

Servant Leadership

Being the Leader God Wants You to Be

Module 1

Introduction to Servant Leadership

Unit 1 – Introduction

Welcome to this course: Servant Leadership – Being the leader God wants you to be. This is a survey course really, touching on issues that most leaders face and helping you explore how to find your own solutions for them. By the end of this course you will understand your own God-given leadership style and appreciate how that impacts the decisions you make. Better yet, you'll begin to understand how different many of your staff are from you, as well as how much you need them!

You'll learn about the power that comes with leadership and how God intends that to be used. We'll also talk a lot about the model of Jesus as a servant leader and what we can learn about following him, enabling others, and releasing them, as well as ourselves, to be all God intended us to be!

Now, before you begin the course, you should download the Student Workbook. Above this video you will see a "Materials" tab, click on that tab, download and then print out the Workbook. You will be working on exercises there throughout the course. So come along on this journey with us and learn, grow, and enjoy the experience! We are excited you are here!

Unit 2 – Leadership Can Be Challenging

Leadership today is more deeply challenging than ever before and it can be more difficult to find really good leaders. Most of us lead according to our cultures, our background, what we've seen others do.

I am sure that many of you who are taking this online course have many years of experience of leadership.

Whether we've been a leader for just a short time, or we've decades of experience, we're not novices when it comes to knowing about leadership.

What this course is going to focus on is how you can be even more effective as a leader.

One thing that this course is going to continually ask you to think about is why you lead as you do.

It will also ask you to consider whether your leadership reflects the values of God's Kingdom or the values of your culture.

We all struggle with this issue: whether our leadership reflects the values of God's Kingdom or not, and we're not the first to struggle it.

Now, I want you to read Mark 10: 35-45, which is below, and then continue with this unit.

So what is it that James and John are looking for here? Do you think they

- A. Want to get Jesus' attention
 - B. Want power
- Or
- C. Want to be Jesus' favourites'

Yes, B, they want power. This request comes towards the end of Jesus's ministry. In the next chapter of Mark, Mark 11, we get the Triumphal Entry into Jerusalem, so James and John had been with Jesus for almost 3 years, yet they still didn't understand the approach to leadership that He was encouraging.

Another question to think about: Why are the other ten disciples indignant with James and John? Is it because they

- A. Don't get along with James and John.
 - B. Are jealous of James and John.
- Or is it
- C. They were upset because James and John had gotten their request in first!

Yes, A. Jesus compares the cultural approach to leadership "the rulers of the Gentiles lord it over them..." with his approach to leadership "whoever wants to be great among you must be your servant. . ." James and John, and the other disciples, were still thinking about leadership from a cultural perspective and that they were still confused about the model of leadership that Jesus wanted to see amongst those who followed him.

Now think about leaders that you know about in your own country/area. These could be leaders in your own country or in other countries or people whose leadership you have worked under. What are some of the words that you would use to describe them as leaders? What words come to mind? Write down these words in your Workbook for this module and when you have completed this, continue with this unit.

We probably react quite positively to some of these words, and we probably react negatively to others.

Here are some words that people have reacted positively to:

Influence

Integrity
Enabling

Why do you think you reacted positively to these words? Well, we tend to react positively to certain attributes of leadership that reflect those words.

And here are some words that people have reacted negatively to:

Autocratic
Crushing
Manipulative

And, why do you think you reacted negatively to these words? Well, we tend to react negatively to other attributes of leadership that reflect these words,

It's very easy for us to adopt as our model of leadership the examples of leaders that we see around us. The question that this course raises is should we be leaders like the others around us, or do we want to be counter-cultural and to follow the example of leadership that Jesus wants from us?

I'm sure that most of us would say that we want to be leaders after the model of Jesus, but it's very difficult to make the change from what we've always done, and what everybody around us is doing.

And we hope that during this course you will learn how to adapt your leadership approach, so that you do try to follow the example of Jesus, but it's important to realise how difficult that's going to be.

Now I want you to put your hands together like this. Go ahead, I'll wait.

Now, how many of you have your right thumb above the left? And how many your left thumb left above right?

Now try and change, so you have the other thumb is on top.

How do you feel about that? Uncomfortable?

Any time you change a habit that you've done a long time, it can feel very uncomfortable.

That's what changing your approach to leadership will feel like. You may need to try out some of the changes in your approach to leadership that we talk about in this workshop

more than once. At first it won't feel right, but that's what God is asking us to do . . . to make these changes, for our leadership to be more like his approach to leadership.

It may mean that we will need to get out of our comfort zone and not take the approach we've always done, but to try new approaches to our leadership.

Now, we're going to be looking at a Case Study that might help us to learn something about leadership. We will be developing this story as we proceed from one module to the next because it touches issues of leadership, which are common throughout the world. It is not intended to represent an example of either "good" or "bad" leadership. Its purpose is to provide a realistic context in which we can explore what makes for effective leadership in whatever environment we are living, ministering and working in.

Unit 3 – The Saga of Kingdom Signpost Ministries

As the air conditioner flickered back to life for the third time on that really hot and humid day Rev. Victor Osco sat back in his office at Kingdom Signpost Ministries (better known as KSM) to reflect on his first month as Managing Director.

Victor had never dreamed he would be in a position such as this by the age of 38. A graduate of Ambassadors of God Bible College, he had enjoyed his relative obscurity as pastor of a growing Ambassadors of God Church in one of the regional capitals. No doubt the growth of this church had caught the attention of his uncle, Rev. Stephen Ogulu, who had been the Managing Director of KSM until his recent election as Moderator of the entire Ambassadors of God denomination, the largest denomination in the country of Kabuli.

He reflected back on the surprise that he and his wife felt when the call came to join KSM in this important role. Everything seemed to confirm this was God's will for his life, and he was fortunate to spend six weeks observing and learning from his distinguished uncle. However, although Rev. Ogulu stepped down as Managing Director, he remained in an office on the KSM compound, having been appointed as Chairman of the KSM Board.

Victor spent much of his first month trying to understand the organization better. Yet the more he learned, the more uneasy he became. He knew he could not fill his uncle's shoes—his uncle truly was one of a kind. While everyone was very kind and welcoming during that early honeymoon period, the inevitable comparisons with his uncle began.

His confidence began to crumble to the point where in the privacy of his office he prayed, "Lord, why did you bring me here?"

Victor's plea echoes the feelings of many that are put into leadership positions with little in the way of training and background. The reasons for this will hopefully become more apparent as we briefly review KSM's history.

Kingdom Signposts Ministries is a publisher of tracts and other evangelistic materials located in the small country of Kabuli, a flourishing European colony from 1879 to the time of independence in 1975. The Ambassadors of God Church was planted by pioneering missionaries from the World Ambassadors of God (WAG). The missionaries from the west played a dominant role in the growing church until most of them were forced to leave the country by the government in the early nineties.

KSM had been founded by WAG in 1957 by Peter Rubella, an expatriate missionary who served as Managing Director until he had to leave the country in 1991. The original mission statement of KSM is still displayed prominently on the front wall: "Fulfilling the Great Commission through the printed word."

When Peter Rubella left the country, Rev. Stephen Ogulu, the pastor of the main Ambassadors of God Church in the capital and by then a member of the KSM board, was asked to become Managing Director.

Rev. Ogulu had graduated from the Ambassadors of God Bible College and had also studied at the WAG Seminary. He is from the dominant tribe in the country, as are most of the top leaders in the church and indeed in the country. Over the years since his graduation he has served on the boards of many other organizations and is recognized in the country as a distinguished Christian statesman.

Rev. Ogulu had worked hard at restoring relationships with WAG's Western headquarters and had become well-known in the West. Many of WAG's publication projects were printed in Kabuli by KSM and the KSM shop became a popular outlet for western books in this part of the world. As a result, KSM became the leading Christian publisher in the country.

KSM now has a total of 28 full-time and 11 part-time staff. The Executive Committee has three members in addition to the Managing Director. These are:

Stella Senge, Director of Accounting

Bong Kim, Director of Production
Rev. Fred Mengistu, Director of Church Relations

At one time the person responsible for writing and editorial work was also a member of this committee, but several years ago Rev. Ogulu removed him from the Executive Committee for no clear reason.

If you were to enter the doors of KSM during Rev. Ogulu's time as Managing Director, several things would have been apparent:

Firstly, as is traditional in this country, the Managing Director occupied the largest office and enjoyed the usual benefits of a comfortable home, a company car, and driver. There was always constant activity in the part of the building where his office was located, as department heads and others sought his approval before taking actions. As one outsider observed, "Rev. Ogulu's long shadow falls on all who work here."

Secondly, there always seemed to be a shortage of qualified people, which meant that most of the staff had to pitch in where needed regardless of their background or training. Sadly, over the years it had become painfully obvious that those who had joined the staff with specialized training or university degrees seemed to leave quickly for higher paying jobs in international agencies or in the private sector.

Thirdly, Rev. Ogulu seemed to find it difficult to delegate responsibilities to others. He seemed to feel the need to stay on top of what others were doing to ensure that things were going the way he wanted. He had never forgotten the deep personal hurt he had felt and the harm done to the ministry by an employee he had trusted, but who had subsequently embezzled a substantial sum several years before.

Few people would say they knew Rev. Ogulu very well, even Stella Senge, who had served at KSM for twenty-three years. Although he was outwardly friendly, in reality, he was a very private person. There is no question, however, that he was a genuine visionary, that he had remarkable speaking and motivational skills and that he liked to be in charge. He strongly influenced the Board in determining the direction of the ministry and dissenting voices were discouraged and often found themselves sidelined. Soon after taking up his new appointment, Victor discovered that KSM had recently been falling on hard times. There were several factors which had contributed to the difficulties. Rising costs had led many clients to publish outside the country where prices were much lower. In addition, two Christians from another denomination had started their own publication ministry using contemporary computer-driven processes, a technology that

KSM did not possess, allowing them to significantly undercut the prices that KSM were offering.

At the same time that KSM's very future was being threatened there were also clear signs of renewed interest in the Gospel together with a spiritual revival in both the urban and rural communities. The church is finally growing after decades of stagnation, mostly because of new life from indigenous charismatic groups. Western authorities estimate that between 34% and 55% of the country is Christian. Most within the country, however, feel the actual figure probably is at the low end of the estimates. A large percentage of the population still embraces traditional religions and with the recruitment of overseas workers by the government there has been a significant number of Muslim and Hindu immigrants into Kabuli.

It did not take Victor long to discover he could not duplicate Rev. Ogulu's long shadow over the organization. He had never felt comfortable giving directions and rebukes. By nature, he is a team player who would rather place the initiative in the hands of others who are more qualified than he is. As he looked back, at the end of that hot and humid day, on his first month as Managing Director of KSM, his sense of self-doubt deepened, and his heart cried out, "Oh Lord, can I be a leader?"

Unit 4 – What Kind of Leadership Do You See?

Think about Stephen Ogulu, the recently retired Managing Director of KSM and in your workbooks for this module, 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?

Write down your answers to these questions in your Workbook for this module and when you have completed this, continue with this unit.

Well, I think he would have as his main points:

Always keep control

Never trust anyone

All important decisions must pass by his desk

Never let anyone get too close to you

The answers to this question essentially reveals Stephen Ogulu's leadership philosophy. And if you believe what Stephen believes about people, you can understand why this is his leadership philosophy.

Now, Rev. Ogulu isn't a bad person. It's just that he has a particular view of leadership.

So, what are some words and phrases you might use to describe the kind of leadership that you see in your country? In the countries around the world where we have taught this course people have said:

They have vision

They look like a leader

They use certain Biblical principals out of context to support their philosophy

They treat their followers like sheep – as helpless

They carry God's anointing

They tell the people exactly what they want them to do

And that they don't trust anyone too much

It's important to notice that what Stephen believes about people drives his leadership philosophy.

Now as you read the scriptures below, we want you to try to identify what Jesus assumes about those who are his disciples, their motivations and their attitudes to work. So, below, read Genesis 1: 26-27, Matthew 25: 14-25 and Ephesians 2:10. The question is: Try to identify what God assumes about those who are his disciples. When you have completed the reading and made some notes about the question in your workbooks, continue with this unit.

Here is what some people listed as answers to the question: What does God assume about those who are his disciples?

People are made in the image of God

They can be trusted

We are followers of him

We are fruitful

We are family

We have the abilities we need

Now read the scriptures below and as you do, we want you to try to identify what God assumes about the motivations of His followers. So, read John 15: 8 and Colossians 3:23-24. The question is: Try to identify what God assumes about the motivations of His followers. When you have completed the reading and made some notes about the question in your workbooks, continue with this unit.

Here is what some people listed as answers to the question: What does God assume about the motivations of His followers.

Joy
Submissive to God's will
Productive/ Industrious
To be in relationship
Can be selfish

Now let's look at the answers to these two questions next to the list of Stephen Ogulu's assumptions about the same issues. What do you notice about these two lists? Yes, they are almost completely opposite of each other.

Unit 5 – What God's Word Says About Leadership

Now let's explore what God's Word says about leadership. We will read a verse and then see what each one says about leadership. The first verse is John 20:21.

John 20:21

Again Jesus said, "Peace be with you! As the Father has sent me, I am sending you."

Now, what does this verse say to us about leadership? Here is what some people have said:

Leaders should share their responsibilities and authority with those who follow them.
Be free to send, delegate, but be a good example

A good way to summarize these answers would be: Share Leadership With Others.

Now let's look at Mark 6:7

Mark 6:7

Calling the Twelve to him, he began to send them out two by two and gave them authority over impure spirits.

What does this verse say to us about leadership? Here is what some people have said:

Leaders multiply their leadership impact by sharing responsibility and authority, empowering others to lead as well.

Not individual pursuit

Give lots of opportunity

A good way to summarize these answers would be: Empowering

Now let's read Mark 10:42–45

Mark 10:42-45

Jesus called them together and said, "You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many."

What does this say to us about leadership? Here is what some people have said:

Leaders follow Jesus rather than seeking an important position for themselves.

Great leaders serve others

Don't lord it over others

A good way to summarize these answers would be: Don't Dominate

Now let's look at this passage: Philippians 2:5–9

Philippians 2:5–9

Your attitude should be the same as that of Christ Jesus: Who being in very nature God, did not consider equality with God something to be grasped, but made himself nothing,

taking the very nature of a servant, being found in human likeness. And being found in appearance as a man, he humbled himself and became obedient to death – even death on a cross. Therefore God exalted him to the highest place and gave him the name that is above every name.

What does this say to us about leadership? Here is what some people have said:

Leaders give up personal rights and then they can find greatness in service to others.

Don't claim position

Submissiveness to God

Respect the authority of others over you

A good way to summarize these answers would be: Don't Claim Personal Position.

Now let's read Luke 14:7–11

Luke 14:7–11

When he noticed how the guests picked the place of honor at the table, he told them this parable: "When someone invites you to a wedding feast, do not take the place of honor, for a person more distinguished than you may have been invited. If so, the host who invited both of you will come and say to you, 'Give this man your seat.' Then, humiliated, you will have to take the least important place. But when you are invited, take the lowest place, so that when your host comes, he will say to you 'Friend, move up to a better place.' Then you will be honored in the presence of your fellow guests. For everyone who exalts himself will be humbled, but he who humbles himself will be exalted."

What does this say to us about leadership? Here is what some people have said:

Leaders humble themselves (don't push themselves forward) and wait for God to give them their rewards.

A good way to summarize this answer would be: Show Humility.

Now, finally, let's take a look at John 15:15

John 15:15

I no longer call you servants, because a servant does not know his master's business. Instead I have called you friends, for everything that I learned from my Father I have made known to you.

What does this say to us about leadership? Here is what some people have said:

You're not a slave driver

Share the information you have that can be shared

Mutual respect; relationship

People who work with you should be seen as friends and partners in the work, not as servants.

A good way to summarize this answer would be: Be in relationship with our team members.

From God's perspective, to be a great leader, you need to:

Share Leadership With Others

Be Empowering

Not Dominate

Not Claim Personal Position

Show Humility and

Be in relationship with our team members

Unit 6 – Five Statements That Jesus Might Make About Christian Leaders

As a summary of what we've been talking about, here are five statements that Jesus might make about Christian leadership and leaders.

1. 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.

2. As Christian leaders we depend upon God for everything and humble ourselves under his Word and Spirit.

3. 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.

4. 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.

5. 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.

We need to remember the example of Jesus as a leader.

- He lived with his people
- He called them his “friends”
- He didn’t regard them as his servants
- They weren’t people that he had to force to do their tasks
- He taught them
- He built them up; even when they failed
- He encouraged them
- He interacted with them in a spirit of openness, humility and vulnerability.

Jesus had all power, but he never lorded it over his disciples!

Read Philippians 2:5-13 below and then turn to your workbooks for this module and answer the 4 questions you find there about this scripture. When you have completed your answers, continue with this unit.

The first question is: What was the attitude Jesus had (v. 6)? Some people have said:

He didn’t use his position for his own gain
It was not about me

Next question: What action did Jesus take (vv. 7–8)? Some people have said:

Sacrificial obedience

Next: What was the Father’s response (vv. 9–12)? Some people have said:

Gave Jesus his privilege back – but even more so

And finally: What is the promise for us (v. 13)? Some people have said:

Work through him

His purpose will be worked out through us, if we will let Him do it

He gives us the resources to do his work

The glory goes back to Him

So, how does this apply to us – as leaders?

If Jesus led as a servant, so should we. God has given us the gifts that we need to be leaders.

What are your thoughts on what we've been talking about so far? Are these just idealistic ideas that would never work in the Christian world, and would be impossible in the secular world? What do you think? Write down your thoughts in your workbooks and continue with the unit when you are done.

"Servant Leadership" is actually one of the main leadership models that have been offered in the last 40 years of leadership study from a totally secular perspective because of how well it works in the modern world. This is with no reference to scripture or understanding that the servant leadership comes from a biblical base.

The first author that used the term "Servant Leadership" in modern management theory was Robert Greenleaf and you can explore his writings in his books such as "The Servant as Leader (1970) and "Servant Leadership: a journey into the nature of legitimate power and greatness".

We have included a quotation from Robert Greenleaf in your Workbook that you can read later.

Jim Collins a well-known writer of secular management books confirmed in his best seller, "Good to Great" (published by Random House, 2001) that what he calls "Level Five" leadership is one of the handful of qualities common to good companies becoming great companies. When you read the description of "Level 5" leadership you will find many of the qualities that we are describing as common to servant leaders. There is an overview of the 5 Levels of Leadership which Jim Collins describes in your Workbook.

In the most used text book by secular MBA programs in the West, "Leadership Theory and Practice" by Peter G. Northouse, (published by Sage Publications, 6th Edition, 2012) the author discusses the fact that big boss leadership, or "coercive" leadership as he calls it, is not even a viable leadership theory.

This is because it forces and manipulates followers to do things they do not want to do, and gives examples like Hitler, Taliban leaders in Afghanistan or the leaders of North Korea.

He defines leadership as “working with followers to achieve a common goal” while coercion is just a misuse of power. He says that “leaders who use coercion are interested in their own goals and seldom are interested in the wants and needs of subordinates.” And he goes on to explain why this is not really leadership at all. There is a quotation on Coercive Leadership by Peter Northouse in your Workbook.

The reason that “servant leadership”, “Level 5 Leadership” and other leadership theories that focus on working with followers to achieve common goals are so popular in secular leadership and management literature is because they work! They enable the biggest companies and the most successful organizations to flourish.

While they rarely if ever acknowledge that the foundations to these ideas rest in the Bible, they have discovered that they work. This is because our creator knows what works best!

Unit 7 – A Definition of Leadership

We want to suggest to you a definition of an Effective Leader. There are three parts to this definition.

AN EFFECTIVE LEADER:

Challenges the status quo, inspires a vision of “what could be,” and enlists others by appealing to their values, hopes, and dreams.

What’s this about? Well, you could say that a leader inspires change or vision.

AN EFFECTIVE LEADER:

Empowers and unleashes others through inspiring, equipping and motivating them to be productive and fulfilled through meaningful expressions of their giftedness and passions.

What’s this about? This statement is about the fact that a leader empowers others.

AN EFFECTIVE LEADER:

Coordinates and blends combined efforts in a positive, productive manner, which will result in fulfillment of organizational vision and mission.

These statements show that what a leader does is coordinates the efforts of others.

Now, what are the leadership characteristics that come out of these statements?

Well, few of us can be all these things, we can't do it all, so something you need to think about is: "Who can come alongside us to fill out the elements that are missing in our gift set?"

It's important to grasp that most of us can't be all these things; we need people to help us; people with different skill sets to the ones that we have. And that's what we'll be looking at in our next module.

We also want to make the point that anyone can be a leader. If you're a pastor, you're a leader; if you're a leader in the children's program, or if you teach Sunday School, you're a leader; if you serve on the missions committee, or the worship team, whatever you do in a church or a ministry setting, you can be a leader.

We will learn three main things about leadership from this course:

The first of these is that every one of us can be a leader; we might be a different type of leader to other leaders we see around us, and at different times in the life of a church, an organization or a ministry, a different type of leader is needed. For example, KSM needs a different type of leader now than Rev. Ogulu.

The second is that God equips us with the gifts and abilities to be all that he wants us to be. We need to recognize that different leaders have different gifts; and that different gifts are needed for leadership.

And the third is that leadership qualities and practices can be learned. When we become a leader it doesn't mean that suddenly we have all the skills and qualities that we need to lead well. We will probably have some of the gifts that we need, but we will need to develop those gifts and learn some new skills that will help us be effective leaders.

You have been reflecting on the case study and the traditional understanding of leadership in your culture; and how people in your organization think about leadership.

You have also been introduced to Jesus' teaching and example of leadership, and what this might mean in the practice of your leadership.

Now I want you to turn to your workbooks for this module and turn to where you see the Personal Leadership Growth Plan. We want you to reflect on the three questions listed there and answer them individually. The questions are:

You are a Christian leader. Could you, under God, be a better leader in following the example of Jesus? Try answering these questions:

- a. What is one thing you have learned from this session that you want to implement in your own leadership? You may have learned many things, but just name one thing you want to do something about immediately.
- b. What are the practical steps you can take to implement this change in your leadership? What will you do differently starting tomorrow?
- c. What do you hope will be the results of implementing this one change? And why?

When you have completed answering these questions, take the quiz for this module and then you can begin the next module.

Module 2

Understanding Yourself

Unit 1 – God Has a Role for Us in Building the Kingdom of God

What are some of the differences you see as you look at the people who you work with or who are members of your church or ministry? Well, you might see differences in skin color, differences in hair color, differences in features, differences in gender, differences in clothing, etc., etc. The point is that you will find differences in any given group.

What we've identified here are differences that we can see—differences on the outside. But just as we are different on the outside, we are different on the inside as well. The way we think about leadership has a huge impact on the way we behave as leaders.

Now, many of you have seen the film "Titanic" or are familiar with what happened to the Titanic. What we see of an iceberg is only about 10% of the total mass, 90% is underwater. It's the same with what we see of other people—what we see of them is only a fraction of the whole the person.

The ship Titanic was sunk, not by the iceberg which they could see, but by the part of the iceberg that they could not see. We can often damage others, not by what they can see of us on the outside, but by those parts of us that they can't see, like our thoughts and beliefs. Now, I want you to read Psalm 139 verses 1 through 14, which is below, and then continue with this unit.

There are at least two themes in this Psalm. What do you think they are?

Well, one is God's knowledge of us

And the other is that God is the one who put us together and he made us as individuals

Now, take another look at verses 13 & 14.

Psalm 139 verses 13 & 14

"For you created my inmost being;

You knit me together in my mother's womb

I praise you because I am fearfully and wonderfully made."

Note that the psalmist tells us that God knows us through and through because he made us. And he made us as we are; and we are fearfully and wonderfully made. We live in such a broken world, we've been told negative things about ourselves; we're told we're not good enough. It goes directly against what God says about us. Now, read Ephesians 4:11-16, which is below, and then continue with this unit.

Now, what do you notice about verse 11 and the roles of “apostles, prophets, evangelists, pastors and teachers”? What do all those roles have in common?

They’re all leaders.

Now, Please note that the scripture doesn’t suggest that there is only one kind of leader; there are different people who have different leadership roles.

So, what does this Scripture say is the purpose of leaders?

“To prepare God’s people for works of service” in other words, equipping.

And equipping for what purpose?

“So that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature.”

And lastly, what can we understand from these verses in Ephesians about our leadership roles?

That we don’t have to be the same sort of leader as the person we succeed or the person sitting next to us to be a leader appointed by God. We can be different! And often what our church or organization needs is a differently gifted leader from the previous one!

Now you are going to read John 11:17-37. But before you do, here’s some context: word had been sent to Jesus that his friend Lazarus was sick, but since Jesus did not visit Lazarus and his sisters in Bethany immediately, Lazarus had died.

As you read through the passage, be looking out for the same statement, which appears twice in the passage. Read John 11:17-37, which is below, and then continue with this unit.

So, what was the statement that appeared twice?

“Lord if you had been here, my brother would not have died”

And who made this statement?

Both Martha in verse 21 and Mary in verse 32

Both sisters said exactly the same thing, but how did Jesus respond to them?
First of all, how did he respond to Martha?

Jesus and Martha had a beautiful theological discussion about resurrection and life.
This discussion is one of the longest passages in the bible on this topic.

And how did Jesus respond to Mary in verses 33 through 35?

When Jesus saw her weeping, and the Jews who had come along with her also weeping,
he was deeply moved in spirit and troubled. "Where have you laid him?" he asked.

"Come and see, Lord," they replied.

Jesus wept.

So, why did he do that? Why did he do different things with these two sisters?

The important thing to understand here is that Jesus responded differently to the same
statement from each of the sisters because he realized that each of them needed
something totally different.

So why did Jesus not respond to both sisters in exactly the same way?

Well, the main reason is that each of the women needed something different from Jesus
for their comfort and understanding. Jesus recognized that the two sisters were very
different, so he gave each of them what they needed. He was able to do this because of
his sensitivity and care and compassion for them. Jesus was showing a lot of emotional
intelligence.

As individuals we have different needs, and it's helpful to respond to different people so
that their needs are met.

In the same way that Jesus responded differently to different people, we too need to
respond differently to different people.

Unit 2 – Case Study: God Has a Role for Us in Building the Kingdom of God

Victor Osco's uneasiness over his ability to serve as an effective leader of *Kingdom Signposts Ministries* (KSM) heightened substantially as he approached his office on the following Monday morning. Stella Senge breathlessly caught up with him just before he entered the building and said, "Bong Kim (Director of Production) is on the warpath again. He's heard that the Board didn't approve the purchase of the new printer, and he's threatening to resign and go back home."

As expected, Bong Kim, a WAG missionary on loan to KSM, was waiting in the Managing Director's office. Bong Kim's normal Asian politeness and deference quickly evaporated as he expressed his growing sense of frustration over the way things were done in the country of Kabuli. Everyone heard him shout, "What's wrong with you and the Board? Our product is sub-standard. If you want a decent product, you have to listen to me and get me what I need."

Victor knew Kim was correct in what he said, and Victor genuinely respected the high-quality output Kim and his staff had been producing from sadly outmoded equipment. But Victor also knew the costs of a new printer would mean dismissing a staff member, and that was a price he did not want to pay. He carefully pointed this out. But Kim was unwilling to budge. Victor understood Kim's frustration, but what bothered Victor was what he felt to be Kim's uncalled-for personal insensitivity, especially as he was an expatriate.

This tension was almost more than Victor could handle, especially given the declaration of his uncle, Rev. Ogulu, at Sunday dinner yesterday. He had warned Victor in no uncertain terms that the Board expected a plan of action very soon to put KSM back on a track to growth.

Victor does not cope well in an atmosphere of interpersonal conflict. While he appreciates the need for change, he is most comfortable when he is responsible for carrying out the directions of others and is working closely with a team of colleagues. Furthermore, he responds much more readily to expressions of confidence and appreciation than criticism and tension. He likes to build an atmosphere of trust in which the team can work together productively. He likes to be as much, if not more, interested in the "process" rather than the result.

His uncle, on the other hand, does not hesitate to take charge. When Rev. Ogulu is under tension, he exerts a strong controlling hand (often in an autocratic way) to bring

about the changes he thinks should take place. He leads by the force of his personality and expects an unquestioning response. He is just like most of the other significant leaders in the country.

Victor knew he could never be this kind of leader. And self-doubts about his suitability were incapacitating him. After a few minutes in the office, the morning mail arrived. As he opened the post, he noticed that one of the items was a booklet entitled, ***“Leader, Know Yourself”***. The title fascinated him. As he glanced at the first few pages nothing could have spoken more clearly to his needs; this booklet could contain the solution to his problem and help to heal the pain.

He wasted no time in clearing his calendar for the day, and carrying the booklet with him, he headed off to the “private office” that few knew he would sometimes go to, on the little-used patio of the hotel that was across the street from the KSM office.

After the pot of tea that he ordered was served, Victor settled back and re-opened the book. At the very beginning Victor noticed that the author directly challenged everything he had been taught about leadership. He had always been taught that just a limited few men with dramatic vision, great interpersonal skills, extraordinary motivational abilities, and sterling spiritual qualities could be leaders. Victor was totally drawn into the ideas that the author was suggesting, and he could not put the book down until he had read it from cover to cover.

Unit 3 – The “Leadership Styles” Questionnaire

Now, get ready, we are going to take a test! But don’t worry, you can’t fail this test because there are no wrong answers! What we are going to do is the Leadership Styles test that Victor did in the Case Study.

This is more of a Questionnaire than a “test”. It is divided into four sections, and each section has 10 statements. For each statement, indicate whether that statement describes you most of the time, and if it does circle number 1. If it describes you some of the time, circle number 2. If it describes you none of the time circle number 3.

We’re going to give you some time to work through this questionnaire, but before we do there are 5 important things to remember as you work through it: :

1. There are no wrong answers—seriously!
2. No answer is better than another answer.
3. It is important to respond honestly as you relate to each of the statements

4. Answer as you actually are, not as you want to be.

For instance, one of the statements in group 3 says, "People say I respond with patience and understanding". Now many people wish that was true and they are working on their character in those areas, so, therefore they might be tempted to mark that statement as a "1". But this is not a character test. It is a leadership styles test, it is about your natural tendencies, the way God created you. Many people can be impatient and no one who knows them well would call them a naturally patient person. So they would need to mark that statement with a "2" or probably a "3" because it rarely describes them.

5. Answer all the statements—do not leave any out—even if you find them difficult

What we are trying to identify is your PREFERRED style when you are leading other people; if you don't respond to each statement honestly, the results will not be helpful to you. So relax and enjoy filling this out. Now turn to your workbook for this module and go ahead and fill out the questionnaire. Continue with this unit when you are done.

Now that you have completed the questionnaire, turn to the Scoring Instructions in the Workbook.

Score the questionnaire by going back to each of the Groups and for each Group total the number of times you responded by circling the number 1 in Column 1 and enter that number as your score in the "Total" Cell.

When you have finished doing this for all four groups, rank the groups from the most to the least in terms of the number of times you checked column 1 in the next section of your workbook.

Now let's interpret your results.

The Group for which you scored most "1"s is your dominant tendency.

If you have two that both have a high number of "1s" or an equal number of "1s" then both those groups may be equally dominant for you. For example, if you scored 8 "1s" in Group 1, and 7 "1s" in Group 2, 3 in Group 3 and 2 in Group 4, your dominant leadership style is Group one, or Designer Developer, but you also have strong qualities of Group 2, Motivator/Influencer as well. This is not unusual.

Don't worry if you have several Groups that are nearly the same score. As you listen to the descriptions for each group it may be that you recognize yourself in one of the groups clearly then you'll know for sure which is your dominant Leadership Style.

You see, different people naturally tend to behave in different ways when they are given leadership responsibility. These behaviors naturally fall into four different patterns which we refer to as Leadership styles. The results of the test you just completed will help you to identify which is your preferred style when you are leading others.

- Each of these behavioral styles have positive characteristics or attributes
- But there are also negative ones with each of the styles too.
- And it's also important to understand that having a mixture of these behavioral styles is really important on any team.
- It's not that one is better than another. All the behavioral styles are important.

Now, let's take a look at the descriptions of each of these Leadership Styles.

Let's start with the Leadership Style description of group 1.

Those with the most "1s" in Group 1 are called Designer/Developers:

Designer/Developers like to take charge and rise to the challenge of bringing about change to make ministries more effective.

They like situations that allow for:

Personal freedom
Authority
Variety
Opportunities to tackle difficult tasks
Opportunities to take calculated risks
Opportunities for advancement
Encourage individuality

They best respond to others who:

Provide direct answers
Stay on topic
Stress logic

Provide pressure
Keep up with the pace

Basically **Designer/Developers** are people who:

- Like to “take charge”.
- They’re the kind of person that likes to get things started.
- They can also be very dominant, directive and very highly motivated and they like to motivate others too.
- They 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!

If you had the most “1s” in Group 1 and this description closely fits you, your dominant leadership style is Designer/Developer.

Now, let’s take a look at the role description for group two.

Group 2 are a **Motivator/Influencers**:

They motivate and influence others to work together to achieve important outcomes.

They like situations which allow for:

Prestige
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

Motivator / Influencers are people who:

- Like to have people around them.
- Someone has described them as being “the life and soul of the party”, by that I mean that they are the kind of people that other people just love being around.
- They tend to be expressive
- They show their emotions
- They are inspiring people to be around
- They are often very good salespeople, because people like them and respond to them very positively.

If you scored most 1s in Group 2, then you are a Motivator/Influencer and this is your primary leadership style.

The third leadership style is called the Team Builder.

Team Builders cooperate readily with others to carry out vision and plans

They 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 their own pace
- Provide support

Team Builders are people who are:

- Very people-oriented, they notice the needs that other people have, and want to meet those needs.
- They tend to be very friendly, open people
- They are loyal to the group
- They are highly motivated to help a group work together effectively.

If you scored most "1's" in Group 3, you are probably a Team Builder and this is your primary Leadership Style. And it's good to know you will rarely be alone as most of the world, as much as 70% some statistics say, are Team Builders.

And now let's take a look at group four called Implementors.

Implementors carry out visions and plans with excellence and attention to detail

They like situations which allow for:

- Specialization
- Precision
- Planning
- Security
- Stability
- Limited risk of failure
- Closure of the task

Implementors respond best to others who:

- Provide reassurance
- Maintain a supportive atmosphere
- Specify methods and standards
- Recognize the value of the contribution made

Implementors are:

- Strongly focused on the task that is to be done
- They want the task to be done with excellence
- They are great at planning and in implementing those plans
- They are usually quite analytical and also quite cautious
- They want to make sure everything is done well and that everything has been taken into account.
- They typically excel at professions like engineering or accounting because of their incredible attention to detail.

If you scored the most "1s" in Group 4, your primary Leadership Style is Implementor.

Of course, in reality, everyone is a mixture of these four styles, but almost everyone is born with strong tendencies of having one of these Leadership Styles as their dominant one. And often we assume everyone is like us and sees things the way we do.

Understanding ourselves and beginning to understand how different we are from each other is critical to being an Effective Leader.

It is also important to understand that while we've talked about 4 styles, there was no special order in the way we've talked about them – other than the fact that we've listed them in the order they appeared in the questionnaire. And we've got to start somewhere! One is not better than the other. They are simply different.

Here is a chart that shows another way we can look at the difference between the different leadership styles. The people who fall into the Motivator/Influencer and Team Builder groups, are more oriented toward the needs of people, while the Designer/Developers and Implementors are more focused on accomplishing the task. Both the task and the people are important. This is one reason we need a mixture of Leadership styles in any team to be well balanced.

In the same way, on the opposite axis we can see that Designer Developers and Motivator/Influencers are more outgoing and active, while the Team Builders and Implementors are more reserved and passive naturally. Again, neither is bad or good, just different.

If you've listened to all of these descriptions and you still have questions about your scores and whether you truly fall into the Group where you scored the most "1s," I suggest you let a close friend, your spouse or a sibling take the test scoring how they see you, and then compare your score to the way they see you and discuss with them which group truly fits you best. This will probably help you get clearer about your own Leadership Style. You will also find additional information about each of these styles in your workbook.

