEVELOPER

Designer/Developers are people who

- ☐ *like to “take charge”*
- ☐ *rise to the challenge of bringing about change to make ministries more effective*
- ☐ *like to get things started*
- ☐ *can be very dominant, directive and very highly motivated*
- ☐ *like to motivate others*
- ☐ *are strongly focused on the vision and goals, but because this is such a high priority for them, people often get forgotten about (or even trampled on!).*

Designer/Developers Like Situations Which Allow for:

- ☐ *personal freedom*
- ☐ *authority*
- ☐ *variety*
- ☐ *opportunities to tackle difficult tasks*
- ☐ *opportunities to take calculated risks*
- ☐ *opportunities for advancement*
- ☐ *individuality*

Designer/Developers Respond Best to Others Who:

- ☐ *provide direct answers*
- ☐ *stick to business*
- ☐ *keep up with the pace*
- ☐ *stress logic*
- ☐ *keep up with the pack*

Group 2: MOTIVATOR/INFLUENCER:

Motivator/Influencers are people who

- ☐ *like to have people around them*
- ☐ *other people like being with*
- ☐ *encourage others to work together to achieve important outcomes*
- ☐ *tend to be expressive*
- ☐ *show their emotions*
- ☐ *are inspiring people to be around*
- ☐ *often make very good salespeople, because people like them and respond to them very positively.*

Motivator/Influencers Like Situations Which Allow for:

- ☐ *recognition of effort*
 - ☐ *friendly relationships*
 - ☐ *freedom from control and detail*
-

- ☐ *opportunities to motivate and help others*
- ☐ *the free expression of ideas*

Motivator/Influencers Respond Best to Others Who:

- ☐ *are friendly and reasonable*
- ☐ *are appreciative*
- ☐ *give recognition and acceptance*
- ☐ *seek social involvement*

Group 3: *TEAM BUILDER*

Team Builders are people who

- ☐ *are very people-oriented*
- ☐ *notice the needs that other people have, and want to meet those needs*
- ☐ *tend to be very friendly, open people*
- ☐ *are loyal to the group*
- ☐ *who are highly motivated to help a group work together effectively*
- ☐ *cooperate readily with others to carry out visions and plans.*

Team Builders Like Situations Which Allow for:

- ☐ *individual specialization.*
- ☐ *group identity.*
- ☐ *established work patterns.*
- ☐ *Security.*
- ☐ *clear goals and job description.*

Team Builders Respond Best to Others Who:

- ☐ *serve as a friend.*
- ☐ *allow time to adjust to change.*
- ☐ *allow freedom to work at one's own pace.*
- ☐ *provide support.*

Group 4: *IMPLEMENTER*

Implementers are people who are

- ☐ *strongly focused on the task that is to be done*
- ☐ *want everything to be done with excellence*
- ☐ *great at planning and in implementing those plans*
- ☐ *“get it done” people*
- ☐ *usually quite analytical*
- ☐ *quite cautious*
- ☐ *want to make sure everything is done well and that everything has been taken into account*
- ☐ *will carry out visions and plans with excellence and with great attention to detail.*

Implementers Like Situations Which Allow for:

- ☐ *specialization.*
-

- ☐ *precision.*
- ☐ *planning.*
- ☐ *security.*
- ☐ *stability.*
- ☐ *closure of the task.*

Implementers Respond Best to Others Who:

- ☐ *provide reassurance*
- ☐ *maintain a supportive atmosphere*
- ☐ *specify methods and standards*
- ☐ *recognize the value of the contribution made*

Leadership Styles: Learning from the Case Study

For each of the following leaders at Kingdom Signpost Ministries, try to identify their predominant style in working with others and try to list their strengths and their weaknesses:

Rev. Stephen Ogulu

Predominant style in working with others:

Strengths:

Weaknesses:

Rev. Victor Osco

Predominant style in working with others:

Strengths:

Weaknesses:

Bong Kim

Predominant style in working with others:

Strengths:

Weaknesses:

Stella Senge

Predominant style in working with others:

Strengths:

Weaknesses:

Your Leadership Style: How Other People See Us

If you are a ***DESIGNER/DEVELOPER***

Those who are similar may see you as. . .

decisive, independent, efficient and someone who gets things done.

Those who are different may see you as. . .

intimidating, uncaring, egotistical and dictatorial.

Action Steps that you can take:

- ☐ Learn to listen.
- ☐ Learn to be more patient.
- ☐ Be less autocratic.
- ☐ Assure those with whom you work that you notice and value their input.
- ☐ Explain why things are as they are.

If you are a ***MOTIVATOR/INFLUENCER***

Those who are similar may see you as. . .

stimulating, enthusiastic, outgoing, and personable.

Those who are different may see you as. . .

excitable, talkative, inefficient, and over-sensitive.

Action Steps that you can take:

- ☐ Be more sensitive about time.
 - ☐ Be more results oriented.
 - ☐ Be more courageous in backing your judgment.
 - ☐ Be less sensitive to personal criticism.
-

If you are a **TEAM BUILDER**

Those who are similar may see you as. . .

supportive, willing, dependable, reliable, and agreeable.

Those who are different may see you as. . .

conforming, timid, unimaginative, indecisive and slow.

Action Steps that you can take:

- ☐ Be more concerned with the overall vision.
- ☐ Be more decisive.
- ☐ Face confrontation.
- ☐ Learn to be more assertive.
- ☐ Do more to initiate ideas.

If you are an **IMPLEMENTER**

Those who are similar may see you as. . .

thorough, persistent, orderly, serious, and hard-working.

Those who are different may see you as. . .

having single vision, unimaginative, inflexible and boring.

Action Steps that you can take:

- ☐ Define and focus on the big picture or the overall goal.
 - ☐ Recruit people who have different styles to the team.
 - ☐ Listen to other members of the team and show that you value their input.
 - ☐ Feel safe in the management of these people.
 - ☐ Express authority.
-

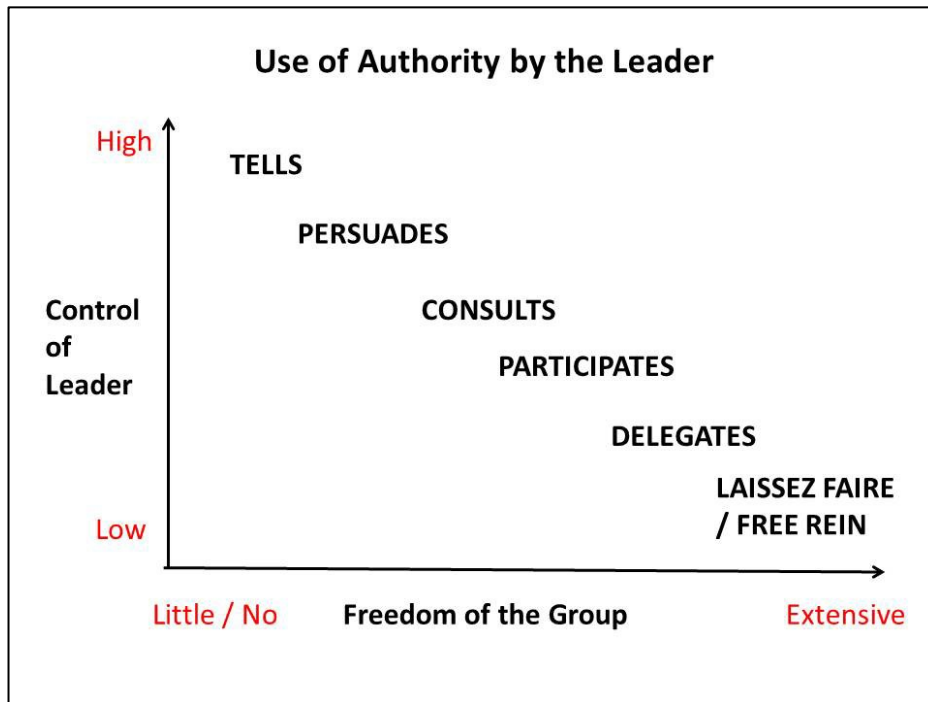
Were you surprised that you see yourself (and those who have a similar style to you) in one way, but that other people see you differently?

What do you notice about the different ways people see you?

How do you respond to the fact that people who are not like you see you more negatively than you see yourself?

As a team leader, with people with different characteristics in your team, what actions do you need to take to show that you value everyone (especially those who have a different style to your own) in the team?

Use of Authority by the Leader



Using the diagram that gives the continuum of leadership approaches, how would you describe Rev Ogulu's style in working with Alex?

How do you think Rev Ogulu could have managed Alex more appropriately in this situation?

Take another look at the Use of Authority Diagram on the previous page.

How would you describe Victor's Leadership Approach here?

Is this an appropriate approach for a leader take?

Why do you think this?

What do you think might happen in an organization which has been led by a leader demonstrating high control and changes to a leader who immediately begins to give his team more free-rein?

Think about how Victor, Bong and Stella need to be led to bring out the best in them.

List Victor's leadership characteristics:

Identify ways to best provide leadership – or management – for Victor:

List Bong's leadership characteristics:

Identify ways to best provide leadership – or management – for Bong:

List Stella's leadership characteristics:

Identify ways to best provide leadership – or management – for Stella:

Leadership Styles: A New Testament Example

Acts 15: 36–41

What do you think was the preferred leadership style of the Apostle Paul?

What do you think was the preferred leadership style of the Barnabas?

What do you notice about their different responses to John Mark? Why do you think they responded differently?

Bong Kim's Leadership

What problems about Bong Kim's leadership can you identify in this situation?

Final Application: A Personal Leadership Growth Plan

a. What have you learned about yourself in this session?

b. Have there been times when you have found it difficult to influence or provide leadership to other people whose style is different from your style. If so, what you can you learn from your experience and from what you have learned in this session, which would help you to be more effective in your leadership style and approach in the future?

c. Is there someone you are leading now that you find you are in conflict with?

If so, from what you've learned in this session, what can you do to help **them** understand **you** better so they can have a greater impact on your life and work?

What can you do to help yourself understand the other person in the conflict better?