Incidentally, if you are married and you let your spouse take this test as well, you will usually find that they are a different Leadership Style than you. This will help explain why you each might approach situations very differently, and also why you need each other so much!

Unit 4 – Leadership Styles at KSM

Do you remember when we watched the Case Study that Victor Osco was really excited when he read about these different leadership styles? Do you think he was able to identify the style of his colleagues from what he read in the study guide he had picked up?

And what about you? Do you think that from what you've read so far you could identify the styles of each of the key players we've met so far? That's Stephen, Victor, Bong and Stella.

We have an exercise for you. 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

Victor Osco

Bong Kim and

Stella Senge

Turn to your workbooks for this module, and when you have completed this exercise, continue with this unit.

Let's take a look at each of the characters from the case study and see what we can identify about their leadership styles.

Let's look at Rev Stephen Ogulu first.

What did you see as his predominant style in working with others?

Yes, he is most definitely a Designer/Developer

And what strengths did you say he brings to the team?

He's the visionary.

He's great at starting things.

And he's a pioneer.

Now, what did you list as his weaknesses?

He hates detail.

He hates routine.

He gets bored by detail and routine.

He likes to control everything and everyone.

He doesn't like anyone controlling him.

He's a bit of a loner.

The pioneer is often not very good at maintaining and building the organization. An organization needs someone like Stephen to get it started, but as the organization matures and needs greater structure, it gets boring for someone like Stephen; and the bigger the organization gets, the more difficult it is for someone like Stephen to control everything, and their controlling nature can end up strangling the organization.

Next, how about Rev. Victor Osco

What did you see as his predominant style in working with others?

He is a Team Builder

What strengths did you say he brings to the team?

He builds team spirit.

People like to work with him.

He gets the job done harmoniously.

He is good at communicating.

He appreciates the vision of others.

And he is good at communicating the vision to others.

Now, what did you list as his weaknesses?

He's not a visionary.

And he's not particularly confident about his own gifts.

Victor needs a supportive and secure environment where he can receive encouragement and support. Stephen needs someone like Victor to carry out his vision.

Victor can't be expected to lead in the same way as Stephen and if he tries to both he and the organization will suffer.

Next, Bong Kim.

What did you see as his predominant style in working with others?

He is an Implementer

What strengths did you say he brings to the team?

He's focused on getting the job done.
Excellence is very important to him and he constantly strives for it.
He works with great precision and detail.
He can be trusted to produce excellence.
He asks difficult questions.

And his weaknesses?

He's not very flexible.
He doesn't like change or to change established ways of doing things.
And he doesn't think outside his own box!

Other people in the team, especially Designer/Developers can find the Implementer very frustrating, because of their reluctance to embrace change and other ways of doing things. However, they are necessary, because without them, the team won't get very much done, because it will be all ideas and relationships!

And last, Stella Senge.

What did you see as her predominant style in working with others?

Yes, she is a Motivator/Influencer.

What strengths did you say she brings to the team?

She makes people feel good about themselves.
And interpersonal relationships are critically important to her.

And her weaknesses?

She tends to be impulsive.
She's not a good listener.
And she makes decisions based on emotions.

Now, do you remember what Stella's role is at KSM?

Well, she is the Director of Accounting

And do you think she's suited to her role?

Well, the reality is that Stella is almost certainly in the wrong role for her. An Accountant needs to have the behavioral style of an Implementer.

Unit 5 – Case Study: Victor Believes He Can Be A Leader Too

As Victor continued reading the book after he had completed the Leadership Style Survey, he read the description of his preferred style of leadership: “You are a **team leader** who is most effective when you can give yourself to helping a group work together in a harmonious way to get things done. You’re a leader who really cares about others and does everything he can to help them to be effective.”

Victor’s mind ranged over his best days as a pastor. “People always said I was a real disciple-maker. While I guess my preaching was pretty good, I think the reason the church grew is that I put together and built a really good team of people.”

As he continued reading the book, Victor realized that his uncle, Stephen Ogulu is a gifted **designer/developer** – a person who will respond much more quickly to the big picture and will take the initiative necessary to move ahead. Victor now could see this as a real strength, but he also saw that those with this temperament usually are not as effective in working with others.

Victor began to see as never before the true significance of the Body of Christ as a vehicle in which diversity becomes coordinated and unified into a remarkable force. He rejoiced as God affirmed that his strength was building and maintaining relationships that resulted in effective team ministry.

As he reflected on his uncle, Victor also recognized that he would never be a visionary like his uncle Rev. Ogulu. And he realized how much he needed to be around others who were visionaries.

Also to his surprise, he gained a new appreciation for Bong Kim whom he recognized as a gifted **implementor**. Now Victor could see that the commitment to excellence and the desire for a workable structure and focused methods were very necessary if the ministry was to have any kind of impact

Finally, he realized that Stella Senge is a **motivator/ influencer**, and that she is really good at coming alongside others and encouraging them, and he realized that she had a gift which was really essential in the Body of Christ. And then it occurred to Victor that in

fact Stella, and Bong Kim, and Stephen Ogulu all had gifts that were important if Kingdom Signpost Ministries was to be successful. And he realized too, that he, Victor Osco also had gifts that were important in the Body of Christ and in the ministry.

“Yes”, Victor thought as he reflected on the description of his preferred leadership style, “That exactly describes me, and that’s how I prefer to work with people”. As he closed the book and began to prepare to return to his office, he thought to himself, “Lord, thank you for answering my prayer. I believe I CAN be a leader too, and I can be a leader just by being who I am, and asking you to help me grow.”

Unit 6 – How Do Others See Your Leadership Style?

We tend to see our personal leadership style in a very positive way, but other people who are different to us can often see us in a negative light. As a Leader – as a Servant Leader – it’s important that you adapt to the needs of those who are your followers.

Now we will take some time to look at how you can “Adapt Your Interaction and Behavioral Style” based on the four different leadership styles we have identified.

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.

Develop greater concern for people

Be more flexible and supportive with people

Assure those with whom you work that you notice and value their input.

And explain why things are as they are.

These can be the perceptions that other people have of you and we often don't realize that they see us so differently. There are things that you as Designer Developers can do to minimize the negative way in which other people see you.

Think about this, if you know you're a Designer Developer and you don't work on the negative ways in which other people see you, is there a problem here?

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.

Now, just a reminder that these can be other people's perceptions of you and that we often don't realize that people see us so differently

As a Motivator/Influencer, there are things you can do to minimize the negative way in which other people see you.

So if we know we're a Motivator/Influencer and we don't work on the negative ways in which other people see us, is there a problem here?

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 less sensitive to what others think
Be more direct
Be more concerned with the task itself.
Be more decisive.
Face confrontation.
Learn to say "no"
Learn to be more assertive.
Do more to initiate ideas.

Now, just a reminder that these can be other people's perceptions of you and that we often don't realize that people see us so differently
As a Team Builder, there are things you can do to minimize the negative way in which other people see you.

So, if we know we're a Team Builder and we don't work on the negative ways in which other people see us, is there a problem here?

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:

Focus on doing the right things – not just on doing things right
Respond more quickly
Begin to trust your intuition and be less fact oriented
Be more willing to take risks
Be more open and flexible
Don't be afraid to develop relationships

Recruit people who have different styles to the team
And, listen to other members of the team and show that you value their input.

Now, just a reminder that these can be other people's perceptions of you and that we often don't realize that people see you so differently
As an Implementer, there are things you can do to minimize the negative way in which other people see you.

So if you know you're an Implementer and you don't work on the negative ways in which other people see you, is there a problem here?

Now, in a moment I want you to turn to your workbooks for this module and work on an exercise with the following questions:

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?

Once you have completed answering these questions in your workbook, you can begin the next unit.

Unit 7 – How Can Leaders Use Their Authority with a Group of People?

Now we're going to look at a number of different ways in which a leader can use his authority with a group of people.

The type of leader on the left-hand side of the diagram is one who tells other people what to do—and expects to be obeyed! He or she is very controlling or authoritarian.

However, the type of leader on the far-right hand side of the diagram gives the people who work with him a lot of freedom. We've called this Laissez Faire or Free Rein.

Let me take a moment and explain what I mean by Free Rein. People who ride horses a lot, if they really trust the horse, they will hold the reins very loosely, knowing that a little tug one way or the other will give the horse all the guidance it needs. However, if the animal is really quite spirited or difficult to control, then you'll need to pull the reins much more tightly – the horse has to be controlled much more closely. So, when we give members of our group a lot of freedom, we call this "free rein". Laissez faire is a similar word, which basically means – do what you like!

When we talk about leadership that TELLS – what does that mean?

Well, it means leadership that ORDERS or DIRECTS

And when might this be the right thing to do?

When an immediate decision is needed

Now, when we talk about leadership that PERSUADES, when might that be the right thing to do?

When the leader talks to his staff or congregation and explains what he/she wants them to do; he motivates them to do what he/she wants them to do.

When you need strategic change, there's an element of persuasion that is needed; it's not up for debate, this is what is going to happen, and why

When we talk about leadership that CONSULTS, when might that be the right thing to do?

When the leader asks the group what they think about his ideas, but he still makes the final decision or when others have information you don't have, and you need to involve them in the decision-making

When we talk about leadership that PARTICIPATES, when might that be the right thing to do?

This is when the leader involves the team, and they together with the leader jointly decide on the course of action, the leader may not get his/her preferred decision

Note that at this point as a leader you're not longer completely "in charge"!

When we talk about leadership that DELEGATES, when might that be the right thing to do?

This is where the leader tells his staff to make the decision and then to tell him/her what they have decided

Delegation can be dangerous, because it can fail.

And when we talk about leadership that is LAISSEZ FAIRE or FREE REIN, when might this be the right thing to do?

This is when the leader tells his staff to make the decision and he doesn't care what decision they make!

When you don't have all the information to make a decision, but others do.

What this diagram shows is a continuum of leadership approaches from high control on the left-hand side of the diagram (where the leader says "I will tell you what to do and you must be sure to do it. And I will check that you have done it!") to a great deal of freedom (or free rein) on the right-hand side of the diagram, where the leader delegates.

Now let's look at more detail at the diagram, because as we go across, we see a shift in the way the leader leads. It goes from:

telling

to persuading

to consulting

to participating (where the person on your team is allowed a lot of say in the decision-making process)

to delegating

For example, when you are teaching children how to cook, at first you begin by telling them exactly what to do – how much of each ingredient etc. Once that they have made the dish once or twice, you can then delegate many of the steps in preparation to them.

Looking at this diagram, what's the natural approach for each of the four leadership styles we've been discussing in this session?

The Designer/Developer?

Well, they tell; sometimes delegates, but often too quickly

The Motivator/Influencer?

Persuades

The Team Builder?

Participates - might even be laissez faire in some settings

The Implementer?

Tells or Persuades; always wants to get it "right"

Although this is the natural approach for each of the four leadership styles, each situation can require something different, and there are times when all of us should "tell", sometimes when we should "persuade" and times when we should "delegate".

We constantly need to be adapting our Leadership Style to meet the needs of the situation and the people. This is what Servant Leadership is. As a Servant Leader, there are times when we have to use a style of leadership, other than our dominant style, and use a style that will be appropriate to those we are leading. As a Servant Leader, we need to be able to use other styles of leadership other than those that we are most comfortable with.

Now to illustrate this, I want to take us back to the situation at Kingdom Signpost Ministries and introduce you to Alex Campagna. He had been brought into the team several years ago, before Victor was appointed Managing Director.

Unit 8 – Case Study: Alex Campagna

Several years ago, Alex Campagna had joined KSM straight from university. He had graduated from the university with great distinction and was viewed as someone with great promise. He was a gifted writer and was brought in to head up the writing and design department. But, almost from the first day he was frustrated by the lack of freedom he had in his department. He had to run every decision he made by Rev Ogulu and any change he suggested was always met with the response that Rev Ogulu was happy with the way things were done at Kingdom Signpost Ministries and that the tried and tested ways of doing things were always the best way.

Matters came to a head about four months after he joined the staff, when he was assigned to edit Rev. Ogulu's latest book. As a trained editor, he suggested many changes, both in style and in content. It was only a matter of moments after sending

back the edited manuscript to Rev Ogulu before Alex was called into the Managing Director's office. He was told directly his suggested changes were not appreciated at all and that he should confine his editing only to punctuation. That evening he submitted his resignation. As he left the office, he told his friend Stella Senge that he felt like a puppet in Rev. Ogulu's hands.

Unit 9 – What Happened with Alex?

Now, after learning about Alex Campagna, I have two questions for you. In a moment I want you to turn to your workbook for this module and answer these questions.

1. Using the diagram that gives the continuum of leadership approaches, how would you describe Rev Ogulu's style in working with Alex?
2. How do you think Rev Ogulu could have managed Alex more appropriately in this situation?

When you have completed this exercise in your workbooks, continue with the unit.

So the first question is: Using the diagram that gives the continuum of leadership approaches, how would you describe Rev Ogulu's style in working with Alex? Here is what some people have said.

- Stephen Ogulu was showing controlling leadership in the extreme.
- He didn't want Alex to use his own judgment at all.
- Rev Ogulu is behaving as the big boss who doesn't want any input from his staff at all.
- But, Alex was behaving out of line too; he was too inexperienced to be making such decisions.

Stephen Ogulu isn't being a bad person here; he isn't sinning in the way he is behaving at all. It's just that he isn't being fair to Alex; and he's not really being fair to himself or to Kingdom Signpost Ministries. Alex Campagna is a man with great gifts, with great talent and potential. He's been brought into the organization and isn't being allowed to use it. So he becomes frustrated—and leaves.

And what this also does is to create a dead end for innovation and change – because if people are constantly prevented from showing initiative, they will just give up.

Above all, the problem that Rev Ogulu is telling Alex that he didn't want him to be himself; he had to follow Rev Ogulu's instructions to the letter and never waiver from them. Alex was given responsibility, but then wasn't given the authority.

Now, for our second question - How do you think Rev Ogulu could have managed Alex more appropriately in this situation?

The "Tell" Style is not appropriate, but neither would the "Delegation" Style because Alex was fairly new and needed to get some more experience. But somewhere in the middle of the continuum would have been appropriate—with Rev Ogulu giving Alex more and more freedom as he gained more and more experience. Remember that someone with little experience needs more direction than someone who has a lot of experience.

Unit 10 – Case Study: Victor Osco Leading His Team and Contrasting with Stephen Ogulu

Victor Osco is leading his first meeting of his senior staff team – Stella Senge, Fred Mengistu, and Bong Kim. Let's check in and see how he does.

Victor Osco is leading his first meeting of his senior staff team – Stella Senge, Fred Mengistu, and Bong Kim. Here are his opening comments. "You are competent, qualified people. You have performed well, and I trust you. Don't look to me for direction or approval of every decision. Look inward to your own leadings and to the Holy Spirit."

So now we have 4 questions for you. Turn to your workbooks for this module and write down your answers.

1. How would you describe his Leadership Approach here?
2. Is this an appropriate approach for a leader to take?
3. Why do you think this?
4. 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?

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

So, the first question was:

How would you describe Victor's Leadership Approach here?

Well, I would most definitely say that he is showing Laissez Faire or Free Rein leadership.

Next, is this an appropriate approach for a leader to take?

No – when a leader takes this approach, he/she is failing in his/her leadership responsibilities. A leader needs to take responsibility for what happens in his church, ministry or organization.

Why do you think this?

Well, the reality is that this is too quick a jump for a team to go from a "tell" culture to a complete "free-rein" of laissez faire culture.

The leadership style that Victor is demonstrating here is free rein. It's the style at the far right-hand of the diagram. What Victor is saying is that he wants to trust his team; he is saying that they all know what they are doing in their field of responsibility, so get on with it—use their own initiative and he'll trust them.

Now, think about delegating for a moment: should the leader always delegate?

Well, it depends on the circumstances. Often it is right thing to delegate some decisions, but it depends on the specific situation. There are times when as leaders we need to "tell", others when we need to persuade, times we need to consult and times when we need to use participation in our decision making. In different situations, you need to adapt to the situation you're dealing with.

There are times when the free-rein approach can very easily develop into anarchy. Where everyone does what is good in their own eyes and where it is possible for everything to end up in total chaos! However, there are times when free rein might be a good style of leading: it depends on the circumstances and whom you're dealing with. Similarly, there are times when high-control will be appropriate – again it depends on the circumstances and who you're dealing with!

OK, our last question: 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?

Well, one of the immediate results will be that members of the team will be unused to making decisions independently and may struggle with the new environment that they are working in. The change needs to be done slowly and there needs to be a lot of communication and re-assurance that making a wrong decision will not result in disciplinary action being taken!

Now by creating a culture in which everyone can use their own initiative does assume that everyone is an innovator and a self-starter. Now, is this assumption a correct one?

Well, do you remember Alex Campagna? He was the guy that was brought in to head up the writing and design department. Remember that he found Stephen's leadership style very claustrophobic and left. How do you think that Alex would have responded to Victor's leadership style?

I'm, not sure that Victor's style of free-rein would have been very good for Alex either! He was new to the ministry, he was a young person straight from university, and so being told to go off and use his own initiative would not have been very supportive or helpful for Alex. I am sure that having been given the reins; he would have run off and started all sorts of imaginative and creative projects.

And that might have caused all sorts of difficult situations for Kingdom Signpost Ministries! What Alex needed at that stage in his ministry was for the leader to walk alongside him, giving him the opportunity to share his ideas, and to discuss them with his supervisor, who could help him see the bigger picture of the ministry, and how his work fitted into the whole. Then Alex could be given more freedom.

The important thing to grasp here is that there is no such thing as a correct or an incorrect leadership style. The thing is that all of these leadership styles are needed – depending on the needs of the person you are leading and the experience they have. You may need to be directive with one; and you may need to offer more free rein with another.

The art of leadership is knowing when to use these different styles.

Unit 11 – Looking at Jesus' Style of Leading

We're now going to look at Jesus and his style of leading in a specific situation. Read Matthew 15: 32-39 below and then we'll have some questions for you.

This is a very familiar passage: of Jesus feeding the 4,000 plus women and children!

Let's think about this passage.

Who are the groups of people who are involved?

Crowds, the sick, Jesus, and the disciples

Who are the leaders we have in this situation?

Jesus and the disciples, because they do play some kind of leadership role

Where are they?

On a mountain side, a long way from town

What's the task?

Feeding all these people!

What kind of leadership styles did Jesus use in this passage?

He **Consults** the disciples - verse 32: basically he's saying how are we going to feed all these people!

He **Participates** - verse 34: the disciples have a small amount of food – 7 loaves and a few fish

He **Persuades** - it's not explicit in the passage, but we can assume that Jesus persuaded the disciples to let him use the loaves and the fish!

He **Tells** the crowd to sit down in verse 35 and later to go away in verse 39

And he **Delegates** the distribution of the food to the disciples in verse 36

Note that Jesus used all five leadership styles in this example: one style with the people, but four different styles with his disciples.

Jesus was very good at adjusting his leadership style. He was directive with some people; he gave freedom to others and in other situations.

Think about how he worked with his disciples. At first they had very little experience; he taught them, he directed them, and gradually he gave them more and more freedom. Then at the end, after his resurrection, he delegated his mission to them!

Let me emphasize two important principles about leadership styles which summarizes what we've been talking about so far.

- **No style of leadership is appropriate with all people in all contexts.**
- **Leadership style must be adapted to the style, background, and experience of the individual in a specific situation.**

Unit 12 – Adapting Your Leadership Style to Your Team Members

We've explained that the leadership style must be adapted to the style, background and experience of the individual. Basically that means we need to adapt our style of leadership to the needs of each member of our team. So no style of leadership is appropriate to everyone in every context.

And let's think first about Rev Stephen Ogulu. He's the Director of Kingdom Signpost Ministries, and he's the leader of the rest of the team. But ideally, he should have a board to which he is accountable. Now, if you were the Chair of the Kingdom Signpost Ministries Board, you would have the responsibility of giving leadership to Rev Stephen. So, what do you think about having to lead – to give direction to Stephen Ogulu – or to someone like him?

We can bet that you wouldn't like to have to manage someone like Stephen.

Someone like Stephen isn't going to be easy to give leadership to – we accept that. But if you have the responsibility, you would be abdicating that responsibility if you didn't provide Stephen with good leadership.

So, let's think about Stephen. What do you remember about his characteristic behaviors?

- He likes to be "in charge".
- He likes freedom from control.
- He's a self-starter.
- He's a visionary.
- He's an innovator.

So how would you give leadership to him?

What's going to happen if you try to give him direction?

What if you contradict what he feels is right?

Well, if you try to control Stephen too much, there will be fireworks between the two of you and you will have a very stormy relationship! And if Stephen is given too much control and direction, that will only frustrate him. And don't impose rules on Stephen – because he won't obey them! It's interesting, because Stephen's preferred style when leading is high control; but that's the last thing he wants when he's being led!

He likes freedom from control; he wants someone who will give him free rein. But what he desperately needs is accountability, someone with whom he can discuss issues freely and to whom he can report on what he has done and how he has performed. His view is that he's been asked to do a job, so let him get on with it!

So, let's think about the other three members of the team at Kingdom Signpost Ministries: Victor, Bong and Stella, and let's think how each one of these good people need to be led to bring out the best in them.

Now I want you to turn to your workbooks for this module and do this exercise as it applies to Victor, Bong and Stella.

First, list their leadership characteristics and

Second, identify ways to best provide leadership - or management - for them.

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

Let's start with Victor and his leadership characteristics:

- He is a Team Builder.
- He likes to get a job done in a harmonious environment.
- He sees all the good things in people and in the situation.
- And he is very loyal to the team.

Here are some of the best ways to provide Leadership for Victor:

- He needs direction and support, and not to be told what to do.
- He needs to know exactly the job he should do.
- He needs to feel he is trusted.
- He needs to be appreciated.
- He has a high need for affirmation.

Here are some of Bong Kims' leadership characteristics:

- He is an Implementer.
- He is a great project leader.
- And he doesn't like to have to take risks.

Here are some of the best ways to provide leadership for Bong Kim:

- He needs someone to sit down with him and help him think through the task.
- He needs someone to spend time with him.
- He does not want to be told what to do; instead, tell him what the end result should be.
- Help him analyze the task and help him to arrive at his own solutions.

Here are some of Stella Senges' leadership characteristics:

- She is a Motivator/Influencer.
- She generates ideas.
- She is creative.
- She is great at encouraging others.
- And she needs to be given a free rein.

And here are some of the ways to provide leadership for Stella:

- Avoid strong direction, as she will resist anything other than free rein.
- However she needs direction to help keep her focused on the priority of things.
- Overall, Stella needs the freedom to be allowed to develop her ideas and ways of achieving them, but also needs a degree of direction in order to stay focused.

Developers and Motivators want to be given free rein, but they also need direction from time to time. Implementers and Team Builders need direction, but they also need to be encouraged to take risks and take initiative.

We said that the leadership style we adopt must be adapted to the preferred style of the person, but we also said we need to take into account both background and experience as well. So, let's think a bit more about these two elements.

Let's take a look at this chart. On the horizontal axis of this diagram we have experience and skill. And on the left we have low experience and skill and that ranges to very high experience and skill on the right hand side of the axis.

On the vertical axis we have the level of directive leadership. And this ranges from low at the bottom of the axis to high at the top. What we mean here is that where the directive leadership is low, it means that the leader is giving a lot of freedom to the members of the team, whereas at the top of the axis, the leader is exercising a lot of control.

Now, the other thing to notice is that if the person is very low on experience and skill, the need for direction is at its highest. Does that make sense?

When someone new comes into a ministry or organization, they might come with a lot of skill and they might come with a lot of experience too, but they don't have much experience of working in that particular ministry. So it's important to realize that we're talking about experience and skill in the organization in which the person is working.

So, if we're new in the organization, for that organization our experience and skill will be very low. Therefore, we will need quite a lot of direction at the beginning. However, as we gain more experience in that organization, so our need for such strong direction and control will lessen.

If we take the example of Alex again, when he joined KSM, his experience and skill level was very low, so he needed direction, and Stephen Ogulu was right to give him a lot of direction, but Stephen's mistake was not to loosen that direction as Alex's experience and skill increased. Now think about what might have happened if Alex had joined the team when Victor was the Director. What would Victor's natural inclination have been in terms of managing Alex?

Victor would have been inclined to give Alex a lot of freedom.

But would that have been the right thing to do?

Definitely not! Alex wouldn't have had the experience in the organization to make good decisions at first; he would have needed some good direction at the beginning, but then as that experience was gained, the controls could be loosened.

You also need to remember that an Implementer and a Team Builder will always need some direction. But you need to balance their need for direction with their experience and skill, and encourage them to take initiative. Similarly, the Designer and the Motivator will always do best when they are given freedom, but they also need some direction too – to keep them focused on the main task.

What we need to bear in mind as we are providing leadership to the members of our team is this:

What are their needs for leadership?

What is their level of experience?

And we need to provide leadership for these two needs. We need to use our judgment and to use sensitivity in each and every situation. As a leader, you need to be asking yourself whether your leadership style is allowing the person you are working with to be empowered to be the person that Jesus would want him to be.

As we said earlier in this session, Jesus was very good at adjusting his leadership style. He was directive with some people; he gave freedom to others and in other situations. Think about how he worked with his disciples. At first they had very little experience; he taught them, he directed them, and gradually he gave them free rein; and then at the end, after his resurrection, he gave them complete free reign.

I want us to think about two people in the Acts of the Apostles – and their preferred leadership styles. We'll be referencing Acts 15: 36-41.

Here are the questions we have for this exercise:

1. What do you think was the preferred leadership style of the Apostle Paul?
2. What do you think was the preferred leadership style of the Barnabas?
3. What do you notice about their different responses to John Mark? Why do you think they responded differently?

Read Acts 15:36-41 below and when you have finished answering these 3 questions in your workbooks for this module, continue with this unit.

First of all, the Apostle Paul – what do you think was his preferred leadership style? He was probably a Designer/Developer.

Now Barnabas – what was his preferred leadership style? He was probably a Team Builder.

And how did they respond differently to John Mark? When John Mark “failed” Paul wasn’t willing to give him a second chance, but Barnabas was willing to take him on a mission trip with him.

We want to talk a bit more about delegation. So let’s go back to KSM and look at the next part in the saga.

Unit 13 – Case Study: Bong Kim – His Leadership Style

Let’s begin this unit by observing Bong Kim and how he manages two members of his production staff who show great promise.

Bong Kim has two young members of his production staff who show great promise – Carlos Campagna (the brother of Alex) and Moses Ashadu. Victor Osco, in his new role as Managing Director, suggested to Kim that it would be helpful for Carlos and Moses to attend a training course on “Empowering of Christian Workers” which was being offered by the Kabuli Evangelical Association. Both came back after attending the course with a sense of excitement and optimism. However, this soon changed to frustration, because Kim would not yield in his practice of making all the decisions. Although Kim is willing to listen to new ideas he keeps tight control on everything that’s done in his department and no one who works for him can do anything without his express approval.

Now turn to your workbooks for this module and answer this question:

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

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

The big issue here is Bong Kim's unwillingness to delegate. Carlos and Moses had gone to a workshop about empowering staff, but Bong Kim wouldn't delegate anything to them, so they were extremely frustrated.

Now, why do you think that people find it difficult to delegate to others?

Well, here is what some people have said:

- We've delegated to people in the past and they've let us down, so we are reluctant to do it again.
- We fear the loss of control – that things won't be done in the way we expect them to be done.
- We like and enjoy the power that our position gives us – and we don't want to share that power with anyone else. We have a whole session on power, because it is such an important issue for leaders.
- We're afraid that if we delegate to someone else, then they will do it so well that they will actually overshadow us!
- Sometimes we won't delegate because we don't respect the other person. We actually don't think they're any good and that they won't do a good job if they are given something to do.
- And sometimes we won't delegate, because culturally the boss should retain the control.

The important point here is that if we never delegate a task to anyone and if we allow them no freedom to take initiative, they will never develop as people.

Now, read Exodus 18: 5-8 & 13-26 below and when you have finished, continue with this unit.

What was Moses' problem?

He was the only one deciding disputes with the people

What advice did Jethro give to Moses?

Delegate

How did this help Moses in his leadership responsibilities?

It enabled him to still serve the people, but only with the most difficult cases

How did this help the people that Moses was leading?

More people could be heard by the other leaders and resolve their disputes.

If we take what we read in the Scriptures as important, we see that Jethro thought that delegation was important for Moses' leadership. So if it was important for Moses to delegate, it's probably important for us to delegate too! Delegation is at the very heart of servant leadership because it empowers others. It's not always easy and there are challenges, but unless we try it and work at it, we will never be servant leaders in the way that Scripture calls us to.

Finally, we want you to do some personal reflection. Turn to your workbook for this module and work through the questions we have given to you there. This is a personal reflection for you on what we have covered in this session. When you have completed this reflection, take the quiz, and then you can begin the next module.

Module 3

Power

Unit 1 – Power and Leadership

In this module we're going to be thinking about the issues of power and leadership.

What are some of the words that come to mind when you think of POWER?

Some people have said words like:

Authority

Force

Responsibility

Influence

Command

Control

Might

Strength

Abuse

Open your workbooks for this module and take a look at these words, which you will find there, and then circle the ones that you think are negative. When you have completed this exercise, continue with this unit.

That wasn't such a simple exercise, was it? How many words did you mark as negative? You may have chosen several, but I would only have chosen one: "abuse". The others could be positive or negative. "Force" for example if used wrongly is negative. If a rebel group uses force to take over a country, we would normally think of that as negative. But if someone uses force to stop a criminal from hurting an innocent victim, we would consider that good.

It is important to note that power is usually neutral and the way we use power can go both ways. We can either use it positively or we can use it negatively. It's just the misuse of power that is bad.

It is very important to know that leadership automatically comes with power. It's how we use the power we have that is important.

Now I would like you to think about this question: what are some of the things that can cause a leader to fail? Think of big categories rather than individual failings.

You might think of things like:

Fear
Pride
Greed
Dishonesty
Laziness

And it is true, all of those would cause some failure. But I want us to focus on the big categories that cause leadership failure. These are:

Money,
Sex and
Power,

Now I want you to think about what makes each of these three issues cause such problems in a leader's life?

For example, can you just avoid all interaction with money? Of course not. And why not?

Well, we all have to deal with money as leaders in some way or another. We cannot avoid dealing with money, it's just an issue of whether we misuse it or not. Of course, the same is true with Sex and Power.

Leadership comes with power; and a leader often needs power in order to get things done!

We will only deal with the issue of Power in this unit, but it is important to realize that the misuse of money or the misuse of sex as a leader is really a combination of the misuse of Power and Money or the misuse of Power and Sex. Abusing the power that comes with leadership in combination with money or sex is what creates a problem.

Now let's read Matthew 6: 19-24

"Do not store up for yourselves treasures on earth, where moths and vermin destroy, and where thieves break in and steal. But store up for yourselves treasures in heaven, where moths and vermin do not destroy, and where thieves do not break in and steal. For where your treasure is, there your heart will be also.

"The eye is the lamp of the body. If your eyes are healthy, your whole body will be full of light. But if your eyes are unhealthy, your whole body will be full of darkness. If then the light within you is darkness, how great is that darkness!

“No one can serve two masters. Either you will hate the one and love the other, or you will be devoted to the one and despise the other. You cannot serve both God and money.

In some of the older translations of the Bible, they use the word “mammon. In more recent translations they’ve translated this word as “money”. Mammon expresses a much deeper issue than just money.

Where does the term “mammon” come from? What does it mean?

Well, “Mammon” is a Caldean term that meant “the power and influence which wealth exercises.”

What is Jesus saying here?

He is saying that if it’s power and influence that drives you, then you can’t really serve God!

Does it seem clearer now why Jesus said, “you cannot worship God and Mammon”?

The same is true for Sex and for Power.

Can you think of how the misuse of power with sex can cause a leader to fail?
It’s easy to get the things you want if you have power; and it’s something that goes back a very long way!

Now let’s read 1 Kings 11:1–6.

King Solomon, however, loved many foreign women besides Pharaoh’s daughter— Moabites, Ammonites, Edomites, Sidonians and Hittites. They were from nations about which the Lord had told the Israelites, “You must not intermarry with them, because they will surely turn your hearts after their gods.” Nevertheless, Solomon held fast to them in love. He had seven hundred wives of royal birth and three hundred concubines, and his wives led him astray. As Solomon grew old, his wives turned his heart after other gods, and his heart was not fully devoted to the Lord his God, as the heart of David his father had been. He followed Ashtoreth the goddess of the Sidonians, and Molek the detestable god of the Ammonites. So Solomon did evil in the eyes of the Lord; he did not follow the Lord completely, as David his father had done.

So, the first question I have for you is: how did Solomon misuse the combination of power and sex?

Well, he wanted all the women – and he had the wealth and power to get what he wanted.

And what was the result for him?

That he deviated from God's plan for his life.

The availability of sex outside of marriage is often available to leaders more readily than to others because of the power and status they possess. And of course, this can lead to failure and downfall as a Christian leader.

We cannot avoid exposure to money, sex or power because they are all important and valid things, but it is the misuse of them that is sin and causes problems.

Whether or not we're a leader – we've all served (or currently serve) under a leader.

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 and
- 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 think about what you've actually experienced, rather being theoretical. Make these notes in your workbook for this module and continue with this unit when you are done.

When we asked people to make some notes about their experience of what made them good leaders to serve under and some notes about their experience of what made them bad (or difficult) leaders to serve under here are some of the responses we received.

The characteristics of good leaders were that they were:

Motivating
Teachable
Friendly
Humble
Loving
Encouraging
Compassion
Love

Engagement
Sacrifice
Accessibility
Approachable
Bad Characteristics? They were:

Judgmental
Hypercritical
Dictator
Proud
Hot tempered
Never wrong
Unforgiving
Self-centered
Constricting
Controlling and used
Emotional blackmail

Notice that with the good characteristics, almost all have to do with loving and caring for those who work under them.

Now, on the side of the bad characteristics, which of them have to do with the misuse of power?

Yes, just about all of them and they may not even know they are doing these things. And we often tend to mimic what we experience. As leaders we tend to model our leadership on what we have seen in other leaders, which might not be a good example to follow.

God knows us – and God made us – but sometimes the way we behave as people AND as leaders isn't always honouring to God and the way we lead people.

Some people say "that's just the way I am and you'll just have to put up with it" – but if we behave as bad leaders – that's not how God wants us to be – sometimes we need to modify our behaviour to be the leader that God wants us to be.

One of the elements that can make a leader a good leader or a bad leader is the way they use power.

Whether we like it or not, leaders have power!

In a sense, if you are a leader, power goes with the job! Leaders are the ones with the power to decide what is to be done and how it is to be done. They decide when it is to

be done and who is to do it. They are likely to have more and better information than anyone else in the organisation, and they can use that information to increase their power if they wish. And for some people, the more power they have, the more they want.

Turn to your workbooks for this module and as you read the passages below, write down some words or phrases that describe the characteristics in Saul that made him suitable to be a leader. When you have completed this exercise, continue with this unit.

When we have asked others in the past to describe Saul at the BEGINNING of this reign, some of the feedback we received included words and phrases like:

He was a good listener

He stayed focused

He was humble

feared God,

was anointed by God

and Worked hard

He was submissive

He was a strategist

He was transparent

And he was forgiving of those who questioned his leadership

Now, below, read 1 Samuel 13:1–14; 1 Samuel 15:1–26 and 1 Samuel 18:5–12. Turn to your workbooks for this module and as you read this second set of passages, we want you to think of some words or phrases that describe the characteristics you see in Saul that now make him unsuitable to be a leader. When you have completed this exercise, continue with this unit.

When we have asked others in the past to describe Saul at the END of his reign, some of the feedback we received included words and phrases like:

Saul was intimidating

He was rebellious,

Manipulative

Impatient

Fearful

Greedy

Disobedient to God

Angry

Proud

Arrogant

Insecure

Afraid of losing power

Jealous of David

And that he was without God's power

Look at the contrast between Saul's leadership before and after he became king. Look at these differences and reflect on what it says to you about your own leadership.

Saul had a lot going for him as a leader. He had the potential to be a really great leader – just think back on some of the characteristics we listed in the first part of the exercise.

But then something changed, and he began to demonstrate some very negative characteristics.

And tragically he was to be removed from his leadership position by God.

We're going to look at another example of someone who began well, and who changed his leadership approach over time, as we return to our Case Study of Kingdom Signpost Ministries.

Now, what did we learn about Victor in the last part of the Case Study?

That he is a team player, hates confrontation and he is not like Rev. Ogulu.

And what did we learn about his colleagues?

Well, we learned that they have a variety of leadership styles

What did this teach us about leadership?

That it is important to adjust our natural leadership style to respond to needs of those around us.

We're now going to return to the Case Study, so let's get back to our friend Reverend Ogulu and KSM – Kingdom Signpost Ministries.

Unit 2 – Case Study: Power and KSM

The crowd listened with great attentiveness as the Prime Minister of Kabuli, the Honorable Sir Michael Bulima, rose and began to speak. It was his privilege to officially confer the honor of Moderator of the Ambassadors Church on its distinguished recipient, Rev.

Stephen Ogulu. They were from the same tribe, had been at school together and had been life-long friends.

The Prime Minister was generous in his praise of Rev. Stephen Ogulu. Stephen Ogulu had stood at the forefront of Christian leadership in Kabuli since the country's independence. He had been a consistent voice for much-needed renewal, integrity and change not only in church but throughout the whole nation. He had transformed *Kingdom Signposts Ministries* (KSM) from its early days of translating western literature into a pioneering ministry which motivated and equipped Kabulian writers to address contemporary issues in dynamic and relevant ways. As he continued to address the assembled congregation, Prime Minister Bulima recalled similar dramatic shifts within the Ambassadors Church while Rev. Ogulu had been Chair of its Board.

The Prime Minister commented that at independence there had been a handful of younger nationals who were gifted with outstanding leadership skills. One of them had been the young Stephen Ogulu who had brought a much needed vitality and sense of destiny to the church in the newly independent nation.

Ever the powerful orator, the President issued the charge that that the Ambassadors Church should not become complacent, but with Rev Stephen Ogulu in charge, it would go from strength to strength. And with these words he sat down. Everyone rose to their feet in acclimation at the conclusion of the President's speech.

No one in the audience that day, including KSM staff, would dissent in recognizing the pioneering impact of Rev. Ogulu's ministry. But one person was overheard as saying, "With Ogulu in charge, then this church is in big trouble."

Few would recognize the person who was present on the platform that day as the "Rev. Steve" of 1991 when he became Director of KSM. The years had brought so much change. In place of the relationship and trust of the nineties, today there was widespread unease among the younger pastors in the Ambassadors Church over their future ... because of Rev. Ogulu. Some of the younger leaders were even openly talking about leaving the denomination and starting a new movement.

Among those who had been present at this occasion were Stella Senge and Fred Mengistu. These were the only two surviving members of Stephen Ogulu's original management team at KSM. After the lengthy ceremony they took the bus back to the office together. As they sat next to each other on the narrow seats of the overloaded bus, they could not help reminiscing about the changes at KSM since those early days.

They recalled that when he had first become the Director it had been exciting days. Rev. Steve quickly filled the key vacancies and infected the management team with his vision and optimism. The Worldwide Ambassadors Church (WAG) had continued providing funding which covered the costs of training writers and the development of new material. The churches had particularly welcomed a new discipleship series that proved to be ideal for the young adults who were turning to Christ in unexpected numbers.

It wasn't long, however, before the early symptoms of *big-boss syndrome* began to appear. There were no questions, for example, when Rev. Steve took the large corner office formerly occupied by Peter Rubella, the recently departed director from overseas. After all, this was a common perk among leaders in Kabuli, as was the provision of a large home and car. Stella and Fred could not help remembering, however, that Rev. Steve had been highly critical of Peter Rubella for such practices.

Also, no one seemed to think it unusual that Rev. Steve spent less time with people as the ministry expanded. The staff was growing and the pressures on his time had increased. The spontaneous prayer sessions of the early days also gave way to weekly chapel sessions always led by the Managing Director, who by now was always addressed more formally as Rev. Ogulu.

Relationships gradually became more and more formal as the ministry was organized into separate departments. It also became increasingly difficult to see Rev. Ogulu without an appointment, which was unusual in such a relational society. In fact it wasn't long before a policy was put in place that restricted access to Rev. Ogulu unless an appointment had been made with his secretary.

One of the first things that Rev. Ogulu had done on taking charge of KSM had been to form an Executive Committee. Both Stella and Fred had been part of that committee, and talked about the sense of community they had experienced as decisions were made jointly. But as time went by this committee quickly became little more than a one-way sounding board and rubber stamp for Rev. Ogulu's ideas.

These long time friends agreed that they should have been more forceful with Rev. Steve, who had seemed to change after the embezzlement took place. As they looked back, they saw how much that incident had hurt him, and that as a result he seemed to lose all sense of trust in others and they realized that it was at this point that his willingness to delegate had decreased. They remembered that he had instituted a practice that all decisions on policy, operations and expenditure had to be approved by him. This action, while perhaps

understandable in the circumstances, created a bottleneck which led to long delays in getting decisions made which resulted in lost opportunities.

Rev. Ogulu's openness to innovation that had marked KSM's early days and which had given it its edge in ministry, changed too. Instead of encouraging new ideas and initiatives, he tolerated little deviation from his directives and policies. Those who risked going against Rev Ogulu's demands suffered in many ways, ranging from loss of face to outright dismissal. Not surprisingly, promising younger employees left as quickly as possible to find an atmosphere that offered the kind of acceptance and support they needed,. As a result morale began to decay in all departments.

While this was taking place, the Managing Director found himself moving in spheres of influence he had never imagined would be attainable for him. He made regular visits to the government offices. It was not long before the Prime Minister, his classmate and clansman, had invited him to join a group of his personal friends and confidants who were top business and political officials.

They also remembered that Rev. Ogulu had been invited to join the World Ambassadors of God (WAG) International Council and he had also been invited to speak and travel. In fact, as the years passed, he became a sought-after speaker in Western Christian circles. Sometimes he was "abroad" for weeks at a time. He had also begun to receive regular honors as his power and recognition spread. Indeed, he had welcomed these signs of power and had embraced them as the inside track to acquiring even greater influence. Meanwhile the staff were really apprehensive about taking any initiative while he was away, knowing that his wrath would inevitably fall on his return. In fact, staff at all levels of the organization felt marginalized and of little value.

Then, to the dismay of the senior staff, Western literature distributed by WAG soon began to flood the shelves of Christian bookshops in the country that were managed by KSM. One member of the KSM Board had even reminded the Managing Director of his outspoken opposition to this practice in missionary days, only to discover that his tenure on the Board had been abruptly ended.

As they realized they were only minutes from the office, Stella and Fred were forced to conclude that Rev. Ogulu had fallen guilty to misusing the power of his office, as it became a means for his own self-fulfillment and advancement. They realized that for their former leader, power and control had become something to be sought for as ends in themselves.

The bus came to a stop where they needed to get off, and as they walked the final stretch to the office, they both agreed with deep sadness that their friend and colleague, had really struggled with his leadership responsibilities, he had wanted to lead well, but he had not been helped in by his fellow Christians, and they recognized their own fault in not challenging him when the problems had started.

Unit 3 – How Did Rev. Ogulu Lead?

Now that we have some of the background to Rev Stephen Ogulu, what do you think made Rev Ogulu such a good leader when he first took over leadership of Kingdom Signpost Ministries? Well, some people have said:

He was Open

He had a gift for motivating

He was friendly,

relational,

accessible and available

What changed in his approach to leading by the time he handed over leadership of KSM to Victor?

He started a top-down leadership

He was rigid

He became controlling

He lost trust in others

And there was no more consultation with others

Rev Ogulu clearly started off well and wanted to do a good job as leader of KSM – and to really grow the ministry for the benefit of the church in Kabuli. But something changed! He allowed his power to dominate and corrupt his leadership.

From your viewing 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? Write down your thoughts in your workbook and when you have completed this exercise continue with this unit.

We asked you to write down what you can see that suggests that Rev Ogulu allowed the power he had as a leader to dominate and change him.

In the past when we have asked others they have said:

- He gladly accepted the perks of office – the large office; the official car.

- He Enjoys the exalted position he is given in the country and in being invited to speak at international conferences – to the detriment of KSM.
- Prayer and worship become a low priority – and Rev Ogulu dominating the weekly chapel service.
- He becomes increasingly isolated from his staff who can only see him if they have an appointment.
- He is the only person who can make decisions – and eventually all decisions have to be agreed by him – which becomes a major problem when Rev Ogulu is out of the office on his international speaking engagements.
- He is Unwilling to take advice or suggestions from others and anyone who dares to suggest another way of doing things gets bullied or even dismissed. Remember Alex Campagna from module 2?
- He's closed to new ideas

In summary, power is seductive. It is not a neutral force, but one that is often suggesting to you that you have the right to do things that others do not have the right to do. When you hear that quiet voice, tell it to go back to the pit of hell from where it came. Don't ever let power change you into someone who abuses that power.

Part of the challenge for Reverend Ogulu when it comes to power is his leadership style.

Do you remember what style of leader Reverend Ogulu is?

He is a Type 1—Designer/Developer

What do we know about this Leadership Style which might suggest why Reverend Ogulu might have been behaving in the ways we just described?

Some ways that I can think of include tendencies to:

Fail to listen

To want to dominate

Now review what you learned in module 2 about your own personal leadership style and then answer the following questions:

1. Based on my leadership style, what are my tendencies to misuse power?
2. What can I do to help my style avoid the misuse of power?

Write down your answers in your workbook for this module and continue with this unit when you are done.

Here are some answers – based on the different leadership styles – that others have said:

For Designer/Developers:

Tendencies to misuse power include:

Control

Dominate

Fail to listen

Fail to accept other's ideas

Fail to take the time to explain.

To avoid the misuse of power:

Enable others

Listen more

Delegate appropriate decision making to others

Be more flexible

Value others

Show concern for others

For the Motivator/Influencers:

Tendencies to misuse power include:

Manipulate others

Fail to listen

Fail to accept other's ideas

Monopolize taking center stage

Being emotionally reactive

To avoid the misuse of power:

Listen as much as you talk

Don't manipulate

Let others get time "up front" to share their thoughts

Control emotions

For the Team Builders:

Tendencies to misuse power include:

To manipulate others to make the decisions, then blame them if it goes wrong
To refuse to debate/discuss important matters
To avoid leadership when leadership is needed.

To avoid the misuse of power:

They need to be more direct and willing to discuss and confront
They need to be more decisive and willing to take the lead or make a decision
And for the Implementers:

Tendencies to misuse power include:

Control and domination
Being too inflexible and detailed so that others grow frustrated
Refusing to make a decision
Refusing to let anyone take a risk.

To avoid the misuse of power:
Be willing to delegate, even if others fail
You need to respond more quickly to the suggestions of those under you
And you need to listen to others and value their input.

Each leadership style can abuse power, but each would tend to do so differently. Just knowing your tendencies will help you avoid that pitfall.

Unit 4 – Case Study: Rev. Ogulu’s Past

Sometimes our tendency to misuse power has a lot to do with things that have happened to us in the past.

We’re now going to hear more about Rev Ogulu’s story, which might help us understand some of his problems with power!

Stephen Ogulu’s father, Rev. Hezekiah Ogulu, ruled his home with an iron hand when Stephen was growing up. Because he was adventurous and inquisitive, Stephen was often harshly punished at home and because of his intelligence and desire to bring change he was often taunted by others at school. He can well remember times of great

loneliness and rejection. Even though he enjoyed a great deal of success, there always has been a nagging sense of self-doubt and insecurity.

Ogulu served as Director of KSM for many years. One thing younger staff noticed, was that the longer Ogulu was in leadership the less he listened to their ideas or embraced change of any kind. Many found this frustrating. For instance, when Bong Kim tried to suggest an idea utilizing new technology that would enable customers to download new products using an application on their mobile device, Reverend Ogulu refused to even talk about the concept. He seemed to struggle to understand what Bong Kim was suggesting and finally told him that none of his friends would ever use such a tool, so it couldn't be worth the increased cost.

Stella remembered another instance when she, Fred and Bong Kim were brainstorming together about new products that might be of interest to the growing Church in Kabuli. Reverend Ogulu walked into the room and demanded to know why they were discussing something of this importance without him there. He went on to say that too often lately there seemed to be too many "back room" discussions without his input. He continued, "I understand the mission of this organization better than anyone else here and I want to know when these things are being discussed." Surprised and confused, the three quickly ended their marketing committee meeting and went back to their own offices.

Unit 5 – Case Study: Rev. Ogulu's Past

Why do you think that Rev Ogulu is so reluctant to hear new ideas and delegate responsibility and authority to others? Try to think of as many reasons as you can.

Here are some that others have said in the past:

- Because of his harsh upbringing he has always been insecure and afraid of rejection.
- Because of his age, he fears the new ideas of younger leaders and finds their thoughts threatening because he doesn't always understand them or see their value even when he knows others do.
- He fears losing power and control to those with better ideas.
- He may legitimately fear that younger, more immature staff will not appreciate and adequately protect the mission of KSM if given more power.

The key word here is "fear". Fear drives too many of our lives and the only possible solution is understanding how completely God loves and accepts us just the way we are.

Now going to look at this issue of power from another perspective, that of someone in the organization other than Reverend Ogulu.

Victor Osco, the new Managing Director, does not find it especially difficult to function as a true servant leader because of his temperament as a team player. But he is facing

growing frustration with his uncle and new Board Chairman, Rev. Stephen Ogulu. In effect, Stephen has never stepped down from being in command. Rarely does a day go by when he fails to meet with Victor in full expectation that his “suggestions” be followed as if they were commands. Not surprisingly, Victor often feels crushed and forced to comply.

What suggestions can you give to Victor to help him manage the situation with his uncle? Well, some people have said:

- Pray for his uncle
- Sit down with Stephen Ogulu one on one and try and share with him the problem.
- Ask someone else who knows Stephen Ogulu to go with you to talk to him about the problem
- Go to the board or those who held Rev. Ogulu accountable and share with them the problem

Now a second question. As you think about the story of Rev. Ogulu from the viewpoint of those who were closest to him, what could they have done to keep him from falling into the trap of wanting so much power? Some people have said:

- Confront him about the problem
- Pray for him
- Encourage him to listen to other people’s ideas

If you are not the senior leader in your organization or church, how can you help those over you who may be struggling with their use of power?

I think that an approach that is the same as above for those working for Reverend Ogulu is a good way to go:

- Confront him/her about the problem
- Pray for him/her
- Encourage him/her to listen to other people’s ideas

Even if you are not the senior leader, you may be able to help both those over you and under you to avoid the pitfall of misusing power.

It’s important, as we close this module that we recognize that

- whoever we are
- however much experience we have
- however old we are...

.... we're all open to the seductive nature of power, and it's something we always need to be on our guard against. As a leader, we all have power, but we need to ensure we don't misuse the power we are given.

Now, as a final application, in your workbook for this module, we want you to undertake an honest self-assessment by prayerfully answering the questions below. 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.

When you have finished answering these questions, summarize the things you want to be sure and keep about the way you currently use power and the things you feel you need to change. If possible, share your answers with someone you trust and ask them to pray for you to protect you from misusing power in your leadership and instead to use your power with humility in the ways God intended.

When you have completed this exercise, take the quiz and then you can begin the next module.

- 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?
- d. What temptations do you currently have to misuse power?
- e. Based on what you know of yourself, what fears do you have that might cause you to hang on to power that you should delegate or to misuse power in any way?

Module 4

Developing Others

Unit 1 – Developing Others is Critical for a Leader

In our last module, we discussed the relationship between power and leadership.

The misuse of power is a potential problem for every leader because:

- Leadership always comes with power
- Power is seductive
- Sinful nature always wants more power and you have to find ways to combat that desire.

So, what are some key ways to help any leader not abuse power?

Some key ways to help any leader not abuse power include:

- Humility / not letting pride and ego dominate
- Understanding your own leadership style and therefore how you tend to abuse power so that you can combat it.
- Understanding your own culture and the way it tolerates power abuse so you can recognize it in yourself
- Accountability

In this module, we're going to be learning about Developing Others.

Let's look at the following proverbs together:

"If you want to move fast, go alone, but if you want to go far, take others along." —West African proverb

"If you are planting for a year plant grain. If you are planting for a decade, plant trees. If you are planting for a century, plant people." —Chinese proverb

"You are not 'successful' unless you have 'successors.'" — American proverb

You'll notice that there are similar themes in all three:

- All deal with long-term versus short-term goals and what lasting success means, and
- These sayings help you to see the implications of taking time to develop people or not.

Developing others is one of the most critical things a leader must do to be successful in the long term.

What are other terms we use to describe "developing others"?

Others have said words like:

- Coaching
- Empowering
- Enabling

- Mentoring
- Discipling
- Spiritual Directing

All of these describe different elements or ways of developing others and these are the things we will talk about in this module.

Stop for a moment and reflect on an experience, or experiences, where you were mentored by someone. Think specifically about:

- 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?

Now, turn to your workbooks for this module and write down your answers to these questions. When you have completed this exercise, continue with this unit.

So, what is your definition of "mentoring"?

Well, mentoring can have many meanings, but {we/DAI} sometimes likes to use the term "transformational mentoring" because to us that means: coming alongside someone to enable him or her to achieve all God has for them.

"Transformational Mentoring" implies:

- It is an active and ongoing process.
- It does not mean the mentor has to have all the answers.
- It does not imply that the mentee should become just like the mentor.
- The main importance is to be there for one another and allow God to use your experience to learn from one another.
- And by helping them to be what God wants them to be.

Mentoring is NOT:

- It is not using your influence to control another person
- It is not trying to make someone become just like you
- It is not manipulating or forcing someone to do something they do not want to do

The role of the mentor is to:

- Come alongside and build a relationship with that person
- Encourage the positive gifts you see in the other person
- Help that person arrive at their own goals and then hold them accountable to achieve those goals
- Listen and ask good questions

Unit 2 – The Well-Being of Those We Develop

Developing others is important for leaders.

We often think that what is most important is learning about how we can be more successful in accomplishing tasks.

But that's not the case. How we do what we do, is as important as getting things done. God wants us to be interested in the well-being of those who work for us and with us. So we are going to start this unit by exploring what the Bible has to say about developing others through studying a passage on Servant Leadership.

Below, read John 13:1-17 and turn to your Workbooks for this module and there you will find 5 questions and 3 application questions to respond to. When you have completed this exercise, continue with this unit.

Thanks for doing that exercise. It would be interesting to see how you've answered those questions. The following responses show what others have come up with, but they aren't necessarily the only correct answers.

- Question 1 asks: What do verses 1-3 tell you about Jesus and his motives in the situation?

Well, Jesus knew he had only a little time left with his disciples and wanted to teach them about serving in a powerful way that they wouldn't forget.

- Question 2 asks: Why do you think their feet had not been washed as was the custom when they arrived for their meal?

More than likely there was no servant available – probably because Jesus wanted this time with his closest disciples anyway. It was the job of servants to wash the feet of people as they arrived at a home.

- Question 3 asks: What do you think the disciples felt when Jesus began to wash their feet? From verses 4-8.

They must have felt Embarrassed or awkward.

Maybe even shocked and confused.

- Question 4 asks: How do you understand the meaning of Peter's refusal, and then request to be washed? In verses 6-11.

Well, Peter probably didn't want his master to serve him in this way and he was embarrassed that Jesus was willing to wash his feet.

And, Peter also heard Jesus saying that if Jesus didn't wash his feet, he couldn't be a part of Jesus and he desperately wanted to part of Jesus' group of disciples.

- Question 5 asks: What is the reason and explanation that Jesus gave for washing their feet? v12-17

He was doing this as an example to them of serving others; to show that no one is too important to serve others.

- The first application question asks: Jesus acted first, and then explained – how does this relate to our leadership?

Jesus was demonstrating servant hood first - we often explain without demonstrating! No wonder people do not understand. They follow our example more often than our words.

- The second application question asks: What do you think Jesus meant when he challenged the disciples to wash one another's feet?

Well, that meant that they should be willing to serve one another and put the needs of others before their own.

- The third application question asks: →What does this lesson of servant leadership have to do with developing others?

Well, one of the main roles of a leader is to enable others who are serving under you, to be all that they can be and to encourage them to grow. This is completely the opposite of "big boss" leadership that focuses on how much the leader can gain from the position, or how much power and control it gives him or her. This is an incredibly "radical" lesson to try to live out!

Enabling others begins as an issue of the heart.

You must want to see others succeed and grow and become even better than you are, rather than hold onto your power or protect your position. This is the essence of "servant leadership". Only when you truly want to be a servant leader can you become an effective developer of others.

One of the marks of an effective leader is how many other leaders you've developed.

Now, we're going to return to our Case Study and see what Victor is learning about the importance of developing others. When you finish watching the case study we will have an exercise for you.

Unit 3 – Case Study: Victor’s Staff

Victor sat quietly lost in a sense of emptiness and loneliness. The afternoon sun was even hotter than usual, making the drive back to the capital seem long. Maybe it was his dark suit, or the fact that his car air conditioner had decided that it was not going to work again today. All Victor knew was that somehow the oppression of the heat mirrored the oppression of his spirits, making both seem unbearable.

He was returning from his village 30 kilometres from the city, from the funeral of his youngest brother. He had never seen his mother so overwhelmed with emotion. Even his father, the one who never seemed touched by anything, was disoriented by the suddenness of Manual’s death. It was so unexpected, so unplanned. He pondered his own future for a moment. What would happen to those he loved if he died tomorrow? Had he planned well enough for them? What would happen to KSM if he died tomorrow? Even as the thought struck him, the weight of it seemed to fall on him like a huge boulder. Who would there be to take on the managing directorship if he was suddenly gone? Of course he knew he was not indispensable, but who was there really? One by one, he reviewed the staff. Who was really ready? Some were certainly intelligent enough and a few had technical training, but no one seemed capable of leadership. What would they do? Bring someone in from the outside? Who knew? Why wasn’t there anyone with any leadership experience?

As he arrived home, Victor could not get away from these thoughts. The house was quiet since his wife and children had decided to stay with his family for the week. Who was there to develop the potential leaders within KSM? God, why wasn’t someone doing something about this?

Victor wandered rather aimlessly through the house, knowing that there was much he could be doing but somehow feeling unable to sit down and concentrate on anything. His eyes ran over the book shelf at the end of the hallway. One title jumped out at him, and he couldn’t resist pulling it down from the shelf. It was a little book on Jesus’ style of leadership. He had never read it before. After all, he didn’t have time to read anything beyond the absolute necessities.

He sat down in the comfortable chair near the window and loosened his tie. He began to read and, before he fell asleep nearly an hour later, many new thoughts had been planted in his mind. One thing he felt certain of—if leaders were going to be developed within KSM, it was his responsibility as the leader to see it happen.

Victor began his Monday morning much like most others, with a time of devotions in his office before other staff members arrived. His prayer time focused on asking God to show him who God saw within KSM as potential leaders.

As the day progressed, Victor found himself finishing every conversation with a silent prayer, “Lord is this the one?” “How about this one, Lord?” He was actually getting a bit frustrated with this whole process when John, Stella’s nephew, tapped hesitantly on his door.

“Excuse me, Mr. Osco, Aunt Stella asked me to drop these memos off for you.”

Before he could back away, Victor waved him into a chair. “Sit down for a few minutes, John. Tell me a little bit about yourself.”

Somewhat surprised, John sat down and began to talk with Victor. They discussed several things and John even shared some of his hopes and ambitions with Victor. Before he left the office half an hour later, John found himself saying, “Yes, I would like the chance to meet regularly with you, and really be mentored.”

Victor smiled to himself after John left. This was going to be fun. He could tell almost exactly where John was in his walk with the Lord and professionally. John reminded him so much of himself at that age. Victor could almost read his thoughts.

Suddenly the door burst open and Moses, a young member of the production department, came charging in, his face red, and the veins in his neck nearly bursting. He stopped almost as abruptly as he had entered, seemed to calm himself, and began apologetically, “I am sorry for barging in like this. I wanted a chance to talk with you, but if this is not a convenient time I could come back later. . .” he trailed off, not knowing exactly how to continue. “It’s fine, Moses, come on in and close the door behind you.”

Victor almost audibly sighed as he moved over to sit in a chair near Moses. Just as he suspected, Moses was frustrated again with Bong’s refusal to listen. Moses had so many ideas and so much drive to get them done. Funny, Victor mused, Bong and Moses were so much alike, he thought they should be able to understand each other but, instead, the production department did not seem to be big enough for the two of them.

As he was finishing the time with Moses, Victor had the strangest thought—maybe God would want him to mentor Moses as well! Immediately he rejected the idea. Moses was so different than him. How comfortable would he be with that process? He rarely understood why Moses reacted the way he did. But even as those thoughts entered his

mind, he knew down inside that God had spoken. Here was a young man with tremendous potential. Victor needed to play a part in seeing him enabled to be all he could be.

Victor met with the two young men regularly over the next several months. He suggested readings for each, helped them understand their own giftings and behavioral styles more. He took one of them along when possible to conferences he attended on behalf of KSM. He began challenging them about the projects they were involved with and helped them to grow in some of their skills. He also found his respect for each of them growing and, as time passed, began asking them for input on decisions he was making. Often their ideas were as good or even better than his own.

One day in March he was looking through his mail when he noticed an invitation from the “Kabuli Evangelical Committee,” the umbrella organization of evangelical denominations and organizations for the nation of Kabuli. The invitation was for KSM to provide the leadership for a workshop at the upcoming national conference. The topic was “Innovations in Publishing.” What a nice compliment”, Victor thought. “Just a couple of years ago they would never have considered KSM for such a role. Maybe some of the changes they were attempting were working.” Victor thought for a moment about speaking at such an event.

Not since his uncle Stephen resigned had KSM received such an invitation. He knew that it would give him an opportunity to meet and be heard by most of the influential evangelical leaders of the country. In many respects that was not his favorite role; however, it certainly appealed to a part of him—for the sake of KSM’s ministry of course! As Victor was contemplating this very attractive possibility, he heard a small quiet voice whisper in his mind, “This would certainly be a good opportunity for Moses to share some of his creative ideas with others.”

Immediately he began arguing with himself. It was culturally appropriate for only the top-level leaders to speak at a conference of this type. It was the very first invitation of this magnitude he had received since taking on the Managing Directorship of KSM. Of course, he had spoken at the conference in past years when he was a pastor, but this was different. This was real recognition of his role in the evangelical community!

Thinking back on it later, he realized that this internal struggle lasted much longer than it should have. Only then did he repent of his pride and desire for recognition. He had to admit that it was the perfect chance to give Moses the opportunity.

As the conference approached, Moses prepared diligently. He was both excited and apprehensive. He worried that he would let Victor down. Was he really able to share with these elders' things that would be useful information for them? What if he failed? Wouldn't that reflect poorly on Victor and KSM?

Privately, Victor worried about similar concerns but, deep down, he knew that Moses would do well. That was confirmed on the day of the conference as leaders sat intently taking notes during the workshop, and hurried up to Moses afterwards to talk with him and congratulate him on such a good presentation. Victor felt just a twinge of regret as he observed the involved conversations and attentive faces turned towards Moses.

At the end of the presentation as Victor turned quietly to go, he near bumped into Reverend Ogulu. "Uncle Stephen," Victor began, "I didn't realize you were here, too." "Victor," Stephen Ogulu began, "I thought this was a foolish thing you were doing when I heard that you had asked young Moses to speak for this group. I certainly would have never passed up an opportunity like this to speak when I was in your position, but now I understand what a good idea it was." Victor's face registered his shock, then he quickly tried to recover himself.

"You are surprised, aren't you Victor," Stephen Ogulu continued, "But I realize that only a very wise and mature leader would have made this choice." Stephen looked down at the ground for a few minutes. "You know, I have been doing a lot of thinking about my years of ministry and, looking back, there are things that I wish I had done differently. Yes, I think I missed some opportunities that I deeply regret." Stephen Ogulu shook his head, sadly, then looked up. "Well, enough of that. Let's go congratulate Moses, shall we?"

Now, turn to your workbooks for this module and answer the two questions under the heading: "Victor Developing Others". When you have completed this exercise, continue with the next unit.

Unit 4 – What Steps Did Victor Take?

Looking back at the Case Study that you've just seen, what were the steps Victor took to start mentoring others?

Other people have said:

- Prayer

- He recognized the need
- He asked for discernment as to who God wanted him to mentor
- He listened carefully and took time to get to know those he might mentor
- He recognized their gifts
- He asked them good questions that helped them understand he was truly interested in them.
- He Invited them to enter into a mentoring relationship
- He Explained to them what that might include
- He Met with them regularly
- He Made time for them
- He Gave them reading assignments
- He Gave away opportunities to speak publicly

What did the decision to mentor others cost Victor?

- His Time
- Money (extra travel funds to take them along)
- His Energy
- Opportunities to gain power and position himself as he “gave away” those opportunities to his mentees

Think about practical and simple steps that you can take to begin mentoring someone and know that counting the cost is always involved in truly developing others.

Unit 5 – What Steps Did Victor Take?

Of course, one of our best models of leadership is Jesus, so let’s take a look at his strategy for developing others.

What did Jesus come to earth to accomplish?

- To redeem the world through his death on the cross.
- To usher in the Kingdom of God.
- To establish the Church as the bride of Christ

Jesus had enormous tasks to accomplish, yet how did he spend the majority of his time? Who did he spend the majority of his time with?

That's right, He chose to invest himself in a small number of disciples.

By the end of Jesus' life:

- He had fewer and fewer people following him.
- He was escaping the crowds regularly.
- He was performing fewer and fewer miracles.
- He was doing less and less public teaching.
- He was intentionally putting most of his time and energy into developing a handful of young leaders.

As modern leaders today, there is so much we have to learn from Jesus. He intentionally avoided the big public crowds to invest in just a few disciples. He believed this was more valuable in the long term than having more and more public appearances to bigger and bigger crowds.

Now, turn to your workbooks and I want you to reflect on the two questions below.

Ask yourself:

- Where does the majority of my energy go at this point in my leadership?

- And do I look more like Jesus or the popular leaders around me? Explain why you responded in this way.

When you have completed this exercise, you can begin the next unit.

Unit 6 – What Steps Did Victor Take?

We are now going to read a number of passages in Scripture to see how Jesus developed others. As you read each group of passages, keep in mind a word or phrase that you think is a strategy used by Jesus for leadership development. There will be five steps that Jesus used to develop others that you will note in your workbooks.

Below, you will find the first group of scriptures. They are: Luke 6: 12–16 and Matthew 4:18–20

Some words that come to mind for strategies that Jesus used for leadership development are:

- Identify
- Call
- Invite

Jesus spent a whole night in prayer on the mountain before he began to call his disciples (Luke 6:12–16).

- He had to take time to get to know them by name.
- He picked a variety of personalities and types, not just those like him.
- He gave them opportunities to lead and try things

So, did Jesus choose the brightest and best by the world's standards?

No, he picked them on the basis of what God saw they would become.

So the first step is identifying and inviting. Note this in your workbook where it says:

"The Five Steps that Jesus used to develop others". Then, keep your workbooks open to that page while we go through this unit.

Here is the second group of scriptures for you to read: John 13:15 and Acts 10:39-42

Words that come to mind for Jesus' strategies are:

- Be an example
- Model

So, the second step is that Jesus set an example and invited others to do what he did.

How does this example of Jesus guide us as we develop others?

- Be with people!
- Spend time with them
- Modeling and letting them "catch" how you do things as they are in relationship with you and as they watch what you do. It is very simple.

Who has influenced you the most? Usually it's the people you've spent the most time with—not the superstars or TV evangelists.

So the second step is being an example and inviting others. Note this in your workbook where it says: "The Five Steps that Jesus used to develop others".

Here is the third group of scriptures for you to read: Matthew 13:10 and 11, Matthew 16:1,9–12, and John 21:15–18

Phrases that come to mind for Jesus' leadership strategies are:

- Teach Intentionally
- Use Examples

So the third step is that Jesus taught his disciples intentionally and used parables and stories, even examples from his own life. . Note this in your workbook where it says: "The Five Steps that Jesus used to develop others".

The next scripture is: John 13:34

A phrase that comes to mind is: Demonstrate Love

So, the fourth step is that Jesus loved his disciples.

- Jesus let people get close.
- He let them see when he was suffering.
- He was vulnerable.
- He was accepting of people where they were, but always inviting them to grow.

How could you demonstrate your love to those you are mentoring?

Love also involves holding people accountable, and also giving affirmation when they do something good — encouraging them.

So, the fourth step is that Jesus loved his disciples. Note this in your workbook where it says: "The Five Steps that Jesus used to develop others".

Here are the final group of scriptures for you to read. They are Matthew 10:1–42, John 20:21, and John 15:27

A phrase that comes to mind used by Jesus for leadership development is:

Be practical.

So the fifth step is that Jesus sent them out to practically experience ministry.

Jesus sent them out to try what they've been taught, then he debriefed them and helped them to reflect on what happened.

Did this always go well for Jesus? Can you think of examples when it didn't?

Some examples include:

- Peter denying Jesus, but later would be the "rock" on which he would build his church
- Judas is certainly an example of one of Jesus followers who did not finish well.

You need to give people the chance to make mistakes, then help them learn from those mistakes and do better next time and encourage them that they will!

So, the fifth step that you can note in your workbook is that Jesus sent them out to gain practical experience.

To sum up, the 5 Steps that Jesus used to develop others include:

- Identifying and inviting them
- Setting an example for them to follow
- Teaching them intentionally
- Loving them
- And sending them out to gain practical experience

Unit 7 – What Steps Did Victor Take?

Now I want you to think about where you are in your leadership journey. As you figure out where you are, it is one more tool God may use to enable you to see why you are doing things the way you are doing them. Then as you mentor someone else, it's a great tool to help them understand themselves better. Let's explore this together.

(Diagram builds in)

What you can see now, is a diagram that is being built that represents a time line of the life of a leader.

The general idea for this comes from a writer on leadership, Dr. J. Robert (Bobby) Clinton and you can read more about it in his book, "The Making of a Leader."

An overview of what he says in his book is that all of us grow through certain common stages in our leadership journey. In other words, there are common patterns to how we grow and develop as leaders.

The first phase is: Sovereign Foundations

The second phase is: Inner-Life Growth

The third phase is: Ministry Maturing

The fourth phase is: Life Maturing

The fifth phase is: Convergence

The sixth phase is: After Glow

You should think of this as a series of phases that happen over the lifetime of a leader. It's a way to think about the process by which a leader is matured and comes to full competence.

We won't explain each phase with the depth it deserves, but we will give just a little bit of an idea of what typically takes place in each phase as each leader grows.

As we explain each phase, think about your own life and which phase you might be in right now.

Phase 1 is what Clinton calls "Sovereign Foundations"

By that, he simply means the things that God initially and sovereignly does in our lives to build basic components of who we are.

- These are the things that God often (but not always) does in our youth by His providence, and there's almost nothing that we can do about them.

- When we see them later in our lives, we can be so incredibly grateful for the grace of God, because he's been building the foundations we need.

Here is a story of Sovereign Foundations at work that has been shared with us:

A young woman was moved from what she thought was going to be a wonderful career as a lawyer, into the heavy responsibility of mopping floors on the island of Cyprus as a missionary! God sovereignly did that in her life—it certainly was not her choice, really.

Yet when she looked back on it, she realized how God used that more than anything else He could have possibly used, to build foundations of humility and trusting him, into her life. These are usually things that happen while we're fairly young, at least young in the Lord.

Phase 2 is what Clinton calls "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, and obedience.
- God often allows us to go through tests and trials during this phase.
- This is when you can more clearly identify that a person has leadership potential.
- Often times people who are early in their career, 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 and move beyond a certain issue. 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. He often protects us from too much of what the world would call success happening too fast, for our own good.

Phase 3 is what Clinton calls "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 course.
- Or maybe 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 is doing with us during this time. Primarily He's working on us, although most of us in these three 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 is what Clinton calls "Life Maturing"

In Phase 4, the leader has pretty well identified his or her spiritual gifts – and is using them.