If you are not currently in conflict with someone else, think back to a time when you were in a conflict situation: what could you have done to help the person you were in conflict with **you** to understand you better.

SERVANT LEADERSHIP

BEING THE LEADER GOD WANTS YOU TO BE



Module 3: Power

Words That Come to Mind When You Think of Power:

Authority
Force
Responsibility
Influence
Command
Control
Might
Strength
Abuse

Characteristics of Leaders You Have Served (or currently)

Think about some of the leaders you've served (or currently serve) under and:

a. Name the characteristics or qualities that made them good leaders to serve under

b. Name the characteristics or qualities of leaders you have served under that made them bad (or difficult) leaders to serve under.

Be very practical and talk about what you've actually experienced, rather than being theoretical

King Saul and Power

From your reading of 1 Samuel 9:1–27; 1 Samuel 10:14–16; 1 Samuel 11:1–15:
What characteristics do you see in Saul that made him suitable to be a leader?

From your reading of 1 Samuel 13:1–14; 1 Samuel 15:1–26; 1 Samuel 18:5–12:
What characteristics do you see in Saul in the second set of passages that now makes him unsuitable to be a leader?

From your viewing of Part 3 of the Case Study, what can you see that suggests that Rev Ogulu allowed the power he had as a leader to dominate and change him as a leader?

Leadership Styles and Their Impact on the Use of Power

Review what you learned in Module 2 about your leadership style and then answer the following questions:

a. Based on my leadership style what are my tendencies to misuse power?

b. What can I do to help my style avoid the misuse of power?

Final Application: A Personal Leadership Growth Plan

Undertake an honest self-assessment by prayerfully answering the following questions. It will also prove to be very helpful if you ask the following questions of at least one other person who knows you very well and who is willing to be honest with you. Here are the questions:

- A. What is your leadership style and how does that tend to impact your use of power?
- B. How did your experiences in childhood with your parents or siblings or in your early school days impact your use of power today?
- C. How does your culture's perspective on leadership or your experience of being led by others and their example impact how you use power in leadership?

SERVANT LEADERSHIP

BEING THE LEADER GOD WANTS YOU TO BE



Module 4: Developing Others

Experiences of Mentoring

Reflect on an experience where you were mentored by someone; then record your responses to these questions:

- A. What was helpful about that experience and why was it helpful?

- B. What was unhelpful or negative about that experience and why?

If you have never experienced being mentored:

- A. How might you find being mentored helpful?

- B. What would you most value about having a mentor?

John 13:1-17 Developing Others Begins in a Leader's Heart

Questions	<u>Servanthood</u> Read John 13:1–17
What do verses 1-3 tell you about Jesus and his motives in this situation?	
Why do you think their feet had not been washed as was the custom when they arrived for their meal?	
What do you think the disciples felt when Jesus began to wash their feet? V4-8	
How do you understand the meaning of Peter's refusal, and then request to be washed? V6-11	
What is the reason and explanation that Jesus gave for washing their feet? V12-17	
Application Questions	
Jesus acted first, and then explained – how does this relate to our leadership?	
What do you think Jesus meant when he challenged the disciples to wash one another's feet?	
What does this lesson of servant leadership have to do with developing others?	

Victor Developing Others

- a. Looking back through the Case Study, what were the steps Victor took to start mentoring others? List everything you can think of.
- b. What did the decision to mentor others cost Victor?

Reflect on the Example of Jesus

Ask yourself:

- a. Where does the majority of my energy go at this point in my leadership?
- b. Do I look more like Jesus or the popular leaders around me? Explain why you responded in this way.

Clinton's Phases of Growth as a Leader Timeline



Why do you think you are in this ministry phase:

The concept of this timeline is based on the work by Dr J Robert Clinton, which he published in his book "The Making of a Leader" (NavPress, 1988). In it, he talks about 6 Phases that happen over the lifetime of a leader:

Phase 1: Sovereign Foundations

By that, Clinton simply means the things that God initially and sovereignly does in our lives to build in basic components of who we are. These are the things in our youth that God does by His providence that there's almost nothing that we can do about. When we see them later, we can be so incredibly grateful for the grace of God.

Phase 2: Inner Life Growth

Here the leader is learning the importance of praying and hearing God. Our spiritual life is growing—it's a growth in discernment, understanding, obedience. He puts us to tests. This is when you can more clearly identify that a person has leadership potential. Often time persons are early in their career, and they get tested over and over and over again in the areas where they are failing—until they finally understand and are able to get it right. When they do, then God allows that ministry or business to expand a little bit. Aren't you grateful that God does this? He takes us around the same lesson again and again sometimes, until we finally get it.

Phase 3: Ministry Maturing

This is where you reach out to other people. It's often a time when you go back and you get some further training. Maybe some of you might identify that you're in this phase and that could be one reason why you're seeking some more training, like this workshop. You've been working at your position for some time. In this phase you more clearly can identify your gifts and your skills. As you do, you use them with increasing effectiveness. You really gain a much better understanding of other people's roles and responsibilities and how those impact you. You are growing enormously during this phase and it's showing in your ministry or work. God is able to use you much more effectively – and you are able to concentrate on your strengths.