- Leadership is becoming more 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. There's a realization that God cares more about me than what I do! As you recognize how important it is, deeper and deeper communion with God results and becomes truly precious.

Phase 5 is what Clinton calls "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 of "Convergence".

This can be:

- due to their own failures.
- because they're hindered by their own lack of personal development or spiritual development
- because of a fault of the organization or company that they're working with.
- Or because they are never really given a chance to excel in their strengths and get into a 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 is what Clinton calls "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 examples of "Afterglow", 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 simply because others see that in them.
- They're able to exert influence on large groups of others, not because they still have a position—they've almost always given up their leadership position by now. They just exert lots of influence just by who they are, and their very character seeping out, it seems.

This is a very, very brief summary of Clinton's timeline, but we hope that you are able to possibly identify where you are personally on this timeline. Also, as you work with other leaders and with people in your team, it can be helpful to identify which phase they're in – because it will help you be a bit more patient with them!

Now is the chance for you to think about where you might be on Clinton’s timeline. Now, turn to your workbook for this module and there you will see the chart called: “Clinton’s Phases of Growth as a Leader Timeline”. Mark down where you think you are at on the timeline and then write just a few sentences under it about why you think you’re in that ministry phase.

When you have finished this exercise, be sure to share what you have discovered with someone who knows you well. If you have a mentor, it should be him or her, or they could be your spouse or another close friend, get their feedback on what they have identified to clarify or confirm your conclusions.

Unit 8 – Case Study: Practical Steps for Developing Others

John knocked on Victor’s closed door with a sense of anticipation. He still could not quite believe that Victor wanted to invest time in him in such a personal way. John knocked again after a minute had passed with no response. “What is it?” came the sharp reply as John hesitantly pushed the door open. Victor was seated at his desk piled high with papers, looking stressed and somewhat distracted. “Well, what is it?” he repeated, in a somewhat louder voice.

John felt his face begin to get hot as he said, “I, uh, I well, uh, uh. I thought you wanted to see me this afternoon to begin our mentoring sessions,” he finally blurted out. “Look, I can come back at another time if this is inconvenient,” John continued as he began to back out of the door. Victor shook his head as if to clear his thoughts. “No, don’t leave John, it will be good for me to take a break,” he said, “I don’t seem to be making a lot of progress anyway.” They sat down together, with John still feeling a bit uneasy and Victor began to ask him a question, but before the question was even out of his mouth, the phone rang. Apologetically, Victor answered the phone and finished the international call as quickly as possible, then he turned back to John saying, “Now, where were we.”

How do you think John is feeling by now about his first meeting with Victor?

In the past others have said:

Uncomfortable

Unwanted

Not a priority, because it seems Victor does not have time for him.

So, what mistakes has Victor made to make John feel his way?

Well, Victor was not intentional enough about clearing time for the meeting with John.

And Victor forgot to make time

What could Victor have done differently?

Some have said:

Maybe he could have agreed to meet him somewhere outside the office where they wouldn't be disturbed, or have his calls held until they finish

And he probably needed to adequately prepare for the meeting with John

In order to create a genuine mentoring relationship with someone you must create an atmosphere that will foster that relationship, however that can best be done in your cultural setting. People cannot relax and share with you, if they think you are too busy, or they are nervous, or do not feel they are your priority.

Things had gone so well with Moses that Victor felt he should also give John an opportunity to practice his leadership skills, and he began to look for just the right door to open. As he glanced at his calendar for the upcoming month, Victor realized that he would have to miss a weekly staff meeting again due to some travel obligations. Was this an opportunity? Why not let John lead that staff meeting rather than cancel it?

As soon as Victor returned from his trip, staff members began dropping by to register their complaints. Slowly the story came out of what a disaster the staff meeting had been. John had taken the responsibility so seriously that he changed the format of the meeting to try and improve it. This disgruntled some of the older staff who openly told him, "I don't see why you want to do things different, John. We've always done it this way, and there is no good reason to change now just for the sake of change." The meeting seemed to degenerate from there on. John even became angry and at one point and shouted back at a staff member who questioned his opinion. One person walked out before it was over, saying to his neighbor in a rather loud whisper as he went, "This was certainly a waste of my time!"

What didn't go well when John led the staff meeting for Victor.

Well, others in the past have said:

- John was too ambitious and tried to change too much.

- The staff resented the changes.

- And John got upset.

What could Victor have done differently to solve these issues?

- He could have prepared the staff that John would lead and try new things

- He could have John plan the meeting and go over his plans with Victor before Victor left

Delegation of responsibility to a mentee requires more energy sometimes, than doing the job yourself. You need to do everything possible to enable someone to succeed when they try something new, then debrief with them afterwards to make sure they learned all they can from the experience. Sometimes we learn more from our failures than our successes, if someone helps us identify the issues and try not to make the same mistakes again!

Now, back to our friends at KSM.

Now that the financial crisis he had inherited began to calm, Victor could turn his attention to other issues, one of which has become increasingly difficult and urgent. Unfortunately this involved his long-time friend and colleague, Stella Senge.

As you may recall, Stella had been responsible for accounting and finances for many years. When she had been appointed to that position, she had been the only person who had any background in accounting, even though it had been just an introductory course in bookkeeping. Even though she hated the work and all the detail, she accepted the responsibility and rarely complained.

Victor was surprised during his first month on the job that financial reports were not finished at the end of the month as he expected. When asked where the reports were, Stella indicated that she was too occupied with counselling several of the staff women facing personal problems. Victor affirmed the value of Stella in her personal ministry to others, but he could not let the practice continue given the importance of the financial information for his decision making.

Victor decided that the best approach to solving this problem was to admit that Stella might not be in the right role for her gifts as a Motivator/Influencer, and to talk with her

about it directly. He decided to take a developmental approach to this issue, rather than a confrontational one which would have been uncomfortable for him anyway.

Victor called Stella into his office the next day and began to ask her questions about her work. The questions included:

“What do you enjoy the most about your job?”

“What do you not enjoy?”

“What are some the skills you have and which of those are getting used, or not getting used, in your work?”

“What would you identify as the places where you are succeeding and meeting expectations and where does it seem difficult for you to do this?”

Stella felt free to talk with Victor honestly, because she believed he could be trusted and had her best interests at heart. She quickly acknowledged that she didn't really enjoy all the detailed work that went with the accounting and that she felt badly when she missed deadlines. She found herself saying, “In spite of all the years I've done accounting here, I don't enjoy it and really do not feel I do it terribly well, but I guess we all have to do things we don't like.”

Victor acknowledged how genuinely grateful he was for her sacrificial service, but went on to tell her that he thought it might be time to consider her playing a different role in KSM. “I know that we could get you more training in accounting Stella if that was what you desired, but let me just ask you this, is there a different role in this organization that you've dreamed about having? If so what would that be?”

“Oh Victor, thank you so much for asking me that question! I've dreamed about working in two other areas ever since I began here. One is the marketing area. I find I always have all these ideas for the marketing department and I know they are short-handed! The other area I'd love to work in more is counselling and helping people solve their problems. Of course I suppose there's not a formal role for that here, and I don't really have any training in counselling, but I do have a heart for people and hearing their challenges.”

They continued to talk for over an hour planning how Stella could finish her work in accounting and transition into the marketing department. Victor also offered, as a friend, to help Stella find a counselling course to enrol in if she decided after more prayer that

she wanted to pursue this. When she left Victor's office, Stella was smiling and thinking about how amazingly God had answered many of her prayers in such a short time.

Meanwhile, Victor now faced the problem of finding a suitable replacement for Stella. He let his friends and colleagues know of this vacancy and there were many applications.

Soon it was clear that the most promising candidate was James Stephanos, a long-time friend, fellow clansman, and classmate. James for many years had managed the Kabulian office of a British banking firm, which had recently been forced to close its doors because of serious mismanagement in its home country. James, 45 years of age and a designer/developer by temperament, was anxious to use his abilities more directly for the Lord and eagerly sought the job.

Victor easily made the decision to offer the job to James partly out of sympathy. There was no question that he needed a good job, especially given the fact that his oldest son was about to enter university in Europe. The results were apparent almost immediately. James took initiative in reorganizing his staff, reports were submitted on time and also James began meeting with department heads with the goal of providing them with additional financial information, which he hoped they would find to be useful.

So, first of all, what was "developmental" about Victor's approach to helping Stella change jobs? In other words, how did his approach enable her and help her grow?

- Well, first of all, Victor helped Stella to tell him what the problem was
- Victor also helped Stella see her strengths and her weaknesses
- Victor helped her to see the accounting job wasn't a good fit for her, rather than telling her.
- Stella was allowed to express what interests she had, rather than Victor telling her where he thought she should go.
- Victor listened and had an open mind about the possibilities for her future.

Look back at the questions Victor asked Stella.

- Do you see any kind of pattern to his questions?
- How did they enable her to arrive at how she might best change?

Even if there had not been another role at KSM that would best fulfill Stella, involving her in the process in this way would make it much easier to terminate her role because she would understand why it was happening and the process to arrive at that conclusion.

Do you see any kind of pattern to Victor's questions and how did his questions enable her to arrive at how she might best change?

- Well, he helped her think about what was both right and wrong in the current situation
- He helped her establish both her weaknesses and her strengths
- He helped her process what changes might improve the situation and together they set goals for her to wind up her current role and move to a new one.
- And he helped her think about getting further training to pursue her dreams of becoming a counselor.

This pattern of questions is something that a mentor or coach can use to help others grow because it involves a simple pattern that is often described as a "Personal Development Plan" because it:

1. Helps the person clarify what is currently the situation and identify their strengths and weaknesses.
2. Helps the person articulate their dreams and calling and what they need to change or how they need to grow to move toward fulfilling those dreams.
3. Helps them develop a plan for growth and change, the steps to take, and the timing for those steps, then hold them accountable as they begin to take those steps.

Unit 9 – Seek Out People You Can Invest In

As we reach the end of this module, let's think back and remember that we've:

- Looked at why we should develop others,
- Seen Jesus' example in developing others,
- And identified skills needed and tools to use when developing others.

Now, take all the time you need to answer the following questions in your workbook for this module.

For question number 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?

And for question number 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?

When you've completed that exercise, you can take the quiz, and then you may begin the next Module, which is Module 5: Building Teams.

Module 5

Building Teams

Unit 1 – Case Study: Teams at KSM

In this session we are focusing on teams and on building teams.

What do you think of immediately when you hear the word "teams"?

Some people have said:

Sports teams

Ministry teams

People working together

We're now going to return to the Case Study, and so it's back to our friend Victor.

Victor, the managing director of KSM, glanced at the clock for the first time all afternoon and realized with shock that it was well after 6.00 pm.

"Oh no!" The half-moan, half-cry escaped his lips as he leaped from his desk, papers scattering in all directions. Even as he raced for his car, he knew inside that it was too late. Once again, he had let down his son. This time the football match which his son was playing in was only what his son had called a "friendly", but last week he had missed the division finals when his son had scored the winning goal! He looked around for his driver, but realized that he must have wandered off, assuming that he would not be needed until later.

Victor recently hadn't been leaving the office until well after 8.00 pm.

Victor leaned exhausted against the concrete walls that lined the yard of the office complex. Why was he so tired lately? Just when things seemed to be going well, the paperwork had started stacking up in his office again. Why was this happening? So many things seemed like they were getting better, yet his own workload just continued.

As Victor reflected, James stepped out of his office and headed for the bus stop. He hesitated when he saw Victor. "Is everything okay, Victor?" he said, "I made sure that we finished those accounting reports you needed last Wednesday, but Bong stopped by just now to say that they still hadn't made it to his desk. Was there anything that needed to be changed?"

"No, James. To be honest, I haven't even looked at those reports yet," Victor wearily responded. "I thought that with you in charge of accounting and finance, I would be able to catch up on everything—and it is better. You've done a great job, but somehow,

it's not enough. I just can't seem to get everything done, no matter how hard I try or how many hours I put in."

"Maybe there are more changes you need to think about, Victor," James responded. "It seems that nearly everything that happens at KSM still has to have your approval. We're much too big for that. I've got some ideas from what I saw at the company where I worked before and if you have time first thing Monday morning, I could tell you my ideas. What do you think?"

Victor nodded in agreement as James walked away. He thought about James' comments. He had grown to respect James' thinking, in spite of the recent tension. Of course, James was on the right track. Why hadn't he thought of this before? How much did he really need to see of the paperwork that collected on his desk? Why did he need to hear the reports of every department head weekly before they could finalize their decisions? How much of this approval system was really necessary?

With all the increase in ideas, the growing vision, and new strategies that had been developing over the last few weeks, no wonder he was feeling overwhelmed. He was like the plug in a simmering volcano! Either he had to get out of the way, or it would erupt right under him!

When he really thought about it, Victor realized that so much of what came by his desk for approval could easily be decided by those in leadership in each department. All they needed was a simple system of accountability. What if they provided that for each other? Why not? Why hadn't he thought of this before? If the leaders from each department worked together as a team, they would provide that accountability that was needed for each other!

Yes, the concept of delegating some of this to a team of leaders made sense, but could these people really work together effectively? They already had the executive committee which had been started when his uncle Stephen Ogulu had been the Director of KSM; but how would this be any different, he thought? He had nearly disbanded that group because the atmosphere in their meetings was so tense he could hardly stand it. Bong was always complaining that not enough resources were being given to the Production Department and was always suggesting that if only Stella and Fred Mengistu did their jobs more efficiently then there would be more funds to buy new equipment. James would argue that if Bong introduced the efficiency savings, he had suggested then more money could be saved for new projects and that always resulted in a major argument between James and Bong. Stella was always going off the point and always seemed a bit tense around James, which may have been caused by him having replaced her in the Accounting Department. And Fred Mengistu always sat very quietly and never

contributed anything. And it was always worse when Victor's uncle Stephen decided to sit in on the meetings because he had opinions on everything and stated them very forcefully. In fact, Victor found it difficult to describe what the purpose of the Executive Committee actually was.

Victor knew he preferred to work within a team, but it had to be one where there was very little conflict. He always felt that he could get along with everyone, but they certainly seemed to have trouble with each other!

He thought about those who might make up the leadership team and how it might work. First there would be James. He had certainly made the Finance and Accounting Department more effective. However, he could also pose some problems and at times Victor felt quite intimidated by him. Victor was really anxious about trying to keep James motivated and there were so many things about him that Victor just couldn't understand. For instance, James had totally alienated a couple of the employees when he had taken over accounting and finance. Stella had always been supportive when members of her staff had any problems, but James just didn't seem interested in them as people. He was always so sure he was right—and often he was. He was very good at taking charge of a situation; in fact, he took charge of everything he became a part of. What impact would that have on a team trying to make decisions?

And what about Stella? Victor knew Stella was really committed to KSM. She was always cheering everyone on. She knew everything about everybody and was great at providing encouragement. Of course, that was probably why she never seemed to have had time to put into generating accurate reports when she worked in accounting. She just didn't seem to grasp the importance of detail. She certainly provided a lot of creative ideas though, for where KSM should be going and how to reach people. She would be great on the management team providing that kind of input. Did she really have the time for another responsibility though, considering all of the time she spent with different people on the staff?

Now, Bong... Bong might be really good on the management team, thought Victor. He certainly made sure every detail was covered in his own productions department. No, you couldn't say that Bong was ever late with a report or that he didn't have his job done. But then, there wasn't a whole lot to do in productions anymore. He had almost ceased producing any new projects because he just couldn't do the quality work that he felt was necessary. Anytime he asked Bong about it, Bong would always give him a really detailed explanation relating to the equipment, so detailed in fact that sometimes Victor didn't really listen to it all. Would Bong really be able to work in a team environment? He certainly wasn't terribly good at motivating his own team of staff.

The more Victor contemplated working with this team as an answer to some of his problems, the more concerned he became. How would he enable them to really make decisions together? How could they appreciate each other's strengths and weaknesses? They certainly each had some wonderful strengths, but would he ever be able to lead them into working well together? That was something he would have to pray seriously about.

Unit 2 – Characteristics of Teams That Do/Don't Work Well

Before we go any further let's remind ourselves about the leadership styles of Victor, Stella and Bong.

Which of the four styles is

Victor's preference? He is a Team Builder

Stella's preference? She is a Motivator/Influencer

Bong's preference? He is an Implementer

Now that we've been introduced to James, what do you think is his Leadership Style?

We would put him in the Designer Developer area.

What evidence do you have to call him a Designer Developer?

- Well, he effectively brought about change in his department
- Victor felt intimidated by him.
- He wasn't particularly interested in his staff as people
- He alienated people.
- He was always certain he was right.
- And he tended to take charge of situations.

Victor was already struggling with the Executive Committee at KSM, which was clearly a group of people that weren't working well together. You may be part of a group or team

of people that isn't working well together at the moment or if not at the moment, it's likely that you've experienced being part of such a team. What words or phrases would you use to describe why that group or team didn't work well?

Here are what others have said regarding some characteristics of teams that don't work well:

- The wrong mix of gifts
- That members were un-teachable
- That there were personality conflicts
- That members had critical spirits
- That they were complaining about everything
- There was jealousy
- There were arrogant members
- Members that were self-centered
- Members who gossiped
- Members who were lacking in integrity
- Members who caused tension

Now, think of a team that you are part of or which you've been part of in the past and which worked well. What words would you use to describe why that team worked well?

Some people have said:

- There were clear objectives
- We had good relationships
- There was respect for each other's gifting's
- The team was supportive

- There was openness
- Everyone was involved
- The team prayed together
- There were complementary giftings
- The team shared resources
- There were high levels of trust
- Everyone had mutual respect
- And it was just fun!

It's much more satisfying for us to be working in a team that works well than one that doesn't work well. And Victor wasn't very happy about the fact that the Executive Committee at KSM just wasn't a very good team to be part of.

One of the questions that we need to think about is why is it that some teams work well together and are good to be part of and other teams just don't work well together.

Well, one of the reasons why some teams don't work well is because they're not really a team! So, we need to agree on how we describe what a team is.

Unit 3 – Defining a “Team”

What words and phrases would you want to include in a definition of the word "team"?

Here are some answers we have heard from others:

Two or more people working together

Getting something done

Common task

Common purpose

Synergy

Each member making a contribution

Here is what we have come up with as a definition of a "Team":

"A team is two or more people working together to accomplish a common task.

It is more than a group of assembled people; it is a collection of individuals guided by a common purpose, striving for the same results.

Because each member makes a unique contribution, a team is a powerhouse of potential."

Here is what we are identifying as the key thoughts in this definition:

Two or more people working together

Common task

Collection of individuals

Common purpose

Striving for the same results

Unique contributions

A powerhouse of potential

Now we're going to look at what the Bible says about teams and working together.

Let's read Psalm 133 and then look at a question

How good and pleasant it is

when God's people live together in unity!

It is like precious oil poured on the head,

running down on the beard,

running down on Aaron's beard,

down on the collar of his robe.

It is as if the dew of Hermon

were falling on Mount Zion.

For there the Lord bestows his blessing,

even life forevermore.

What does this psalm tell us about what God thinks about working together?

Some people have said:

It's good and pleasant.

God blesses it.

Now we're going to look at what the Scriptures say about some of the practical aspects of working together. First read Romans 12:3-18 below, and then we have a question for you.

Now, turn in your workbooks for this module and answer this question:

What does this passage say about working together and how we should work together? Continue with this unit when you have completed this exercise.

Here are some possible responses to the question:

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

We should have an appropriate view of ourselves - verse 3

We don't all have the same function - verse 4

It is good to value diversity in the team - verse 4

We belong to one another - and that means we should be supportive of one another - verse 5

We each have different gifts - verse 6

We should use our gifts and use them well - verse 6-8

We should love one another - verse 9-10

We should honor one another - verse 10

We should support and care for one another - verse 13

It is important to empathize with others - rejoice and mourn as appropriate - verse 15

And we should work at maintaining good relationships - verse 16 & 18

Now we're now going to look at an example of a team that worked well together. Read Mark 2: 1-12 below, and then we have another question for you.

Now, turn in your workbooks for this module and answer this question:

What evidence of effective team work can you identify from this passage?

Continue with this unit when you are done.

Here are some possible responses to the question:

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

They had a very clear purpose.

They had worked out the steps they needed to take to achieve that purpose.

Each member of the team knew the contribution they could make

They were creative in problem solving.

And they achieved their goal.

Unit 4 – Understanding the Differences in Teams

We now need to move from thinking about the individual to thinking about the group, because we need to work with the team and help each individual in the team understand and appreciate those, they are working with who are different from them.

Read 1 Corinthians 12: 12–31 below and then continue with this unit.

What does this passage say about working together?

It says that:

We need each other

If we think we can survive without valuing certain parts of the body (team) we will be weaker for it.

And that there are different gifts and different roles - and none of them are more important than the others.

Now, why do you think the eye would say to the hand "I don't need you!"? and why would the head say to the feet "I don't need you!"?

Well, this could be:

Because the eye isn't a hand and doesn't appreciate the role the hand has in the functioning of the body.

And similarly the head isn't the feet and doesn't appreciate the role the feet has in the functioning of the body.

We tend to view other people from our perspective and don't appreciate what they bring to the work of the team - and we therefore often see others in terms of their weaknesses rather than their strengths. That's why when people from other leadership styles describe a Designer/Developer as "dominating", a Motivator as "excitable", a Team Builder as "slow" and an Implementer as "picky"!

Misunderstandings are a natural result when people with different behavioral styles try to work together. The point is that they approach an idea or a problem from a completely different perspective. So, we shouldn't be surprised that they see things differently and that misunderstandings occur. Sometimes these misunderstandings result in conflict situations and that's when we should be concerned.

Unit 5 – Practical Ways Teams Can Improve Their Work Together

Now let's take a look at practical ways teams can improve their work together.

If you're in a rowing boat on a lake, a river or on the sea, what do you want the rowers all to be doing?

Well logically we would probably all say we want the rowers to:

Row together

Agree on the same direction

Row in the same direction

And all be pulling on the oars together

That's the ideal picture of an effective team – all the members of the team to be coordinated and all going in the same direction. And if that's the case, then that team is likely to be very effective. We're going to be looking at two theories that can help us understand our teams more completely and help us get our teams all pulling in the same direction together.

The first one is based on some thinking from Patrick Lencioni, who in his book "The Five Dysfunctions of a Team", published by Jossey-Bass, 2002. It suggests that one of the reasons why it's difficult to make teams work well together is because we're human beings, and therefore getting us to work well together is incredibly difficult. In fact teams are inclined to be dysfunctional.

In his book, Lencioni argues that the five dysfunctions he discusses form an interrelated model, making each one of them potentially dangerous for effective team working. He also argues that teamwork deteriorates if even a single dysfunction is allowed to flourish.

Lencioni's five dysfunctions are these:

Lack of Trust

Fear of Conflict

Lack of Commitment

Avoidance of Accountability

Inattention to Outcomes

Now let's talk about each one of these in turn.

First is 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 build a foundation of trust.

Here are some ways a lack of trust can cause problems for a team:

It can make team members conceal their weaknesses from others

It can make team members conceal their mistakes from others

It can make team members hesitate to provide constructive feedback

It can make team members hesitate to offer help outside of their area of expertise

It can make team members fail to tap into the skills of others in the team

It can make team members waste time and energy managing their behaviors for effect

It can make team members hold grudges against other members of the team

And it can make team Members dread team meetings and find ways of avoiding spending time together

Now, what do you see as some practical steps we could take to develop or improve the levels of trust in our teams?

Here is what some people have said:

- Admit weaknesses and mistakes
- Ask for help when they need it

- Spend time together
- Challenge people on any behaviors that demonstrate any lack of trust
- Show interest in other members of the team as people
- Understand each other's personal histories
- Understand the contribution that each member of the team brings to the work of the team
- Give one another the benefit of the doubt before arriving at a negative conclusion
- Make sure that the leader is setting an example of demonstrating trust in the members of the team.

Second is 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.

Here are some ways that the fear of conflict can cause problems for a team:

By ignoring controversial topics that are critical to team success

By failing to find out the opinions and ideas of team members

And it can cause meetings to become boring and unproductive

So, what practical steps could we take to minimize the fear of conflict?

By challenging people who use conflict negatively

By challenging people when they try to avoid conflict

By trying to understand how we respond to conflict situations and work at seeing and using conflict constructively

And by having a leader that allows for and encourages constructive and creative conflict in meetings

The third is a 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 publicly 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.

Here are some ways in which a lack of commitment can cause a problem for a team:

By having a lack of clarity around direction and priorities

By missing opportunities due to excess analysis and lack of decision-making

By having a lack of confidence

By having a fear of failure

And by revisiting discussions and decisions again and again

What practical steps do you think we could take to overcome any lack of commitment?

Others have said:

By Challenging team members who demonstrate any lack of commitment

By summarizing decisions made in meetings

By ensuring that everyone on the team "buys-in" to decisions

By changing course if it seems that a course of action agreed on is wrong

And by having a leader who demonstrates his own commitment to team decisions

The fourth is avoidance of accountability

The lack of real commitment leads to the "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. This manifests itself in a team where 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.

So, what are some ways in which avoidance of accountability can cause a problem for a team:

Well, it can create resentment among team members who have different standards of performance

It can encourage mediocrity

It can cause team members to miss deadlines and key deliverables

And it can place an undue burden on the team leader as the sole source of holding everyone accountable

So, what could be some practical steps that we could take to overcome any avoidance of accountability?

Some steps could be:

By challenging other team members on behavior traits that demonstrate avoidance of accountability

By having an open sharing of goals, standards and measurements

By having regular progress reviews

And by having a leader who is accountable to other team members as well as challenging unhelpful behaviours in other members of the team

And the fifth is inattention to outcomes

Lencioni actually 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.

Some of the ways in which inattention to outcomes can cause a problem for a team are:

That the team is allowed to stagnate and fail to grow

That the team can be overtaken by its competitors (which can be other churches!)

That the team can lose its good staff

It can encourage team members to focus on their own careers and individual goals

It can encourage team members to be happy with mediocrity

And it can cause team members to be easily distracted

So, what practical steps could we take to overcome inattention to outcomes?

We can challenge team members on behaviours and actions that demonstrate inattention to outcomes

We can keep the agreed outcomes regularly in front of team members

We can regularly remind team members of the agreed outcomes

We can regularly review progress towards achieving the outcomes

We can have results-based reviews

And the leader can demonstrate a focus on the achievement of outcomes

Unit 6 – The Use of “Spiritual Leadership” With Teams

This unit is focused on helping a team be more effective by the use of Spiritual Leadership

We're going to look at Moses and his use of teams. Below, read Exodus 17:8–13, Exodus 18:13–26 and Numbers 11:11 & 16–17.

Now, what was the problem in each of the passages?

The leader needed help

What was the solution each time?

Others were provided to help the leader

And what does this tell us about an important element of leadership?

It tells us that the leader is often more successful if he has help and support from others.

Unit 7 – Case Study: KSM’s Leadership Teams

Victor looked around the room at the group of people he had called together for this meeting. There was Stella, Bong, James and Fred Mengistu, the four other people along with him at KSM who had been members of the Executive Committee. But following a chat he had had with his old school friend, Rajendran Habib, who is the local manager of an accounting and consulting service, Victor had decided it was time to take some drastic action, and to disband the Executive Committee and form a new Leadership Team. The membership would be the same, but the way they would work together in the future would be very different. He had also decided that his uncle, Stephen Ogulu, would neither be invited to meetings of the new Leadership Team nor would he be

allowed to attend the team meetings and disrupt them as he had habitually done at Executive Committee meetings.

The first thing that Victor did was probably the most difficult thing he had to do. But he realized that if the new team was to be success, he would have to do it. So, he arranged to meet his uncle and tell him that he had decided to form a Leadership Team. He also told him that he was not invited to attend the meetings because it was a meeting for the staff who had responsibility for the day-to-day management of KSM. Victor also told him that when he had attended meetings of the Executive Committee, his very presence prevented open and honest discussion, and that if KSM was going to survive the difficult times they were going through it was important for the Leadership Team to be able to make decisions without the interference of the chairman of the board. Victor also said that if Stephen attempted to slide into a meeting of the Leadership Team, he would close the meeting immediately. Stephen Ogulu was furious, but Victor stood firm and made it quite clear that he would carry out his threat if he had to!

Having effectively side-lined his uncle, Victor then spoke to Stella, Bong, James and Fred individually. The first person he spoke to was Stella. He explained to her what he was planning to do in establishing the Leadership Team and went on to explain why he thought she would be an important member of the team and what she would bring to the leadership of KSM. He also spoke with Bong, James and Fred and explained his thinking to them and also shared with each one what he thought each one would bring to the team.

Now, a few days later all five of them were in Victor's Office, and he found himself welcoming them all to the first meeting of the KSM Leadership Team. He opened the meeting in a word of prayer and then explained the purpose of the team: as heads of the different departments at KSM, he wanted them to support him as the Chief Executive, to help formulate the strategy to make KSM productive again and to take responsibility for what was done in their departments as long as it aligned to the strategic direction which they had agreed to as a Leadership Team. He said that he didn't want them to bring every mundane department matter to him, but that they would report on departmental issues and challenges when they met together as a team. He went on to say that although everyone knew each other, he wanted each one of them to share their stories, about what they had done before joining KSM, about their work in KSM - what they enjoyed and what they found challenging, and also what they thought they might bring to the new Leadership Team. James immediately shared, and he was followed by Stella, then Bong and finally Fred.

Victor was about to suggest a time of prayer and for the new team to pray for one another, when his office door opened and Stephen stormed in. "I heard you were having a meeting," he said, "and thought I'd come in and see what you're talking about."

Victor responded, "we were about to pray, Uncle, but instead I'm going to close the meeting immediately, because I told you that you were not invited to this meeting and I also made it quite clear that if you attempted to come in on this meeting, that I would close it. So, therefore, I declare this meeting closed." Looking around at the rest of his team, Victor continued, "I'm sorry to end the meeting this abruptly, but this is a meeting of the Leadership Team, and although he's chairman of the board, my uncle isn't a member of this team. I'll let you all know when we'll have our next meeting. Thank you so much for coming!"

Unit 8 – Unlocking Secrets to Teamwork

In this last Case Study, Victor was using some ideas that were developed by Pat MacMillan who founded an organization called "Team Resources" in the USA, and whose ideas about developing effective teams can be found in his book called "The Performance Factor" Unlocking the Secrets of Teamwork.

Part of the role of a leader is to ensure that the teams of people who are working with you are working effectively. Some teams work really well together and it can be a joy to be a part of such a team which is achieving a lot together. Other teams are less effective. Being part of some teams can be very uncomfortable and you can feel that as a team you are achieving very little.

So why are some teams great and other teams disastrous?

There are two elements that must be in place if we're going to have an effective team, whether it's in our churches, our ministries or our organizations.

Firstly, members of teams need to be WILLING to work together if the team is going to be effective.

As a leader we can tell the team that they need to work together, but if the members of the team are not willing to work with one another, they will do so grudgingly and ineffectively.

We can't force anyone to work together effectively. For a team to be effective, the members of that team need to be willing to work together. So, as Victor puts together

his new Leadership Team, it is important for him that Stella, Bong, James and Fred are willing to work together effectively.

The second element is that in the team there needs to be some SKILL in working together.

This isn't about the technical or functional expertise, which each individual brings to the team, but it's about skills they have in accomplishing tasks together.

It includes things like setting goals, solving problems, making decisions together, and even in resolving any conflict there might be in the team. We're not talking about the skills that Bong has in print technology, but the skills he might - or might not have - in working as a member of a team.

And by understanding how skill and willingness work together, we can begin to build a model of team development – a model that is outlined in the book “The Performance Factor” by Pat MacMillan, which Victor had read.

So how do the two elements of WILLINGNESS and SKILL combine?

We begin by plotting the WILLINGNESS factor on a vertical axis; and the SKILL factor on the horizontal axis.

In the work which Pat MacMillan and his colleagues have done, they suggest there are four primary stages of healthy team development which teams need to move through in sequence, to get to a highly effective team. It's important to note that the boundaries between each of the stages are not clear-cut.

In addition, they suggest there are four other types of groups that are at best dysfunctional – and which are clearly not effective!

It does not have to be a long process for a team to move through the stages for high effectiveness. But there are key activities, which help a team move more quickly through the stages.

In the next unit we'll begin with the positives and explore the four primary stages of team development.

Unit 9 – The Four Stages of Team Evolution

The Forming Team

This is the starting point for healthy team development.

As the team forms, the concern of each member is that of alignment: that is whether he/she and other team members are all going in the same direction.

There are a series of questions which each member is asking themselves as they join a new group. These questions are often asked sub-consciously, and include:

“Is this team going where I want to go?”

“Do I want to go where this team might be going?”

“Is being part of this team in my best interest?”

And “Do I really want to be a part of this team?”

If members don't get good answers to these questions, the WILLINGNESS of some in the team to work with the others will be quite low.

As the team is newly formed, the inexperience of the individual members of the team in working together will also have an impact on the level of SKILL in working together, which will be quite low. Although individual members of the team may be quite skilled in certain team processes, it is the overall skill of the team in working together that is important here.

In the Forming Team:

- Things are done in a somewhat mechanical, by-the-book manner
- Feelings and true opinions are not expressed openly, because there are too many unknowns and individuals are not sure how others will take their contributions
- And members tend to be wary of each other, are cautious about showing too much trust and the focus of the team members is on their own self-interests. Notice here that you can see a connection with Lack of Trust as the first of the dysfunctions of a team.

If there is good leadership and a clear task, the Forming Team will often appear to be effective – and to a limited extent, they are. However, results are more likely to be additive rather than synergistic. The power of this team lies in its potential rather than its current performance.

Until team members can answer the question of whether they want to be a part of the team, there is little chance that they will get to the next stage of team development. In fact many teams never get beyond this stage of development.

The core issue of this stage is Alignment – do I want to go where the other members of this team wants to go?

It's only when all the members of the team are convinced that being a member of the team is in their personal best interests that they can begin to move to the second stage of team development, which is the Growing Team.

Next is The Growing Team

Once all the team members become somewhat convinced that being a member of this team is in their best interests, they have moved up the WILLINGNESS Scale, but they still need to develop the SKILLS of working together.

The key question that members of the Growing Team tend to ask is:

“Why are YOU here?”

Once everyone understands why everyone else is part of the team, then individual team members:

- Become willing to risk being more open and to express personal opinions, feelings and concerns
- They begin to turn their attention from personal to interpersonal concerns
- And they begin to focus on getting to know the other members of the team: their strengths, weaknesses and the unique contributions each one brings to the team

As they get to know one another through the process of sharing with one another, trust begins to build, and with it, the willingness to subordinate individual interests to a greater possibility.

As the team members grow in their knowledge and trust of one another, they also begin to gain a more accurate picture of the scope of their task; and the team begins to turn from the building of relationships towards the task itself.

The core issue at this stage is trust. What is important is that each member of the team believes that they can trust all the other members of the team.

Next is The Working Team

Once team members feel they can trust one another, then the WILLINGNESS to work together is now high and also as the team has more experience of working together, so their SKILLS in working together are beginning to develop. Having resolved the issues of alignment and trust, the team is now able to move on to the task itself.

Two key questions that members of the Working Team tend to ask are:

“What are we going to do?”

“How are we going to do it?”

To help them answer those important questions there are two elements that the Working Team needs to work through.

- The first of these is that they need to take ownership of the task they have been given. Although the team may have been given a task when they were formed, they now need to recast that task in their own terms. They need to develop a consensus about what their specific task actually is.

If they don't or can't do that, there is likely to be disagreements about the task they've been given to do, and the energies of the team are likely be dissipated in conflict and competition for dominance in setting the direction of the team. So, the team needs to fully grasp what the task is and have the ability to articulate it.

- And secondly, when they have taken ownership of the task, the next element for the Working Team is to figure out how to accomplish it. Based on the trust they have already built within the team they can begin to openly discuss the processes and skills that are needed to accomplish the task.

Roles are discussed and clarified; and the team asks itself “how can we work together more effectively?” There is more openness, there is greater trust, and people are more willing to help one another and their SKILLS in working together is growing.

The core issues for the Working Team are ownership of the task and agreement about how to get the task done.

And the last of the four positive primary stages of team development is The Highly Effective Team

The team is now displaying high WILLINGNESS to cooperate and high SKILL in cooperation.

By this stage, having worked through the issues of Alignment, Trust, Task and Process, the team can begin to function as a Highly Effective Team. However, it's important that the team doesn't become complacent.

And so the team needs to be asking itself the key question:

"How are we doing?"

At this stage:

- The team is able to balance the tensions between people and purpose; and between individual initiative and collaboration
- Everyone is committed to the whole task
- There is flexibility, and responsiveness
- There is a genuine concern about their effectiveness and how they as a team can do better
- The team members are in touch with both the task and with one another, and they have learned to balance both task and relationship
- People on the team enjoy working together and they are getting the task done
- And finally, the results can be exceptional!

The core issues for the team at this stage are commitment to getting the task accomplished and evaluating their performance as a team. They have healthy accountability structures and are very attentive to the outcomes.

In the next unit, we will take a look at the four dysfunctional groups as they relate to team development.

Unit 10 – Why Some Teams Don't Work

As well as the 4 stages towards Highly Effective Teams, we sometimes find that some teams just don't work well together, and they can only be described as dysfunctional. Because they're usually not really working together to achieve anything of real value we can't really describe them as teams! Sometimes they're dysfunctional because of low skills or low willingness to work together, or even both!

The first of these groups is the Confused Crowd (high willingness/low skills)

The "Confused Crowd" are very willing to work together, but just don't have the skills to ensure their efforts are combined.

- This group has the best of intentions and a great attitude to working together
- But they do not have the skills needed to effectively combine and coordinate their efforts
- It could be that no one in the group can facilitate a discussion
- It may be that they are unable to develop a team purpose statement to clarify the task they have as a team
- Or the problem could stem from inadequate training for the team
- It might also be the make-up of the team (such as missing leadership styles or everyone being a Team Builder or a Motivator/Influencer!

The second of these groups is the Warring Factions (low willingness/high skills)

"Warring Factions" is where the members of the group have good skills in working together, but they just aren't willing to work with one another!

- This group is characterized by high levels of competition, internal politics and/or lack of trust
- Relationships are so bruised and broken that there is little chance that the individuals will subordinate their interests to the greater needs of the group

- It is unlikely that anyone will take the risk of trying to do anything with anybody else
- It is unlikely that there will be any consensus as to who should give any leadership to the group
- There is no trust; high levels of conflict; an unwillingness to commit to team goals and no one is willing to be accountable to anyone else
- This group isn't cooperating – and doesn't want to! It is totally dysfunctional
- If you were to try to discover the main leadership styles of a "Warring Factions" group, you might well find that the majority were either Designer/Developers or Implementers.

The third group is the Unruly Mob (low willingness/low skills)

An "Unruly Mob" is made up of individuals who neither have the willingness to work together nor the skills to do so.

- This group is made up of individuals who operate independently and who simply want to do things "their way"!
- Individuals aren't interested in the views, experience or input of other members of the team

Members of the group think that they know what the team should do, and are unwilling to listen to any alternative suggestions

And the fourth and last of these groups are the Individual Stars (high skills, but willingness is dependent on their perceived individual interest)

"Individual Stars" are groups where each member of the team has the skills to work together, but where some members of the team are there for their own individual interests, not for the team as a whole.

- Their willingness to work with other members of the team is dependent on whether contributing to the team is to their distinct advantage and only then will they use their skills to work together

- People are highly competitive, and place a low value on relating and working together with the other members of the team
- There is usually little trust and it's almost impossible for a group like this to demonstrate willingness to work with one another.

In our next unit we will look at how you can help your team to move from a forming team to a highly effective team.

Unit 11 – The Stages of an Effective Team Part 1

As leaders we need to help our teams become effective and there are things that we can do to help a team grow through each of the stages. We also need to be aware of any dysfunctional teams we may have reporting to us, and we need to think about what we can do to turn them from being dysfunctional to getting on the road to effectiveness.

If we think about the stages that an effective team needs to go through, you may remember that at each stage, there was a key question that needs to be answered for the team to progress to the next stage. It is only when the members of the team can truly answer that question that the team can move onto the next stage.

So, let's start with the forming team.

What was the key question for the "Forming Team"?

It was: "Why am I here?"

There may be supplementary questions as well, such as "Do I want to be here?" or "Can I do better on my own or with a different team, but the key question is "Why am I here?"

These questions are those relating to disorientation and fear, perhaps even feelings of inadequacy.

People don't like to be in unfamiliar settings, it can be a challenge for them to be in a team when they are not certain they really want to be there – or even if they have anything to contribute to the working of the team.

These are genuine questions, which, as a leader we need to help each individual in the team answer if we want to get beyond this stage in the potential development of a team.

We now need to think about how we can get a team to move beyond the Forming Stage:

- It is important for you, as the leader, to make sure that each member of the team understands the contribution he or she can make to the team and why he or she is a member of the team.
- You may need to spend time with the individual team members to help them understand this. It may take time, but it is time that is well spent to get the Forming Team to grow into the Growing Team.

Next is the growing team.

What was the key question for the "Growing Team"?

It was: "Why are YOU here?"

The core issue for the Growing Team is that of relationship – and the focus is on the other members of the team. Again, there are supplementary questions, which may include "Can I rely on you, or "Can I trust you?" or "Do you have a hidden agenda?"

As team members get answers to these questions, so trust begins to develop, and communication becomes more open.

The next stage is to think about how we can help teams get through this stage in the process.

Sometimes in a team, we make the assumption that everyone already knows each other. That may be the case, but they may know each other only superficially. What we want to happen is for the members of the team to begin to know each other on a deeper level, and particularly understand the contribution that other members of the team can bring to the whole.

One of the dangers in establishing teams is that we don't value the relational side of the team sufficiently because we want to get on to "the real work of the team"! However this can mean that we devalue the relationships. An effective team understands each other, trusts each other, and values each other, and these take time to develop.

It is important to give time for team members to have the opportunity to share their backgrounds, their experience, and their interest in being a part of this team. So, when you form a new team you should spend time with each individual member of the team

helping them to understand why they are an important part of the team. Then to make sure that as the team forms; as part of their first meeting together:

- Make sure that there is time for each member of the team to introduce themselves to the whole team. This isn't a time for creative introductions, because everyone needs to hear everyone else! Elements to cover would be some personal information, their experience and what they bring to the team.

- And it's also important to ensure that there are relational times when team members can get to know each other at deeper levels and even do things together that are not work related!

In our next unit, we'll look at the last two stages of an effective team as well as take a quick look at dysfunctional teams.

Unit 12 – The Stages of an Effective Team Part 2

As we continue looking at the stages of an effective team, the next stage is the Working Team

What were the two key questions for the "Working Team"?

They were:

"What are we going to do?" and

"How are we going to do it?"

Having got the relationships and trust cleared, the team can now begin to focus on the task. When the team was established, the members of the team might have been given a task to do. Now they need to focus on how they see the task. They need time to clarify their task – and to articulate it in their own words.

We need to take each question separately.

The first question is "What are we going to do?" And we need to help teams answer this question.

It is really important for everyone in the team to clearly understand the task – and for them to come to consensus about what the task is. If they don't clearly understand the task and agree together on what the task is it will result in confusion and, which will inevitably lead to conflict, and positioning for influence.

Therefore, it is important to encourage the team to take time to develop a Team Purpose Statement. It will take time, but until the team does this, they can't really begin to work on getting the task done effectively together. What the development of a Team Purpose Statement does is enable the team to clearly understand the task in detail.

The higher the level of understanding of the task, the greater the team's ability will be (both individually and collectively) to take initiative in accomplishing the task.

Having answered the question "What are we going to do?" the team needs to be able to answer the second key question for this stage. This is "How are we going to do it?"

There may be supplementary questions as well, which might include: "Who will do what?" "In what order will we do things?" "How do the different parts of the task fit together in an integrated way?" "How will we make decisions?"

The team is now moving into specific planning to get the task done. They are identifying the roles and the responsibilities of the individuals in the team. And they are thinking about the process, by which the task will be achieved.

- It will be helpful to outline the various roles that are needed to get the task done, and to list who in the team will responsible for each of the roles. It can be helpful in the team for each person taking on a role to describe how he/she sees the role, and for other team members to give feedback. In this way there is the opportunity for the whole team to become familiar with the different roles. This will also help with the integration of the roles – something that is very important if there is to be effective cooperation and collaboration.

And the last one is the Highly Effective Team

What was the key question for the "Highly Effective Team"?

It was:

"How are we doing?"

The team is working effectively and is achieving its task. But if it doesn't ask this question, its effectiveness can slide. A Highly Effective Team will be concerned about what it is delivering, about its results, about its outcomes, about its effectiveness. So it will be constantly reviewing its progress by asking "How are we doing?"

Now, we've thought about how to build from a Forming Team to a Highly Effective Team, but what can we do about those teams that are clearly dysfunctional? What can we do to turn them around?

First, the Confused Crowd

The Confused Crowd wants to work together, but they don't know how! The problem is often confusion about why they are in the team, or maybe why others are in the team, or maybe they're confused about their task. As the leader, you will need to spend some time helping them see how they can individually contribute to the task and help them understand what the task actually is. A Confused Crowd is often the result of a poorly briefed Forming Team.

Next the Warring Factions

If people are not willing to work together and constantly see themselves as being in competition with the other members of the team, it's unlikely that even as the leader you will never get them to work effectively together. It's probably best to disband the team and start again!

Next, The Unruly Mob

If people don't want to work together, then you can't make them and it's unlikely that an Unruly Mob will ever become effective! It's probably best to disband the team and start again!

And last, the Individual Stars

When there are people in a team who are only there for their own personal interests, it is difficult to get that team working well together.

However, when some of the "individual stars" leave the team for any reason, we often find that this team suddenly becomes a much better team to be part of, and it can begin to function effectively, and can even become a highly effective team quite quickly.

So, as leader, you need to make sure that you're not being an individual star yourself, and also to identify the people who are disrupting the team and find ways of moving them out of this team. Only then will it have the possibility of becoming effective.

Now it is time for you to continue to work on your personal leadership growth plan. Turn in your workbooks for this module and work through the five questions that are there. This is a personal reflection for you on what we have covered in this module. When you have completed this, take the quiz and then you can begin the next module.

Turn in your workbooks for this module and work through the five personal reflection questions that are there. This is a personal reflection for you on what we have covered in this unit.

Module 6

Motivating Others for Excellence and Service

Unit 1 – What Does Motivation Have to Do with Leadership?

In this module we're going to be thinking about motivation. Specifically, the motivation of others for excellence and service.

Let's begin by thinking together a bit about motivating.

What does motivating others have to do with leadership?

Well, if you think about it awhile you will realize that:

- Leadership is influence
- Leadership takes place by motivating others

Motivating others is an important and intrinsic part of leadership. One common joke about leadership is that you will know that you are not a leader if you look behind you and no one is following you! Getting others to follow us requires the ability to motivate them.

Do you have any challenges in motivating people? What about those who work for you? Volunteers? Board members? Donors? What are the challenges you experience in motivating people?

Others have said those challenges include:

- Finding good people,
- getting enough volunteers,
- recruiting good board members,
- and finding enough donors to give.

Motivation is often a challenge for leaders. Here are some of the questions we need to think about when it comes to motivation:

- What makes people want to follow others?
- How do we motivate volunteers when we have little "institutional" power, or we cannot fire them or increase their salary?
- How do we motivate people to keep going even when many things are going wrong?
- How do we keep people motivated over the long term?

These are issues we will look at closer in this module.

Unit 2 – What Does Motivation Have to Do with Leadership?

Motivation comes in two basic forms:

The first is positive
And the second is negative.

Sometimes it's easy to picture the difference between these two by imagining how we might motivate a donkey to move forward when he's pulling a cart. We can either motivate the donkey positively by hanging a carrot out in front of it and give it an occasional bite, or on the negative side of things we can cruelly beat it with the stick.

Let's look at what positive and negative motivation might look like in our daily lives.

Here are some words people have associated with positive motivation, or the "carrot" type of motivator:

- Positive reinforcement,
- Kindness,
- Encouragement,
- Caring,
- Being thankful,
- Promotions,
- Giving additional vacation days

And here are some words people have associated with negative motivation, or the "beating with a stick" type of motivator:

- Fear
- Yelling
- Punishment
- Demotions

- Unrealistic expectations
- Shame
- Guilt

Now turn to your workbook for this module and answer the questions there about the types of motivation you have experienced most in your life. When you have completed this exercise, continue with this unit.

As a leader we usually copy what other leaders around us have done because it is what we know best. So, it is very important for us to think about what kind of leaders we have been around. This will help us understand why we currently do what we do and what we might need to change.

There is a story of a pastor in West Africa who said he was overwhelmed when he was appointed as Senior Pastor of a large church. He had no idea how to get people to do what needed to be done, but he found that if he yelled at them, they became afraid of him and obeyed. He had experienced this himself in his last job, so he knew how to make people afraid. He said he got tired of yelling at others, but since it worked and he didn't know what else to do, he continued yelling at them to motivate them until a mentor pulled him aside and showed him there was another way!

Positive and Negative motivation each work to some extent in their own way, but which one is best? Which one does God ask us to use as a leader?

In the next unit you are going to watch a short movie called "Butterfly Circus". We want you to watch for examples of leaders motivating others and try to notice whether they are examples of positive or negative motivation.

Unit 3 – The Butterfly Circus Video

Unit 4 – Who Was Motivating Others in The Butterfly Circus?

Who did we see motivating others in this movie?

Both circus masters were motivating their people.

The first circus master in the tent motivated by berating those who worked for him. He told them they were freaks and that they were worthless. He was cruel and ruthless, and you could see how rejected, hopeless and miserable those circus people were.

Mendes, the second circus master, encouraged all of the circus performers working for him to do their best in spite of difficult circumstances.

Mendes motivated the limbless man to stop pitying himself and to find something to do that did not highlight his handicap, but he also highlighted the man's bravery and skills in spite of his handicap. You may want to think about how Mendes had to almost become harsh, not always helping him when he asked for it at the lake, etc.

The differences between Positive and Negative motivation is not quite as black and white as it might seem in this movie. The difference is usually the underlying motivations of the leader, not just the actions.

So why was Mendes' approach so different in his leadership and motivation? What made him treat people with kindness instead of berating them and being cruel?

To understand Mendes' approach, we must recognize that that what we believe about others deeply impacts how we motivate them. Let's think back to Rev. Ogulu the first time we met him.

Do you remember what he believed about people?

Yes, that people could not be trusted. He believes this because someone had stolen from him.

If we truly believe that people:

- Cannot be trusted or
- Will take advantage of us or
- Will only work for us because they have to,

Then that means we spend time and energy watching their every move and forcing them to do what we want. We will also mostly use negative motivators, instead of positive ones, because we think that negative motivators will work more effectively. We will, in other words, be "big boss" leaders, berating others and being cruel because we cannot imagine another way of leading.

BUT, if we believe people:

- Are made in God's image and
- Are motivated internally to work in excellence and
- That they are valuable,

Then we will motivate them by extending trust, encouragement, and opportunities for them to excel and be fulfilled. We will love them enough to do what is best for them.

Understanding that other people, like ourselves, are also made in God's image is part of the foundation for being a Christ-like Servant leader.

Unit 5 – Comparing Leaders in the Bible

Now, we're going to compare two leaders in the Bible, David and Saul and assess their motivations and how that impacted their leadership.

First read 1 Samuel 13:5–14 below, and then we'll have a couple of questions to think about.

What was Saul afraid of in this passage?

He was afraid of:

- The Philistines,
- Defeat,
- And his people fleeing from the enemy

What did he do wrong as a result of his fears?

- He sacrificed a burnt offering and
- He broke God's command

Now read 2 Samuel 5:17–25 below and then we'll have some more questions.

What was David's response under pressure of attack?

- He "Enquired of the Lord"
- He asked God what he should do

- And he waited until he heard from God

What was David's response under pressure of attack a second time?

- He "Enquired of the Lord" again
- And he followed God's instructions

Saul was so afraid of the Philistines and his own people fleeing that he broke God's laws. David, on the other hand, feared God more than people. His faith in God was so strong that he stopped each time the attacks came and waited for God's direction before responding to the threat.

Unit 6 – Understanding Fear

Henri Nouwen, in his book *Lifesigns*, says that fear is the world's most common motivator. According to Nouwen, Christian discipleship can be best understood as the process of moving from the "house of fear to the house of love".

Nouwen states that many of our fears are enormous, such as:

- the fear of failure,
- the fear of the past,
- the fear of self-doubt telling us we are incapable or inadequate, and the fear of people not liking or loving us.

As a leader it is important to stop and recognize what we are motivated the most by: fear or love?

Ask yourself, are you motivated most by the fear of failure and the fear of others?

Or are you motivated by God's love for you and by your love for others?

In our previous scripture passage, we could see that David was motivated most by pleasing God. He was willing to be obedient to God, even to the point of letting Saul, the man who was hunting him to kill him, go free.

Always be aware of what is motivating you as you motivate others. Are you motivated by fear or love? If you truly love other people, you will naturally use positive motivators that help them grow and flourish. If you are motivated by fear you will naturally use

negative motivators, which in the short run might get the current job done, but in the long run will only damage and destroy people.

Fear deeply impacts how we as leaders respond and how we treat our followers. If we let fear become our driving motivator, we will use whatever means we have to get people to do what we want.

However, if we let our faith in God and his love for us drive our actions, we will be able to trust others and act with integrity.

Only leading from a position of faith and knowing God's love will enable us to treat our followers with love and care and use positive methods of motivating them. It is this faith in God that allows us as Christian leaders to have the "Spiritual Authority" we need so that others want to follow us, which we will discuss in more detail later in this module.

Unit 7 – How to "Earn the Right to Be Followed"

Servant leaders know that they must earn the right to be followed. They don't use force and coercion to get people to do what they want them to do; they understand that they have to earn the right to influence their followers.

Let's look at David again as a leader who earned the right to influence his followers.

Let's read a few passages from 1st and 2nd Samuel and then we'll have some questions after each. To begin, read

1 Samuel 22:20–23 below.

How did David respond to finding out that others were going to be harmed because of his actions?

He responded by providing protection. "Stay with me; don't be afraid," He said "The man who wants to kill you is trying to kill me too. You will be safe with me.

Now, read 1 Samuel 24:1–7

How did David demonstrate his trust in God in this passage?

Although David had momentary control over Saul, he did not take advantage of this power.

David was conscious that Saul was anointed of God and that he should not attack Saul but leave him to God's justice.

Now read 1 Samuel 30:3–6

What was David's response to the trauma he faced?

- He wept and
- He sought strength in God

And now read one last passage: 2 Samuel 23:2–4

So how does David describe his own leadership?

- He describes it as righteous and
- In the fear of God

Now based on all of these passages from 1st and 2nd Samuel and our questions and answers, can you think of some things that David did to earn the right to be followed and that we could also do as leaders today?

Here is what some people have said:

- We can share our spiritual experiences humbly and openly and be transparent about how God is shaping our life.
- We can consistently model Godly character.
- We can let God give us power rather than taking it for ourselves.
- We can serve with our gifted power.
- We can demonstrate humility by admitting publicly what we've done wrong.
- And we can demonstrate our servanthood by caring for those in need.

All of these things earn a leader the Spiritual Authority they need to be able to influence and motivate their followers.

Unit 8 – Authority is Based on Actions

Authority is not based on position, but on the life and actions of the leader. You do not need to have a formal position of leadership with a title and an office to motivate others and influence them.

We're now going to look at a biblical example of someone without any positional authority, but with spiritual authority that he used to motivate others.

Below, read Acts 27: 21 – 28:10, then continue with this unit and we'll have some questions.

First, what was Paul's status at the time?

Paul was a prisoner.

Secondly, why did people with much more status and authority than Paul choose to follow his advice?

Some people have said that:

- They had watched him on board the ship
- He spoke with authority
- He explained to them what an angel from God had told him
- And he gave practical advice.

Spiritual Authority is the result of followers watching the life of the leader and developing trust that the leader humbly follows God. This can happen in a number of ways, such as:

- Hearing the leader teach with spiritual authority
- Having the leader share their spiritual experiences
- The leader modeling the practice of spiritual disciplines
- The leader serving with gifted power and

- The leader caring for those that follow them in practical ways and never abusing power.

However, it happens, it is based on the leader's transparency, trustworthiness, and humility, and can never be manipulated, but must be earned.

Unit 9 – Case Study: Motivation at KSM

As Christ-like leaders, we should now know we should be using positive ways to motivate others rather than coerce them to do what we want, so let's explore three practical ways of improving how we motivate others:

First, we can positively influence others by understanding how different people are motivated by different things and responding appropriately.

Second, we can influence others by identifying their needs and ensuring that those needs are met.

And third, we can motivate positively through providing support.

Now let's go back to our friends at Kingdom Signpost Ministries and see what else we can learn about motivation from Victor's experience.

Six months have now passed since James Stephanos was hired to replace Stella Senge as head of the accounting and finance department. As you may remember, James immediately corrected the problems, which led to Stella's reassignment. Financial reports now are on time. But James has done much more. In addition to reorganizing his whole department, he has undertaken the responsibility of teaching all department heads how to use and interpret financial information.

James is a Designer/Developer and quite frankly, he found himself to be increasingly bored and unfulfilled after he had conquered the challenges for which he was appointed. As a result, he began to spend an increasing amount of time expressing ideas and vision with Stella Senge in the Marketing Department and Fred Mengistu in Church Relations.

It should be pointed out that Stella and Fred initially welcomed James' input, but conflict seemed to develop over time. Ideas flowed out of James without ceasing, many of which seemed to be worthy of pursuing. But his Designer/Developer behavioral style often came across as domineering and insensitive, whereas Stella and Fred were more concerned about church and customer relationships.

Matters came to a head one morning when James entered Stella's office with yet another idea. His suggestion was to launch a series of on-line videos designed for those in their late teens on the subject of finding the right person to marry. He presented this as a direct word from God and suggested the KSM consider rearranging its publishing and production priorities so that this dream could become a reality.

Stella tried to tell him in her gentle way that she and Fred were not in a position where yet another idea could be considered. But James seemed to be unable to hear what she was saying and moved on to yet another subject. After he left, Stella sat down with Fred and almost broke down in tears. She poured out her frustrations that James seemed to be crossing everyone's departmental lines and did not seem to care very much what others thought of these intrusions.

Both of them agreed that it was time for a talk with Victor. This took place at the end of the day. Victor understood what they were saying and was experiencing some of the same feelings about James' growing lack of sensitivity to the priorities and needs of others. All of them agreed that something had to be done to help increase James' sense of fulfillment on his own job without causing him to lose face.

Victor raised this issue with Rev. Ogulu at a family dinner later in the week. Rev. Ogulu suggested that the best plan would be to offer James some real perks. It was agreed that the accounting offices needed new air conditioning, and this was installed. Furthermore, James was rewarded with a much-coveted country club membership and also was provided with a driver for the first time.

James responded well to these actions and seemed to be much happier and more at peace for the next few months. But Victor discovered, to his surprise, that James was actively seeking another job. In fact, Dr. Bulus Bulima, a board member, heard that he was expressing real disillusionment with Christian organizations and was disappointed with the lack of personal challenge at KSM.

Victor found himself trapped in a corner and found himself asking himself: "What can I do to motivate someone like James? Maybe I hired the wrong person."

Unit 10 – How Did Victor Motivate James?

What did Victor do to motivate James?

Well, he got him a much-needed new air conditioner.

He gave him a country club membership.

And he gave him a driver for the first time.

Did James like these things?

Yes, of course he did.

But then why is he telling Dr. Bulima he is looking for a new job and that he is disappointed and lacking a personal challenge?

Here are some possible reasons for this:

- These are external things, so they didn't change the type of work he was doing.
- These "perks" didn't get to the root of the issue. They were external motivators and didn't deal with intrinsic issues he has with his job.
- Or perhaps because he is a Designer/Developer and he needs a job that is not just maintenance, but also has more challenges and variety in it.

Now, turn to your workbooks for this module and there you will find the following question:

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

When you have completed this exercise, continue with the next unit in this module. Don't forget to mark this unit complete.

Unit 11 – Motivators Depend on Leadership Style

There are a number of key things that intrinsically motivate us, and these key motivators vary depending on whether you are a Designer/Developer, Motivator/Influencer, Team Builder, or Implementer. If the key things that motivate us and our job duties are in

alignment with each other, then our leadership style will flourish, and we will find fulfillment in our work. Let's look at the key motivators for each type of leader.

Here are some key motivators for Designer/Developers:

- Personal freedom
- Authority
- Variety
- Opportunities to tackle difficult tasks
- And opportunities to take calculated risks

Here are some key motivators for Motivator/Influencers:

- Recognition of effort
- Friendly relationships
- Freedom from control and detail
- Opportunities to motivate and help others
- And the free expression of ideas

Here are some key motivators for Team Builders:

- Individual specialization
- Group identity
- Established work patterns
- Security
- And clear goals and job descriptions

And lastly, here are the key motivators for Implementors:

- Specialization

- Precision
- Planning
- Security
- Stability
- And closure of tasks

It is important to understand how you are motivated differently than others simply by the differences in your leadership style.

And please know that one way of being motivated is not better than other ways. We are all designed by God to have different leadership styles.

Also, it's important to remember that motivational problems are minimized if the person is put in a job in which he (or she) has the opportunity to meet his or her own needs. It is an act of love to put a person in a position that fits them well and in which they can thrive and be fulfilled.

Unit 12 – Identifying the Needs of Others and Knowing How to Respond

It is incredibly important as a leader to identify the needs of others and respond to those needs in a meaningful way.

Sometimes those needs will be physical ones. For example, if someone is not being paid enough to buy food daily and have a place to live, as well as meet the needs of their family, then they will always be distracted by trying to find ways to make extra money outside of their main job.

And if they have the opportunity they will leave their work as quickly as possible to work somewhere else – even if it is work they do not like as much as their old job, because if it pays enough so that they do not have to constantly be searching for extra cash just to stay alive, why wouldn't they take it?

On the other hand, many people give up high paying jobs to live much more simply and do something that is more meaningful. Of course, even in the simple life they need to be able to eat and have shelter, but they often find that being fulfilled and doing work that matters to them and others is more valuable to them than extra money. Have you ever known someone like this? Often missionaries find themselves in this position, having left

a higher paying job to spend their lives sharing the gospel with those who have not heard it yet.

Another problem is that sometimes someone's work is so demeaning or is not valued by others around them that people feel so badly about themselves that they want to find other opportunities elsewhere. This can happen at any level of employment. The person who cleans the office may not have the most glamorous job. However, if others thank them for their work, include them in meetings when appropriate, and make them feel a part of the team, then they can find their work highly meaningful.

At the same time, someone with the title of "Vice President" may be so verbally abused by their boss or the board, and constantly told that their ideas are worthless or that they are incapable, that they will leave the work to go somewhere where they feel valued.

All of these things, physical needs, finding work that is more meaningful and fulfilling, or finding work where you are valued and esteemed, are needs that most people experience at some time in their lives. Usually, the only way to discern the needs of others as a leader is to get to know them, listen and take the time to interact with them. And sometimes spiritual discernment is needed as well.

Now let's look at an example in Jesus' life of discerning and responding to the needs of someone else: a woman who needed spiritual life. Below, read John 4: 1-26 and then continue with this unit.

Now turn to your workbooks for this module and answer the three questions that are there about John 4: 1-26. When you have completed this exercise, continue with this unit.

Let's review the three questions from the exercise. First question:

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

Yes, she did, with water because he was physically thirsty.

Second question:

Did Jesus meet any of the woman's needs?

Yes, he met her social need to be accepted. She was a Samaritan and a promiscuous woman and probably at the well at noon because others were not likely to be there. He talked with her and engaged her and treated her with kindness.

He showed her respect and value by thanking her for the drink of water, but more importantly by discussing deep things of the Spirit with her and recognizing her genuinely good and knowledgeable answers.

He then met some of her deepest spiritual needs, by offering her the water from which she would never again thirst and enabling her to become an evangelist.

Jesus did all of this through listening and discerning her needs and responding to them one at a time, which built trust.

And the third question, how did this “meeting of needs” multiply? In other words, who else’s spiritual needs were met in the story as a result?

The villagers met Jesus who met their spiritual needs. Additionally, the disciple’s needs were met by coming to a new understanding about the Samaritans and God’s love for them and the woman.

Unit 13 – Five Simple Steps to Motivating Others

So how can we take all that we’ve learned and apply it in our situation of leadership?

There are five simple steps that we can easily remember that will help us in our efforts to take all that we’ve learned and motivate others. As we go through these five steps, I encourage you to write down the five steps in your workbooks where you see the title of this unit.

Step 1: Be passionately motivated! As we said at the very beginning of this module, as spiritual leaders we must be clear about why we are doing what we are doing. We should be able to tell our testimony of why we are passionate about the calling God has on our lives and clear on calling others to join us. Share the vision with clarity.

Step 2: Invite others to join! Enable them to commit. Show them the impact of what you could do together and help them to see their place in the bigger vision of what God is doing. This always begins through relationship; listening, hearing what God has called them to, and helping them find the genuine intersection of that calling with this opportunity.

Step 3: Identify the needs of others. Research, listen, and learn about their thoughts and concerns. Identify both their real and felt needs.

Step 4: Develop ways to meet these needs. In our Case Study it was clear that James needed more than just a new air conditioner. He needed the job to fit his leadership style better and that requires adapting the role to fit the person or moving them to a different job altogether. Maybe the need is for more clarity about the task, or a job description may be needed, or better evaluation of their current work so they can better understand where they are excelling or falling short so they can grow and improve.

Step 5: Provide support for your team members.

Now let's take a moment and list a number of ways to provide support for those under your leadership that would help motivate them:

- Build personal relationships.
- Expose them to the impact of their work.
- Feed and develop personal responsibility.
- Build their personal skills.
- Remove barriers and provide needed resources.
- Demonstrate unconditional love.
- Convey enthusiasm and belief in the person.
- Share details of why their job is important.

These are all good ways for a leader to provide support to their followers. As we conclude this unit, let's do a self-evaluation exercise. Using the list we just reviewed, turn to your workbook and ask yourself if you have used any of these ideas with anyone who reports or follows you in the last month and explain how you used them. Be as specific as you can. When you have finished this exercise, you can go on to the next unit.

Unit 14 – Avoiding Manipulation

Just because you are using positive methods to motivate others does not mean that what you are doing is right or positive, it may just be manipulation! Manipulation is the process of trying to get people to do the wrong things using any method that works.

As an example of this, read 2 Samuel 11:1–15 below then continue with this unit and we'll have a couple of questions.

What did David do to motivate Uriah to go home and sleep with Bathsheba?

He brought him back from the front line of the war.

He told him to go to his home

He sent him a gift

He gave him lots of good food and drink

These are positive motivators! But something is wrong here.

Why did David try to motivate Uriah to do this?

- To cover up that David had slept with Bathsheba and that she was pregnant with his child.

When the positive motivators failed, what did David do?

- He sent Uriah back to the front line of the war and had Joab ensure that he would be killed.

It is important to understand that David's positive motivations became manipulative. David was trying to get Uriah to do something without giving him all of the appropriate information so that Uriah could make the best decision for himself. It doesn't matter that David used positive motivators in the process, he was being deceptive and manipulative, and David's positive methods of motivation do not override the wrong he was doing to Uriah.

Unit 15 – Work on Your Personal Leadership Growth Plan

For the final exercise in this module, I want you to turn to your workbooks for this module and work on your personal leadership growth plan. Reflect back on what you have been learning about motivating others.

Take some time to reflect on these questions and prayerfully answer them. Be honest with yourself as you review them, as this is the only way to overcome our bad habits as leaders and apply the things we have learned so far in this course to our future leadership opportunities.

Here are the three questions:

1. 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?
2. What is one thing you can do in the next month to earn more spiritual authority with those who report to you?
3. What are three practical positive things you can do next week to motivate two of the people who report to you?

When you have finished, consider discussing your answers with a friend or mentor who you trust. Also, don't forget to take the quiz and then you can begin the next module.

Module 7

Leading Change

Unit 1 – Understanding Change

Let me begin this lesson by telling you a story:

Jose and his son Manuel are fishermen. For years they've rowed their small boat to a certain part of the lake which the fish just seem to love best. That's where they were always able to get the greatest catch of fish. But recently things seemed to have changed. Manuel in particular noticed that the fish didn't seem to be biting as much as they once did. He commented on this to his father, Jose. But Jose didn't seem to be that bothered. He simply replied, "Fear not, my son, the fish are here. We just need to use different bait."

So, they used some different bait. But week after week they were only catching smaller and smaller numbers of fish, until one day they caught no fish at all. Manuel tried to tell his father that other fishermen are having much better luck a few kilometers away and suggested that they move the boat to a different part of the lake. But Jose would not move and responded, "My son, I love this corner of the lake. We've always fished here and the fish will come back".

Neither Jose nor Manuel knew that the fish would never come back. They'd never come back because the water had become so polluted in that part of the lake that they couldn't survive. But Jose still came back to that same spot day after day because he loved that part of the lake and because, as he told his son, Manuel, "We've always fished here".

What do you see happening here?

Why does Jose not want to move to another part of the lake?

We can see that Jose was resistant to change. He wanted to keep doing things the way they had always been done. He was comfortable with that. It was "tradition"!

What about you? How do you feel about change?

The reality is that things are constantly changing around us and as leaders we need to adapt to those changes.

Now I want you to turn to your Workbooks for this module and there you will find a form entitled "Exploring our Feelings About Change", complete Column One. Don't worry about Column Two just yet, we will complete Column Two later. Focus on Column One for now and write down two changes you have noticed in each of the five sections. When you have completed this exercise, continue with this unit.

I'm sure some of you have written down positive changes as well as some negative changes in Column One. Change produces feelings in most of us, sometimes those feelings are positive and sometimes negative. Some people LOVE change and relish the thought of change. Other people HATE change and find it threatening and stressful.

Whether you are feeling negative or positive about the changes you are currently facing, it's important to grasp the point that each of us tend to view change in different ways. And as individuals we can view some changes positively and other changes negatively!

If in your own list you have more negative changes than positive ones, you may be experiencing some stress – because of the types of changes you are facing.

We've been looking at how you are currently reacting to specific changes that you are experiencing at the moment. In some cases, you are viewing the changes positively; in other cases you are viewing the changes negatively.

Introducing change will create similar feelings to the ones we've listed in the people affected by the change or changes.

They may feel excited and enjoy the change

Or they may feel stressed and anxious.

If you are the person introducing the change, you need to be aware that people feel in these ways – and you may need to help them deal with their feelings, which the changes you are introducing will bring.

Some of us like change and find it exciting.

Some of us find change difficult and some of us actually hate it.

Unit 2 – Resisting Change

Based on the case studies we've seen so far, what are some of the biggest challenges Victor faces with his staff?

Some people have said that they see his challenges as:

A discouraged staff

An under-used staff

A staff that feels mistreated

Unfilled job positions that need filling

Out of date equipment that needs replacing

And that KSM is not keeping up with the times

And is out of touch with its customer's needs.

From our previous Case Studies, we have seen that KSM was in desperate need of change. Everyone knew it! Victor's almost immediate movement toward change was warmly welcomed by most of the staff. Most people were relieved to see that things were going to be different under Victor's leadership.

However, not everyone saw it in the same way! Some staff resisted. This isn't uncommon. Some people resist attempts to change the way an organization operates.

And this resistance to change by others can be one of the greatest challenges that a leader of an organization may have to overcome.

So, what are some of the reasons why people may be resistant to change?

In the past people have said:

Fear of the unknown

Fear of losing their job

Fear of not being able to learn new things

Fear that the change will mean more work

An overwhelming sense of losing control

A mistrust of those in charge

And a belief that those in charge are not competent enough to implement the changes successfully.

They may also resist change because they view the influence of other people negatively

Or feel that the timing of the change is wrong

Or that they like things as they've always been.

They may even have had bad experiences with previous changes
Or just not like any kind of change at all and prefer predictability.
These are often genuine concerns, and if we're implementing change we need to be able to help people work through these concerns. We will look at ways to enable them to do this later in this lesson.