Throughout these first three phases, we tend to like to be producing a lot, and focusing on our career or ministry, but that's not really what God's doing with us during this time. Primarily He's working on us. Most of us in these phases don't realize it. We get fairly frustrated because we're so busy trying to accomplish great things and do work for God. But—slowly but surely—God helps us realize that the only way we're going to be used by Him, is through what comes out of our lives, because of who we are.

Phase 4: Life Maturing

In Phase 4, the leader has pretty well identified his or her spiritual gifts – and is using them. It's becoming satisfying. You start understanding your priorities and are willing to let go of things that are not part of your central calling. In this phase real communion with God becomes incredibly important to you. It becomes a foundation. As you recognize how important it is, deeper and deeper communion with God results.

Phase 5: Convergence

Now in convergence, God moves the leader into a role that really matches his or her gift mix and experience, so that ministry and work is maximized. A lot of leaders never get to this phase. Sometimes this is due to their own failures. They're hindered by their own lack of personal development, spiritual development, or it can be the fault of the organization or company they're working with. They never really are given a chance to excel in their strengths and get into that role that will maximize their gifts. But whichever way, if you do get to this point, you have the opportunity to really, really be effective in ministry and your work.

Phase 6: Afterglow

I think very few of us get there. Afterglow is like the very best fruit of a whole lifetime of obedience and ministry to God. When you see this, you see older people who have given their entire lives to the work and/or ministry God called them to do. They have so much wisdom to share that they attract others because others see that in them. They're able to exert influence on large groups of others, just by who they are, and just their very character seeping out, it seems.

Final Application: A Personal Leadership Growth Plan

Now that we've looked at why we should develop others, Jesus example in developing others, and some skills needed and tools to use when developing others, take all the time you need to answer the following questions:

1. Pray and ask God for the names of at least three people he would like you to specifically invest in and develop over the next few months. Who are those people?
2. What can you do in the next month to start this process with each of these people? What are the steps you would plan to undertake with each one and what is the likely timing of taking those steps with each?

SERVANT LEADERSHIP

BEING THE LEADER GOD WANTS YOU TO BE



Module 5: Building Teams

Biblical Reflection: What God's Word says about Teams

Romans 12:3–18.

What does this passage say about working together and how we should work together?

Mark 2:1–12.

What evidences of effective team working can you identify from this passage?

The following information is based on Patrick Lencioni's book "The Five Dysfunctions of a Team" (Jossey-Bass, 2002)

1. Lack of Trust

Trust and respect are the foundation stones of any relationship and are critical when we are working with others. Essentially a lack of trust comes from team members' unwillingness to be vulnerable within the group. If we are not genuinely open with each other about our mistakes and weaknesses, it becomes impossible to building a foundation of trust.

How a lack of trust can cause problems for a team:

- ☐ Team members conceal their weaknesses from others
- ☐ Team members conceal their mistakes from others
- ☐ Team members hesitate to provide constructive feedback
- ☐ Team members hesitate to offer help outside of their area of expertise
- ☐ Team members fail to tap into the skills of others in the team
- ☐ Team members waste time and energy managing their behaviours for effect
- ☐ Team members hold grudges against other members of the team
- ☐ Team Members dread team meetings and find ways of avoiding spending time together

2. Fear of Conflict

The second dysfunction is the "Fear of Conflict". Teams that fail to build trust are incapable of engaging in a healthy discussion of ideas. However, if a team has overcome the "Lack of Trust", then a team is more able to handle conflict.

Most of us dislike conflict, and conflict is considered something negative in many settings – especially in Christian settings. However there are two types of conflict. There's destructive conflict, which is where one person tries to attack someone else in a negative way. And there's creative conflict, where teams discuss and resolve issues and where the focus is on ideas and concepts and where the team can openly discuss issues and agree together to what will be the best way ahead.

How a fear of conflict can cause problems for a team:

- ☐ *Ignore controversial topics that are critical to team success*
- ☐ *Fail to find out the opinions and ideas of team members*
- ☐ *Meetings are boring and unproductive*

3. Lack of Commitment

A fear of conflict leads to the third dysfunction, a "Lack of Commitment". Without having engaged in open discussion teams rarely, if ever, buy in and commit to decisions, although they may publically indicate they do so at meetings. In the context of a team, commitment is a function of two things: clarity and buy-in. By clarity we mean that everyone understands what has been decided; and by "buy-in" we mean that everyone is committed to support the decision, whether or not they completely agreed on the decision that was made.

Ways in which a lack of commitment can cause a problem for a team:

- ☐ *Lack of clarity around direction and priorities*
- ☐ *Miss opportunities due to excess analysis and lack of decision-making*
- ☐ *Lack of confidence*
- ☐ *Fear of failure*
- ☐ *Revisit discussions and decisions again and again*

4. Avoidance of Accountability

Lack of real commitment leads to “Avoidance of Accountability”. If there is no real commitment to a clear plan of action, most people will often hesitate to challenge other members of their team on actions and behaviours that seem counter-productive to the good of the team. The way this manifests itself in a team is when team members are unwilling to challenge other members of the team on behaviours, actions or performance of their responsibilities which might damage the team.

It can be uncomfortable to challenge someone else because of the way they treat other people, or because they’re not doing their job properly, and we often back away when we see a need to challenge another member of our team – whether we are the leader of the team or a team member.

Ways in which avoidance of accountability can cause a problem for a team:

- ☐ *Create resentment among team members who have different standards of performance*
- ☐ *Encourage mediocrity*
- ☐ *Miss deadlines and key deliverables*
- ☐ *Place an undue burden on the team leader as the sole source of holding everyone accountable*

5. Inattention to Outcomes

Lencioni calls this fifth dysfunction “Inattention to Results”, but we’re widening it to “Inattention to Outcomes”, because “results” sometimes can be seen more narrowly in financial terms, whereas what we need to be thinking about here are those outcomes that will enable a team to achieve its Mission and Vision. Inattention to Outcomes occurs when team members put their individual needs ahead of the collective goals of the team.

Some of the issues that a team sometimes has to face is that some members of the team are more concerned about their individual status than achieving the purpose for which the team has been formed, and they are not driven by achieving the goal. One of the very real issues for churches and Christian organisations is that some staff can have the feeling that just being in the organisation is enough and they don’t need to focus on what critically needs to be done. All they want is to simply survive, but that can be the road to extinction for the organisation.

Ways in which inattention to outcomes can cause a problem for a team:

- ☐ *Stagnate and fail to grow*
- ☐ *Be overtaken by its competitors (which can be other churches!)*
- ☐ *Lose its good staff*

- ☐ *Encourage team members to focus on their own careers and individual goals*
- ☐ *Be happy with mediocrity*
- ☐ *Be easily distracted*

Final Application: A Personal Leadership Growth Plan

Work through the following questions individually:

- a. Identify a team that you are either leader of or a team member of which you feel is working really effectively.
- b. Why do you think this team is working so well?
- c. Identify a team that you are either the leader of or a team member of which you feel isn't working as well as it could be.
- d. What specific challenges is this team facing?
- e. Using what you have learned in this session, identify the specific steps can you take to help this team function more effectively.

Undertake a similar assessment for any other team that you are part of that you feel isn't working well.

SERVANT LEADERSHIP

BEING THE LEADER GOD WANTS YOU TO BE



Module 6: Motivating Others for Excellence & Service

Which type of motivation have you experienced the most in your life, positive or negative? Take some time to think back and write down whether you experienced more positive or more negative motivation, in the following situations:

	Mostly Positive Motivation	Mostly Negative
As a child from your parents:		
In your school experience:		
In jobs you previously held in your life:		
In your current job role:		
In your church or fellowship:		

If you were advising Victor on his relationship with James, in what ways would you suggest that Victor could motivate James?

The Samaritan Woman at the Well

The questions for John 4:1–26:

Did the woman at the well meet any of Jesus' needs? Which one?

Did Jesus meet any of the woman's needs?

How did this "meeting of needs" multiply? In other words, who else's spiritual needs were met in the story as a result?

Final Application: A Personal Leadership Growth Plan

Prayerfully answer the following three questions, to help you apply to your leadership what you have been learning in this session. When you have finished, consider discussion your answers with a friend or mentor who you trust.

- a. If someone else asked those who report to you about the amount of spiritual authority you carry, what do you think their answer would be? Why do you say that?
- b. What is one thing you can do in the next month to earn more spiritual authority?
- c. What are three practical positive things you can do next week to motivate two of the people who report to you? (Refer back to your list in exercise 11 for ideas.)

When you have finished, consider discussing your answers with a friend or mentor who you trust.