An important thing to remember about change is that it isn't always the right thing to do and that there are times when you should think twice about implementing change. For example, some leaders make changes for the sake of making changes. They thrive on a continuing round of change, but these constant changes can be challenging for the other members of their team. Leaders should only plan to make changes when there is a need for it, and not just because they can and seem to have the time. Another common problem with changes is that they happen too quickly. Even if changes need to be made, it is often better to implement them slowly and individually instead of all at once. Giving changes time to embed themselves in the life and the culture of an organization, ministry, or church before embarking on yet another round of changes will ensure that the changes do not get lost or forgotten or poorly implemented.

Taking time with changes helps leaders and teams feel less overwhelmed and allows them to build on top of the habits they've created instead of constantly having to learn new things just to complete their work.

Unit 3 – Understanding the "S" Curve

Often the choices are "change ... or die." But in many situations where we are at the moment is very comfortable, and we don't want anything to upset the status quo! . A widely held view in many organizations, ministries and churches is "things are going well, we see no need to do things differently". This is a widely held feeling.

Often such thinking occurs when people are blind to the fact that the world all round is changing at an accelerating pace. "Tomorrow" is upon us...and we are firmly entrenched in "yesterday".

Let's look at something called the "S-Curve". This is a tool that has been developed to help leaders look at the development, the growth, and the decline of an organization. It was originally developed by scientists who were looking at how infections spread through populations. They discovered that an infection would begin slowly, and then it

would start to spread quickly, and then lastly it would slow down before leveling off and eventually declining, forming an S-shaped curve.

This was later adapted to describe the development of technological innovations in the 1940s, and soon after began to be used to describe the start-up, growth, maturation and eventual decline of organizations.

Every organization, whether it is a church or a ministry, at one time will have had a “Start-Up” phase. This is when:

- The organization is trying new things
- and the leader is exploring new ideas
- and engaging others around these ideas
- and building the vision for the organization.

If the Start-Up phase has been successful, then growth comes fairly rapidly.

In a church, this might be growth in numbers or in the faith of the congregation.

In a ministry, this might be reaching more people and having a greater impact.

After this rapid growth period, the organization enters a Maturation stage. This is when your team may become fairly comfortable in what it does, but this comfort can quickly turn into complacency. If a team knows what works, they may not want to change anything at all because everything seems to be working well.

This complacency can start a Decline stage. This is when the work of the organization or ministry begins to decline in value or effectiveness. There may be other organizations doing similar things with similar goals, but they may be advancing their methods with technology or improved leadership approaches that other organizations have been too comfortable to accept and implement. This decline stage can only be avoided with an organizations effort to change and a desire to not be left behind.

Where on the curve would you place KSM at the moment?

Without too much doubt, KSM is currently in the decline area of the S-curve. When Rev Ogulu took over, KSM was in its Start Up phase. Everything was new, there was an

excitement about the Kabuli's taking control and responsibility for the ministry. Under Rev Ogulu's dynamic leadership the organization grew rapidly.

Over time, however, complacency crept into the organization, and there was a tendency to focus on what had always worked, rather than looking at what was needed by the church in Kabuli and what the competition was doing.

So KSM was no longer on the cutting-edge of publishing in Kabuli, and unless there was a change of approach, it's sales would decline, it's support would dry-up and it would eventually have nothing more to contribute to the church in Kabuli.

It is important for us to learn that whether our organization is a church or a ministry or an NGO, the S-curve applies to all of us.

Think about your ministry or church. Where would you place it on the S-Curve? Turn to your workbooks for this module and where you see "The S-Curve – Where Does Your Ministry or Church Belong?", mark the location on the S-Curve that your ministry or church is currently operating in. When you have completed this exercise, continue with this unit.

If any of your ministries or organizations are at the Maturation stage, then if you don't do something the inevitable result will be that it will decline.

However, there is hope. It's called "Jumping the S-Curve"!

Once you've reached the maturation stage, as a leader you need to be thinking about what you need to be doing to refresh the vision and mission of the organization.

That might involve thinking about what has changed in the world around you, and how you need to change your organization to meet those needs

Or it might mean thinking about what new things you need to be doing in order to continue to have a viable ministry.

What practical things do you think a church or ministry could do to "jump the S-Curve?"

Here are some ideas:

- Develop new ideas for ministry
- Identify what might cause stagnation
- Identify and initiate new opportunities for ministry
- Refresh the mission and vision of the church or organization

If you don't jump the S-Curve, you will decline and eventually go out of business. One of the challenges of Christian ministry is an unwillingness to jump the S-curve. There is often a feeling that God has led the leaders to start the ministry, and has enabled them to grow the ministry, and there can be a reluctance—sometimes on the part of the leader, sometimes on the part of the staff, often on the part of the supporters—to change anything.

But jumping the S-curve requires a willingness on the part of the leader and every member of his or her team to engage in a change process.

Unit 4 – Case Study: The Only Certainty in Today's Organizational World is the Need for Constant Change

Victor is committed to leading a KSM through some challenging changes. What are some actions he will need to take during this process?

Some people have said:

- Address Stephen Ogulu's interferences
- Involve the entire team, and not just those at the top, in the decision making process
- Change staff roles
- Hire new writers
- And Introduce new technology into the workplace

Now let's return to our Case Study and Victor's leadership challenges at KSM. Victor, Stella, Bong and James are sitting around a conference table

VICTOR

So, I'm not really sure why you are struggling with this question Stella.

STELLA

No, it's not that it's a hard question, but.....

We're hoping that you can help us.. with the vision here at KSM.

VICTOR

I don't get it! Help me understand what you mean Bong.

STELLA

We have many great resources that are not being used very well

BONG

Most all of the people with good skills have left the organization

BONG CONT.

Victor, it might be a good idea for you to meet some of the people who used to work here but left. Maybe that could help you understand what we mean.

VICTOR V.O.

It's been months since I accepted this position and I am still struggling to find a way to revive KSM. The question that keeps coming back to me is, how can I help my team bring life back to Kingdom Signpost Ministries.

VICTOR V.O.

I decided to meet with Alex Campagna, an old friend who used to work here before he left and started his own private business. I wanted to listen to what he had to say....

ALEX

For more than 10 years, I have said to anyone who would listen, that this ship was heading in the wrong direction

VICTOR

I know, that is the main reason I wanted to meet with you Alex, to ask you - what I should do?

ALEX

As long as KSM and its leaders are detached from reality as well as from their new and younger workers, these work relationships will be strained and difficult. The vision must change Victor.

VICTOR

Habib, how are you?

VICTOR

Please, have a seat - have a seat

HABIB

Congratulations on the new job!

VICTOR

Thank you

HABIB

I know I should have called you earlier, but I have been so busy

VICTOR

That's alright, well, here you are with the new director of KSM and with all that is happening in my world!

HABIB

So, exactly what is happening?

VICTOR

My friend, you are truly a Godsend to me

HABIB

What do you mean?

VICTOR

Let me tell you. In the beginning...

We hear a knock at the door and Stella comes in. She crosses the room to meet Habib

VICTOR

Come in Stella. This is Mr. Habib my dear friend. He is also the regional director of Eagle Corporation - it is one of the largest accounting and consulting companies. But what is more important is that he is willing to help us here at KSM.

STELLA

Welcome! How are you?

VICTOR

Now my friend, lets get to work!

TRANSITION TO A DIFFERENT DAY IN KSM'S CONFERENCE ROOM - VICTOR,
STELLA, BONG AND FRED ARE THERE

Habib is at the white board writing - "Our Vision Statement"

HABIB

What led the organization to this point? That's good to know, but what is more important is: are you ready for change?

VICTOR

That question has an obvious answer: of course we have to change

STELLA

I should let you know that the last major product we printed was many, many years ago

BONG

And this is one of the biggest reasons that there is no progress

HABIB

This is a great place to start! Let's start from here

Dissolve to a montage of shots of people filling out a survey form - this is intercut with different shots of the leadership team meeting with Habib

Dissolve to a meeting area with Habib, Stella, Bong and Victor

HABIB

The results of the survey helped clarify some things we expected.. The organization has lost its vision and is missing a guiding compass. But if you commit yourselves today to the concept of change, it will be a new beginning for KSM.

VICTOR V.O.

Habib has helped me realize that we have wasted a lot of time in a way that will certainly never lead to any kind of progress because simply: to achieve different results, we need a different vision. We need to be one team - that sees one way and has one goal

Unit 5 – Leading During a Time of Change

Now let's go through the ten Statements that Rajendran asked Victor and his team to think about.

You will find these listed as "Statements that people make about the life and ministry of a church or organization" in your workbook for this module.

Please consider each one carefully and consider the extent to which it is true of your church or organization. For example, if a given statement is "very true," draw a circle around the number "4." If it is "not true at all," circle number "1" and so on and so forth. Do this for every statement, but make sure you only circle one number for each Statement. When you have finished this, add the circled numbers for each column together and place your subtotal at the bottom of each column. Then add the subtotal numbers for each column together to get a final total Score.

When you have completed this exercise in your workbooks, continue with this unit.

If the total score is over 30 then you are probably seeing signs of excellent leadership that is creating genuine vision, devoted to empowerment, and using resources effectively. But even if you have a high total score, if any Statement scores only a 1 or a 2, then there are issues that need to be sorted out in that area of the organization.

If we're going to enable our ministry or church to survive and to grow, then change will be necessary at various points in the organization's life. So what needs to be done to lead a process of change like this?

John Kotter writes in his book "Leading Change", Harvard Business School, 1996, about the steps that those leading a change process will need to take, especially if they want the changes to stick. The following is based on his writing and also the practical experience of leading change by the authors of this course.

Although John Kotter was writing for a secular audience and didn't include prayer as an element of the change process, it is important that we practice it and surround the process of change in prayer. A comprehensive attitude of prayer both before you begin the process and at every step as you lead your people through the process, will keep organizations focused on the real reasons that change is necessary.

Step 1: Establish the belief that there is a need for change.

Help people understand what it is that is holding the ministry back and create a sense of urgency around the need for change. This is what will help spark the initial motivation to get the change process moving.

Start a discussion with your leadership team, your board, the staff and other stakeholders about why change is necessary and don't just talk about the intellectual "reasons" for the change, but persuade people of the need for the change at the emotional, spiritual and practical levels – but take care not to be manipulative.

Remember that some people need time to adapt to the idea of the necessity for change, so don't rush the process because some people will take longer than you are likely to want! You need to work hard at this first step and spend significant time and energy building the sense of urgency before you move onto the next steps.

Step 2: Build a team to give leadership to the change.

You will not be able to make the change by yourself. To convince people that change is necessary, you will need strong leadership – and not just by yourself, you will need visible support from key people within your ministry.

You need to have a team of people who will support the idea of change.

They need to be people of influence within the ministry, which might be because of the position they hold or because of the influence they exercise.

In a church or an organization, it's not just the leadership team who hold influence! In a church a former elder can exert a very powerful influence. Make sure you have a good mix of people from different levels and different departments in your ministry and get them working together to give leadership to the change process. The importance of this is that people see that others in the ministry are invested in the change as well.

Step 3: Create a Vision of what the future will look like.

Unless people clearly understand what the result of the change will be, unless they can see a difference, they will be resistant.

To help them do this you need to create a vision of how things will be different in the future after the change—this vision can take the form of words, symbols, and/or pictures. This vision of the future coupled with the reasons why the change is imperative is an important part of convincing others to participate in the process. Convincing others to

participate is important because if you do not have willing and cooperative participation, people will not be motivated to take the actions needed to implement change. You and your change team need to be able to describe the vision of the future in five minutes or less.

A clear and powerful vision will do far more than an authoritarian approach could ever hope to encourage.

Only when you can clearly articulate the vision for the change, should you develop your strategy to execute the vision.

Step 4: Communicate the Vision.

You have to get ownership of the vision by others, so you and other members of the change team need to communicate, communicate and communicate!

Make sure as many as possible understand and accept the vision and the strategy. Talk about the vision every opportunity you have.

It's also important to demonstrate that you completely believe in the change that you're trying to implement. What you DO is far more important – and believable – than what you SAY!

Now, before we discuss Step 5 of John Kotter's List, let's take a look at some Scripture.

There are plenty of examples in the Bible of people needing to make changes to their attitudes and approaches. From leadership change in Deuteronomy 31:1–8 to covenant change Jeremiah 31:31–36, the Old and New Testaments provide numerous accounts of God working in us through change.

One major change is outlined in Acts Chapter 10 and continued in Acts Chapter 11 verses 1-18. Read these passages below and then turn to your workbooks for this module where you will see an exercise titled "Change in the New Testament". In the first column write down the changes that the different characters in the account had to face and in the second column write down their responses to those changes. When you have completed this exercise, continue with this unit.

Note that: Peter had to change his approach to non-Jews to be effective in responding to Cornelius.

In this incident Peter was re-acting to change.

However, by the time we get to the Council of Jerusalem (in Acts 15) – Peter was actually advocating change (Acts 15:7–11).

Now, let's return to John Kotter's Steps for effective change.

Step 5: Understand the reasons why some are resisting the change and find ways to help them come on-board.

Listen to the objections of those who are opposed to the change and seek to understand why they are opposed – they may have genuine concerns that you can address.

People may have many different reasons why they don't like and won't support the change.

- For some it might be that it's not their idea and they think a different approach (their approach) will be better
- For others it might be an uncertainty that the changes may not be successful
- Some people have become comfortable with the status quo and are challenged by having to do things differently
- Another reason might be a concern over how the change will affect others in the church or organization.

You need to be able to explain to each person who opposes the change why the change is essential, and the approach to this explanation should differ depending on what type of leader you are speaking to.

- For a Motivator you will need to explain at the emotional level.
- For an Implementer you will need to explain at the intellectual and practical levels.
- For a Team Builder you will need to explain at the relational level, because they will be concerned about the impact on other people.
- For a Designer/Developer you will need to explain at a visionary and strategic level.

Sometimes whatever you say to explain your reasons for the change will fall on deaf ears, and one of the main barriers to effective change can be one or more of the senior staff—maybe a manager, or someone who has been in the church or the ministry for a long time—who is resistant to change or may be actively seeking to derail it.

We often avoid confronting these people, and although this can work in the early stages of a change initiative, it will eventually become a real problem with no easy solution.

Although leaders of change can develop elaborate strategies to avoid confrontation and/or attempt to manipulate these people into supporting their vision of change, this approach is unfair and deceptive and can undermine the entire effort.

Typically, the best solution is an honest dialogue, and if that doesn't work, you may need to remove the person from their position. But as Christians we often find that difficult! And if you're moving someone on from a role or a job, that has to be done with sensitivity and in line with both the legal framework for such processes and also in line with Christian compassion!

Before we continue with Step 6 of John Kotter's list, let's return to our Case Study with Victor and Stephen Ogulu.

Unit 6 – Case Study: Rev. Ogulu's Reaction to Victor's Change

Victor was deep in thought. He had just received the financial projections from the James in the finance office, which confirmed his fear that without drastic action KSM would enter into a steep decline. As he was thinking about the challenges, he heard the voice of his uncle, Stephen Ogulu shouting "Is Victor in his office? I have to see him immediately!" In many ways Victor knew that the showdown between him and his uncle was inevitable.

Stephen Ogulu had been out of the country on one of his periodic international preaching tours and he had returned the day before. From the reaction, Victor knew that his uncle, the chairman of the KSM board, must have been reading his monthly report, where he had discussed the impending challenges facing KSM, and the necessity of making some far-reaching changes, including the upgrading of the office computers, investing in some new printing equipment and inviting some of the staff of the Kabuli Evangelical Seminary to submit some manuscripts to be considered for publication.

Stephen burst into Victor's office, waving the monthly report as he stormed into the room. "What is the meaning of this?" Stephen bellowed. I leave the country for two weeks, and I come back and discover that you're planning on a complete change of KSM's work; a work that I've been building up for the last 30 years. Look at what you're proposing here..." Stephen stormed waving the report in Victor's face "... new computers for the staff; my goodness there's years of life left in them; they're still

working, why ever do they need new ones? Just get them repaired! And new printing equipment, I was afraid that Bong Kim would soon wear you down; I've been refusing his unreasonable requests for new equipment for years. As soon as my backs turned, I could have guessed he'd be in here telling you a sorry tale of the problems he's got with the current equipment. My goodness, this was state of the art equipment when we bought it 20 years ago, and I'd expect it to be working for another 30 years at least. And the final straw is you're planning on commissioning original work from the Bible Seminary!!!! What a stupid, stupid, stupid idea. Our people don't want to read what those people have to say, not when we can translate some wonderful work from writers in America and Canada, and I've brought back three or four ideas and manuscripts from people I met when I was in the US last week that I want to talk to you about us publishing. Victor, you have completely and utterly lost your head!"

With his mind and heart in turmoil at the outburst, Victor began to say, "Uncle, let me explain". But Stephen had already turned to leave the office. "You'd better start thinking again, young man, I will not accept these proposals, and I'll make sure the board rejects them when we next meet!" And with that, he was gone.

Unit 7 – Understanding Resistance to Change

Why is Stephen Ogulu being resistant to the changes that Victor has proposed?

Here is what some have said:

- The changes being proposed could be seen as a reflection on Stephen's leadership.
- He doesn't really believe that Victor is capable of running KSM.
- He's concerned about the financial costs.
- He could lose some credibility, because he has promised the foreign writers that their work will be published in Kabuli.

And the here's another question: What should Victor do to help overcome Stephen's resistance to these proposals?

- He could start by finding an opportunity to talk to Stephen when he's calmed down and explain the reasons for the changes.

- Alternatively, he could ask others—such as other members of the leadership team or members of the board—to talk to Stephen and help him understand the need for the changes.

Now let's return to John Kotter's steps for effective change with the final two steps.

Step 6: Generate short-term wins.

Nothing motivates like success, so you need to demonstrate that the change is a positive thing early on. Although you might have a vision that will take time to achieve, try to have some short-term goals that are achievable rather than just a single long-term goal. You want each short-term target to be achievable with little room for failure. Remember that every time you achieve one of the short-term goals, you are giving additional reasons to your team that the change process is working and is improving results.

To achieve success, each short-term success must be both visible and unambiguous and must be clearly related to the change effort. Such successes provide evidence that the work and sacrifice are worth making and should also lessen some of the resistance to change by those opposed to it.

And the final step,

Step 7: Build on changes achieved and anchor the changes in the organizations culture.

Don't just be satisfied by reaching short-term goals, but keep working on building the changes needed.

Victor might have invested in new, modern, up-to-date printing equipment, but he needs to ensure that some of the other necessary changes to KSM are being implemented too. Where significant change is needed, it's not enough to be content with the small changes, one must keep moving forward until the all changes, big and small, have been completely implemented. Victor needs to work on establishing a whole different way of working at KSM. We've already seen some of the changes he's implemented.

Not just in the tangible, practical things, but part of Victor's change strategy has included involving his leadership team more in decision making, in ensuring that people are in a role that suits their giftings (remember how he moved Stella to a more appropriate role for her?) and in mentoring some of the younger leaders.

He needs to consolidate these new ways of working, and of driving and re-enforcing these changes deep into the culture of the organization.

Above all, he needs to ensure that KSM is always open to new ideas, to new products, to new ways of doing things, of investing in new equipment so that the ministry remains relevant and able to effectively serve the church in Kabuli.

As a final part of this unit, I want you to read through Acts 15: 1-35 below. Then turn to your workbooks for this module and under the heading "Acts 15:1-35 Exercise" identify, as far as you can each of the Change Steps which they took to initiate this change.

When you have completed this exercise, continue to the next unit.

Unit 8 – Understanding Resistance to Change

As we conclude this module, I want you to turn to the Personal Leadership Growth Plan in your Workbooks for this module and reflect on the questions listed there. There are three questions and an exercise that involves you filling out an evaluation of your church or ministry by using the *Organizational Climate Assessment* which we have included in the student workbook. You can copy and use it for your own assessment.

It is a copy of the Questionnaire that we used earlier in this module. Ask everyone in your congregation or in the staff team of your organization to complete the questionnaire anonymously. When everyone has completed the questionnaire, calculate the average score for each question and review the results with your leadership team.

Making this Questionnaire a priority can help you and your organization determine where there is room for improvement and where change may be necessary to keep your organization from declining in value or effectiveness.

Module 8

Mission, Vision and Values

Unit 1 – A Leader Has Vision

In the first module of this course we talked about three characteristics of effective leaders. Let's review them here briefly.

The first characteristic of an effective leader is that they provide a vision.
The second is that they empower others.

And lastly, effective leaders coordinate the efforts of their team towards their mission.

Now we're going to help you look at leadership by thinking about the example of Nehemiah. We'll do this by looking at four sections from the Book of Nehemiah and we want you try to identify a single word that describes a specific characteristic of leadership following each section. So, below read Nehemiah 1: 1-4, Nehemiah 2: 1-5; 11-12 and 15-18. Once you have completed the reading, turn to your workbooks for this module and try to identify a single word that describes a specific characteristic of leadership following each section. When you have completed this exercise, continue with this unit.

So, what do these verses tell us about leadership? Can you find a single word that describes a specific characteristic of Nehemiah's leadership here?

The word we're looking for here is Vision.

A leader has vision – and he or she shares it with others who he or she influences. A leader gives vision. Notice that Nehemiah challenged the status quo in Jerusalem, and that he stimulated change by inspiring a vision of what could be different and encouraging others to follow, so that it becomes their dream.

As you read the rest of the Book of Nehemiah, you can see that as well as sharing the vision, Nehemiah empowered the people and also coordinated the efforts of the residents of Jerusalem to rebuild the walls.

Now let's think more about Nehemiah. At the beginning of Chapter 1, what was his position?

He was Cupbearer to King Artaxerxes; he was a servant.

However, by the middle of Chapter 2, he is a leader – in charge of a major re-building program. How did that change come about?

God had a task for him to do and gave him a heart for the task (the rebuilding of the walls of Jerusalem) and gave him the leadership position to give leadership to the work.

And Nehemiah had to accept that role of leadership and function as a leader by sharing a compelling vision, empowering the people who could bring that vision into reality and coordinate their efforts, so they were working together to achieve the vision.

With these thoughts about Nehemiah in mind, let's continue with the next part of our Case Study.

Unit 2 – Case Study: The Mission at KSM

The parting words of Rajendran Habib continued to echo in Victor Osco's ears long after the staff meeting ended:

"Victor, the most important characteristic of a good leader is to have a clear sense of vision and direction that makes real sense to those who must carry it out. Now is the time either to turn this ship in the right direction or to close the doors. It's up to you! You must go back to the foundations and discover why KSM [Kingdom Signposts Ministries] should even continue to exist. You have to demonstrate that KSM is moving in directions that will make a real difference for Christ and His Kingdom."

Victor did not need to be convinced KSM needed new vision and direction. But where should he begin? As he was reflecting deeply on these issues, his eyes fell on the KSM mission statement printed on the front wall of the office: *"Fulfilling the Great Commission through the printed word"*.

This proved to be one of those crucial moments when his eyes were opened to an insight that somehow had eluded him up to this point – *this mission statement is inappropriate for this day and age*.

He remembered the results of a survey undertaken by the government television ministry. It showed that most Kabulians under 35 turn to the electronic media, especially the internet, social media, cell phones, television, DVDs and occasionally even the radio, whereas this was not the case 20 years ago. Books, on the other hand, have their greatest impact on those who are older. The implication was obvious – *KSM is functioning as if nothing has changed since in the last 30 years*.

The impact was so electrifying that he immediately convened a meeting of his staff leadership team. As tea was served, he shared what God seemed to be saying to him. As

is so often the case, Stella Senge was the first to respond. "What's wrong with us that we have been so slow to see this?" Both James Stefanus and Fred Mengistu quickly agreed with her, while Bong Kim seemed to be preoccupied with his tea.

As the morning went on, it almost seemed as if a cloud was lifting to reveal a world that none of them had really seen. Others joined the discussion at the invitation of Victor and KSM was launched on a new path of discovery which, over time, was going to have profound impact on the ministry as well as the entire Kabulian Church.

Soon it became obvious that the entire staff needed to participate. Offices were closed for the remainder of the day and a catered lunch was brought in. Victor brought the rest of the staff up to date and broke them down into teams of four members. He asked all each of the teams to discuss these questions:

- In what ways has our country changed in the last 30 years?
- Does this church still have the impact that it once did? Why is this?
- What is the role today for KSM as a Christian publisher?

Without being aware of what he had done, Victor took the very step that is most crucial in unlocking the creative resources of an organization in crisis. *He allowed the staff to have direct participation in shaping organizational destiny.* In other words, he allowed each individual to *take ownership* as they became an active participant in thinking about the future of the ministry rather than being a passive, discouraged follower.

Lunch seemed to be forgotten as these teams assembled around the tables. It was as if something that had been bottled up all of these years shot to the surface and was released. Most were reluctant to leave at the end of the working day, something no one could ever remember happening before at KSM. In fact, Victor felt as if he had been the coach at a victorious football match. Tears and hugs of gratitude were observed all around the room.

Victor asked Stella to make notes of what was discussed at each of the tables and she took the responsibility of pulling together the most common insights. In fact, she spent most of the night in thought and prayer.

Victor found a memo on his desk as he entered the office the following day entitled "A *New Beginning.*" Victor agreed with what everyone said. Now the words of Rajendran became very practical. "We've got to go back to the very beginning and decide why

KSM exists and what we should be doing if we are serious about the Great Commission.”

Unit 3 – Case Study: The “Change” memo at KSM

In what ways is Victor displaying leadership in this part of the Case Study?

- He’s encouraging his staff/team to think about the future of the ministry; he’s helping them think about a VISION.
- He’s EMPOWERING them by involving them in the process,
- and he’s also COORDINATING the process.

Remember that Victor is a Team Builder, he is not a visionary by temperament. However, what he has done is unleash the creative resources within KSM, by involving both the leadership team and the entire staff, so that the vision can emerge from the whole team and not just from the “top” of the organization.

How would Stephen Ogulu have managed the creation of a new vision for KSM?

- Well, first of all, he probably wouldn’t have changed the vision at all!
- If he had, he would have decided what the new vision was, and would have communicated it in a directive to the staff.

Why is the Ogulu approach in this case not very effective?

Because, if the members of the team don’t have ownership of or an understanding of the vision, then they will have difficulty in carrying out the mission of the ministry.

It’s important to understand that mission and vision are interrelated. The mission is the carrying out of the vision of the ministry. But you can’t define your mission or your vision without carrying out an assessment of the world in which you are working.

That is essentially what Victor and his team were doing when they were discussing the 3 questions that Victor asked. Just look back at the questions in the Case Study. They were:

- What are the social changes that have happened in the last 20 years?

- Does this church still have the role and impact that it once did? Why is this?
- What is the role today for KSM as a Christian publisher?

These are important questions, because the answers can provide the foundation for creating a new or revised vision and mission.

Do you remember that Stella had committed to trying to document the results of the discussions of the groups? We're now going to look at what she compiled as a memorandum from the discussions. When you have completed reading the memorandum below, you can begin the next unit.

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?

Unit 4 – Defining a Mission Statement

One of the challenges we have when we're talking about Mission and Vision is that different writers and management consultants use these terms in a variety of ways.

The way we're defining a Mission Statement is as follows:

A Mission Statement is a concise, focused statement, which describes why we exist and describes the purpose of all the activities of the organization. This is sometimes referred to as a "purpose statement".

A Mission Statement is used to help guide decisions about priorities, actions and responsibilities.

For example, DAI's Mission Statement is "Development Associates International (DAI) enhances the integrity and effectiveness of Christian leaders worldwide so that the Church can fulfill its role in extending the Kingdom of God".

In what ways does this statement describe why DAI exists?

Its focus is on enhancing the integrity and the effectiveness of Christian leaders.

DAI's focus is on Christian leaders.

One Christian ministry had as its Mission Statement as follows: "to evangelize the world"; another had "We will evangelize the world by - a certain date".

What do you think about these as Purpose Statements?

Well, they are pretty unrealistic

They are not very helpful – they don't give enough clarity

And they are pretty arrogant – the rest of us might as well pack up and go home – because there's nothing left for us to do!!

A Mission Statement will normally answer 3 questions:

WHAT, HOW, AND WHY.

What are we doing? How are we doing it? Why are we doing it?

Let's look at DAI's Mission Statement again.

Does it answer the three questions?

Development Associates International (DAI) enhances the integrity and effectiveness of Christian leaders worldwide (which answers the "WHAT" question) so that the Church can fulfill its role in extending the Kingdom of God" (which answers the "WHY" question).

The statement doesn't really tell us HOW we are "enhancing the integrity and effectiveness of Christian leaders", but we could easily add after "worldwide", "by facilitating learning workshops, mentoring and providing consultancy to leaders...etc."

God the Father had a Mission Statement for sending Jesus in to the world.

Can you think what it might be?

Well, we can find one Mission Statement that God had for Jesus in John 3:16: "God so loved the world that he gave his one and only Son that whoever believes in him shall not perish but have eternal life."

Does it answer our three questions?

WHAT? (And remember this is about WHAT he wanted to achieve: that whoever believes in Him shall not perish but have eternal life.)

HOW?

He gave his one and only Son

WHY?

Because God so loved the world...

It is succinct, powerful, and easy to remember. And it's good if Mission Statements can follow that example! In fact the best Mission Statements are clear, memorable and concise.

Jesus gave his disciples a Mission Statement before he ascended into heaven. It was: "Go and make disciples of all nations, baptizing them in the name of the Father and the Son and the Holy Spirit and teaching them to obey everything I have commanded you" - Matthew 28:28

We're familiar with organizations having a Mission Statement – but what about churches? Do you think it's helpful for a church to have a Mission Statement?

It is very important for churches. A Mission Statement will help to focus the church on its particular purpose.

Below, we have a few examples of some good church mission statements. Once you have read these statements, continue on to the next unit.

Below, we have a few examples of some good church mission statements. Once you have read these statements, continue on to the next unit.

“To connect with God, connect with others, and connect others with God.” (Red Rock Church, Littleton, Colorado, USA)

“To reach and influence the world by building a large Christ-centred, Bible-based church, changing mindsets and empowering people to lead and impact in every sphere of life.” (Hillsong, Sydney, Australia)

“To present the Gospel of Jesus Christ in such a way that turns non-Christians into converts, converts into disciples, and disciples into mature, fruitful leaders, who will in turn go into the world and reach others for Christ.” (New Hope Christian Fellowship, Honolulu)

Unit 5 – Working on a Mission Statement as a Team

Now, there are many different feelings that can occur during the process of working on a mission statement as a team.

What are some elements that you can think of that would help the process?

Some people have said:

Trusting

Listening to one another.

Having one person taking a lead

Having some ideas to work from

A history of similar concerns.

The limitation on the size of the mission statement and having a limited amount of time to work on it can also help the process.

And what are some elements that you can think of that would hinder the process?

Well, some people have said:

Members of the group not actively listening

or freely contributing.

Team members with different visions

or too many ideas.

Someone showing a dominant behavior can also get in the way.

Misunderstandings are common as well.

The limitation on the size of the mission statement and having a limited amount of time to work on it can also hinder the process.

The feelings that can be generated during the creation of a Mission Statement can be very strong – especially if the process is hurried.

It is very important for the person facilitating the process to be aware of anyone who isn't participating – it may be because they are not very happy with what is going on.

It's important to notice and talk to people who may be hurting.

If you are facilitating the writing of a mission statement it is very important that you check in often with the team members and see how they are feeling regarding the buy-in of the statement.

If some people are not happy with the result, you need to revisit your statement with the group, and continue to work on it until there is greater satisfaction with the result.

Many Mission Statements take many days to create. But what is important is that if a Mission Statement is going to be meaningful, it needs to be developed by a group of people who have an investment in the reasons why the organization exists and the purpose to which all its activities are directed.

Stephen Ogulu is a leader who would have written a new Mission Statement for KSM in his office, and then announced to his staff the new Mission Statement.

Is that a good way to create a new Mission Statement?

No it isn't. And why isn't it?

- Well, people don't have any ownership of something they haven't been part of.

- And when people have been involved in creating something, they have greater ownership and understanding of its full meaning and implications.

The role of the leader in the formulation of Mission and Vision Statements is to articulate the Mission and Vision and to stimulate ownership of what we're doing. The challenge is that if others are to share in that mission and vision, you and I, as leaders, must discover and appeal to a common purpose.

We must bring that vision to life in such a way that people can personally identify with it as theirs. It makes no sense to proclaim a vision if they do not own it and act on it.

As we consider vision and mission, let me give you the key word involved in the way an effective leader goes about clarifying these. It's a very simple word. It is "WE".

What does that mean? Why is using the word "WE" important when we're wanting to clarify the vision and mission of a church, ministry or organization?

The main reason is that it is important to have an inclusive approach to the writing of a Mission and Vision Statement. We're talking about "US" (you and me), as an organization, not about the leader of the organization. Mission and Vision Statements will only work if everyone in the organization is involved in their creation.

Jim Engel, who formed DAI, tells of an occasion when he was a member of a team, and their leader came to them and said, "God has told me we should do the following...." And went on to explain what he felt God had told him to do. Interestingly, none of the other senior staff in the organization felt it was right, but the leader was insistent.

What do you find strange about this?

Does God speak to only one person at a time? OK, yes he does in the prophetic sense, but it can be dangerous if we mix up the role of the leader of an organization with the role of a prophet.

If we personally feel that God is telling us as a leader of an organization to do a certain thing, and no-body else in the organization feels the same, it's probably more our idea than God's idea! If God is telling me something and it's genuine, then he's probably telling other people too!

Now let's go back to our Case Study.

Unit 6 – Case Study: Developing KSM’s New Mission Statement and What Went Wrong

Victor knew full well that it was critical for KSM to rethink both its mission and its vision. So he called a special meeting of his leadership team to talk together about developing a new Mission Statement for KSM. They met together for two full days at a small conference centre outside Kabuli City, where they wouldn’t be disturbed too much, and where they could really focus on the task. Victor, Stella, Fred, Bong and James spent a lot of time in prayer, in thinking and talking, and in yet more prayer.

After two days of prayer and deliberation, they returned to the office, really pleased with their work and very happy with the new Mission Statement they had framed:

“The mission of Kingdom Signposts Ministries is to enhance the ministry of the local church through provision of biblically-based materials, which equip individual believers to respond to the Lordship of Jesus Christ in their daily lives.”

Each department held a meeting at which the new Mission Statement was presented, however to the surprise of each member of the leadership team, the staff were not as excited by it as they had been, and some stated very clearly that they didn’t like the outcome one bit!

That looked like a good statement. It answers our three questions about Mission Statements:

WHAT? Enhance the ministry of the local church

WHY? To equip individual believers to respond to the Lordship of Jesus in their daily lives

HOW? Through provision of biblically-based materials

So, why do you think the staff were not happy with the new Mission Statement?

Think about the process by which the new Mission Statement for KSM was created and communicated. What was missing?

Well, there were two groups of people missing from the process.

One was the staff of KSM. Mission and Vision are never dictated from on high, if it is the leader’s vision and not ours. What is important here is ownership by the staff, because people will not act on what they do not own as theirs.

The role of the leader is to stimulate a process by which the mission and vision emerge as those who must implement it interact and achieve consensus on it. God speaks to all of us in our organizations, not just to the boss!

The other group that was missing from this meeting was the board. Part of the role of the board is the establishment and clarification of the mission and vision of the organization, and also to verify that the mission is being achieved by the organization.

So, we've looked at Mission Statements, now in our next unit let's turn to Vision Statements.

Unit 7 – Defining a Vision Statement

A Vision Statement is a concise statement that describes a picture of how the world might be different if our mission is achieved. It is a statement of where we're going, of our direction and the results we want to see.

A Vision Statement may be a statement of our long-term vision; or it might be limited to where we want to be in 3–5 years' time.

Another way of describing a Vision Statement would be a statement describing the clear and inspirational long-term desired change resulting from the work of an organization.

We began this module with Nehemiah.

What was Nehemiah's vision?

To rebuild the walls of Jerusalem

Where did it come from?

God

What did he need to do so that his vision could be implemented?

He couldn't rebuild the walls of Jerusalem by himself, so Nehemiah needed to share the vision with others in such a way that they were inspired to follow him.