SERVANT LEADERSHIP

BEING THE LEADER GOD WANTS YOU TO BE



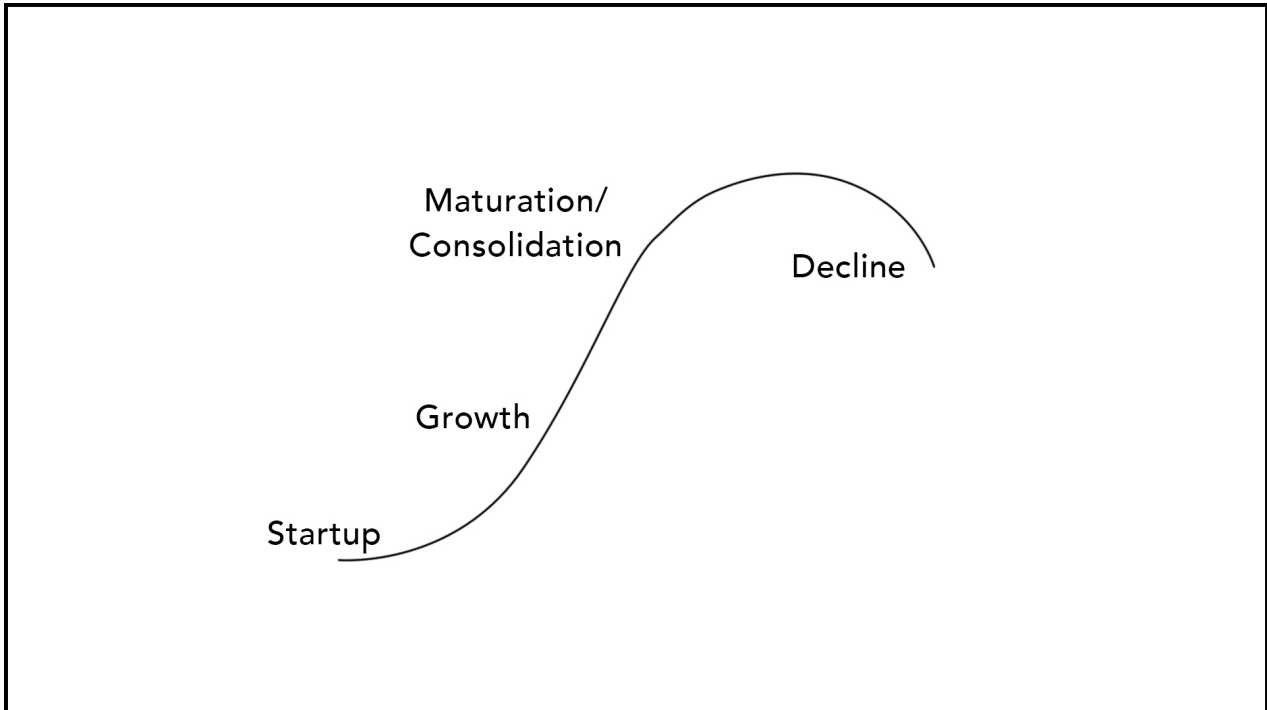
Module 7: Leading Change

Exploring our Feelings about Change

In Column One please list two changes which are currently affecting you in each of the five areas of your life. Instructions for Column Two will follow later.

COLUMN ONE	COLUMN TWO
Changes affecting the area in which my church is located 1. 2.	
Changes affecting the Spiritual condition of my local church 1. 2.	
Changes affecting my job/ministry/role 1. 2.	
Changes affecting my family 1. 2.	
Changes affecting me personally (other than those above) 1. 2.	

The S-Curve – Where Does Your Ministry or Church Belong?



Reviewing the Life and Ministry of a Church/Organization:

An Organizational Climate Assessment

On the next page are 10 statements that people might make about the life and ministry of a church or Christian organization.

Please consider each one carefully and consider the extent to which it is true of your church or organization. If a given statement is “very true,” draw a circle around “4.” If it is “not true at all,” circle “1” and so on. Please do this for every statement. You should only circle one number for each Statement.

When you have finished, add the circled numbers for each column and then add the total numbers for each column together to make a total Score.

Statements that people make about the life and ministry of a church or organization

	<i>This statement is:</i>			
	Not true at all	Not Really True	Somewhat True	Very True
We are moving in directions that will make a real difference for Christ and His Kingdom	1	2	3	4
We are constantly seeking new ways to minister with effectiveness	1	2	3	4
Our organization is accountable to an active board composed mostly of outside members	1	2	3	4
The Leadership seeks the input from all who will be affected and involved when major decisions are made	1	2	3	4
Staff are free to take initiative without constantly seeking management approval	1	2	3	4
Every effort is made to place people in jobs that make best use of their background and gifts	1	2	3	4
There is genuine commitment to make sure that staff are trained and equipped to be effective in all that they do	1	2	3	4
If asked, most staff will tell you that they feel valued both as a person and for their ministry contribution	1	2	3	4
Anyone with a new idea or grievance will be taken seriously	1	2	3	4
Most will agree that their jobs are meaningful and satisfying	1	2	3	4
TOTALS:				

TOTAL SCORE:	
--------------	--

Change in the New Testament

Read Acts Chapter 10 and also Acts Chapter 11: 1-18

Then note the changes that the different characters in the account had to face the responses they made to those changes:

	Changes needing to face:	Responses to the changes:
Cornelius:		
Peter:		
Those who heard Peter's Message:		
The disciples who travelled with Peter:		
The church in Jerusalem:		

Acts 15:1-35 Exercise

In Acts 15:1–35 we see a significant change in the approach of evangelism for the early church, which widened the ministry of the disciples from wanting to reach just the Jews, to the Gentiles as well. As you read through In this passage, identify, as far as you can each of the Change Steps which they took to initiate this change.

Final Application: A Personal Leadership Growth Plan

Where is your organization, church or ministry on the S-Curve? *You may find it helpful to draw the S-Curve here and mark on it where you would place your ministry on the curve.*

What **needs** to change and what **has** to change in your organization, church or ministry?

What are the first steps you plan to take to initiate these changes? Outline them in some detail.

Then review the responses (it will probably be helpful to do this with your leadership team) using the following questions to guide your thinking:

- a. Which areas do you see where there is a high percentage of agreement that the statements are true?
- b. These will be your strengths as a church or organization. In what ways can you continue to maintain these positive features in your organization and build on them?
- c. Which areas do you see where there is a high percentage of agreement that the statements are not true?
- d. These identify some of the weakness you have as a church or organization. What can you do to address these weaknesses?

An Organizational Climate Questionnaire

Here are 10 statements that people might make about the life and ministry of our church or ministry. Please consider each statement carefully and consider the extent to which it is true of your church or ministry. If a given statement is "very true," draw a circle around "4." If it is "not true at all," circle "1" and so on. Please do this for every statement. You should only circle one number for each statement. When you have finished add the circled numbers for each column and then add the total numbers for each column together to make a total score.

	<i>This statement is:</i>			
	Not true at all	Not Really True	Somewhat True	Very True
We are moving in directions that will make a real difference for Christ and His Kingdom	1	2	3	4
We are constantly seeking new ways to minister with effectiveness	1	2	3	4
Our organization is accountable to an active board composed mostly of outside members	1	2	3	4
The Leadership seeks the input from all who will be affected and involved when major decisions are made	1	2	3	4
Staff are free to take initiative without constantly seeking management approval	1	2	3	4
Every effort is made to place people in jobs that make best use of their background and gifts	1	2	3	4
There is genuine commitment to make sure that staff are trained and equipped to be effective in all that they do	1	2	3	4
If asked, most staff will tell you that they feel valued both as a person and for their ministry contribution	1	2	3	4
Anyone with a new idea or grievance will be taken seriously	1	2	3	4
Most will agree that their jobs are meaningful and satisfying	1	2	3	4
TOTALS:				

SERVANT LEADERSHIP



BEING THE LEADER GOD WANTS YOU TO BE

Module 8: Mission, Vision and Values

Nehemiah: An Example of a Leader

Nehemiah 1:1–4 and 2:1–5, 11-12 and 17–18

Try to identify a single word that describes a specific characteristic of leadership following each section of scripture.

Memorandum

To: Victor Osco; copies to James Stefanus, Fred Mengistu and Bong Kim

From: Stella Senge

Re: A New Beginning

Praise to our Living God. Manna came down from Heaven yesterday. I feel like I have been reborn. God came into our lives and has given us what I think may be the road to a new beginning. I just couldn't put down the notes until God showed me what I think He is trying to say to us. Kabuli of today is not the country it was at independence. Many things have changed and the Christians have not. Here is what I think God said to us yesterday.

1. Younger people are turning their backs on Jesus Christ.

Many under 40 look at Christianity as just one of the many ways to find meaning in life. They have been blinded by Satan to believe that a loving God has a wide open door for everyone. All that really counts is to be sincere in your belief, no matter what it is. They also are turning to the god of success. They will do everything they can to escape poverty. What they want is education and a good job. And the more they get into this life, the less interest they have in spiritual truth.

2. Christians are increasingly being labelled as intolerant and outmoded.

These people cannot accept Christ as the only way and resent it greatly when we keep pressuring them into accepting Him. They seem to have no idea of who Jesus really is, and I'm afraid that our lives are doing a poor job of showing them.

3. The church is losing its message.

Our largest denominations, the Anglicans and the Fellowship of the Elect and Redeemed, aren't growing. Most who attend are over 40. Also, we seem to be closing ourselves off from all that is happening, which is destroying the Kabuli we once knew. People keep asking why Christians tolerate the corruption of this government and its "Christian" president. And what response do we have to the sad truth that the "rich get richer while the poor get poorer?" I thought Christ came to release the poor and the oppressed.

4. Our people have alternative media sources which they are turning to.

The internet, television, DVDs and radio are alternative sources that our people, particularly our younger people are turning to. We need to recognize that our people are reading less, and want more appealing looking publications rather than those we've been publishing in recent years.

5. KSM no longer is speaking to our people.

All of us agreed that Christians need real help in developing a lifestyle based on the Kingdom of God. But what effect are we having through our books? Very little.

Our Challenge

It's time to make KSM into a powerful, relevant voice which speaks to both Christians and non-Christians in life changing ways. And we've got to be more than just a tired denominational publisher. If we aren't willing to take these steps, I wonder if we will have a future. And, even more important, should we have a future?

Agreeing on Core Values

1. Evaluate the process which Victor followed to develop a set of Core Values. What do you think about this process?
2. Consider the statement of Core Values for KSM. What are its strengths?
3. Try to find a single word or short phrase that encapsulates each of these values.

Final Application: A Personal Leadership Growth Plan

All of us from time to time must clarify Mission, our Vision and our Core Values. The process can be a lengthy one, but it's important to take the first steps. As soon as possible after this workshop is over, gather the key leadership of your ministry or church (or department or team) together for a day or two and with them work through the processes we have outlined in this workshop. You may need to hold several meetings with your team meeting together to complete the process. In these meetings, your objectives are to:

First, identify the major core values of your organization and how you will help everyone in the organization understand and embrace them.

Second, review your present Mission Statement (or Purpose Statement) and change it where necessary, so that you will have a clear road map to follow as you attempt to build an even more effective ministry in these difficult times. If you don't have a Mission Statement, this will be the time to create a Mission Statement for your organization.

Then try to look forwards and describe what you hope will be different in 3-5 years' time, and formulate it into a Vision Statement.