He then empowers others to combine their efforts so that they can work to achieve the vision

He also coordinates the efforts of others so that each of the efforts contributes to the achievement of the vision.

Now, let's read Acts 13: 1-3

Now in the church at Antioch there were prophets and teachers: Barnabas, Simeon called Niger, Lucius of Cyrene, Manaen (who had been brought up with Herod the tetrarch) and Saul. While they were worshiping the Lord and fasting, the Holy Spirit said, "Set apart for me Barnabas and Saul for the work to which I have called them." So after they had fasted and prayed, they placed their hands on them and sent them off.

So, what is the vision of the church in Antioch?

The vision is sharing the Gospel in other parts of the then known world

And sending Barnabas and Paul on a mission

Who had the vision?

The whole church

In contrast to Nehemiah, sending Barnabas and Paul on a missionary journey wasn't Paul or Barnabas' vision. It was the vision of the whole church.

Although God can communicate a vision to a single person, it is more normal for vision to be communicated to members of the group as they meet together to discern God's vision for the future.

Here are some examples of church vision statements:

"To become an equipping and mobilizing church that transforms our world for Jesus Christ." (East 91st Street Christian Center, Indianapolis, Indiana, USA)

"To continue growing, impacting lives and using technology and the arts to reach 100,000 people for Jesus Christ." (New Spring Church, Anderson, South Carolina, USA)

"To be a Christ-centered Church in an influential City, which multiplies and helps other Churches towards these shared goals, across the region, Western Europe and beyond." (Church of Christ the King, Brighton, UK)

In the same way that the Mission Statement of an Organization needs to involve everyone in that organization, so the creation of a Vision Statement should involve everyone, the Director, the Leadership Team, the staff and the board members.

And a Vision Statement can be created in exactly the same process that we used for creating Mission Statements. However, the question to ask is “Based on our Mission Statement, what do we expect to see in 3–5 years’ time as a result of our ministry?”

Although everyone in the organization should be involved in the creation of the Vision Statement, the leader has a vitally important task, and that is to communicate that vision, to other members of the organization and to those outside the organization, and to keep reminding everyone what that vision is. For that to be done effectively, the vision needs to be concise and memorable.

And it’s no good to communicate the vision once and think the job is done. You need to keep communicating, and communicating, and communicating.

As an example of a Vision Statement, a concise version of DAI’s long-term Vision Statement is: “DAI believes that God desires a Church led by people who accurately reflect the values of His Kingdom, more than the values of their local culture”.

So, in what ways does this statement describe DAI’s Vision?

It’s about what the church will look like! It’s not about what DAI does as part of the process to make it happen!

Together the Mission and Vision statements give direction, identity and rationale for the activities and decisions an organization makes as it seeks to be effective in its calling. These statements say who we are, what we are about, and what we hope to accomplish.

Unit 8 – Defining Your Core Values

We have our Mission and our Vision, but there’s a third critically important element that we need to add. This is our Values, sometimes described as our Core Values.

The Core Values of an organization describe the underlying elements of how we go about our work. They are the practices we use (or should be using) every day to guide everything we do including relationships both internally and externally.

Core Values support the Mission and the Vision, shape the culture and reflect what the organization values (or regards as important).

- They are the essence of the organization's identity, whether it is a church or a ministry.
- They are the foundations on which the organization does its work and conducts itself, both internally and externally.
- Core Values describe those things that we regard as absolutely important and which are central to who we are.
- They are so important to us that throughout the changes in society, government, politics and technology, they will always remain the core values that we will live by.
- In an ever-changing world, core values are constant.
- Core values are not descriptions of the work we do or the strategies we use to accomplish our mission.
- They are the foundations we use (or should be using) every day in everything we do.

Core Values:

- Govern our personal relationships
- Guide our business practices
- Clarify who we are
- Articulate what we stand for
- Help explain why we do things the way we do
- Guide us in making our decision
- Underpin the whole ministry

Core Values are not:

- Operating practices
- Strategies
- Cultural norms

- Competencies
- Changes in response to external circumstances

The Core Values are never negotiable as we follow through on our strategy. And if the way we plan to accomplish our work conflicts with our Core Values, then we need to find a different way of accomplishing our work.

Very often as Christian organizations we have not always been very good at clarifying our Values, so it is very important that we make them very explicit and don't leave anything to be assumed.

There are two specific areas that we need to focus on as we develop our Core Values, if we're a Christian Organization.

The first is: what are the Biblical principles on which our ministry (whether it is to the world, the church or the local area) is based?

The second is: what are the Biblical principles on which we build our relationship with the rest of our team?

So far, we've talked about Core Values for a Christian Organization.

Does that mean that if we're the leader of a local church that we don't need to have to have Core Values?

Unfortunately not many churches have expressed Core Values, but it's important for churches to think about the core, foundational values that express who they are.

Whether we're a Christian Organization or a Church, there are the two essential areas in which our Core Values must be articulated.

These essential Core Values are:

First - The Biblical values that guide what we do in our ministry and outreach.
And second - The Biblical values that guide the way in which staff (or members) are motivated, equipped, and led.

Now let's return to Victor and KSM, and see how Victor clarified the foundational values of the ministry at this point in its history.

Unit 9 – Case Study: Building KSM’s Core Values with the Whole Team

Victor Osco had been talking to his friend Rajendran Habib about how he should best establish the Core Values of KSM. He’d asked Rajendran if he could help him draft a set of Core Values that he could then present to the staff of the ministry. Rajendran reminded Victor of the reaction he had got from the staff when he announced the new Mission and Vision Statements for KSM. Rajendran gave Victor some advice about how he might proceed.

As a result of Rajendran’s advice, Victor went to each of the department heads in KSM and asked each of them to take their staff members away from the office for a day. They were simply to pray and discuss the values that they thought should guide KSM in their ministry with the church, their work with their writers and in their relationships with each other. Each of the departments went off, and prayed, and drafted what they thought should be the Core Values of KSM.

Then the Leadership Team similarly went off-site for a day, taking the input from each of the departments, to consolidate what had been drafted by the departments. In fact the Leadership Team were amazed at how similar each of the departments had come up with a set of Core Values. They only had to do a limited amount of word-smithing, and they had a set of Core Values which every one of the Leadership Team was happy with. Then Victor called a special meeting of the whole staff to share with them what the Leadership Team was recommending as the Core Values for KSM, which were:

- KSM exists as a servant to all Kabulian churches in which Christ is honoured.
- KSM is called by God to equip Christian believers as they struggle to take the Lordship of Christ seriously in their daily lives.
- KSM is called to adapt to the changing needs of the church and of Christians and to react quickly to serve where the need is the greatest.
- KSM encourages the continual spiritual and personal development of our staff team.
- KSM recognizes the importance of keeping a balance between ministry and the personal and family life of our staff team.
- We covenant to hold one another fully accountable, thus assuring that we are good stewards of what our Lord has called us to do.

Victor asked the staff if they had any comments on this version, and in fact the staff expressed how happy they were with what had come out of this entire process.

Unit 10 – How Well did KSM do in Developing Their Core Values?

Now, turn to your workbooks for this module and under the section titled “Agreeing on Core Values”, answer the two questions and make some suggested answers for the last statement. When you have completed your answers, continue with this unit.

Question 1 - Evaluate the process which Victor followed to develop a set of Core Values. What do you think about this process?

Well, he involved the whole team, so everyone felt included in the process.

Question 2 - Consider the statement of Core Values for KSM. What are its strengths?

The whole process was surrounded by prayer and

Each of the departments had come up with similar core values

And the statement:

Try to find a single word or short phrase that encapsulates each of these values.

Well, when we've asked others in the past, here are some of the words they came up with:

- SERVANTHOOD: KSM exists as a servant to all Kabulian churches in which Christ is honored

- EQUIPPING: KSM is called by God to equip Christian believers as they struggle to take the Lordship of Christ seriously in their daily lives.

- ADAPTABILITY: KSM is called to adapt to the changing needs of the church and of Christians and to react quickly to serve where the need is the greatest.

- STAFF DEVELOPMENT: KSM encourages the continual spiritual and personal development of our staff team.

- CARING: KSM recognizes the importance of keeping a balance between ministry and the personal and family life of our staff team.

and

- ACCOUNTABILITY: We covenant to hold one another fully accountable, thus assuring that we are good stewards of what our Lord has called us to do

As an example of Core Values, here are DAI's Values:

Integrity, effectiveness, humility, partnering, mentoring, holism, Biblical standards and reaching those with the least access.

Another ministry has the following Core Values:

We are committed to acting in a way that is

Relevant to others: we will strive always to be appropriate to the culture and context of those with whom we work

Responsive to others: we will be sensitive to the changing needs and circumstances of those with whom we work

Partnering with others: we will work with others to progress our common objectives and in so doing we will demonstrate servant leadership and faithful stewardship

Sometimes the values we hold to as a ministry are not always positive values. For example, a Value could be "we expect our staff to arrive at least an hour early for work and never leave the office until after 8.00 pm".

That might not be listed as a core value of the organization, but if it is a behavior that is encouraged by the leadership of the organization, it is in fact a core value.

What do you think of that as a value?

Another value might be "We will make as much money as possible, without consideration for ethical issues".

What do you think of that as a value?

Both of those are not positive at all, but they are still core values, nevertheless.

In this module we've talked about:

Mission: why we exist

Vision: a picture of the future

Values: the guiding principles by which we operate.

These then lead into the development of our Strategies – the approaches and activities we undertake in order to realize the vision and the mission. As a leader it is important that you lead your people through a strategic thinking/planning process for your ministry or your church. And that's the subject of a whole different course!

Unit 11 – Work on Your Own Mission, Vision and Values

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 course 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 course.

You may need to hold several meetings with your team 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 have put these objectives in your workbooks for this module. They are found in the "Final Application: A Personal Leadership Growth Plan".

We know that when you spend some time with this exercise, it will help you and your team to clarify your Mission, Vision and Core Values.

Module 9

Resolving Conflict

Unit 1 – Viewing Conflict Differently

In this module, we're going to be talking about the issue of conflict.

Most people feel about conflict in the same way that they feel about sharks or snakes – it's best to avoid at all costs! The negative feelings we have about conflict are understandable. That's because many of us at some time or other in our lives have probably been deeply hurt by being in conflict with another person.

Dealing with conflict is something that is extremely important for Christian leaders. If I were to ask you what you find most stressful in your ministry, it is likely that many of you would say that your biggest stress is in the area of conflict and people problems.

Rather than seeing conflict as a possibility for creativity and progress we view it as painful, time consuming, and a hindrance to the work we are called to do.

Many Christian leaders have a tendency to run from conflict. We hope by avoiding conflict we might achieve peace. Though this might appear to be the least painful approach, in reality it is the most difficult. Conflict cannot be avoided. The problem is not conflict of ideas but how people see each other when they are in conflict.

Thinking that conflict is harmful is only part of the story. As leaders, we need to see conflict in a different light. We need to see conflict as a door to new possibilities rather than a liability.

If we believe conflict is only ever a bad thing, then we are likely to miss powerful opportunities to take advantage of the creative forces of conflict. To reap the fullest benefits from conflict, we have to change how we think about it.

The real issue with conflict is not to avoid conflict at all costs, but it's about how we **MANAGE** the conflicts that we find ourselves in.

Conflict comes about from differences between people – differences in:

- their needs
- their values
- their motivations
- or maybe their perceptions.

Sometimes through these differences between people complement each other. But sometimes the differences result in conflict.

It's important to recognise that often conflict is not a problem in itself - it is what we do with it that counts.

It is important that we do something when we are faced with conflict because whether we like it or not, conflicts demand our energy. In fact, an unresolved conflict can call on a huge amount of our energies.

Handling conflict is an important skill for the leader quite simply because the impact that an unresolved conflict between staff or congregation members can have on the health and well-being of the organisation or church.

When we are faced with conflict, either one in which we are personally involved, or one which we see brewing between people we know and work with, we need to help the people involved to bypass their personal differences and to open up to possibilities which the conflict brings. As leaders we need to help them take the journey from being adversaries to being co-operative partners. When that shift is made, everyone benefits. I want to share a story of a conflict as an example:

A friend recently told me about a conflict situation in his church. The church had a significant sum of money that had been donated when a former member of the church died several years ago. When the donor had given the money he had been fairly specific that he hoped the money would be used to buy some land near the church to create a playground for children. Before the church was able to purchase that land it was annexed by the city for a highway. Now the church needs to re-designate these funds for another project, but two groups have formed with very different ideas about how these funds should be used, and they are beginning to become so emotional about the issue that some of them have refused to worship together, fellowship together, or even speak to each other.

There we have an example of a conflict situation between two groups in a church.

But what about conflict issues in your church or ministry situation?

I want you to think about your church or the ministry or organisation that you are a part of, and to think about an example of a conflict situation that you have observed.

This might be a conflict that you've been a part of, or it might be one that you've observed between others. If you haven't experienced any conflict in your church or ministry, maybe there's been some conflict in your family or in the community in which you live.

What I want you to do is to briefly describe what the conflict is (or was) about, who is (or was) involved and to analyse the conflict using the questions in your workbooks under the heading "Conflict in Your Church or Ministry". When you have completed this exercise, you can begin the next unit.

Unit 2 – Dealing with Conflict

So, what were some of the conflict issues in your church, ministry or organisation?

In the past others have said things like:

Money

Theology

Worship styles

Time priorities

Vision

That their territory is threatened

That expectations are not fulfilled

Members are seeing things differently

And wanting to see different methods being used

Because we are human, we don't always agree on issues and can often be in conflict with others. It is important that we understand that conflict isn't necessarily wrong, and that it can often help us grow and develop. How we deal with conflict is usually the problem, not the conflict itself.

Below, read Genesis 37:2–28 and then we'll have some questions.

What were the issues in the conflict between Joseph and his brothers?

Well, Joseph told tales to his father against his brothers. Joseph was favoured by his father over his brothers. And Joseph was insensitive in his dealings with his brothers.

How could it have been dealt with before it got completely out of hand? Who in the family could have tried to resolve the conflict before it reached such a devastating end with Joseph being sold into slavery by the brothers?

His father could have resolved it by not showing so much favouritism towards Joseph

And any of the brothers could have resolved it as well.

What was the result of this conflict?

Joseph got sold into slavery

A broken family

Unhappiness for Jacob

And feelings of guilt for the brothers.

Next read Mark 2:13–28 & Mark 3:1–6 below and then continue with this unit.

So, what examples do you see here of the Pharisees being in conflict with Jesus?

There was conflict with who he associated with (Mark 2:16)

There was conflict regarding religious practices (fasting) (Mark 2:18)

And there was conflict about what was permissible to do on the Sabbath ("harvesting" & healing)

And what was the result of this conflict?

The Pharisees began to plot how they might kill Jesus.

In our next unit we will take a look at how your leadership style responds to conflict.

Unit 3 – Leadership Styles and Conflict

Now let's take some time to look at how your specific leadership style influences how you respond to conflict and how you can have a healthy approach to conflict situations.

Designer/Developers:

- Can be a cause of conflict because they like to take charge
- Can see people with other Leadership Styles as being obstructive in bringing about the change that they see as being important
- Can be in conflict with other Designer/Developers over the best course of action

Designer/Developers need to:

- Not react so quickly
- Learn to listen to other points of view

Motivators:

- Can react emotionally to disagreement
- Can see Team Builders and Implementers as being too cautious
- Can have their inattention to detail cause frustration in others
- Can lose interest in a project quite quickly

Motivators need to:

- Be less emotional
- And understand how they can frustrate others with different Leadership Styles

Team Builders:

- Tend to avoid conflict, especially if they're involved in the conflict

- Their difficulty in making decisions can cause frustration in others
- Can see Designer/Developers and Implementers as too focused on task and not aware of the needs of people
- However, they can be good at being a peace-maker when others are in conflict

Team Builders need to:

- Be less sensitive
- Be more decisive
- Face confrontation positively

Implementers:

- Can be so focused on the detail that they don't see the bigger picture
- Can see people with other Leadership Styles as disorganised and careless
- Always want to do things right, which might not always be the right thing!

Implementers need to:

- Be more patient with those with other Leadership Styles
- Be more willing to listen to others
- Be willing to concede that they are not always "right"

You can see that all of us have something to learn when it comes to creating and resolving conflicts that relate directly to our leadership styles.

Unit 4 – Conflicts in Your Culture

Now I want you to answer 3 questions regarding conflict in your culture. Turn to your workbooks for this module and under the heading "Conflict in Your Culture", answer these questions:

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

2. How effective is this process in providing a long-term solution to conflict?
3. Is conflict dealt with any differently in your church or ministry? If so, how is it handled?

When you have completed these questions, proceed to the next unit.

Unit 5 – Dangers of Avoiding Conflict

There are many things that create conflict. But should we try to avoid it?

What are the some of the dangers in avoiding Conflict?

Some people have said:

- Necessary changes are not made.
- Resentment grows.
- Discontent can build up.
- And small problems become bigger.

One issue with avoiding conflict is that changes that may be necessary are never made. We can get into comfortable routines and practices and stay there. Conflict forces us to look for new and more effective ways of doing things.

A second issue in avoiding conflict is that resentment can build up. When someone tries to avoid conflict, it doesn't mean that the tensions go away – the tensions are still there but they are under the surface. At times feelings can explode resulting in angry accusations and recriminations.

A third issue is the growth of discontent. When we fail to work at trying to transform conflict, those involved may resort to negative and unhealthy forms of dealing with the conflict. When conflict is ignored, it can lead to backbiting and attacking one another, and the result of that is to make the conflict more difficult to deal with.

Most conflict is neither good nor bad; it is neither right nor wrong. Conflict is often caused by honest and fair differences of opinion or by some change or a decision which affects people in some way.

Where conflict is bad and wrong is when it leads to people being attacked or hurt unnecessarily. That's when sin enters into the conflict.

Unit 6 – Case Study: Conflict with Bong and James

It was the end of a satisfying week for Victor. The life and ministry of KSM had become more orderly and successful under his team leadership style of managing. His own life as managing director and as a husband and father had also become more settled as the establishment of the management team at KSM had taken shape. As he sat in his office late one Friday afternoon reflecting on events of the week and thinking about the weekend ahead, he was quietly grateful to God.

His thoughts were suddenly interrupted by the sound of raised voices becoming louder as they neared his office. The first words Victor heard clearly came from Bong Kim. "The trouble with you James is that you show no interest in me or in the issues that I have to contend with as Production Director! And you never have! You just don't understand how difficult it is to keep old and inefficient equipment producing the volume and variety of products you are demanding."

James was not taking this quietly. "I don't know how many times I've told you Bong Kim, if KSM is to fulfil its vision and mission, you have to stop focusing on the equipment and the hardware and get your eyes onto the big picture of what we have all agreed KSM is to be."

"I know exactly what KSM should be doing!" Bong Kim responded. "But you keep coming up with all these ideas for new products and expect me to be able to deliver immediately. It's just impossible what you're expecting me to be able to do!"

"If you'd delegate a bit more to the members of your team instead of having to oversee everything yourself, we'd be able to get so much more done and so much more produced. But no, you just can't let go. You're just like Stephen Ogulu! You've got to be in control! And the people in your department tell me that they can't take any initiatives because you constantly pour cold water on their ideas. All the time you're discouraging ideas they have to make your department more effective. Listen to them, will you, and listen to me!"

"We'll see about that!" shouted Bong Kim. "I've been here all these years and you're not going to tell me how I should manage our production and my staff. Ever since you've been here, you've been interfering in every other department's work. It's got to stop! We're all fed up with you and your crazy ideas. And it's not just me who thinks that! I'm going to talk to Victor about you and tell him that we'd be all better off if he got rid of you!"

"Go right ahead, but I doubt that Victor will agree with you," responded James. "You are impossible to work with. Everything has to be done your way and you're never willing to listen to alternative ways that will bring an even better result. Let's see Victor right now and I've no doubt he'll tell you that you've got to loosen up and find ways of increasing production. You've got no idea of how to use your team. Let me tell you this, they can't wait for you to go back to your own country and nor can I! Knowing Victor, I've got no doubt that he'll agree with me!"

By now James and Bong Kim had arrived at Victor's open door. Victor, who by nature avoided conflict and whose leadership style focused on building successful teams, felt his sense of well-being evaporate and a growing feeling of dread overtook him. In a futile attempt to defuse the tension he smiled at his colleagues and invited them into his office. "Come on in, and tell me how your week has been" he said with a false cheerfulness. "What do you have planned for the weekend?"

Both men began angrily to speak at the same time. After a few seconds of not understanding what either was saying, Victor could see that his good natured tactic had not worked and he raised his hands saying "Stop! What is all this about?"

First Bong Kim and then James repeated the complaint against each other which Victor had already heard as they had been approaching his office. James ended his angry speech by flinging questions at Victor: "So who is right? What are you going to do about this?"

Victor was faced with an impossible dilemma: try to resolve this deep seated animosity right now, last thing on Friday afternoon or put the matter off until the beginning of the next week allowing both men over the weekend to build their anger and find other things to complain to him about the other. What was he to do? Try to deal immediately with something for which he was temperamentally unprepared or begin a new week with an unresolved conflict amongst his senior managers? He decided to put it off until Monday morning. But he was not sure whether his decision was a sign of mature

leadership or cowardice as he told James and Bong Kim to meet with him first thing on Monday morning.

That weekend for Victor was agonizing. Again and again he played over in his mind the conversation that ended the week so badly and tried to collect his jumbled thoughts. His wife noticed how distracted Victor was and finally in exasperation said to him "It would be nice if you would focus a little bit on your family". This only heightened Victor's sense of discomfort and uneasiness as Monday approached.

Late on Sunday night the phone rang at Victor's home. It was Stella who explained the reason for her phone call: "I know you are meeting with Bong Kim and James tomorrow morning. I think there are things you should know – for prayer – before you meet with them". Stella then embarked on a passionate defence of her long standing colleague Bong Kim and including a thinly veiled attack on both the leadership style and character of James.

It became clear as the conversation progressed, that Stella and Bong Kim had discussed this matter at length over the weekend. Stella was determined that Victor should understand her loyalty to Bong Kim and her expectation that Victor would decide the future relationships within the management team in favour of herself and Bong Kim. Victor was angry that Stella should contact him in this way. He was also bitterly disappointed with Bong Kim's lack of confidence in his leadership and wisdom.

What should he do? The stage was set for a major confrontation on Monday morning.

Unit 7 – Responding to Differences

What are the issues between Bong Kim and James?

Here is what some people have said in the past:

That there is conflict over their respective approaches to the ministry of KSM

James wanting Bong Kim to deliver more production

Bong Kim feeling that James is interfering in his work

What are some of the underlying issues between them?

Some people have said:

Their cultural differences

Their different leadership style preferences

And the difference in the length of time each of them have worked with KSM. (Bong Kim was a long-standing member of the team, however James was relatively new)

Why was Victor finding this whole experience difficult?

Well, as a Team Builder Victor finds managing conflict to be uncomfortable.

So – where does Conflict start? In fact, Conflict often starts as a result of how we respond to difference.

What are some of the differences between people?

Well, differences can be found in:

- Cultural backgrounds
- Religious beliefs
- Daily habits / Ways of doing things

With differences we can do one of two things:

We can EITHER acknowledge that there is difference... and value that difference... and celebrate it and grow...

OR... we can acknowledge that there is a difference... and see that difference as a threat... and focus on it and allow it to escalate into conflict!

So, what were some of the differences between Bong Kim and James?

- Their leadership styles - Bong Kim is a Implementer and James is a Designer Developer
- Their approach to their work
- Their length of time working with KSM

How was each one dealing with those differences?

They were seeing the differences as a threat and focusing on those differences.

We're going to explore a model which helps explain how conflict can escalate. It's called the "Conflict Curve". The reason why this is important is because it is essential that we recognise the phase at which the conflict has reached if we are seeking to reconcile conflict between two parties. How a conflict will be defused will depend on the level the escalation has reached.

At the bottom of the curve we have:

Notice difference

This is when we notice that another person is different from us; or that they hold different views from us; or do things in a different way than we do them. The focus here is on what we are and what the other person is not!

What were the differences between Bong Kim and James?

They had different jobs

They had different approaches to their work

They had different leadership styles

They also had different cultural backgrounds

Next up the curve is:

Focus on difference

At this stage we start to think about the difference between us all the time – we can't get the problem or situation out of our mind. We focus on it; we keep thinking about it.

Do you see any evidence that Bong Kim and James have been focusing on their differences?

Bong Kim says that James has never shown any interest in him or the issues he has to contend with, suggesting that he's been thinking about this for a long time

James says that he's kept telling Bong Kim that he needs to start looking at the big picture of the ministry rather than on the details.

Next up is:

See difference as a threat

This is when we begin to see the other person as being dangerous. Their views or actions could upset the comfortable situation we're in. They might even cause us to lose some of our power or authority or even our job. So as a reaction to the danger or threat that we see them as the root cause of, we cut off all communication with them. And from then on we are unable to share any common ground. From then on, it is about our feelings rather than the facts. How the other person makes us feel begins to heavily influence the course of our conflict with them.

Do you see any evidence that Bong Kim and James see the differences as a threat?

James thinks that Bong Kim's approach is a threat to the development and success of KSM

Bong Kim thinks that James' demands will threaten his control over his department

During these three stages, what we are doing is distancing from the other person because of the difference that we perceive. At this stage, the stakes increase.

Do you see how Bong Kim had allowed himself to focus on the differences between him and James?

In what ways do you think he was threatened by James?

He was threatened by his new ideas; expecting him to deliver more products than he was comfortable with

Do you think that James was threatened by Bong Kim? If so, in what ways?

He was threatened by his experience; his length of time with KSM

Next up the curve is:

Collecting information to make a case

We start collecting information to support our views about the other person. This is the “research stage” when we try to identify the reasons why the other person is dangerous.

Telling others – lobbying for support

At this stage, we want to make sure that others see and understand the rightness of our position. So, we talk to other people – to anyone who will listen. We feel that we need to share with them the injustice that we feel. In fact, we are seeking more than understanding – we’re looking for support, we’re looking for someone to back us up.

Do you see any evidence of either James or Bong Kim lobbying for support?

- James has talked to people in Bong Kim’s department about Bong Kim
- Bong Kim says that everybody thinks that James’ ideas are crazy
- Bong Kim has talked to Stella, who telephoned Victor on Bong Kim’s behalf.

At this point it is very difficult to turn back. We’ve involved too many other people and we’re not going to back off, because if we do, then we’re likely to lose some credibility.

Next up the curve is:

Prepare to attack

This is where we actually work out the tactics we will use and the actual timing of the attack. We are now committed to action – and to hurt and damage those who are against us. At this point we will talk to everyone except the other side!

Do we see either James or Bong Kim preparing to attack the other?

Both are complaining to Victor about the other!

During these three stages, what we are seeing is divergence. We’re moving further away from the other party. Although the person we’re preparing to attack might be completely unaware of how we feel towards them, they may experience some coldness in our relationship towards them.

Continuing up the curve next is:

Undermine the other person's position

This is when we increase the pressure and openly criticize the other person's actions, their values and the things they believe in.

Next up is:

Destroy things

As the conflict escalates, we attack the other person and seek to damage their work and ministry! We may actually do physical damage to their property or things that are valuable to them.

Next up the curve is:

Destroy people and their reputations

We work at destroying their reputation. We use social media to post damaging information about them – whether it's true or not.

We adopt a no-holds-barred approach, in which our main aim is to hurt the opposition as much as possible.

During these three stages, what we are seeing is destruction: destruction of people's work and character and possibly even destruction of the other person.

Do you see any evidence of the conflict between Bong Kim and James having reached this stage?

- Bong Kim talks about him suggesting to Victor that he dismisses James
- James says he can't wait for Bong Kim to go back to his home country!

And when we get to the top of the curve, it can even get to the point where the originator of the conflict can....

Destroy self

This is because they become so obsessed with destroying the other person that they lose all credibility with those around them, who then lose confidence in their ability to manage or lead what they are responsible for.

The situation can remain at the top of the conflict curve for a very long time.

If we think about the situation in Israel between the Jews and the Palestinians, the conflict is at such a level, that there is a cycle of destroying others and destroying self.

It is important to note that these steps in the escalation of conflict will be the same if a conflict is between two people, between two or more churches, or between two or more countries.

Even though it's uncomfortable, we're spending some time thinking about the whole issue of conflict so that we can become more skilled at dealing with it, both in our personal conflicts and the conflicts we see developing in our ministries, churches, and communities.

Unit 8 – Case Study: Working with Bong and James to Resolve Their Conflict

Victor was awake very early on Monday to pray for God's wisdom and direction in his meeting with James and Bong Kim. He felt strangely calm as he called both men to his office. He had decided to gently but intentionally insist that both men face their conflict honestly and deal with their feelings and attitude to each other. He had concluded that James and Bong Kim were so locked into their hostile attitude to each other they were no longer really hearing what the other was saying.

Victor could not help smiling inwardly as he observed the arrival of his two colleagues. Both were displaying icy politeness to the other and forced good humour with Victor. This was not going to be easy!

Victor sat them at the small round table in his office so that no-one could see himself as more or less important. He led them in a brief prayer thanking God for His reconciling grace expressed in the Cross. Then, without further comment he turned to Bong Kim and said, "Would you please tell James why you are so unhappy and why you believe you cannot work with him." Turning to James, Victor said, "James, I want you not to interrupt but to listen to what Bong Kim says. You will have your opportunity to speak soon."

Bong Kim began quietly and tentatively but soon, in his characteristic way became very animated as he outlined his grievances about James, his leadership style and their working relationship. Watching both men as Bong Kim spoke, Victor could sense James preparing his response and counter complaints. Victor himself was careful to make notes of the specifics of Bong Kim's points.

After a while, when Bong Kim 'ran out of steam' Victor intervened. He turned to James and asked him to repeat what he had just heard from Bong Kim. He was not altogether surprised, but he could see Bong Kim's amazement as James expressed what he understood Bong Kim had said. It was immediately clear that James' perception was very different to Bong Kim's intention. James had been so busy mentally collecting his thoughts and inwardly defending himself he had missed much of what Bong Kim was trying to tell him.

Victor did not comment. He reversed the process. He invited James to have his say about his working relationship with Bong Kim. He then invited Bong Kim to feed back what he had heard James say. Once again Victor was not surprised by Bong Kim's misperception of many of James' remarks.

Victor then asked Bong Kim to explain how he felt about the way the relationship with James had broken down and what James had said about him. And when Bong Kim had finished, Victor asked James to talk about how he felt about what Bong Kim had said about him.

Then it was Victor's turn. Carefully and in considerable detail he showed both men how in their anger and entrenched positions they had ceased really listening to each other. They were 'hearing' through mutual suspicion and a growing hostility. As such they were not able to receive and process each other's leadership, comments and commitment to KSM objectively or positively. Worse, they had allowed their attitude to affect their colleagues and staff. He also explained how each of them had felt betrayed, misunderstood and sidelined by the other.

Over the next hour or so Victor worked with the two men through their grievances and enabled them to understand how deeply committed both were to the mission and vision of KSM. He was rewarded with agreement from both James and Bong Kim to make an effort to really listen to each other and to meet with Victor weekly for the next month to reflect with him on the progress of their working relationship. Once again, Victor led them in prayer and inwardly committed himself to supporting his colleagues in the management and hopefully resolution of their conflict.

Unit 9 – Case Study: Working with Bong and James to Resolve Their Conflict

What did Victor do to begin to solve the conflict between James and Bong Kim?

Others have said:

- He got them together in the same room.
- He ensured that one didn't feel superior or have an advantage over the other by using a round table.
- He set out some ground rules - no interrupting.
- He had each of them explain their perspective on what had happened and how they felt about what had happened.
- He had each of them repeat back to the other what they had heard him say.
- He helped them see common ground.
- And he explored ways of moving toward a positive working situation.

Having gotten to the top of the Escalation Curve, let's think about how it can be De-Escalated. Normally at some point before it gets to the destruction of self, comes the recognition that the cost of the conflict is greater than the cost of reconciliation. It's at that point that both parties are willing to see if the conflict can be resolved.

We've gone up the Conflict Escalation Curve – but conflict doesn't have to stay at the top. However, if the conflict has gotten into the top segment (the red section in our curve), it will need a "Peace-Maker" or a "Mediator" to help bring the two parties together.

Now let's head back down the curve.

The first step in the de-escalation process is to Cease-fire. This is an informal decision to stop attacking each other. A cease-fire is initially only temporary and both sides are likely to remain on the alert. Although one party has committed not to attack the other – neither of them are sure that the other won't attack them. The level of trust between the two parties is very low or maybe even non-existent at this point. The situation is still only a few degrees away from escalating again. However, if a Cease-fire is held long enough, the next step in the process can begin.

The next step is a Truce / or a Disengagement [text will be "Truce/Disengage"]

This step moves the parties one stage back from the brink. They agree more formally to stop attacking – at least on a temporary basis. They are willing to begin to look for some kind of an agreement. This temporary peace gives both parties in the conflict the opportunity to pull back from their confrontational positions and consider less aggressive options.

Which brings us to the next step, when both parties Withdraw, pulling back from their previous positions. They cannot begin talking to each other until they do this. Trust still remains very low, as both sides are still suspicious of each other, so each side will be on the alert and looking for signs of a surprise attack from the other.

During these first three stages of de-escalation, we're seeing a disengagement taking place. It's important that this process is done with the assistance of a neutral person. Feelings and the experience of the destruction phase are so great that it will be difficult for the two parties to really engage constructively with one another unless there is help from a neutral third party.

How did Victor "manage" the disengagement process?

He ensured there was some time between the outburst on the Friday and bringing the two men together - they would have been too angry with each other for Victor to have been able to get them to listen to one another on the Friday afternoon.

Next step down the curve is to Re-establish communication – share facts and the interpretation of those facts

Both sides need to spend time together – talking and listening to each other. They need to talk about what they each did in the conflict and why they took that actions they took. They also need to talk about how they saw the other side and how they interpreted their actions.

Continuing down the curve:

Share your present feelings

Both parties need to do more than talk just about what actually happened in the conflict! It's important that they also talk about how they felt. If they don't, they will not come together emotionally and spiritually. So both parties in the conflict need to talk about

how they felt – perhaps they were afraid, alone, angry, different. Unless the feelings are talked about – there will be unfinished business, because emotional and spiritual settlement is needed as well as a physical and intellectual settlement.

Next is:

Share future possibilities – ways forward

Sharing the facts and feelings will help the participants in the conflict come to terms with the past and the present – but they also need to think about what is going to happen in the future. There needs to be a joint commitment to a different future than has happened in the past.

Future scenarios could be avoidance or separation (one of them goes one way while the other goes a different way). That will bring peace – but may not be helpful in the work they're trying to do. What they really want to try to get to here is a commitment and energy towards a common vision and relationship.

During these next three stages of de-escalation, let's talk about Convergence. In the associated set of stages in the escalation curve, we talked about divergence. We now need to see the two sides coming somewhat closer together.

How did Victor "manage" the convergence process?

- He got them sitting around the same table.
- He got each of them to share the facts and their interpretation of them and made sure the other understood what was being said.
- He got each of them to share their feelings about what happened.
- He got them to agree on a way forward.

Next step down is:

Confession and Repentance

If the conflict reached the destruction stage – then it is likely that both parties have acted wrongly – and both parties have been injured. Therefore, both parties need to confess – to admit they were wrong. With repentance, we need to go on and say that we are sorry

for our actions and our attitudes – and to say that we knew we were wrong and that (with help) we will not repeat that behaviour.

Next is:

Forgiveness

There is only one response to Repentance – and that is Forgiveness. With Forgiveness comes the responsibility to accept their apology and begin afresh.

And finally, at the bottom of the curve is:

Relationship restored

The relationship is restored. Reconciliation has occurred and hopefully we can work together once again.

It's in these final stages we're beginning to see a restoration of the relationship.

How did Victor "manage" the restoration of relationships process?

We don't see any evidence of Victor asking either Bong Kim or James to confess to any wrongdoing at the meeting. Probably that would have been too early.

However, he sets up weekly meetings between the two men, when he can take them through the final three stages of the de-escalation curve, and when they would both be more likely to be willing to confess to one another and forgive each other.

It is very important to see that:

1. You don't have to go all the way up the Conflict Curve before you can come down – it is possible to move from Escalation to De-Escalation at any stage.
2. However, when you do move from Escalation to De-escalation you **MUST** move up to the top of the relevant section of the De-Escalation Curve – if you try to go across, or down diagonally or miss out any of the stages, you are storing up problems for the future.

Sometimes it is possible for the two people in conflict to get the problem sorted out between them without involving a third person. However, if the conflict has become serious, it needs a third party to come in and be a "Peace-Maker".

Conflict escalates when we focus on difference. However, there is an alternative to focusing on difference, and that is to VALUE DIFFERENCE and when we do that, there's no conflict!

Unit 10 – Conflict and Forgiveness

Forgiveness is one of the most critical steps on the pathway toward resolving conflict. Forgiveness is to some extent counter cultural. This means that forgiveness is not at home in all cultures.

However, Scripture provides the basis for forgiveness. Regardless of the cultural context in which we find ourselves, we Christians are not only commanded to forgive, but it is a condition Jesus gave for being forgiven. So we see again how very important forgiveness is in the process of conflict management.

We can be proactive in forgiveness by taking the appropriate steps to forgive others and we can help others even when we are offended.

Now let's explore what the Scriptures say about conflict and forgiveness by looking at six different scriptures. As you read through them, think about what they say about conflict and forgiveness. The scriptures are Philippians 4:2–3; Romans 15:5–7; Colossians 3:12–15; Ephesians 4:26–27; 1 Thessalonians 5:13b and 15 and 1 John 4:18–21. When you have completed reading these scriptures, continue with this unit.

What principles for dealing with conflict and with forgiveness do you see in these passages?

- In Philippians 4:2–3, we see that we should seek to reconcile those who are in conflict with one another.
- In Romans 15:5–7 tells us that we should strive to live in unity with one another.
- Colossians 3:12–15 encourages us to bear with one another - forgiving wrong doings.
- Ephesians 4:26–27 says that we need to be careful with our anger.
- 1 Thessalonians 5:13 & 15 asks that we seek to live in peace, to be kind and, and to not pay back when we've been wronged
- And the last scripture, 1 John 4:18–21, tells us to love one another.

Now, read one additional piece of scripture, Matthew 18:15-17, which is often cited as a way of dealing with conflict. When you have completed reading, continue with this unit.

What is the context for this passage?

The context is if a brother or sister sins against you.

This is teaching on what to do where there is sin.

Is conflict a sin?

No! Conflict is not a sin; conflict can be a creative way of growing and developing in new ways.

However, sin can creep into a conflict.

So, how does this passage help us deal with conflict?

The important thing to learn from this passage is that when we're aware of a developing conflict between us and a brother or a sister or between two brothers or sisters, Jesus wants us to approach them about it.

And if he or she won't listen? What do we do then?

Jesus continues and says that we should take two or three others with us to approach them about their behavior.

And if he or she still won't listen after that? Then we are to inform those in our ministry or church who may need to know so that it can be addressed more formally.

Unit 11 – Cooperation

Whenever we seek to resolve a conflict, it is important to try to change the conflict from an attack like approach to a cooperative one. Making that shift in attitude can alter the whole course of communication and the response to seeing other solutions as "different".

One of the great challenges in relationships is a sense that if I'm right then the other person must be wrong. And what we're doing there is focusing on the differences and seeking an "I win, and you lose" approach to our differences.

When we get focused on a “Win-Lose” solution, we tend not to take the time needed to consider what might be the best approach in the circumstances. It could be a mix of both approaches, but we won’t know that if we’re too focused on our own.

People can battle over opposing solutions to a problem, and they each want to do it their way. Where that happens, the conflict is a power struggle. It’s become a “Win-Lose” approach to the conflict. What needs to change is to move the issue from a “Win-Lose” to a “Win-Win” solution, which you can often do by discussing the underlying needs.

There are two people in the kitchen, there is only one orange left and both of them want it.

What would you do to solve the problem?

They could cut it in half and each person gets a half – that’s called compromise... but perhaps that wouldn’t be the best solution.

They could share with each other why they want the orange; and maybe discover that one person wants the juice and the other wants the rind to flavor a cake he is making. If they each understand the other’s needs, then it’s possible for both to win!

Had they discussed needs rather than heading straight to a solution, they could have both had the equivalent of a whole orange. Their needs were not conflicting, but complementary. With the determination to use a “Win-Win” approach, two sets of needs can frequently dovetail together.

Addressing each person's underlying needs means you build solutions that acknowledge and value those needs, rather than denying them. Even where solutions cannot be as perfect as in the orange story, the people involved often feel quite differently about the outcome, if they’ve had an opportunity to explain their needs and to be part of the solution – even if they don’t get what they originally wanted.

So, when you find yourself in a potential conflict situation or see it in others, ask questions like...

What’s your real need here?

What’s the outcome or result you want?

Why does that seem to be the best solution to you?

Are there other ways we can look at this?

What interests need to be served in this situation?

What is important to you here?

The answers to these questions can provide the basis for cooperative problem solving and leads to opportunities for you to say what you need and for other people to say what they need too.

A “Win-Win” approach rests on strategies involving:

- Going back to underlying needs
- Recognition of individual differences
- Openness to adapting one’s position in the light of shared information and attitudes
- Attacking the problem, not the people

The “Win-Win” approach is certainly a good and just approach, but the reason for its great success is that it works! Where both people win, both are committed to the plan because it actually suits them.

Even when trust between the parties is very limited, the “Win-Win” Approach can be very effective. If there's some doubt about the other person keeping their end of the bargain you can make the agreement reciprocal. "I'll do X for you, if you do Y for me."

Examples could include:

“I'll cook dinner, if you'll clean the bathroom”;

“I'll work on the PowerPoint presentation if you'll draft the report”;

"I'll help you draw up those figures for your reports, if you sort out these invoice queries".

It's a successful strategy. Usually, co-operation can result in both people getting more of what they want. The Win-Win” Approach is Conflict Resolution for mutual gain.

Whether we like it or not, we're going to face conflict in our churches and our ministries.

What are some of the practical things you can do to minimize the impact of conflict in your church or ministry?

Here are just a few of the practical ideas people have shared with us in the past:

- Pray together
- Develop Vision, Purpose and Strategies together
- Value difference
- Follow the steps of the de-escalation curve
- And to forgive others

Now for some work on your personal leadership growth plan. Turn to your workbook for this module and work through the questions there. When you have completed this exercise, take the quiz and begin the next module.

Module 10

Integrity and Accountability

Unit 1 – Defining Accountability

In this module, we're going to be thinking about the issues of integrity and accountability in leadership.

Think about a definition for "integrity."

What does that word mean to you?

Here are a few definitions that others have come up with:

- Honesty
- No Corruption
- Good values

One of my favorite definitions is really simple.

Integrity can be defined as:

"Being the same person when you are on the stage as you are when you are at home."

Does this make sense to you?

For example, for pastors it means that your children would recognize that you are exactly the same person at home as you are when you are up front at church.

In major research studies, integrity has been identified as missing in too many Christian leaders.

If you were to share a story about a leader who you knew that has lacked integrity, what would you say?

You would maybe tell a story of a leader who ran off with someone else's money, or someone who broke a marital vow, or something similar....

Lack of integrity in a leader, especially a Christian leader, can have tragic and enormous outcomes. And it happens more often than any of us would like to admit.

So, what are some of the things that make it difficult to have integrity as a leader?

Here are just some responses that others have come up with:

Leaders have lots of power, but rarely do they have much accountability. For example, they often have access to the tithe money or an organization's funds. Many times others hesitate to intervene when they begin to spend that money however they like instead of its intended purpose. Most people working under the leader are often afraid to tell he or she the truth about something they don't think the leader wants to hear.

Also, leaders are often expected to behave in a certain way, yet that can become an "act" so that, how they behave as a "leader", is different than how they behave the rest of the time. The further apart these two "different people" become, the more serious of a problem the lack of integrity becomes.

For example, if you act like a righteous Godly person as a leader but are breaking your marital vows behind your spouse's back by having a girlfriend (or boyfriend) besides your spouse, you are seriously and deeply breaching your integrity. Or if you preach about the virtues of holiness and honesty but are stealing money from the church, again, you are seriously and deeply breaching your integrity.

The lack of integrity in leaders is a huge problem and we need to think about what can be done about it.

Take some time to think about yourself as a leader...

How can you grow in your integrity?

Some people have said that finding a mentor or reading some good books can help with sharpening our integrity. Prayer helps, as well as Bible studies focused on integrity. But perhaps the most effective way to grow in integrity is to enable others to hold us accountable.

Yes, we all should study and pray, and having a mentor is a key part of growing in integrity, but... all of these methods will be much stronger and much more effective if we allow ourselves to be accountable to others. By being vulnerable enough to let others check up on us and make sure that we are following through on our responsibilities as leaders with power, we are making it less likely that we will abuse our power and the people we work with.

Through the rest of this module, we are going to be talking about leadership accountability. We will be going over what it looks like and why it is important. Also, why we as leaders need it and why it's to our advantage to be held accountable by others.

We will also be discussing various accountability structures and practical ways to ensure that others can hold us accountable even when we may not really want them to.

Unit 2 – Defining Accountability

What are some stories from the Bible that you can think of where another person holds a leader accountable?

Other people have said:

- Samuel and Saul
- Paul and Barnabus
- Jesus and the Woman caught in adultery
- Esther and Mordecai
- David and Nathan

The Bible is full of stories of leaders being held accountable.

Now, let's look more closely at the example of David and Nathan in 2 Samuel 12:1-12.

As you read through the scriptures below, answer the following three questions in your workbooks for this module:

- Who did God use to hold David accountable in this story?
- What was Nathan's role or position?
- Could David have ignored him or had him killed?

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

Would you say that God was showing his love for David by sending a prophet to him at this time?

Love is enabling someone who is doing wrong to repent and find forgiveness and turn from their wrong decision or action and get back on the right path. Accountability is a form of loving someone, and we'll talk more about that later in this module.

Now read 2 Samuel 12: 13-25 below. As you follow along, think about all the places in the story where we have evidence of David's humility. Then, turn to your workbooks for this module and write down examples of what you see as David's humility in those verses. When you have completed this exercise, continue with this unit.

The question that we asked was: What evidence did you find of David's humility in this story?

Other people have responded by saying:

- David admitted his sin
- David pleaded with God for the child
- David had hope that God might change his mind
- David's acceptance of the child's death

God loves humility and hates pride. Pride is always a danger for leaders, which is one of the key reasons why enabling others to hold you accountable - having people who can say "no" to you - is so critical to pleasing God. Even a great leader like David failed miserably, and only through the accountability provided by God through Nathan the prophet did he have the chance to see his sin and repent. Every one of us needs accountability.

Now we're going to look at a number of scriptures and as you read each passage, think of what source or sources of accountability you find for that scripture. Write what you find for each scripture in its corresponding area of your workbook. When you have completed reading all the scriptures below and completing the exercises in your workbooks, continue with this unit.

Mark 12:17

1 Corinthians 16:1-4

Hebrews 4:13

Hebrews 13:17

Romans 2:3-8

Romans 14:10-13.

Let's go through each scripture and see what source or sources of accountability are in each one. The first scripture was Mark 12:17.

What comes to mind for this passage is:

Obey the laws of the country you are in.

We do recognize that there are exceptions to this for example when the laws of our country asks us to do something that breaks God's laws...but, otherwise obeying the laws of our country is a form of humility and is also recognizing that no one is "above" the law.

Next was 1 Corinthians 16:1-4. What comes to mind for this passage is - To ask for written references from others.

The next scripture was Hebrews 4:13. What comes to mind for this passage is: Send others to handle money rather than the leader handling it on his own or at least more than one person being responsible for money.

Next was Hebrews 13:17. What comes to mind for this passage is:

Submit to others who are over us

The next scripture was Romans 2:3-8. What comes to mind for this passage is: Submit to God's judgment.

And our last scripture was Romans 14:10-13. What comes to mind for this passage is: Do not judge others.

God seems to know that we all need accountability in many forms, whether it relates to money, power, sex, or pride - anything.

Before we go on to finding a variety of practical ways to be held accountable, let's consider one more issue.

Why do so many people resist being held accountable?

There was a very popular leadership teaching some years back saying that leaders should only be accountable to God and not to other men. It was very popular because often leaders don't like being held accountable. What causes that reluctance to be accountable to others?

What comes to mind is:

- Fear - of being caught in sin
- Pride
- Wanting to be in control of our own lives
- Not trusting anyone else
- and other "heart" issues...

Our reasons for not wanting to be held accountable almost always can be traced to something negative, something that has the potential to separate us from God, some issue of the heart.

Desiring accountability, on the other hand, is a sign of humility and faith. Humility because we admit we need help and are not infallible. And faith in God, in the people he has surrounded us with, and lastly faith that he loves us and can protect us through others, if we let him.

Unit 3 – Practical Ways to Have Accountability as a Leader

Now we are going to turn our attention to a series of practical ways of having accountability as a leader.

There are lots possibilities, and we are going to cover as many of them as we have time for, starting with some of the simplest, like having a job description.

Job descriptions enable a person to clearly understand what is expected of them, who they report to, and what they are responsible for and those things for which they are not responsible.

They provide the limits for us of what is and is not our responsibility.

Everyone in the organization should have a job description, including the Director, if it's a ministry, and the senior pastor, if it's a church.

In a similar way, strategic planning and setting strategic goals are tools to know what you are aiming for in a given time period. For Christians, they allow us to think with God, and see his vision, then put plans in place to achieve his goals.

So how can strategic plans and job descriptions be used to provide accountability?

Well, they allow your "boss" or whoever you report to, to have definite markers to hold you responsible for accomplishing. Strategic plans are goals you have set yourself, agreed to, and are something that can be measured. Together they clarify the job or role that you are responsible to accomplish.

A job description helps you know what you are supposed to do. Then when you set strategic goals within that job for the coming year, in consultation with your supervisor, you have both agreed what is important for you to achieve during the year. This gives a basis for everyone to know whether or not you are succeeding in your work. These give clear markers for those you report to, to measure you against, evaluate you, and to hold you responsible.

Unit 4 – Practical Accountability Tools for Pastors

Now we're going to go over practical accountability tools for pastors.

Thinking about the church that you attend, turn to your workbooks for this module and write your answers to the following questions:

What accountability structures exist to hold the Senior Pastor accountable?

What accountability structures exist to hold the other staff accountable?

Which structures are effective in holding the Senior Pastor and the staff accountable?

Which ones are ineffective?

When you have answered those questions, write down the reasons why some structures are effective, and others are not. Continue with this unit when you have completed this exercise.

What accountability structures exist to hold the Senior Pastor accountable?

Some people have said an Elder board and a board of Deacons and Elders exist at their church for this purpose. Some have said a leadership team and denominational structures. Others have said they have a Committee Structure of church members who assist in decision making to keep the Senior Pastor accountable.

And what accountability structures are effective in holding the Senior Pastor and staff accountable?

Some have said that independent decision makers are effective for accountability. And because members care about the welfare of the church, they often try to make wise decisions. When a pastor is humble and submits to the structure it works and a group or individual can say "no" to the senior pastor.

And what accountability structures are ineffective in holding the Senior Pastor and staff accountable?

Some have said that without a real structure, the pastor is ultimately in charge of everything. And pastors who believe themselves to be "God's anointed" may only think that they are accountable to God and no one else. Neither elder boards made up of close friends and relatives, nor elder boards that have no clear system of member rotation or term limits can be effective at accountability.

What are some reasons why some structures are ineffective?

Well, if no one can say “no” to the senior pastor, then there’s no way that anyone can keep the pastor accountable. If there is a conflict of interest in the board members or staff, then accountability is also difficult to maintain, because no one is willing to speak up.

Corrupt structures make it difficult to instill a sense of responsibility in leaders, and boards that are unable (or unwilling) to have their thinking challenged by new members and younger voices will be unable to keep up with what is currently important to people outside of the organization. This may lead to the organization becoming less relevant.

Lastly, what are some reasons why structures might be effective? Well, being able to tell a Senior Pastor “no” is a good example, because without that ability there is no real accountability. Being able to challenge other members of the team freely (and kindly) will strengthen relationships and keep people at the organization ready and willing to keep each other accountable and be the best leaders they can be.

All things considered though, it important to keep in mind that no structure is perfect. Humble people and people of integrity working together within almost any system can bring accountability that will protect and enable good leadership.

Unit 5 – Understanding the Role of a Board

How many of you currently work, or have ever worked in an organization that has a board of directors (or a board of trustees)?

And what about the church you attend; maybe you don’t have a Board of Directors or Trustees, but you may have a group called a Church Council, or the Elders, or Deacons?

Now, think about the purpose of the board of an organization, a ministry, or a church, or business - what is the board there for?

Often, they are required by law. They also make some of the bigger decisions for the organization or business. And in general they’re responsible for holding the Director (or pastor) accountable.

All of these tasks are usually, but not always, true about a board, but EVERY board’s ultimate responsibility, and it’s reason for existing, is to ensure that the organization or business fulfills its mission.

A Board ensures that the organization fulfills its mission by bringing accountability and support in four areas:

- It's Organizational Purpose
- It's Finances
- The Director
- and lastly, in its External Representation

Let's go over these in a little more detail.

The first area of these, Organizational Purpose, is assisted by the board in several ways. The board sets policies and determines the long-range goals of the organization. They also approve the strategic plan and evaluate its impact. Also, as needed, they review and help to update the organization's mission statement along with input from the staff.

In the second area, Finances, the board sets policies and standards. They approve budgets and create spending controls to keep the budget on track and prevent fraud. They are also often responsible for helping to develop an adequate funding base to cover all of the organization's costs.

Third, it oversees The Director. The board has the power to hire and fire Directors. They forward feedback and evaluations from the staff about the Director. The board provides the Director with regular performance reviews as well as support, encouragement and advice.

The fourth and last area that the board provides support is in the organization's External Representation. The board members speak publicly on behalf of the organization, communicating the importance of the organization informally to the community. They also provide free publicity and advocacy within other circles of involvement.

We now want to pause and think more deeply about how a board helps an organization, ministry or church fulfill its purpose in each of these four areas. First, let's go back to Victor and one of KSM's board meetings. When you have finished this case study in the next unit, write down your answers to the two questions in your workbook for this module and then continue to the next unit.

Unit 6 – Case Study: KSM's Board Meeting

Victor woke up with the feeling that something was terribly wrong. He sat up quickly, peering around the still darkened room. He automatically reached over to feel for his

sleeping wife. Yes, she was there and fine; that wasn't it. Then, like a sickening thud in the pit of his stomach, he remembered—last night's board meeting.

Closing his eyes, he laid back on his pillow. The scenes from the night before played uncontrollably through his mind like a bad movie that refused to respond to the "stop" button. First he had opened the meeting with great excitement, anxious to begin by presenting the plans from the new team created to study innovations in production. He had rushed through the presentation, so confident that the board would immediately grasp the significance of this new ministry initiative.

Contemporary Christian music CDs, DVDs and downloads—it was a natural decision. The team had done its homework; the cost of production was low and sales potential was almost unlimited. Not only that, but it fit within the new mission statement's goals of introducing the younger generation to KSM and its product line. This was not a big decision to be made, because they would only be a minor part of all the new products that would be created. This was just symbolic of the changes the ministry was making based on its new understanding of the changing market within KSM's renewed vision.

Victor winced, remembering how his father-in-law, Stephen Ogulu, had been the first to respond, saying with characteristic firmness that he knew no one who would buy such a product and that they would need to go back to the drawing board on this. He went on to say that he had feared an outcome like this from the team management concept, something irrelevant and unconventional. He reprimanded Victor for letting things get "out of control," but reassured him that the board would be behind him getting them back "on course."

Predictably, Sampson Kirunge, Stephen's friend from Bible School, and Charles, Stephen's oldest brother, immediately agreed with him. Two of the other older members of the board nodded in agreement too, as they always did when Stephen said anything.

Stella, Victor knew, was in total agreement with the team's proposal, but she was Stephen's sister-in-law and could not possibly disagree with him publicly on something like this once he had taken such a firm stand.

Fred Mengistu was probably behind the team's recommendations too, but he never responded quickly in a large group setting. He needed to process what was happening internally for a while before he would be able to make a comment.

The only member of the board who was in a cultural position to challenge Stephen was not at the meeting. That was Dr. Bulus Bulima, son of the Honorable President of Kabuli.

He hadn't been to a board meeting in months, maybe even years. He was such a busy man and had so many interests to represent. Of course, it was impossible to remove him from the board for his lack of participation, as that might have political repercussions for KSM that would be devastating.

Victor had noticed that the only board member who had shown some disagreement with the views which Stephen had expressed so vigorously at the meeting had been Sharon Weganou. Sharon was the newest board member, had been suggested as a board member by Dr Bulus Bulima and was the CEO of a new and growing manufacturing company. However, Stephen had virtually ignored Sharon's contribution to the discussion, and without taking a vote, had declared that the board did not support the new initiatives proposed by Victor.

The agenda of the board meeting moved on without further discussion, and it only got worse. They discussed purchase requests from the production department and again refused those, even though Victor had shown how the new product sales, if allowed, could finance the basic printer and computer they needed. They began to review the new book publishing projects that the editorial committee had already approved and, one by one, rejected four out of five. They even vetoed the installation of the new water cooler the staff had purchased last month, deciding that it just wasn't necessary! How dare they meddle in a detail that minor! That wasn't even on the agenda!

Victor's head ached with the frustration even as it still lay on his pillow. He was angry and hurt. Most of the frustration and anger were with himself, he admitted. How could he have been so stupid? Why hadn't he seen this coming and prepared for it better? After all, it was his job to interact with the board and he had totally failed. How was he going to tell the team that their hours of hard work had been wasted and that his encouragement was meaningless? Worst of all, Victor had little idea of why the board had reacted this way or how to repair the damage.

Unit 7 – What is a Board's Job?

You will remember that Victor is upset because the board has vetoed the installation of a new water cooler. The first question in your workbook asks if this was the board's job.

Some people have said that it's not the board's job to micro-manage small management decisions and that boards should stay at the big picture level to keep perspective and provide advice.

The second question we asked was: if the board was worried about too much money being spent on the office furnishings or on maintenance, what should they do?

Some people have said that if the board is worried about expenditures, they should ask for the budget to actual expenditure statements and request that the Director bring them into sync with each other. They also said that the board can consider trying to improve revenues to offset some of the need for additional spending while still holding the Director accountable to the already agreed budget.

So, was it the board's job to veto the installation of a new water cooler? No, it was not. The board is not responsible for vetoing small office purchases, that is a management decision. But it is their job to provide oversight and accountability for finances.

Oversight means pretty much what it sounds like: a big picture view from a distance. Proper ways to do that are to approve budgets each year, create spending guidelines and policies, have an outside audit done annually, etc. This is one major part of ensuring that the mission of the organization is accomplished, which is the board's primary objective. The board's primary objective is not arguing over the relatively small amount of money spent on a water cooler.

Unit 8 – Who Should Be on a Board?

Let's talk about who is on the board of directors for KSM.

Let's first list the board members and their relationship to each other and KSM.

While we do this, let's also think about why each one of these people may or may not be a good board member.

First, we have Stephen Ogulu, former Director.

He knows a lot, which can be helpful, but he is often too opinionated about what should be done. He wants to keep control. It is rarely helpful to keep the previous Director on the board because of their tendency to not give up their previous role entirely.

Then we have his close friend, Sampson Kirunge.

Although Reverend Ogulu may like having him around, Sampson seems to not have his own opinion because he is a close friend of Reverend Ogulu and is too influenced by him.

Likewise, Charles Ogulu is also too close to Stephen Ogulu. He's his brother after all.

Relatives should never be on the board together because they tend to automatically side with each other and it is difficult to give independent thoughts or contributions when a relative is also present.

Stella Senge is an employee and Ogulu's sister-in-law.

Employees or staff on a board have a hard time holding their bosses accountable because their bosses have the power to fire them. Employees on the board is a conflict of interest.

Fred Mengistu is also an employee and is in the same situation as Stella.

Dr. Bulus Bulima, son of the President of Kabuli, could be a powerful influencer for the organization, but by never participating in the meetings he cannot know enough about the organization or the functioning of the board to be of much help.

Sharon Weganou is a new board member and potentially brings a different and new perspective to the deliberations of the board.

What are some things we learn from these relationships and the board members? Good board members should never be:

Former Directors, because they know "too much," feel too strongly about issues and even if they don't, everyone else on the board defers to them because they are the "expert".

Blood Relatives of the Director. There is an automatic "conflict of interest" and they cannot hold each other accountable. As an example of policy, the church where one of the authors of this course attends does not allow both partners of a married couple to be members of the Church Council, nor are spouses of any of the staff team allowed to be members of the Church Council.

An Employee, because their conflict of interest cannot hold the Director accountable or effectively disagree with him, their bosses have the power to fire them.

Now, the Director is the exception and can sometimes serve on the board, but this is really a case by case basis. In many countries though, the Director cannot be a member of the board, although he/she would normally attend board meetings.

Additionally, some boards encourage members of the leadership team and staff to attend board meetings that relate to their area of work so that their voice can be heard and so that they can answer relevant questions. They do not, however, have a vote in the board's big decisions.

So, who are good board members? What should we look for in board members?

We should look for:

- Spiritual maturity
- Wisdom
- Integrity
- Good judgment
- The ability to work as a team member
- And practical expertise in an area where the organization needs it, like finance, legal, the primary work of the organization, or other areas.

Sometimes people will say that board members must have one of these three qualities: work, wisdom, or wealth. That's a simple way to remember qualities you are looking for.

For a Christian organization, unless the person has spiritual maturity, you do not want them on a board, no matter what other qualities exist or how much money they might have or might contribute. All of the qualities listed above are important, but the one that is essential is spiritual maturity.

Unit 9 – Selecting Board Members and Term Limits

Now let's take a look at selecting board members and the issue of term limits. One practical way to think about choosing board members is to list all the characteristics, qualities and expertise that's needed for the board on one side of a piece of paper, then list all the board members that the organization currently has and their expertise on the other side.

The lists can be compared, or a "matrix" can be created where the needed qualities are on one axis and the qualities already accounted for are on the other. This matrix can

help an organization see what is missing. Then ask God to give you new or additional members with those qualities that you need, but do not have.

In your workbooks for this module you will find an example of a board matrix for KSM that we've built for you. This was created by thinking about what qualities and expertise would be needed for the KSM board and listing those on the left-hand side. What you are looking for here are ideas like – spiritual maturity, organizational leadership experience, church leadership, publishing, media experience, finance, HR (people management). Then listing the names of the current board members across the top of the chart.

How long do you think board members should serve on a board for?

Well, every board should limit how long members can serve, generally no more than 5 to 6 years, before they must step down for at least a year or two. If someone is going to make a contribution, they will have done it in that time period. This also ensures there is always new thinking and as the organization changes, it needs different qualities in its board members at different times.

Unit 10 – Case Study: Victor Has Hope for KSM's Future

Victor sat quietly at his desk that afternoon, his back turned towards the door, gazing intently out the window. He had spent most of the day in that position, seeking God for answers. There was nothing else he could think about. He was sincerely asking whether he should even continue in his role at KSM when Sharon Weganou knocked. Victor swung around in his chair and quickly stood to welcome her.

Sharon was a member of the KSM board. She was quite new, and Victor really did not know her well. Since joining the board at the suggestion of Dr. Bulima about six months ago, she had been very quiet, rarely voicing an opinion on any issue, but obviously paying close attention. Victor knew she was a highly qualified business woman, which was why Dr. Bulima had recommended her to Stephen Ogulu. She was CEO of a new and growing manufacturing company, which although still small, its beginning was certainly encouraging.

"Victor, can I be very blunt with you?" Sharon began, "I think KSM's board is in a lot of trouble, but I think we can salvage it."

Her tone of voice and the use of the word "we" made Victor sit up and listen.

She told him, from her perspective as a new board member, that it had been nearly impossible for her to understand KSM and its board because she had had so little information and no orientation. She had been so quiet these last few months because she was trying to catch up and get a grasp of the situation.

“To be honest, I came last night with the intention of resigning. I had decided to give up on trying to become a part of the group and donate my time elsewhere. I had decided that I must have been mistaken when I thought I heard God saying to make a commitment to KSM. During your presentation and the time that followed, however, I finally got an idea of why God had me there. Let’s see if you agree.”

Sharon continued and laid out her thoughts to Victor. She had served on the board of another Christian ministry for several years before joining KSM’s board. It had gone through a similar situation and, although the facts were very different, her experiences there gave her clear insights that Victor found helpful.

Sharon felt that the board had been left behind when the changes were happening throughout KSM. They had not been included in the process and, therefore, had no ownership of all the innovations and ideas. She outlined for Victor several ways that the situation could be redeemed, including the possibility of a board retreat, some ongoing education for the board, board members spending some “one-on-one” time with Victor to understand his thinking and discuss the new initiatives, and maybe there was even a need for some modifications in the board’s membership.

Victor was greatly encouraged by the time Sharon left. God had once again provided the hope he needed to keep going.

Unit 11 – Your Role as a Bridge Between Your Organization and the Board

As the director of an organization (or as the pastor of a church), your role is to be the bridge between the organization and the board, helping them to contribute and lead wisely.

As the director of KSM, Victor’s role is to be the bridge between the organization and the board. Let’s look at the following questions about Victor’s work with his board and some practical suggestions we could give him:

How did Victor fail in preparing himself and his board for the board meeting?

Some people have said he rushed the presentation. Or he didn't send out materials ahead of time and accept questions by phone or e-mail. Others have said he didn't sit down with Stephen to prepare him and hear his thoughts beforehand. Victor was too busy doing other things to have the time to prepare for a board meeting.

What suggestions did Sharon have for Victor that might help him in the future?

She told him that he should have a board retreat, as well as an orientation for new members. She also thought educating the board and keeping them up to date would be helpful. Sharon also thought that Stephen should have one-on-one time with Victor, as well as consider replacing some of the board members with new ones who might bring a different and fresher perspective.

What additional suggestions could we give Victor?

Some people have said that he should invite board members to try out new products. Or that he can call board members on a regular basis, maybe three or four times a year, to get their input and advice. Others have said that a monthly email updating the board members on critical events would go a long way to keeping them informed and active in the organization.

The board members usually only know a small amount about the work and life of the ministry or organization on whose board they serve. They are usually busy people, and often have other full-time jobs and limited amounts of time to concentrate on an organization's mission.

While it is a board's responsibility to learn enough to serve wisely and fruitfully, they rely heavily on the Director to give them information and present them with opportunities to learn more. All of the suggestions that Sharon gave are ways that Directors can help their board members be better prepared to carry out their role as overseers.

Unit 12 – Developing Accountability in Your Personal Life

We have talked about some practical forms of accountability like job descriptions and strategic plans, and structural forms of accountability within the church or with boards of directors for ministries, NGOs or businesses. But what about the personal life of a leader? How can we develop accountability and invite feedback in our personal lives?

Let's first turn to scripture to begin to get some answers. Below, read Esther 2:19-20 and Esther 4:4-17.

So, describe the relationship between Esther and Mordecai.

Well, Esther was Mordecai's niece and had been brought up by him because her parents had died when she was young.

And, Mordecai held Esther accountable to risk her life to save her people

What qualities did Mordecai have that made him someone Esther was willing to listen to and obey?

- They had a long and deep relationship
- He had proven his trustworthiness
- He had great wisdom
- He had often been right in the past
- And he was a man of integrity

And what were the qualities of Esther that enabled her to seek accountability?

- She had humility
- She was willing to listen to others
- And she invited input

Both parties who are involved in an accountability relationship need to have the qualities we've listed here. It is a relationship and both parties need to have the right qualities for this to work.

Now let's look at two other scripture passages to learn more about leaders who are trustworthy to oversee others and hold them accountable. We're going to explore what the Scriptures tell us from the metaphor of the "Shepherd".

Below, read Psalm 23 & 1 Peter 5:1-11 and then we will go over some questions.

What are the qualities of a Shepherd that you saw in the 23rd Psalm?

- He provides for the sheep
- He protects the sheep
- He refreshes their souls
- He guides them
- He provides comfort
- And he loves the sheep

What does it mean to lead like a Shepherd? As seen in 1 Peter 5: 1-2:

- Shepherds are servants of a master; the master is the one who owns the sheep; the sheep are placed under the care of the shepherd, whose role is to feed them, care for them and protect them from predators.
- The shepherd watches over the sheep willingly.
- The shepherd doesn't pursue benefit for himself.
- As leaders we are given the responsibility of caring for those whom we lead – as a shepherd cares for his sheep

What does the 1 Peter passage say about the characteristics of the type of leaders that God wants? As seen in verses 2-3:

- That they are eager to serve
- That they are not greedy
- That they don't lord it over those they lead
- And that they model good leadership

What does Peter say about motives for leaders? In verses 2 & 4

- That they need to have a willingness to serve God
- That they need to have a willingness to receive God's reward

- That they are not doing it for their own benefit
- That they are doing it for God's glory

What does Peter say about leadership and relationships? v5-6

- That no-one should be proud
- That leaders need to display humility
- And that humility is key

How does the Shepherd image help you think about what leadership means in practice?

- It means servanthood
- Leadership is for the benefit of those served and for God
- And leadership is much more about compassion.

Does this change your perspective of being in a leadership position, as a church leader, the director of a ministry, or being on a Board of Directors or Elder board? If so how?

The main thing it shows is that leadership is not about ruling over others, but about providing for and protecting them.

These images, especially from the 23rd Psalm, really turn our idea of leadership upside down. If all board members and executive leaders took this approach to leadership, everything would change. And accountability would flow naturally and wonderfully for leaders.

If we think that being accountable is important, how do we ensure we have accountability? You are a leader. So, how does a leader like you invite "accountability" into your life? How do you open yourself up to someone to let them hold you accountable?

As a leader it is up to you to invite someone to hold you accountable. Find someone who fits as many of the qualities of a spiritual mentor or Shepherd as possible and ask him or her to be your Accountability Partner.

It doesn't have to be someone older than you. It can be someone your own age that you invite to speak into your life.

Ideally you can support one another and be accountable to one another.

Encourage him or her to ask you questions that will help you to:

- Share honestly
- Reveal challenges beginning to surface in your life and get them into the light of day where you can pray together
- Stop the challenges you are experiencing from destroying you and others that you lead.

Paul Borthwick in his book, "Leading the Way" quotes Gordon McDonald who suggests 26 questions which leaders can regularly ask themselves (or each other) to help develop accountability and receive feedback from others. Paul says "If we desire to grow, we should submit ourselves to a spiritual mentor and answer these questions honestly."

You will find these 26 questions in your workbooks for this module. You should work through the questions the next time you get together with your accountability partner.

Module 11

Conclusion

Unit 1 – Reflecting on This Course

As you conclude this course, we want you to turn to your workbooks and answer the following two questions.

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?
- b. What do you still need to apply in your life and ministry?

It can be very easy to drift back into old ways of doing things. It’s important not to revert to old and ineffective ways of being a leader. So we now want you to do two things.

Firstly, to create a plan so that you maintain those things that you’ve already applied in your life and ministry; and secondly to take those things that you’ve identified in the previous two questions that you still need to apply and create a plan for applying them in your life and ministry.

Here are the final two exercises in your workbooks:

1. List one or two concrete things that you can do in the next two weeks to ensure you maintain those things you’ve learned and experienced in this course that you’ve already applied in your life and ministry.
2. List at least one or two concrete things that you can do in the next two weeks to ensure you implement those things you’ve learned in this course that you still need to apply in your life and ministry.

Once you have completed these exercises, you are done with the course. Thank you so much for working all the way through this course! We know it has been a long journey, but hopefully one that God has used to bring you closer to him.

And, we really hope that your leadership is never the same!

If you forget everything else, remember that:

Leadership is about influence. It is about developing, growing and empowering others.

Leadership is never about you as the leader. It is about enabling all the people around you to accomplish God's work, even if it means sacrificing what you want to do!

We know that the Lord will use you in blessing the hearts of followers as you serve them.