To help you prepare for this meeting or series of meetings, we want you to some time outlining the process you will use to achieve each of these objectives

SERVANT LEADERSHIP

BEING THE LEADER GOD WANTS YOU TO BE



Module 9: Resolving Conflict

Conflict in Your Church or Ministry

Reflect on a conflict situation in your church, ministry or organization – and analyze the conflict by working through the following questions:

a. What are / were the issues?

b. Who is / was involved?

c. In what ways did other members of the church or ministry get involved?

Conflict in Your Church or Ministry cont.

d. How did the conflict impact the church or ministry?

d. How were you involved?

e. How is the conflict being dealt with? (or, if it's a past conflict, how was it dealt with?)

f. How would you describe the relationship today of the parties involved?

Conflict in Your Culture

a. How do people in your culture normally deal with conflict situations?

b. How effective is this process in providing a long-term solution to conflict?

c. Is conflict dealt with any differently in your church or ministry? If so, how is it handled?

Final Application: A Personal Leadership Growth Plan

- a. Is there anyone in your church or ministry that you are currently finding difficult to work with? Who are they?

Why are you finding these relationships difficult?

What do you need to do to change these relationships?

- b. Are there any people in your church or ministry who you are currently in conflict with? Who are they?

For each conflict:

Explain how it started.

Identify which stage on the conflict curve it has reached.

Identify what you need to do to heal the conflict.

- c. Are there any people in your church or ministry that you are aware are in conflict with each other?

Who are they?

What do you need to do to help them reconcile?

- d. What practical steps have you taken to forgive someone in the past? List them here.

- e. Write your own definition of forgiveness here.
-

SERVANT LEADERSHIP

BEING THE LEADER GOD WANTS YOU TO BE



Module 10: Integrity and Accountability

David and Nathan

2 Samuel 12:1–12.

a. Who did God use to hold David accountable in this story?

b. What was Nathan's role or position?

c. Could David have ignored him or had him killed?

2 Samuel 12:13–25.

List all the places in the story where we have evidence of David's humility.

Sources of Accountability

Below is a list of scriptures: Read each one and then name as many different sources of accountability as you can find that these scriptures suggest that a leader can/should have.

- Mark 12:17

- 1 Corinthians 16:1–4

- Hebrews 4:13

- Hebrews 13:17

- Romans 2:3–8

- Romans 14:10–13

Practical Accountability Tools – For a Pastor

Thinking about the church that you attend, discuss:

- a. What accountability structures exist to hold the Senior Pastor accountable?
- b. What accountability structures exist to hold the other staff accountable?
- c. Which accountability structures are effective in holding the Senior Pastor and the staff accountable?
- d. Which accountability structures are ineffective?
- e. Then list the reasons why some structures are effective and others are not.

Appropriate and Inappropriate Board Action

Answer the following questions:

- [illegible]

Example of a Board Matrix for KSM

		Qualities You Have				
Needed Qualities		Rev. Ogulu	Stella	Sharon	Fred	
	Spiritual Maturity					
	Publishing					
	Media					
	Finance					

Go through and answer each of the “Accountability Questions from “Leading the Way” by Dr. Paul Borthwick, published by Gabriel Press, 1989, page 208. Then discuss your answers with a trusted Accountability Partner:

1. How is your relationship with God right now?
 2. What have you read in the Bible in the past week?
 3. What has God said to you in this reading?
 4. Where do you find yourself resisting Him these days?
 5. What specific things are you praying for in regard to others?
 6. What specific things are you praying for in regard to yourself?
 7. What are the specific tasks facing you right now that you consider incomplete?
 8. What habits intimidate you?
 9. What have you read in the secular press this week?
 10. What general reading are you doing?
 11. What have you done to play and relax recently?
 12. How are you doing with your spouse? Kids?
-

13. If I were to ask your spouse about your state of mind state of spirit, state of energy level, what would the response be?
14. Are you sensing spiritual attacks from the enemy right now?
15. If Satan were to try to invalidate you as a person or as a servant of the Lord, how might he do it?
16. What is the state of your sexual perspective? Tempted? Dealing with fantasies? Entertainment?
17. Where are you financially right now? (Things under control? Under anxiety? In great debt?)
18. Are there any unresolved conflicts in your circle of relationships right now?
19. When was the last time you spent time with a good friend of your own gender?
20. What kind of time have you spent with anyone who is a non-Christian this month?
21. What challenges do you think you are going to face in the coming week? Month?
22. What would you say are your fears at this present time?
23. Are you sleeping well?
24. What three things are you most thankful for?
25. Do you like yourself at this point in your pilgrimage?
26. What are your greatest confusions about your relationship with God?

SERVANT LEADERSHIP

BEING THE LEADER GOD WANTS YOU TO BE



Module 11: Conclusion

Reflect on what you have learned and experienced in this course on “Servant Leadership: Being the Leader God wants you to be”.

a. What are the most significant things that you have learned and experienced that you have already applied to your life and ministry? List them here:

b. What do you still need to apply in your life and ministry? List them here:

- You may find it helpful to share these lists with your accountability partner and ask him or her to hold you accountable to maintain and implement your plans to implement what you've been learning.*

